

# TRABAJO DE INVESTIGACIÓN FINAL

## Global Organization Analysis

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## **Abstract**

The primary objective of this project is to present a communication campaign for the company McDonald's Argentina, the world's leading fast-food chain with over 38.000 franchises in more than 114 countries. The campaign is based on in-depth research across four key markets: the United States, Argentina, France, and Japan. However, its implementation focuses exclusively on Argentina.

To reach the objectives of the campaign, an analysis of McDonald's micro-environment, meso-environment, and macro-environment was conducted, allowing an effective understanding of each country's unique challenges and purposes. Moreover, a SWOT analysis also revealed the company's strengths, weaknesses, opportunities, and threats. The proposed communication campaign outlines a strategic approach aimed at reinforcing McDonald's position as a leader in professional development and provider of career growth opportunities. Additionally, the campaign emphasizes the company's commitment to innovation by integrating AI and emerging technologies into its operations, showcasing McDonald's as a forward-thinking organization.

## **Keywords**

McDonald's - Arcos Dorados - Fast-food industry - Communication plan - Professional development - Strategic analysis - Strategic ally - Innovation.



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## **ABBREVIATIONS LIST**

- **CFO:** Chief Financial Officer
- **CEO:** Chief Executive Officer
- **CPO:** Chief People Officer
- **COO:** Chief Operating Officer
- **DEI:** Diversity, Equity and Inclusion
- **GDP:** Gross Domestic Product
- **VPs:** Vice Presidents
- **KPIs:** Key Performance Indicators
- **AI:** Artificial Intelligence
- **VR:** Virtual Reality
- **AR:** Augmented Reality
- **Q1:** Quarter 1
- **Q2:** Quarter 2
- **Q3:** Quarter 3
- **Q4:** Quarter 4
- **UADE:** Universidad Argentina de la Empresa
- **UBA:** Universidad de Buenos Aires
- **UCA:** Universidad Católica Argentina
- **UP:** Universidad de Palermo
- **UNLP:** Universidad Nacional de La Plata
- **UNSAM:** Universidad Nacional de General San Martín
- **UTN:** Universidad Tecnológica Nacional
- **UB:** Universidad de Belgrano
- **IPC:** Consumer Price Index



## GLOSSARY

### PR AND COMMUNICATION GLOSSARY

**ANSOFF Matrix**<sup>1</sup>: a way of examining a company's existing products and markets, showing products it could start to make and markets it could enter.

**BCG Matrix**<sup>2</sup>: a measurement of how successful a company's products are compared to competitors' products, calculated by looking at each product's share of sales in its particular market and that market's rate of growth.

**Benchmarking**<sup>3</sup>: a measurement technique that involves having an organization learn something about its own practices, the practices of selected others, and then compares these practices; sometimes referred to as a baseline against which results are compared.

**Cash cow**<sup>4</sup>: a product or service that makes a lot of money over a long period of time for the company that sells it, often money that is used to support the company's other activities.

**Clickthroughs**<sup>5</sup>: a social media KPI metric of how many visitors to a webpage go beyond the initial webpage and into site content.

**Clipping**<sup>6</sup>: an article, picture, or advertisement that has been cut from a newspaper or magazine.

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<sup>1</sup>CAMBRIDGE DICTIONARY. *Meaning of Ansoff matrix in English*. [online] [consulted: 18 June 2025] Available in: <https://dictionary.cambridge.org/dictionary/english/ansoff-matrix>

<sup>2</sup>CAMBRIDGE DICTIONARY. *Meaning of Boston Matrix in English*. [online] [consulted: 18 June 2025] Available in: <https://dictionary.cambridge.org/dictionary/english/boston-matrix>

<sup>3</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 10). [online] [consulted: 08 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>4</sup>CAMBRIDGE DICTIONARY. *Meaning of cash cow in English*. [online] [consulted: 18 June 2025] Available in: <https://dictionary.cambridge.org/dictionary/english/cash-cow>

<sup>5</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 10). [online] [consulted: 08 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>6</sup>COLLINS DICTIONARY. *Definition of 'clipping'*. [online] [consulted: 18 June 2025] Available in: <https://www.collinsdictionary.com/dictionary/english/clipping>



**Earned media**<sup>7</sup>: publicity or coverage gained through the newsworthiness or topicality of information and/or editorial influence; social earned media refers to publicity or coverage gained the Internet.

**E-mail Survey**<sup>8</sup>: a survey technique whereby a link (URL) to a programmed questionnaire is sent to a respondent via email, the respondent self-administers the questionnaire, and the survey program system accumulates the responses.

**Engagement**<sup>9</sup>: any action or response from a target audience resulting from proactive communications that creates a psychological motivation or bond, an emotional involvement, and empowerment to engage through participation.

**Hashtag**<sup>10</sup>: a Twitter tag that annotates a message for ease of retrieval by others; a number symbol; typically a hashtag is preceded by #, such as #PR.

**Influencer**<sup>11</sup>: an individual with specialized knowledge on a subject or highly recognized by an audience; an individual who has the ability to sway others' thoughts.

**Jingle**<sup>12</sup>: a short simple tune, often with words, that is easy to remember and is used to advertise a product on the radio or television.

**Key Opinion Leader**<sup>13</sup>: a person whose opinions about something such as a product or issue have a big influence on the opinions of others.

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<sup>7</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 10). [online] [consulted: 21 June 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>8</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 10). [online] [consulted:08 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>9</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 10). [online] [consulted:08 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>10</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 10). [online] [consulted:08 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>11</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 10). [online] [consulted:08 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>12</sup>CAMBRIDGE DICTIONARY. *Meaning of Jingle in English*. [online] [consulted: 18 June 2025] Available in: <https://dictionary.cambridge.org/dictionary/english/jingle>

<sup>13</sup>CAMBRIDGE DICTIONARY. *Meaning of Key Opinion Leader in English*. [online] [consulted: 08 November 2025] Available in: <https://dictionary.cambridge.org/dictionary/english/opinion-leader>



**KPI<sup>14</sup>**: data that provide evidence of campaign performance against key preagreed criteria, such as sales, number of inquiries, clickthroughs, comments, visitors, etc.

**Like<sup>15</sup>**: a metric of people who indicate that they like a posting on social media.

**Likert Scale<sup>16</sup>**: an interval-level measurement scale that requires people to respond to statements on a set of predetermined reactions, usually strongly agree, agree, neither agree nor disagree, disagree, strongly disagree; must possess an odd number of reaction words or phrases; also called “summated ratings method” because the scale requires at least two, if not three, statements per measurement dimension.

**Mentions<sup>17</sup>**: an output or outcome consisting of counts of incidents of a company or product or person appears in the media, one mention constitutes a media placement; the number of times a tweet, blog, or other social media output is talked about by other social media users.

**Mission<sup>18</sup>**: the result that a company or an organization is trying to achieve through its plans or actions.

**Micro-environment<sup>19</sup>**: the actors close to the company that affect its ability to serve its customers (the company, suppliers, marketing intermediaries, customer markets, competitors, and publics).

**Meso-environment<sup>20</sup>**: the organization’s industry and markets.

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<sup>14</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 22). [online] [consulted: 7 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>15</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 22). [online] [consulted: 7 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>16</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 22). [online] [consulted: 7 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>17</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 22). [online] [consulted: 7 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>18</sup>CAMBRIDGE DICTIONARY. *Meaning of Mission in English*. [online] [consulted: 18 June 2025] Available in: <https://dictionary.cambridge.org/dictionary/english/mission>

<sup>19</sup>KOTLER, Philip; ARMSTRONG, Gary. *Principles of Marketing*. (p. 92) [online] [consulted: 21 June 2025] Available in: [Principles of Marketing, 17th GLOBAL Edition](#)

<sup>20</sup>Definition extracted from class materials. *FMP - Outline (2025)*. [online] [consulted: 21 June 2025] Available in: [FMP - Outline \(2025\).pdf](#)



**Macro-environment**<sup>21</sup>: the larger societal forces that affect the microenvironment (demographic, economic, natural, technological, political, and cultural forces).

**Monitoring**<sup>22</sup>: a process by which data are systematically and regularly collected about a research program over time.

**Number of Comments**<sup>23</sup>: a metric that indicates the number of comments on a social media conversation.

**Number of Followers**<sup>24</sup>: a metric that analyzes the number of individuals who are actively following a blogger, a tweeter, or individual, company, etc.

**Number of Likes**<sup>25</sup>: a metric that analyzes Facebook likes.

**Output**<sup>26</sup>: the final stage of a communication product, production, or process resulting in the production and dissemination of a communication product (brochure, media release, Web site, speech, etc).

**Paid media**<sup>27</sup>: outputs placed in the media as a function of advertising.

**PESTEL Analysis**<sup>28</sup>: abbreviation for Political, Economic, Social, Technological, Legal, and Environmental analysis: a management method that examines the effect that

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<sup>21</sup>KOTLER, Philip; ARMSTRONG, Gary. *Principles of Marketing*. (p. 92) [online] [consulted: 21 June 2025] Available in: [Principles of Marketing, 17th GLOBAL Edition](#)

<sup>22</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 27). [online] [consulted: 7 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>23</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 27). [online] [consulted: 7 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>24</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 27). [online] [consulted: 7 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>25</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 27). [online] [consulted: 7 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>26</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 27). [online] [consulted: 7 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>27</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 22). [online] [consulted: 21 June 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>28</sup>CAMBRIDGE DICTIONARY. *Meaning of PESTLE analysis in English*. [online] [consulted: 18 June 2025] Available in: [PESTLE analysis | English meaning - Cambridge Dictionary](#)



events or influences from outside may have on the performance of a company or organization.

**Porter's five forces**<sup>29</sup>: a framework for analysing the balance of power within a particular industry and hence its overall profitability. The frame identifies five forces in the microenvironment that drive competition and threaten a firm's ability to make profits: (1) rivalry between existing competitors (depending on e.g. their number, size, and relative market shares); (2) the threat of new entrants (i.e. the extent to which there are significant barriers to entering a market); (3) the threat of substitutes (i.e. products in another industry that the consumer may see as alternatives); (4) the strength of buyer power; and (5) the strength of supplier power. Forces (2), (3), (4), and (5) all feed back into force (1) by driving up competitive rivalry. The five-forces model is probably the most widely used tool in industry structure analysis and is also a popular starting point in strategic management planning. It was developed by Michael E. Porter of Harvard Business School in the late 1970s.

**Purpose**<sup>30</sup>: determination or a feeling of having a reason for what you do.

**Question mark**<sup>31</sup>: a product or company that has a small share of a market that is growing very fast.

**Reputation**<sup>32</sup>: the public's perception of an organization's credibility, trustworthiness, or image based on the organization's behavior.

**Slogan**<sup>33</sup>: a short easily remembered phrase, especially one used to advertise an idea or a product.

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<sup>29</sup>OXFORD REFERENCE. *Porter's Five Forces*. [online] [consulted: 18 June 2025] Available in: [Porter's Five Forces - Oxford Reference](#)

<sup>30</sup>CAMBRIDGE DICTIONARY. *Meaning of purpose in English*. [online]. [consulted: 18 June 2025]. Available in: [PURPOSE | English meaning - Cambridge Dictionary](#)

<sup>31</sup>CAMBRIDGE DICTIONARY. *Meaning of question mark in English*. [online]. [consulted: 18 June 2025]. Available in: <https://dictionary.cambridge.org/dictionary/english/question-mark?q=question+mark+>

<sup>32</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 32). [online] [consulted: 7 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>33</sup>CAMBRIDGE DICTIONARY. *Meaning of slogan in English*. [online]. [consulted: 18 June 2025]. Available in: [SLOGAN | English meaning - Cambridge Dictionary](#)



**Survey Methodology**<sup>34</sup>: a formal research methodology that seeks to gather data and analyze a population's or sample's attitudes, beliefs, and opinions; data are gathered in-person or by telephone (face-to-face), or self-administered via the mail.

**Stakeholders**<sup>35</sup>: a person or group of people who own a share in a business/ a person such as an employee, customer, or citizen who is involved with an organization, society, etc. and therefore has responsibilities towards it and an interest in its success.

**Star**<sup>36</sup>: in the Boston Matrix, a product or company with a large share in a market that is growing very fast.

**Strategy**<sup>37</sup>: a detailed plan for achieving success in situations such as war, politics, business, industry, or sport, or the skill of planning for such situations.

**SWOT Analysis**<sup>38</sup>: abbreviation for strengths, weaknesses, opportunities, threats: a way of considering all the good and bad features of a business situation or a company.

**Target audience**: A very specific audience differentiated from "audience" by some measurable characteristic or attribute.

**Values**<sup>39</sup>: the principles that help you to decide what is right and wrong, and how to act in various situations.

**Vision**<sup>40</sup>: the ability to imagine how a country, society, industry, etc. could develop in the future and to plan for this.

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<sup>34</sup>INSTITUTE OF PUBLIC RELATIONS. *Dictionary of Public Relations Measurement and Research*. 3rd ed. (p. 32). [online] [consulted: 7 November 2025]. Available in: <https://instituteforpr.org/wp-content/uploads/Dictionary-of-Public-Relations-Measurement-and-Research-3rd-Edition.pdf>

<sup>35</sup>CAMBRIDGE DICTIONARY. *Meaning of stakeholder in English*. [online]. [consulted: 18 June 2025]. Available in: [STAKEHOLDER | English meaning - Cambridge Dictionary](#)

<sup>36</sup>CAMBRIDGE DICTIONARY. *Meaning of star in English*. [online]. [consulted: 18 June 2025]. Available in: [STAR | English meaning - Cambridge Dictionary](#)

<sup>37</sup>CAMBRIDGE DICTIONARY. *Meaning of strategy in English*. [online]. [consulted: 18 June 2025]. Available in: [STRATEGY | English meaning - Cambridge Dictionary](#)

<sup>38</sup>CAMBRIDGE DICTIONARY. *Meaning of swot in English*. [online]. [consulted: 18 June 2025]. Available in: [SWOT | English meaning - Cambridge Dictionary](#)

<sup>39</sup>CAMBRIDGE DICTIONARY. *Meaning of swot in English*. [online]. [consulted: 18 June 2025]. Available in: [VALUES | English meaning - Cambridge Dictionary](#)

<sup>40</sup>CAMBRIDGE DICTIONARY. *Meaning of vision in English*. [online]. [consulted: 18 June 2025]. Available in: [VISION | English meaning - Cambridge Dictionary](#)



## **INDUSTRY-RELATED GLOSSARY**

**Capital-light Strategy**<sup>41</sup>: a business approach that prioritizes minimizing the amount of capital required to operate and grow.

**Franchise**<sup>42</sup>: an arrangement in which a company sells another business the right to sell its products or services in return for payment.

**Franchisee**<sup>43</sup>: a business that has bought the right to sell the products and services of another company.

**Foundational market**: this term refers to a country where a company was originally established and developed its core operations, brand identity, and strategic framework. In the case of McDonald's, the United States is considered its foundational market, as it is the country of origin where the brand was born and from which it expanded internationally.

**Happy Meal**: a children's menu item created by McDonald's that typically includes a smaller-sized main dish (such as a hamburger or chicken nuggets), a side (like fries or fruit), a drink, and a toy.

**Headquarters**<sup>44</sup>: the main offices of an organization such as the army, the police, or a business company.

**International developmental licenses**: a business model used by McDonald's in select countries where independent licensees are granted long-term rights to operate and develop the brand within a specific region. These licensees invest their own capital and oversee all operations, allowing the company to expand globally while minimizing risks and costs.

**Internationally operated market**: a market in which McDonald's retains full ownership and controls its operations, including decision-making, staffing, etc. These markets are

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<sup>41</sup>LINKEDIN. *How to Create a More Capital-Light Business*. [online]. [consulted: 18 June 2025]. Available in: <https://www.linkedin.com/pulse/how-create-more-capital-light-business-arcusrutland-nugne/>

<sup>42</sup>CAMBRIDGE DICTIONARY. *Meaning of franchise in English*. [online]. [consulted: 18 June 2025]. Available in: [FRANCHISE | English meaning - Cambridge Dictionary](#)

<sup>43</sup>CAMBRIDGE DICTIONARY. *Meaning of franchisee in English*. [online]. [consulted: 18 June 2025]. Available in: [FRANCHISEE | English meaning - Cambridge Dictionary](#)

<sup>44</sup>CAMBRIDGE DICTIONARY. *Meaning of headquarters in English*. [online]. [consulted: 18 June 2025]. Available in: [HEADQUARTERS | English meaning - Cambridge Dictionary](#)



typically seen as strategically important and allow the company to directly implement and monitor brand strategies.

**McCafé:** a coffee-house-style sub-brand owned by McDonald's, offering specialty coffee drinks, pastries, and snacks.

**McDonald's Franchisee Guide:** an official document provided by McDonald's that outlines the standards, requirements, responsibilities, and best practices expected from its franchise partners. It includes detailed information about brand operations, customer service, marketing, and legal compliance, serving as a reference for maintaining consistency across the global franchise network.

**Systemwide sales:** overall consumer spending across all McDonald's-branded restaurants globally, including both company-owned and franchised locations.

**Total Revenue:** income generated from company-operated restaurants as well as rents, royalties and fees collected from franchised restaurants.



## **INTRODUCTION**

This investigation project examines McDonald's Corporation, one of the most emblematical and influential companies in the global fast-food industry. With over eighty years of history, McDonald's has played a pivotal role in shaping consumer habits and establishing new global standards for efficiency, consistency, brand recognition and market adaptability. Its evolution over time reflects a sustained capacity for innovation and strategic response to shifting social, economical and technological contexts.

The analysis presented in the following pages addresses a detailed research of the corporation, including its origins, corporate culture, communication strategies, and international expansion. From its beginnings as a single drive-in restaurant to becoming a multinational giant, the company has played a central role in redefining the food service experience. Particular emphasis is placed on its organizational structure, public relations approach, and the decision-making framework that have sustained its global success throughout the years.

The assessment also focuses on McDonald's main stakeholders and audiences, providing insight to develop a communication plan aligned with current expectations. This project seeks to understand the brand's current positioning, examining its sustainability and corporate responsibility initiatives, and exploring its influence in industry-related public policies. Together, these elements offer a comprehensive understanding of McDonald's recognition as a global benchmark in the fast-food sector.



Global Organization Analysis																					
Title	Description																				
<b>Name</b>	McDonald's Corporation - named after its founders, Rick and Dick McDonald's.																				
<b>Type of corporation<sup>1</sup></b>	Leading global fast-food service retailer. McDonald's is considered a public corporation as it has been traded on the New York Stock Exchange since 1965. The company shares its results and resources on its investors' landing page.																				
<b>Locations<sup>2</sup></b>	Headquarters are located in Chicago, Illinois. About 95% of McDonald's restaurants are franchised. Having over 43.000 restaurants in +100 countries, 31% are in the US, 24% are internationally operated and 45% are under international developmental licenses, like Arcos Dorados in Latin America and the Caribbean.																				
<b>Number of employees<sup>3</sup></b>	Currently 2.2M employees distributed globally.																				
<b>Financial information<sup>4,5,6</sup></b>	During 2024, McDonald's total revenue grew by 2%, indicating steady sales performance. However, their net income declined by 3%, primarily due to higher interest expenses and restructuring costs. The operating margin has increased to 45.2%, reflecting the cost management and operational efficiency. While the net profit margin remains at 31.7% despite a decline in net income. The stability of the EBITDA margin at approximately 45%. Total systemwide sales exceed \$130 billion reflecting a 1% growth.																				
<b>Core Business<sup>7</sup></b>	McDonald's operates as a fast-food restaurant chain. Through its franchising strategy it has established a stable income from royalties, fees, and other profits generated by its franchise-operated restaurants worldwide. Their global business operates under 3 segments: <ul style="list-style-type: none"> <li>• The United States Market (unrivaled drive-thru presence a strong unit economics with a 95% franchised ownership mix)</li> <li>• The International Operated Markets (IOM) (high average unit volumes across markets: with a 89% franchised ownership mix as of december 2024)</li> <li>• The International Developmental Licensees and Corporate ( I ) (Segment with a 99% franchised ownership mix)</li> </ul>																				
<b>History<sup>8</sup></b>	<table border="1"> <tbody> <tr> <td>1948</td> <td>Dick and Mac McDonald became successful in optimizing the Speedee System, offering hamburgers for 15 cents to their customers in a restaurant in San Bernardino.</td> </tr> <tr> <td>1950s</td> <td>Ray Kroc became the national franchising agent and formed the "McDonald's System Inc." in order to issue franchises under license.</td> </tr> <tr> <td>1955</td> <td>Kroc opened the first restaurant by this name in Illinois.</td> </tr> <tr> <td>1961</td> <td>Kroc bought the exclusive rights to the McDonald's name and its operating system for 2,7 million dollars.</td> </tr> <tr> <td>1967</td> <td>McDonald's expanded to international markets, opening their first locations outside the US.</td> </tr> <tr> <td>1971</td> <td>The first McDonald's opened in Europe (NL).</td> </tr> <tr> <td>1986</td> <td>The first one opened in Argentina.</td> </tr> <tr> <td>1990s- 2000s</td> <td>During the 1990s McDonalds continued international expansion and developed a "Plan to Win" corporate strategy to focus on exceptional customer experience. Between the 1990s and the 2000s they launched the "i'm lovin' it" marketing campaign.</td> </tr> <tr> <td>2010s</td> <td>Since the 2010s, McDonalds has been working on a plan focused on re-franchising and cost savings.</td> </tr> <tr> <td>2020</td> <td>They are focusing on accelerating the Arches Corporate Strategy to work on their Brand and M-C-D (Marketing, Core, Digital, Delivery, Drive Thru and Development) pillars.</td> </tr> </tbody> </table>	1948	Dick and Mac McDonald became successful in optimizing the Speedee System, offering hamburgers for 15 cents to their customers in a restaurant in San Bernardino.	1950s	Ray Kroc became the national franchising agent and formed the "McDonald's System Inc." in order to issue franchises under license.	1955	Kroc opened the first restaurant by this name in Illinois.	1961	Kroc bought the exclusive rights to the McDonald's name and its operating system for 2,7 million dollars.	1967	McDonald's expanded to international markets, opening their first locations outside the US.	1971	The first McDonald's opened in Europe (NL).	1986	The first one opened in Argentina.	1990s- 2000s	During the 1990s McDonalds continued international expansion and developed a "Plan to Win" corporate strategy to focus on exceptional customer experience. Between the 1990s and the 2000s they launched the "i'm lovin' it" marketing campaign.	2010s	Since the 2010s, McDonalds has been working on a plan focused on re-franchising and cost savings.	2020	They are focusing on accelerating the Arches Corporate Strategy to work on their Brand and M-C-D (Marketing, Core, Digital, Delivery, Drive Thru and Development) pillars.
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<b>Founders, Main Characters &amp; Heroes</b>	<p><b>Maurice</b> (11/26/1902) and <b>Richard McDonalds</b> (02/16/1909) were two brothers who founded the brand in 1940, introducing their Speedee Service System.</p> <p><b>Ray Kroc</b> (10/05/1902) was an entrepreneur from Chicago. In 1954 he became the first McDonald's franchise agent, and introduced a global approach to the business.</p> <p><b>Stanley Meson</b> (01/07/1910) was a Californian architect who added the arches to the McDonalds buildings. He decided to use the colours red and white, while adding the arches which would later become yellow.</p> <p><b>Woods Staton</b> is a former Colombian executive in charge of bringing the brand to Latin America. Later, became president of the board of Arcos Dorados.<sup>9</sup></p>																				
<b>Logo</b>	It's an imagotype composed by the name, McDonalds, and the symbol of the golden arches: the M. In this case, both can work separately as well.																				
<b>Products &amp; Services<sup>10</sup></b>	<p>McDonald's products can be divided into 9 categories and may vary depending on the country the franchise is set:</p> <table border="1"> <tbody> <tr> <td>• Breakfast</td> <td>• McNuggets</td> <td>• McCafé Coffees</td> <td>• Chicken &amp; Fish Sandwiches</td> <td>• Beverages</td> </tr> <tr> <td>• Fries &amp; Sides</td> <td>• Sweet &amp; Treats</td> <td>• Happy Meal</td> <td>• Burgers</td> <td></td> </tr> </tbody> </table> <p>McDonald's services are mainly used to reinforce customer experience:</p> <ul style="list-style-type: none"> <li>• The McDonalds App</li> <li>• DriveThru</li> <li>• McDelivery</li> </ul>	• Breakfast	• McNuggets	• McCafé Coffees	• Chicken & Fish Sandwiches	• Beverages	• Fries & Sides	• Sweet & Treats	• Happy Meal	• Burgers											
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<sup>1</sup>MCDONALD'S CORPORATION. *Who We Are*. [online]. [n.d.] [consulted: 22 March 2025]. Available in: <https://corporate.mcdonalds.com/corpmcd/our-company/who-we-are.html>

<sup>2</sup>MCDONALD'S CORPORATION. *Restaurants by Markets 2024*. [online] Updated February 26th, 2025. [consulted: 28 March 2025]. Available in: [Restaurants by Markets 2024](https://corporate.mcdonalds.com/corpmcd/our-purpose-and-impact/jobs-inclusion-and-empowerment/human-rights.html)

<sup>3</sup>MCDONALD'S CORPORATION. *Human Rights* [online]. [n.d.] [consulted: 29 March 2025]. Available in: <https://corporate.mcdonalds.com/corpmcd/our-purpose-and-impact/jobs-inclusion-and-empowerment/human-rights.html>

<sup>4</sup>MCDONALD'S CORPORATION. *Investor Information, Services, and Relations* [online]. [n.d.] [consulted: 24 March 2025]. Available in: <https://corporate.mcdonalds.com/corpmcd/investors.html>

<sup>5</sup>LOPEZ, Lester. *McDonald's VRIO/VRIN Analysis & Value Chain Analysis (Resource-Based View)* [online]. Updated September 19, 2020. [consulted: 23 March 2025]. Available in: <https://www.rancord.org/mcdonalds-vrio-analysis-core-competencies-competitive-advantages>

<sup>6</sup>MCDONALD'S CORPORATION. *Financial Information*. [online]. [n.d.] [consulted: 22 March 2025]. Available in: <https://corporate.mcdonalds.com/corpmcd/investors/financial-information.html>

<sup>7</sup>MCDONALD'S CORPORATION. *Investors Overview*. (p. 10-15) [online] [consulted: 25 March 2025]. Available in: [https://corporate.mcdonalds.com/content/dam/sites/corp/nfl/pdf/Investor%20Overview%20Deck\\_v2025.3.3.pdf](https://corporate.mcdonalds.com/content/dam/sites/corp/nfl/pdf/Investor%20Overview%20Deck_v2025.3.3.pdf)

<sup>8</sup>MCDONALD'S CORPORATION. *McDonald's History* [online]. [n.d.] [consulted: 29 March 2025]. Available in: <https://corporate.mcdonalds.com/corpmcd/our-company/who-we-are/our-history.html>

<sup>9</sup>LA REPÚBLICA. *La historia de Woods Staton, el millonario colombiano que ha pasado desapercibido* [online]. Updated March 10, 2012 [consulted: 24 March 2025]. Available in: <https://www.rancord.org/mcdonalds-vrio-analysis-core-competencies-competitive-advantages>

<sup>10</sup>MCDONALD'S CORPORATION. *McDonald's Menu: Our Full McDonald's Food Menu* [online]. [n.d.] [consulted: 24 March 2025]. Available in: <https://www.mcdonalds.com/us/en-us/full-menu.html>



## **MICRO-ENVIRONMENT ANALYSIS**

### **Going Green Stage**

The brand takes as its starting point the year 2018, compromising to have better outcomes by 2030. Its sustainability strategy focuses on four main pillars: *the planet, food & quality sourcing, inclusion & empowerment, and community connection*<sup>45</sup>. McDonald's's environmental sensitivity is high, as the brand actively seeks for new ways to protect the environment, including not only their employees but also suppliers they work with.

For example, the brand is committed to reduce its CO2 Emissions in their restaurant operations, but also encouraging their suppliers to do so, meaning every step on the supply chain is affected. By 2030, the brand is aiming to reduce their carbon emissions by 50%. Another proactive action McDonald's is doing in 2025 is to reduce waste in their packaging, having them made 100% from renewable, recycled or certified materials. Also, minimizing the use of plastic in their Happy Meals toys by transitioning to more sustainable materials.<sup>46</sup>

### **Strategic purpose**

**Mission:** *Make delicious, feel-good moments easy for everyone.*

**Vision:** *Be the preferred place and way of eating by customers.*

**Purpose:** *to feed and foster community.*

**Values:** serve (put people first); inclusion (open doors to everyone); integrity (do the right thing); community (be good neighbors); family (get better together).

Each of these statements is shared and amplified by the company and is an essential part of its success. Striving to reflect its values through its sustainability efforts, its business procedures, and its commitment with the local communities.<sup>47 48</sup>

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<sup>45</sup>MCDONALD'S CORPORATION. *Our Purpose & Impact Report* [Consulted on March 22nd, 2025] (p.8) Available in: [2023–2024 Our Purpose & Impact Report McDonald's Corporation](#)

<sup>46</sup>MCDONALD'S CORPORATION. *Our Purpose & Impact Report* [Consulted on March 22nd, 2025] (p.18-24) Available in: [2023–2024 Our Purpose & Impact Report McDonald's Corporation](#)

<sup>47</sup>Interview transcription with HR employee, conducted on March 28, 2025. See Annex 1.

<sup>48</sup>MCDONALD'S CORPORATION. *Our mission and values.* [n.d.] Available in: [Our Mission and Values](#)



## Strategic capabilities

One of McDonald's most important resources is its wide global presence, with more than 38,000 restaurants in total of 114 countries<sup>49</sup>. Internally, McDonald's has created strong structures to build high-performing and highly engaged teams. Over time, the company has built strong policies, procedures and support systems that ensure operational excellence worldwide. Nowadays, McDonald's focuses on ensuring fast and convenient service through digital ordering and expanded delivery, supported by a flexible and well-trained workforce. Employees start as crew members and can rise to leadership roles. However, this promotion system does not offer a lasting competitive advantage.

The McDonald's app was the most downloaded among all U.S. fast-food restaurants, with 3.5M downloads, a testament to the brand's growing emphasis on technology<sup>50</sup>. Features like Mobile Order & Pay, MyMcDonald's Rewards, and exclusive in-app deals have made the platform more than just a convenience; they've become a strategic tool for boosting customer loyalty and encouraging repeat visits. The integration of self-service kiosks, digital menu boards, and contactless ordering options has also minimized wait times and reduced order errors.

## Structure

McDonald's organizational structure is based on three key areas: corporate, regional, and functional. The corporate area includes the CEO, who oversees the overall strategy and direction of the company and is supported by the CFO, COO, CPO, and their VPs. This team is responsible for making high-level strategic decisions affecting the chain of command. The regional structure is divided into 3 teams in charge of each region and their operations: the US, the internationally operated markets, and the franchisees. Lastly, the functional area gathers the Learning and Development, Sustainability, Compliance, Communications, and DEI teams.<sup>51</sup> McDonald's as a brand is impacted by corporate decisions (top down decision-making)<sup>52</sup>. As long as

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<sup>49</sup>MCDONALD'S CORPORATION. *Restaurants by Markets 2024*. Updated February 26th, 2025. [online] [consulted: 22 April 2025]. Available in: [Restaurants by Markets 2024](#)

<sup>50</sup>E-MARKETER. *McDonald's supersedes its app downloads, leaving other QSRs the crumbs*. (25 April 2023) [online] [consulted: 12 June 2025] Available in: [McDonald's supersedes its app downloads, leaving other QSRs the crumbs](#)

<sup>51</sup>ORGANIMI. *McDonald's Organizational Structure*. [n.d.]. Available in: [McDonald's Organizational Structure \[Interactive Chart\] | Organimi](#)

<sup>52</sup> Interview transcription with HR employee, conducted on March 28, 2025. See Annex 1.



franchisees fulfill their obligations to the company, they are trained to run the business with a certain amount of autonomy.

## **Culture**

McDonald's has four cultural norms that are spread throughout the company globally. These are *Start with the Problem*, *Share & Steal*, *Relentlessly prioritize*, and *Discuss, don't present*. These are embodied by their leaders, and are shared among all employees, which is why the company carefully chooses their leaders. For McDonald's, the first step of building culture is finding effective leaders. Moreover, the brand follows a Golden rule that is shared with all regional franchises: "*treating everyone with dignity, fairness and respect, always*". Every country also has the opportunity to develop their activities following their own traditions, adding a local focus to the company. McDonald's culture is open to embrace the different habits of each country, as long as they share the main norms presented by McDonald's.

## **Internationalization strategy**

McDonald's approach to internationalization fundamentally has been shaped by its commitment to franchising as their entry mode into foreign markets. This allows them to maintain brand consistency and operational efficiency. As explained in the McDonald's Franchisee Guide (n.d.)<sup>53</sup>, all franchisees must comply with standardized operational and brand requirements, even across diverse international markets. This capital-light strategy reduces risk and enables the brand to adapt to local market conditions through the expertise of its partners on the ground.

The International Operated Markets segment is composed of countries where McDonald's both owns and franchises restaurants, France being the biggest market in this segment. These markets are mature and strategically important, where McDonald's operates strongly with a powerful brand and a large base of modernized restaurants. In contrast, the International Developmental Licensed Markets segment encompasses a wide range of geographically diverse countries, many of which are considered risky or complex in terms of market entry, such as Japan and Argentina. McDonald's does not retain operational control, instead local developmental licensees and affiliates are responsible for managing the business, providing the necessary capital investment, and opening new restaurants. The company benefits from this arrangement by

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<sup>53</sup>MCDONALD'S CORPORATION. *The Franchisee Guide 2024*. [consulted: 23 April 2025]. Available in: [The Franchisee Guide 2024](#)



receiving licensing fees and royalties, while transferring the costs and risks of operations to its local partners.

## Communication background

McDonald's communication is mostly formal, aiming to keep stakeholders informed through various channels, like annual reports, meetups with the Worldwide Convention, surveys, forums, and official portals. They also have defined norms of conduct and strict communication policies that expect employees to follow. These are communicated through PDFs and official documents, in order to ensure all employees follow the same guidelines.

Regarding its internal communication, according to one of its employees<sup>54</sup>, McDonald's uses various digital channels to keep their employees connected and informed. For example, the MCD Corporate Web Page<sup>55</sup> (used globally), that provides important information such as training materials, self-service tools and more; and the Meta Workplace platform. For restaurant employees, McDonald's fosters communication through meetings with managers, digital billboards and newsletters. According to one of McDonald's employees, communication through WhatsApp group chats is also very common. In Latin America, McDonald's encourages engagement through Instagram pages which are specifically designed to engage staff members by sharing cultural initiatives and company updates in a more informal way. It can be said that McDonald's relies on digital communication to keep their employees connected across the globe.

Regarding their external communication, McDonald's has worked with multiple Public Relations agencies throughout the years. For example, Hughes PR<sup>56</sup> (Australia) and EGAMI Group<sup>57</sup> (United States), with whom they teamed up with to deepen their commitment to diverse communities.

Social media is a big part of McDonald's global communication strategy. Although they maintain their brand identity (logo, color palette, font and tone) through all their different social media accounts in each country, they adapt their content and messages to

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<sup>54</sup> Interview transcription with HR employee, conducted on April 16, 2025. See Annex 2.

<sup>55</sup> MCD Landing Page. [online]. [n.d.]. [consulted: 20 April 2025]. Available in: [MCD Log In](#)

<sup>56</sup> HUGHESPR. *Hughes PR McDonald's* [online]. [n.d.]. [consulted: 29 March 2025]. Available in: [Hughes PR | Work | McDonald's](#)

<sup>57</sup> MCDONALD'S CORPORATION. *McDonald's USA Names EGAMI Group as Public Relations Agency of Record for its U.S. African American Consumer Market* [online]. [n.d.]. [consulted: 29 March 2025]. Available in: [McDonald's USA Names EGAMI Group as Public Relations Agency of Record for its U.S. African American Consumer Market](#).



resonate with each of their cultural preferences. Their main objective is to build a connection with the local public through localized content.

### ***"I'm lovin' it"* communication campaign**

This global campaign was launched by McDonald's in the year 2003, at a time when the company was facing a rapid decline in sales and needed to come up with a way to refresh the brand<sup>58</sup>. McDonald's main intention with this campaign was to attract younger consumers, and they did so by resonating with this group's youthfulness and desire to enjoy life to the fullest, while developing an emotional connection with them. The slogan "I'm lovin' it" came up as a way of celebrating the pleasures of life, especially focusing on the satisfaction of eating McDonald's food. The message of the campaign was clear: it was not just about the food, but about embracing the joy of life.

This core message remained the same in all of the countries where it was launched. However, the tone of it was adapted to fit each of their different cultures. The main difference between the first commercials that were aired in the USA<sup>59</sup> and in Argentina<sup>60</sup> was the language (english and spanish respectively). In the United States, the slogan was "*I'm lovin' it*", whereas in Argentina it was "*Me encanta*", accompanied in both cases with the iconic "ba-da-ba-BA-BAAA" jingle. As a result of the campaign design process, this iconic jingle and slogan became so successful that McDonald's still uses it up to this day.

## **MESO-ENVIRONMENT ANALYSIS**

In order to obtain a substantial and comparative analysis of McDonald's meso-environment, we chose four countries: the United States, Argentina, France, and Japan. This selection reflects different business models: the US is the foundational market, France is an internationally operated market, and Japan and Argentina operate under international developmental licenses. The selection criteria is based on market size: each country has the highest number of restaurants in its respective region<sup>61</sup>

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<sup>58</sup>BOONE, Brian. "*I'm lovin' it*": the history of McDonald's most popular jingle. Updated November 7 2024. [consulted: 29 March 2025]. Available in: ["I'm lovin' it": the history of McDonald's most popular jingle](#)

<sup>59</sup>FILIPE. *I'm lovin' it* [online]. Updated 28 January 2007. [consulted: 29 March 2025]. Available in: ["I'm lovin' it](#)

<sup>60</sup>CARN2011. *Mc Donald's - Me Encanta - Launching USA- Latin America* [online]. Updated June 23, 2011. [consulted: 29 March 2025]. Available in: [Mc Donald's - Me Encanta](#)

<sup>61</sup>MCDONALD'S CORPORATION. *Restaurants by Markets 2024*. Updated February 26th, 2025. [consulted: 20 April 2025]. Available in: [Restaurants by Market 2024 | McDonald's Corporation](#)



(except Japan, which ranks second in Asia behind China, a country we decided to exclude due to challenges in obtaining public information).

### Generic strategy analysis - ANSOFF matrix

McDonald's enters new markets focusing on market development. They start by introducing its classic menu items to build brand recognition and relying on local suppliers, employers and businessmen. Once the brand is established, McDonald's gradually shifts towards a product development strategy, having more freedom to adapt their offerings to local preferences. This approach has led to region-specific menu items such as the Chicken Tatsuta Tartar Nanban Burger<sup>62</sup> or the Shrimp fillet<sup>63</sup> in Japan, the Dulce de Leche ice cream<sup>64</sup> in Argentina and the Croque McDo<sup>65</sup> in France.

### Market analysis - BCG matrix

Because of McDonald's wide and diverse offering of products worldwide, the following analysis will be focused on the McCafé segment, the coffee business that has operated since 2001.

We consider it a **star business** in all four countries, with significant growth potential and high coffee consumption (especially the United States<sup>66</sup> and Japan<sup>67</sup>, which leads the global consumption ranking). McCafé not only offers coffee, but also a variety of products such as pastries, coffee beans, and seasonal specialties. Based on the menus, advertising and investment efforts, we used the BCG Matrix to assess its offerings.

The classic McCafé hot coffee is considered a **cash cow** product in all four countries, as it is the oldest and the most common order people take. It benefits from its high market share and steady consumer demand. Its success is reinforced by the brand's "on your way" campaign<sup>68</sup>, and the fact that coffee is paired with local food items.

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<sup>62</sup>MCDONALD 'S CORPORATION JAPAN. *Menu*. [consulted: 24 April 2025]. Available in: [Tartar Nanban Chicken Tatsuta Special Set | Menu | マクドナルド公式](#)

<sup>63</sup>MCDONALD'S CORPORATION JAPAN. *Menu*. [consulted: 24 April 2025]. Available in: [Shrimp Filet-O | Menu | マクドナルド公式](#)

<sup>64</sup>MCDONALD 'S CORPORATION ARGENTINA. *Postres*. [consulted: 24 April 2025]. Available in: [Cono De Dulce De Leche - Postres | McDonald's](#)

<sup>65</sup>MCDONALD'S CORPORATION FRANCE. *Menu*. [consulted: 24 April 2025]. Available in: [Burger Croque McDo | Menu | McDonald's](#)

<sup>66</sup>REPORT LINKER. *US Coffee Market Report- Q1 2025*. [consulted: April 24th 2025]. Available in: [US Coffee Market Report- Q1 2025](#)

<sup>67</sup>REPORT LINKER. *Japan Coffee Market Report- Q4 2024*. [consulted: March 3rd 2025]. Available in: [Japan Coffee Market Report- Q4 2024](#)

<sup>68</sup>ADS OF THE WORLD. *Good coffee. Simple*. [n.d.]. [consulted: 26 April 2025]. Available in: [McDonald's: Good coffee. Simple. • Ads of the World™ | Part of The Clio Network](#)



France serves it with croissants or baguettes with jam, Argentina with chocotorta and medialunas, the U.S. with apple pie, and Japan with strawberry daifuku pie.

On the other hand, newer innovations such as McCafé's Oreo cake and frappes in Argentina<sup>69</sup> and the new Latte size in Japan<sup>70</sup>, represent **question mark** products as they have potential for growth but have yet to establish a significant market share. McDonald's shows its intention to invest in the communication of these products so they can become star products.

## Industry and sector analysis - Porter's five forces

*Threat of new entry* → low force

This is a low force because there are existing fast food brands in the market. Consumers are already loyal to one brand of preference, and it wouldn't be easy for a new brand to compete against that. Moreover, in today's market McDonald's still is the number one company people choose and the biggest competitor to any new brand that may want to enter the market as well.<sup>71</sup>

For example, people tend to choose between McDonald's, Burger King or Wendy's as the top fast food burger brands. In Argentina, the company Mostaza has been gaining a lot of visibility and consumers, being the only fast food chain having franchises in every province of the country<sup>72</sup>. In this specific case, Mostaza presents itself as the biggest competitor in the country, being one of the only brands that entered the market and created a strong presence in the market.

*Threat of substitutes* → strong force

The fast-food industry has many brands that offer similar products and services. This is why the threat of consumers changing to another brand is high. Even the cost of switching to another company is low because prices do not vary much between one another. For example in the United States, the classic BigMac costs usd\$5.99<sup>73</sup>,

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<sup>69</sup>MCDONALD'S AR. *Instagram feed*. [n.d.]. [consulted: 26 April 2025]. Available in: [McDonald's Argentina ★★★★★ \(@mcdonalds\\_ar\) • Instagram photos and videos](#)

<sup>70</sup>MCDONALD'S JP. *"Cafe Latte" and "Caramel Latte" have been revamped!*. [online]. [n.d.]. [consulted: 26 April 2025]. Available in: [「カフェラテ」「キャラメルラテ」がリニューアル！ | マクドナルド公式](#)

<sup>71</sup>EIGHTCEPTION. *McDonald's Competitive Advantage*. [n.d.]. [consulted: 28 May 2025 2025]. Available in: [McDonald's Competitive Advantage - Eightception](#)

<sup>72</sup>ÁMBITO. *La cadena de fast-food que más crece: Mostaza proyecta 30 aperturas en 2024* [n.d.]. [consulted: 28 May 2025 2025]. Available in: [La cadena de fast food que más crece: Mostaza proyecta 30 aperturas en 2024](#)

<sup>73</sup>MCDS MENU. *McDonald's Big Mac® Price, Nutrition, Allergen*. [n.d.]. [consulted: 26 April 2025]. Available in: [McDonald's Big Mac® Price, Nutrition, Allergen](#)



Wendy's Dave hot n 'juice is usd\$4.19<sup>74</sup>, and the Whopper from Burger King is the most expensive being usd\$8.19.<sup>75</sup>

Nowadays people are more aware of healthy eating habits and might choose other restaurants, creating not only a possible substitute in other industries, but also making McDonald's take in consideration these new habits and change some ingredients of their products.

*Power of Suppliers* → low force

McDonald's operates globally and has a large number of suppliers around the world. This makes it easier for each franchise to negotiate the best deal for them. Also, because of the standardization of products, the ingredients needed do not vary much and are easy to obtain from multiple suppliers. This means, McDonald's suppliers have a low bargaining power as it's very easy for the company to obtain their ingredients from more than just one supplier.

*Power of Buyers* → strong force

The bargaining power of buyers is strong because consumers can switch from one brand to another due to the high availability of substitutes and small differences in prices. Moreover, the premises of these brands are usually in the same place or nearby, making it even easier for customers to change from one brand to another. This can vary depending on the country of the franchise and the brands available in each one.

*Competitive Rivalry* → moderate force

The fast-food industry is saturated because of the amount of options consumers have. It's also a very innovative area as brands are looking for new options in their menus, and bringing new technologies that will make their business more efficient.

McDonald's has already entered a big percentage of the United States market, and is the number one brand when it comes to sales. This means, when entering a new market they must think about customer experience, to maintain the loyalty they have created.

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<sup>74</sup>FAST FOOD MENU PRICES. *Wendy's Menu Prices*. Updated October 17th, 2019. [consulted: 26 April 2025]. Available in: [Wendy's Menu Prices \(Updated: April 2025\)](#)

<sup>75</sup>BURGER KING MENUS. *Burger King Menu with Prices*. [n.d.]. [consulted: 26 April 2025]. Available in: [Burger King Menu with Price](#)



## Competitors analysis

### 1. Argentina

Nowadays, McDonald's main competitor is Mostaza, a local fast-food chain that offers similar products and targets the same type of customer. According to data published by Diario Clarín<sup>76</sup>, Mostaza is rapidly growing and aims to dethrone McDonald's as the leading fast-food operator in the country. In 2024 the local company announced a US\$30 Million inversion destined to opening new stores. With this plan, Mostaza (which had 183 stores in the country) was able to open 30 new stores, getting closer to McDonald's (226) in terms of total fast-food stores in Argentina. Furthermore, unlike McDonald's, Mostaza is tapping into the country's growing plant-based market. Working with local brand NotCo, they offer vegetarian menu options and claim that 10% of their revenue comes from these products<sup>77</sup>. This is an area McDonald's has not yet developed in Argentina.

This shows that Mostaza has significantly grown and strengthened its position in the market in recent years. With good strategies and pricing competition, they have managed to attract a good number of customers who are looking for more affordable options. Although McDonald's remains the market leader and a top-of-mind brand for Argentinians, they have to remain alert and develop strong strategies to keep up with Mostaza's fast growth.

### 2. U.S.A.

Fast-food has a crucial role in the American diet. In the United States market, McDonald's is the biggest name in the fast-food industry.<sup>78</sup> However, they face strong competition from other famous chains, such as Wendy's, Burger King, Chick-fil-A and Taco Bell.

In today's market, even though it continues to lead the fast-food industry by revenue, MacDonalD's faces growing pressure to keep up with the changes in consumer's

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<sup>76</sup>CLARÍN. *Mostaza le pisa los talones a McDonald's: busca destronarlo en locales con un plan de US\$ 30 millones*. [online]. [consulted: 19 June 2025]. Available in: [Mostaza le pisa los talones a McDonald's: busca destronarlo en locales con un plan de US\\$ 30 millones](#)

<sup>77</sup>AGENCIA NUEVAS PALABRAS. *Mostaza: el 10% de su facturación proviene de menús vegetarianos*. Updated March 19th 2024. [consulted: 19 June 2025]. Available in: [Mostaza: el 10% de su facturación proviene de menús vegetarianos - Nuevas Palabras](#)

<sup>78</sup>AUGUST ESCOFFIER SCHOOL OF CULINARY ARTS. *Which U.S. States Eat the Most Fast Food? America's Fast Food Hotspots*. Updated February 26th, 2025. [consulted: 26 April 2025]. Available in: [Which U.S. States Eat the Most Fast Food? America's Fast Food Hotspots - Escoffier](#)



preferences. This is why they have to continue adapting and innovating in order to maintain their leadership in a demanding and dynamic market.

### 3. France

In France, fast-food outlets growth has accelerated after the pandemic. This, plus the historically strong demand from the French consumers, has resulted in a saturated and highly competitive market. Sometimes, France is nicknamed the “other hamburger country”, for the love that French people have for fast-food.

Currently, France is the largest European McDonald's locations, with more than 1.500 locations dated in 2024<sup>79</sup>. The main competitors that McDonald's faces in the French market are Burger King, Quick, Popeyes, and the American restaurant chain KFC (which in comparison has around 400 locations in France as of 2025<sup>80</sup>). Even though they face strong competitors, McDonald's remains at the top of the list. The fast-food chain is planning 50 new store openings in 2025, which marks a significant jump from the usual 20-30 stores that open annually. This positions the brand as the largest fast-food chain in France, both in terms of sales and restaurant numbers<sup>81</sup>.

### 4. Japan

Although Japan is a country that is famous for its rich culinary heritage and traditions, it also has a diverse fast-food industry that adapts well to the demands of its fast-moving society. This industry was firstly introduced to Japan in the 1970s, with the opening of the first ever McDonald's in 1971, in Tokyo<sup>82</sup>.

In the Japanese market, the fast-food industry is big, but it works very differently from how it does in Western countries<sup>83</sup>. This is why, while Western brands are prominent in Japan, local brands are also very prominent. McDonald's competitors in this market

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<sup>79</sup>HEADY, Jaylen. How Many McDonald's Restaurants Are There In The World?. Updated April 20th, 2024. [consulted: 19 June 2025]. Available in: [How Many McDonald's Restaurants Are There In The World? - Mashed](#)

<sup>80</sup>LILLEY, Zane. McDonald's expansion in France: a restaurant 'within 20 minutes' of all homes. Updated March 26th, 2025. [consulted: 19 June 2025]. Available in [McDonald's expansion in France: a restaurant 'within 20 minutes' of all homes](#)

<sup>81</sup>LILLEY, Zane. McDonald's expansion in France: a restaurant 'within 20 minutes' of all homes. Updated March 26th, 2025. [consulted: 19 June 2025]. Available in [McDonald's expansion in France: a restaurant 'within 20 minutes' of all homes](#)

<sup>82</sup>MEMELA, Zipho. McDonald's Japan: A Story of Success, Struggles, and Reinvention. Updated April 2nd, 2025. [consulted: 19 June 2025]. Available in: [McDonald's Japan: A Story of Success, Struggles, and Reinvention | by Zipho Memela | Medium](#)

<sup>83</sup>JAPANESE TASTE. *Japanese Fast Food: Must-Try Chains for Your Food Bucket List*. Updated October 27th, 2024. [consulted: 26 April 2025]. Available in: [Japanese Fast Food: Must-Try Chains for Your Food Bucket List](#)



include Mo's Burgers, Lotteria, and Freshness Burger. Although McDonald's remains very relevant within the industry in this country, it has had to learn how to adapt to different demands and necessities of Japanese customers, and will have to continue to do so if they want to remain as leaders in this market.

## **MACRO-ENVIRONMENT**

### **PESTEL ANALYSIS**

#### **POLITICAL ANALYSIS**

To begin with, the political environment in Argentina, France, Japan, and the U.S. directly affects McDonald's operations and consumer behavior. Factors like government policies, stability, tax regulations, and trade restrictions influence the company's economic confidence, consumer's spending habits, and overall brand interaction. These conditions can impact McDonald's supply chains, pricing strategies, and customer preferences.

#### **Government Policies**

When it comes to political policies about foreign investments, in Argentina, President Javier Milei's administration is actively working on fostering an environment where companies and businesses can thrive, which can be useful for organizations such as McDonald's, as it opens opportunities to optimize operations, import materials more efficiently and expand their presence in a more business-friendly country. In 2025, Javier Milei issued a decree (Decree 35/2025) that simplified the import and export processes for food and related materials. As mentioned in a news article published by *La Nación*<sup>84</sup>, this resolution's main objective was to facilitate commercial controls, and encourage trade and industry in the country. The decree states that food products certified in countries with strict health and safety controls can enter Argentina without restrictions, and will automatically be accepted under the Argentina Food Code (CAA). Among the list of countries that benefit from this measure is the United States, McDonald's country of origin, from which the company may import many products and goods.

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<sup>84</sup>LA NACIÓN. *El gobierno desreguló la importación y exportación de alimentos: la explicación de Sturzenegger*. [online]. [consulted: 11 June 2025]. Available in: [El Gobierno desreguló la importación y exportación de alimentos: la explicación de Sturzenegger](#).



On the other hand, France is very open to foreign investments, being the 7th largest recipient of it in 2024 according to the World Investment Report 2024<sup>85</sup>. The country faces some obstacles regarding social aspects such as labor costs, labor protections, social legislation, and administrative intricacies. However, the country's innovation, research capabilities, pro-business policies, and governmental initiatives toward ecological transition serve as compelling attractions for investors. Since January 2024, the scope of foreign investments which is under authorization has been extended in the Decree number 2023-1293 of December 28, 2023. Consolidating the system for monitoring the crossing of the 10% voting rights threshold in companies listed on a regulated market by non-European investors<sup>86</sup>. This means that France is strengthening its system for monitoring when a non-European investor acquires 10% or more of the voting rights in a company listed on a regulated market of the country. If a foreign investor reaches or exceeds this threshold, they are required to notify the French authorities or even seek prior approval. This may present a new obstacle for international companies like McDonald's, as the decree limitates the decision making power they have and the actions they can develop in the country.

In Japan, the Cabinet established the "Priority Program for Attracting Foreign Direct Investment", which promotes the expansion of investment opportunities in Japan, high-skilled asian and foreign workers, and collaboration between domestic and foreign companies.<sup>87</sup> Japan offers a favorable legal and regulatory environment for investors, continuously aligning its regulations with international standards<sup>88</sup>. For McDonald's, this facilitates expanding their operations, opening new locations, and investing in technologies. The ability to recruit global talent, particularly in digital services and operations, also supports ongoing innovation and improved customer experience.

Lastly, as a global business with a vast U.S. footprint, the corporation must operate within a stringent FDI regulatory environment overseen by the Committee on Foreign Investment in the United States (CFIUS). Under national security–focused laws like the Exon–Florio Amendment and the 2018 FIRRMA reforms<sup>89</sup>, CFIUS reviews any foreign

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<sup>85</sup>SANTANDER. *France Foreign Investment*. [online] [consulted: 11 June 2025] Available in: <https://santandertrade.com/en/portal/establish-overseas/france/foreign-investment>

<sup>86</sup>RIMON. *Foreign Investment Control in France – A Practical Guide for Investors*. [online] [consulted: 11 June 2025] Available in: [Foreign Investment Control in France](#).

<sup>87</sup>CABINET OFFICE. *Council for Promotion of Foreign Direct Investment in Japan*. [online] [consulted: 21 May 2025] Available in: [Council for Promotion of Foreign Direct Investment in Japan](#)

<sup>88</sup>SANTANDER TRADE MARKETS. *Inversión extranjera en Japón*. [online] [consulted: 11 June 2025] Available in: [Inversión extranjera en Japón - Santandertrade.com](#)

<sup>89</sup>ICLG (INTERNATIONAL COMPARATIVE LEGAL GUIDE). *Foreign Direct Investment Regimes USA 2025*. (15 November 2024) [online] [consulted: 13 June 2025] Available in: [Foreign Direct Investment Regimes USA 2025](#)



investment that could affect critical infrastructure, including food supply chains and real estate adjacent to sensitive sites. This means any transaction involving non-U.S. investors, whether buying land for new restaurants, selling franchises to foreign operators, or restructuring ownership, may trigger mandatory filings and thorough federal review.

### **Political Stability**

When analyzing the political stability of each country a certain tendency of instability is shared by all of them, due to certain changes in politics. Argentinian politics are characterized strongly by inestability, which creates uncertainty in public policies, tax regulations, and import and export rules; among many other issues that can directly impact organizations. Taking into account the last four presidents and their respective political parties<sup>90</sup>: from Cristina Fernández de Kirchner and Alberto Fernández (both from Peronist parties), to Mauricio Macri (more “right-wing” political views) and current president Javier Milei (libertarian political party); clearly there is a noticeable fluctuation between opposing political ideologies. As it is detailed in an investigation published by CENIT and UNSAM University<sup>91</sup>, Argentina oscillates between two contrasting political models that directly impact decision-making. For example, policies regarding the economy, society, technological development and production, are constantly being redefined. Each administration focuses on different aspects while disregarding some others, which causes shifts that affect long-term planning. This situation deeply affects companies operating in the country, such as McDonald’s, as it can make it hard for them to make decisions with confidence, affecting their investment planning in the country.

France has been experiencing political instability too, mainly because of the 2024 legislative elections. This was because of the extreme right and extreme left parties computing for benches in parliament and none of them holding majority. As a result, it has been very difficult to pass legislation, ending up in governance challenges. This leads to a weak credibility for the country not only in its legislation system but also in the new economic policies. Even though France is quite a stable political country, the turbulence between both parties and the different economic desires each has, could

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<sup>90</sup>FITZPATRICK, MARIEL; RUIZ, IVAN; CRUCIANELLI, SANDRA. INFOBAE. *Cronología de los 13 presidentes argentinos en 40 años de democracia*. (December 10, 2023) [online] [consulted: 12 May 2025] Available in: [Cronología de los 13 presidentes argentinos en 40 años de democracia - Infobae](#)

<sup>91</sup>CENIT. *Inestabilidad de la política económica y sus impactos en la economía real*. [online]. [consulted: 12 May 2025] Available in: [Inestabilidad de la política económica y sus impactos en la economía real - CENIT](#)



affect the industry. In this case, uncertainty within policies and their legislation could present problems in the industry. Especially for international companies, like McDonald's, who need to adapt to various countries in the international market.

Japan maintains a stable parliamentary monarchy. However, Japan's political stability showed a flaw in October 2024 when voters demonstrated political uncertainty in the House of Councilors' election of the Prime Minister.<sup>92</sup> Nevertheless, the Liberal Democratic Party (LDP) remains in power, providing a stable policy framework that supports consistent and efficient business operations. The Japan External Trade Organization ranks this country as the world's most politically stable G20 nation. It states that stable governance and policies help foreign firms make long-term investments with confidence, a prerequisite for McDonald's when considering significant capital outlays for new stores or supply chain infrastructure.<sup>93</sup>

Even though the United States is considered a politically stable nation, according to global standards, due to events in recent years this notion has been tested. The level of political polarization has intensified since the presidential election of Biden vs. Trump, culminating in events such as the Capitol riot on January the 6th of 2021. The presence of a lingering distrust in democratic processes makes the investors and consumers of McDonald's less likely to spend money.

### **Tax Policies**

As explained by an article published by *Santander bank*<sup>94</sup>, corporate income taxations in Argentina apply equally to both resident and non-resident companies. However, foreign companies are only taxed on income sourced within the country. Since McDonald's is a foreign company operating in Argentina through franchises, understanding this information is helpful for efficiently structuring its operations and business model in a way that optimizes local profits without being taxed on its global earnings, allowing higher returns from its operations in Argentina.

Because of the current uncertainty in France regarding the parliament choices and the external debt, the government has developed a bill to target high income individuals and large companies to reach fiscal justice. In this case, companies like McDonald's

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<sup>92</sup>CNN. *Japón*. [online] [consulted: 14 May 2025] Available in: [Japón se hunde en la incertidumbre política después de una dramática derrota del partido gobernante en las elecciones parlamentarias](#)

<sup>93</sup>JETRO. *A Foundation of Trust and Stability for Investment*. [online] [consulted: 11 June 2025] Available in: [A Foundation of Trust and Stability for Investment | Reasons to Choose Japan](#)

<sup>94</sup>SANTANDER TRADE MARKETS. *Argentina: Fiscalidad*. [online]. [consulted: 12 May 2025] Available in: [Fiscalidad en Argentina - Santandertrade.com](#)



should pay an extra 25% or more in tax depending on their annual revenue. Although this is a temporary bill for companies it's still an economic challenge for them as there is no certain time guarantee for this tax duration.

Japan's tax system is administered by the National Tax Agency (NTA), an external organization of the Ministry of Finance. Taxes are taken from salaries and wages and submitted by the employer.<sup>95</sup> Individual income tax rate goes from 5% to 45%, and the only segment excused from paying taxes is non-residents<sup>96</sup>, whose income sources are from abroad.<sup>97</sup> The current corporate taxation level will vary from 17% up to 23.2% on the annual net business income of the company. Even though the government has made efforts to lower corporate taxes and expand the tax base by modifying fiscal legislation several times<sup>98</sup>, the overall tax burden is still high. This affects McDonald's profit margins and can influence decisions about opening new stores, reinvesting, or adjusting prices.

McDonald's, as a corporation headquartered in the United States, is subject to federal corporate income tax on its profits. With President Donald Trump's proposed tax reforms<sup>99</sup> potentially rolling out next year, including a cut in the corporate tax rate from 21% to 20%, and possibly down to 15% for companies producing within the U.S., the company could see significant tax savings, amounting to millions of dollars.

## Trade Restrictions

Trade restrictions policies vary in each country, being more open or close to importing products in their territory. In a decree issued in 2024 (Decree 697/2024), Argentina's national government eliminated export retentions on meat products. As stated in an article published by Diario Clarin<sup>100</sup>, this measure aims to make this key productive sector more competitive and stable within Argentina's economy.

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<sup>95</sup>JAPAN-GUIDE.COM. *Taxes*. [online] [consulted: 14 May 2025] Available in: [Taxes in Japan](#)

<sup>96</sup>Definition: People who has lived in Japan for less than one year and does not have their primary base of living in Japan. [Taxes in Japan](#)

<sup>97</sup>JETRO. *Taxes in Japan*. (p. 7) [online] [consulted: 14 May 2025] Available in: [3.7 Overview of individual tax system | Section 3. Taxes in Japan - Setting Up Business - Investing in Japan](#)

<sup>98</sup>JETRO. *Taxes in Japan*. (p. 3) [online] [consulted: 14 May 2025] Available in: [3.3 Overview of corporate income taxes \(corporate tax, corporate inhabitant tax, enterprise tax\) | Section 3. Taxes in Japan - Setting Up Business - Investing in Japan - Japan External Trade Organization](#)

<sup>99</sup>INSTITUTE ON TAXATION AND ECONOMIC POLICY (ITEP). *A Distributional Analysis of Donald Trump's Tax Plan 2024*. (8 October 2024) [online] [consulted: 11 June 2025] Available in: [A Distributional Analysis of Donald Trump's Tax Plan](#)

<sup>100</sup>CLARÍN. *Promesa cumplida de Javier Milei: el Gobierno eliminó y redujo retenciones a varios productos del campo*. [online]. [consulted: 11 June 2025]. Available in: [Promesa cumplida de Javier Milei: el Gobierno eliminó y redujo retenciones a varios productos del campo](#)



France follows the European Union regulations when it comes to food trade safety and restrictions. Imports of fresh meat and meat products into the country are subject to veterinarian certification, given by the Directorate-General for Health and Food Safety. The exporting country must ensure credible inspection and controls throughout the production chain, which cover all aspects of hygiene, animal health and public health. Every negotiation must be taken by the national authority. France is the 6th largest importer of meat in the world<sup>101</sup> meaning it's a consumed and common product, which is positive for McDonald's as it's one of its main ingredients for its products.

Japan has signed several trade agreements in recent years, including the CPTPP and the US-Japan Trade Agreement, which have reduced tariffs on beef imports from 38.5% to 9%. These agreements have also modified safeguard mechanisms meant to protect domestic producers. These measures made it easier and cheaper for countries like the U.S., Australia, Canada, and New Zealand, McDonald's beef suppliers<sup>102</sup>, to export beef to Japan. According to a 2023 USDA report<sup>103</sup>, these agreements are expected to significantly increase beef imports and reduce domestic beef production in Japan over the next decade. For McDonald's, with patties sourced from these countries, costs will become more favorable if supply increases and tariffs stay low.

The U.S is a net beef importer. In 2024, the country imported 1.64 million tonnes of beef, Australia accounted for the largest share (24%), followed by Canada (23%), Mexico (15%)<sup>104</sup>. On April 2, 2025, President Donald Trump announced a new round of "reciprocal tariffs" that directly impacted three of the United States' key beef trade partners. A 25% tariff was imposed on nearly all products imported from Canada and Mexico<sup>105</sup>, while Australia was hit with a 10% tariff across the board. These measures are particularly significant for the U.S. segment, as the company primarily sources beef

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<sup>101</sup>THE OBSERVATORY OF ECONOMIC COMPLEXITY. *Bovine meat in France*. [online] [consulted: 11 June 2025] Available in: [Bovine Meat in France Trade | The Observatory of Economic Complexity](#)

<sup>102</sup>MC DONALD'S CORPORATION JAPAN. *Quality assurance system from production site to store*. [online] [consulted: 11 June 2025] Available in: [生産地から店舗までの品質保証体制](#)

<sup>103</sup>SABALA, E., & Davis, E. (2023). *The impact of Japan's trade agreements and safeguard renegotiation on U.S. access to Japan's beef market*. U.S. Department of Agriculture, Economic Research Service. [online] [consulted: 11 June 2025] Available in: [The Impact of Japan's Trade Agreements and Safeguard Renegotiation on U.S. Access to Japan's Beef Market](#)

<sup>104</sup>AHDB (AGRICULTURE AND HORTICULTURE DEVELOPMENT BOARD). *US beef market update: tight supply and stable demand to support global beef prices*. (9 May 2025) [online] [consulted: 11 June 2025] Available in: [US beef market update: tight supply and stable demand to support global beef prices](#)

<sup>105</sup>FORBES MIDDLE EAST. *Here's the full list of Trump's reciprocal tariffs announced Wednesday*. (2 April, 2025) [online] [consulted: 11 June 2025] Available in: [Full List Of Trump's Reciprocal Tariffs Announced Wednesday](#)



domestically. The tariffs could raise overall market prices, pressuring the company to adjust its pricing, reconsider sourcing strategies, or absorb higher operational costs.

## ECONOMIC ANALYSIS

This analysis explores the economic conditions, and how they may influence McDonald's performance and consumer behavior. Economic indicators such as GDP growth, inflation rates, disposable income, and overall economic stability play a crucial role in shaping consumer spending patterns and business operations of the country.

### Economic Growth

Based on data from the World Bank, analyzed by Trading Economics<sup>106</sup>, Argentina's GDP reached 646.08 billion US dollars in 2023, showing growth compared to the previous year's 632.79 billion. Although the country's economy faces ongoing challenges, this increase reflects a moderate recovery. In this context, a company like McDonald's may benefit from these gradual economic improvements, as growth in GDP often correlates with increased consumer spending and business opportunities. According to *El Cronista*<sup>107</sup>, Argentina's current president, Javier Milei, has a clear economic goal that focuses on fiscal balance and creating surplus. His plan aims at increasing exports and investments, with the objective of bringing in capital and dollars. In order to achieve this, the president is focused on eliminating restrictions and "cepos" that limit foreign trade, in order to make Argentina more attractive for investors and international companies, such as McDonald's.

As previously mentioned, France's economy is projected to experience a slowdown in 2025, due to ongoing political uncertainty and the implementation of fiscal adjustment measures to reduce public debt. These factors are expected to affect investor confidence and public spending, resulting in a GDP growth rate of 0.6% for the year. However, it's expected to grow by 2026, with a GDP growth of at least 1.3%<sup>108</sup>, driven by a recovery in private consumption and spending. In this case, the projection is positive for companies such as McDonald's, because the government is looking for an increase in people's consumption.

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<sup>106</sup>TRADING ECONOMICS. *Argentina GDP*. [online]. [consulted: 11 June 2025]. Available in: [Argentina GDP](#)

<sup>107</sup>SOLDATICH, NICOLAS. EL CRONISTA. *La segunda fase del Plan Milei y el rol del comercio exterior*. (October 29, 2024). [online]. [consulted: 12 May 2025] Available in: [La segunda fase del Plan Milei y el rol del comercio exterior - El Cronista](#)

<sup>108</sup>EUROPEAN COMMISSION. *Economic Forecast for France*. [online] [consulted: 11 June 2025] Available in: [Economic forecast for France - European Commission](#)



According to the monthly economic report provided by the Cabinet Office<sup>109</sup>, Japan's GDP shrank 0.2% in the first quarter of 2025. However, private consumption shows movements of picking up, especially in restaurants and supermarkets' spending. Fast-food restaurants, like McDonald's, remain highly popular due to the country's busy lifestyle and the need for quick and convenient meals, with an expected annual growth rate of 9%<sup>110</sup>. Despite the slight GDP contraction, the foodservice sector is still expanding thanks to steady consumer spending, creating a positive scenario for McDonald's to grow and open new locations.

In the first quarter of 2025, the U.S. economy contracted at an annualized rate of 0.2%, marking the first decline in GDP in three years<sup>111</sup>. This led to consumer spending weakening notably, directly impacting companies like McDonald's, whose U.S. sales fell by 3.6% during the same period<sup>112</sup>. This dip in sales comes despite McDonald's significant contribution to the national economy, with \$76 billion attributed to its share of the U.S. GDP<sup>113</sup>.

## Disposable Income

It's crucial for McDonald's to understand the amount of money consumers can spend on their products. To keep track of this, it's crucial to analyse each country's inflation and the disposable income people have. According to data provided by INDEC<sup>114</sup>, the average per capita income of Argentina's population reached \$442.596 ARS, while the medium per capita income was \$320.000 ARS. This information helps companies understand whether, in Argentina, consumers have enough purchasing power to afford their products or not, which directly affects demand and sales projections.

Inflation in France is projected to decline significantly, falling below 1% in 2025<sup>115</sup>. This drop in inflation implies a stabilization of prices, which reinforces consumers' purchasing power and creates more room for household savings. As a result,

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<sup>109</sup>CABINET OFFICE. *Monthly Economic Report*. [online] [consulted: 14 May 2025] Available in: [Monthly Economic Report Executive Summary\( apr 2025 \) - Cabinet Office Home Page](#)

<sup>110</sup>GLOBAL INFORMATION. *Japan Foodservice - Market Share Analysis (2025 - 2030)*. [online] [consulted: 10 June 2025] Available in: [Japan Foodservice - Market Share Analysis, Industry Trends & Statistics, Growth Forecasts \(2025 - 2030\)](#)

<sup>111</sup>TRADING ECONOMICS. *United States GDP Growth*. [online] [consulted: 11 June 2025] Available in: [United States GDP Growth Rate](#)

<sup>112</sup>MCDONALD'S CORPORATION. *Q1 2025 Earnings Release*. (31 March 2025) [online] [consulted: 11 June 2025] Available in: [Q1 2025 Earnings Release](#)

<sup>113</sup>MCDONALD'S CORPORATION. *McDonald's Economic Impact*. [online] [consulted: 11 June 2025] Available in: [McDonald's Economic Impact](#)

<sup>114</sup>INDEC. *Distribución del ingreso*. [online]. [consulted: 11 June 2025]. Available in: [03/04/2025. Evolución de la distribución del ingreso \(EPH\), cuarto trimestre de 2024](#)

<sup>115</sup>EUROPEAN COMMISSION. *Economic Forecast for France*. [online] [consulted: 11 June 2025] Available in: [Economic forecast for France - European Commission](#)



individuals are likely to feel more financially secure and willing to spend a bigger percentage of their income on leisure. This scenario presents a favourable outlook for private sector businesses, particularly the food service industries. With more disposable income and stable prices, consumers may be more inclined to dine out, order takeaway, or engage in other activities more frequently, accelerating the demand in these sectors.

After a peak in January, Japan's inflation rate eased and remained at 3,6% since March 2025. As a consequence, food, goods, and services' prices are gradually decreasing<sup>116</sup>, which helps stabilize consumer purchasing power. According to the Statistics Bureau of Japan, monthly disposable income for workers' households stands around 522,269 yen, considering the yearly average of monthly income per household stood at 636,155 yen, while the average consumption expenditure was 325,137 yen.<sup>117</sup> The combination of easing inflation and relatively strong disposable income creates favorable conditions for McDonald's to maintain strong consumer demand. With menu prices ranging from 200 yen to 1.120 yen<sup>118</sup>, meals remain accessible to a broad segment of the population, particularly in urban areas.

Lastly, in the United States, rising inflation, which reached 2.4% in May<sup>119</sup>, with food prices climbing 2.9%, has further pressured household budgets. Consumers have become more selective in their spending, increasingly focusing on essential goods and services. And while disposable personal income has seen a modest increase, reaching \$22.36 trillion in March 2025<sup>120</sup>, the gains have not fully offset the impact of rising living costs. As a result, fast-food restaurants like McDonald's are facing the need to reassess pricing and operational strategies to remain accessible and appealing to cost-conscious customers.

## **SOCIAL ANALYSIS**

This section analyzes the social and cultural factors that may influence consumer behavior and McDonald's brand perception. Elements such as lifestyle trends, health

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<sup>116</sup>TRADING ECONOMICS. *Japan Inflation Rate*. [online]. [consulted: 11 June 2025] Available in: [Japan Inflation Rate](#)

<sup>117</sup>STATISTICS BUREAU OF JAPAN. *2024 Yearly Average*. [online] [consulted: 14 May 2025] Available in: [2024 Yearly Average](#)

<sup>118</sup>MCDONALD'S CORPORATION JAPAN. *Featured*. [online] [consulted: 14 May 2025] Available in: [Featured](#)

<sup>119</sup>TRADING ECONOMICS. *United States Inflation (CPI)*. [online] [consulted: 11 June 2025] Available in: [United States Inflation Rate](#)

<sup>120</sup>BUREAU OF ECONOMIC ANALYSIS (BEA). *Disposable Personal Income*. [online] [consulted: 13 June 2025] Available in: [Disposable Personal Income](#)



consciousness, and dietary preferences play a significant role in shaping how people interact with fast food brands.

### **Lifestyle attitudes and health consciousness**

In the context of International Burger Day, Mostaza released a report showing that hamburgers are currently the most chosen food among Argentinians<sup>121</sup>. It reveals that eight out of ten people choose burgers when eating out. Furthermore, according to this study, 55% of customers eat this type of food at least once a week, and 25% do so every fifteen days. From this information, it is possible to state that 150 millions of those hamburgers sold per year are from McDonald's<sup>122</sup>. This information clearly sustains the strong and fast-growing trend. However, the same article highlighted an important shift in eating habits of another segment of the population. Data provided by the "*Instituto de Promoción de la Carne Vacuna*", revealed that 30% of Argentinians have already begun to reduce their meat intake. Additionally to the 12% who identified as vegan or vegetarian, 78% of people said that they are open to consuming more plant-based products. Corporations such as McDonald's have to be aware of these growing trends, in order to stay competitive in the market. Health awareness is another important aspect of Argentina's social landscape for companies in the fast-food industry to consider. According to a study conducted by the Argentinian University *UCA*, and reported by *Infobae*<sup>123</sup>, only 11% of the population maintains a high-quality diet, while 39% of households have a deficient one. It is crucial to monitor the population's health awareness as it may impact consumer preferences and drive demand for healthier menu options from companies in the industry.

Regarding France, in recent years, french consumers have shown increasing interest in healthier eating habits, sustainability, and food transparency. These evolving attitudes can affect demand for certain menu items, especially for companies like McDonald's that offer fast food products which aren't healthy and classified as "junk food". French citizens are facing issues with obesity in children and adults, expecting

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<sup>121</sup>ÁMBITO FINANCIERO. *Cuál es la comida más elegida por los argentinos*. (May 27, 2022). [online]. [consulted: 13 May 2025] Available in: [Cuál es la comida más elegida por los argentinos](#)

<sup>122</sup>INFOBAE. *Alejandro Yapur, presidente de McDonald's: "Vemos que se recuperan los niveles de consumo"*. [online]. [consulted: 11 June 2025]. Available in: [Alejandro Yapur, presidente de McDonald's: "Vemos que se recuperan los niveles de consumo"](#)

<sup>123</sup>INFOBAE. *Poca variedad y déficit de alimentos de calidad: así es la dieta de los argentinos*. [online]. [consulted 11 June 2025]. Available in: [Poca variedad y déficit de alimentos de calidad: así es la dieta de los argentinos - Infobae](#)



this to rise to a quarter of society by 2030<sup>124</sup>. To control this issue, the government has installed a new labelling method through the Nutri-Score labelling system. This system characterizes all foods in five levels, from best A, to worst E. After doing this, all forms of advertising were banned to products in the category D or E and all ultra-processed foods.<sup>125</sup> This new labelling system presents a challenge to McDonald's as the company needs to re-evaluate their products and ingredients to have them grouped in the A to C category to be able to advertise them in the country.

Moreover, consumption behaviour in France is strongly related with pleasure. Therefore travel, restaurants, sports, culture and entertainment products and services are important to most citizens. Most consumers purchase food from mass retailers and large companies, especially through the development of drive thru and home delivery services in major cities. Foreign products are widespread in supermarkets and other distribution channels, and foreign restaurant chains and other foreign services are also present. However, "Made in France" products are gaining importance to French consumers, who believe they are participating in support of the local economy and perceive domestic products as a guarantee of quality. French people give a lot of attention to food and what a meal represents. They have a culinary conception of food, emphasizing the flavour and pleasure given by it. It's also common for them to spend at least two hours in their meals, chatting and socializing with friends or family. This concept is very opposite to McDonald's and the services they offer, not only their food follows a more american flavour, but also the concept of "fast-food" is not what French people choose when sharing food with friends or family. This cultural difference can present an opportunity for the company, as they would need to design their business following this attitude towards food choices and behaviors while consuming it.

Japan's food culture places strong emphasis on healthy eating habits and natural, well-balanced meals. Traditional diets prioritize diversity of ingredients, with cooked rice being the staple dish, typically accompanied by seasonal vegetables, fish, or meat. This reflects a cultural orientation toward nutrition, variety, and food education, as supported by government initiatives such as *Shokuiku*<sup>126</sup>. However, this health-conscious attitude has not avoided McDonald's success. The brand operates

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<sup>124</sup>GREAT ITALIAN FOOD TRADE. *France calls for measures against 'junk-food', like in UK.* [online]. [consulted 11 June 2025]. Available in: [France calls for measures against 'junk-food', like in UK - Gift](#)

<sup>125</sup>GREAT ITALIAN FOOD TRADE. *France calls for measures against 'junk-food', like in UK.* [online] [consulted 11 June 2025]. Available in: [France calls for measures against 'junk-food', like in UK - Gift](#)

<sup>126</sup>MINISTRY OF AGRICULTURE, FORESTRY AND FISHERIES. *Promotion of Shokuiku.* [online] [consulted: 12 June 2025] Available in: [Promotion of Shokuiku \(Food and Nutrition Education\) : MAFF](#)



nearly 3000 restaurants across the country and receives approximately 1,4 billion customer visits annually, making it a leading player in Japan's food service industry<sup>127</sup>. In response to consumer expectations, McDonald's provides allergen and nutritional information<sup>128</sup> across its website, app, and stores. These are based on Japan's Food Labeling Act, demonstrating the company's effort to align with national standards on food transparency and health.

Lastly, in the United States, growing awareness around sustainability and healthier lifestyles has fueled a shift toward functional foods and beverages that offer specific health benefits. Many Americans are increasingly adopting low-carb, low-sugar, and high-protein diets, as well as clean eating practices and intermittent fasting. Despite these trends, in fast food restaurant, there has been a lack of consumer demand or low profitability<sup>129</sup> in more healthy options, as they are often met with consumer skepticism. Meanwhile, public figures like Health Secretary Robert F. Kennedy Jr. have criticized the brand's departure from traditional ingredients, arguing that changes have negatively impacted both health and food quality<sup>130</sup>.

## TECHNOLOGY ANALYSIS

Technological developments in mobile apps, delivery platforms, and digital payments are reshaping consumer interaction with food services. For McDonald's, adopting these tools is key to enhancing the customer experience, optimizing logistics, and staying competitive in a digital market.

### Technological incentives and awareness

In Argentina, the company has started implementing tech-driven updates in its locations to transform the customer experience making it quicker and easier. Argentina is a country with a growing sense of technological awareness. Specifically in the fast-food and gastronomy sectors. Argentinian consumers are drawn to technological

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<sup>127</sup>MCDONALD'S CORPORATION JAPAN. *Business and Strengths*. [online] [consulted: 12 June 2025] Available in: [Business and Strengths|McDonald's](#)

<sup>128</sup>MCDONALD'S CORPORATION JAPAN. *Nutrition List*. [online] [consulted: 11 June 2025] Available in: [Nutrition List](#)

<sup>129</sup>LADBIBLE. *McDonald's quietly axes 'healthiest' menu item in US because nobody is buying it*. (6 July 2024) [online] [consulted: 11 June 2025] Available in: [McDonald's quietly axes 'healthiest' menu item in US because nobody is buying it](#)

<sup>130</sup>NEWSWEEK. *Photo of RFK Jr. eating McDonald's and drinking Coke with Trump goes viral*. (18 November 2024) [online] [consulted: 12 June 2025] Available in: [What RFK Jr Has Said About McDonald's As Photo With Trump Goes Viral](#)



innovations, particularly to delivery apps. As stated by *Ámbito Financiero*<sup>131</sup>: “*delivery platforms are becoming key players in everyday life*”. One of the most well-known apps in Argentina is *Rappi*. In an interview with the same news outlet, this company’s manager explained that their success is driven by the adoption of technological tools, strategic use of AI and constant innovation. This trend is highly relevant for companies in the fast-food industry, as it highlights the importance of staying up-to-date with technological developments in order to meet consumer’s expectations.

France’s fast food industry is also undergoing a significant digital transformation, driven by the widespread adoption of delivery apps and the modernization of drive-thru systems. The use of platforms such as Uber Eats, Deliveroo, and Just Eat has become increasingly common, with the online food delivery market in France projected to grow steadily reaching US\$16.97 billion in 2025<sup>132</sup>, both in terms of user base and revenue. This shift shows a consumer preference for convenience and speed, which aligns well with McDonald’s digital strategy and constant innovation in their services. McDonald’s France has been investing in upgrading its drive-thru infrastructure, incorporating digital menu boards, contactless payment systems, and real-time order tracking to enhance customer experience. These developments present valuable opportunities for companies like McDonald’s to optimize operations, personalize customer interactions, and maintain a competitive edge in an increasingly digital marketplace.

Moreover, the Japanese government aims to enhance the country’s competitiveness and economic security. To improve productivity, Japan introduced *Society 5.0*<sup>133</sup> in 2016, an ideal society that integrates cyberspace and physical space at its highest level, and it focuses on three key areas: digital infrastructure, digital industries and tech, and skilled workers with digital experience. This environment fosters high levels of digital awareness and mobile adoption. Japan has a thriving mobile app market with users engaging in various app categories like gaming, social networking, health & fitness, and e-commerce<sup>134</sup>. For McDonald’s, this presents a significant opportunity, given that the company encourages customers to access nearly all brand services via the McDonald’s app.

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<sup>131</sup>ÁMBITO FINANCIERO. *El futuro del delivery: IA, ultravelocidad y expansión, los pilares de Rappi para 2025*. [online]. [consulted: 11 June 2025]. Available in: [El futuro del delivery: IA, ultravelocidad y expansión, los pilares de Rappi para 2025](#)

<sup>132</sup>STATISTA. *Online Food Delivery Worldwide*. [online]. [consulted: 11 June 2025]. Available in: [Online Food Delivery - Worldwide | Statista Market Forecast](#)

<sup>133</sup>CABINET OFFICE. *Society 5.0*. [online] [consulted: 14 May 2025] Available in: [Society 5.0](#)

<sup>134</sup>NIPPON.COM. *Apps that make life easier in Japan*. [online] [consulted: 14 May 2025] Available in: [Aplicaciones que facilitan la vida en Japón | Nippon.com](#)



Regarding the United States, technological awareness has accelerated, particularly through mobile app usage, which now underpins a significant portion of consumer behavior and digital commerce strategies. In 2023, the U.S. app market generated approximately \$44.9 billion in revenue, with 12.5 billion downloads across Apple's App Store and Google Play<sup>135</sup>. As brands are aware of this, they increasingly rely on mobile applications to support digital ordering, loyalty programs, and targeted promotions. Consumers expect seamless mobile experiences, with many using apps for pre-ordering, browsing, and payments, leading firms to prioritize investment in user-friendly, efficient mobile interfaces.

## ENVIRONMENTAL ANALYSIS

This section examines the environmental factors and sustainability pressures that affect McDonald's in each of the countries. Environmental regulations, climate change awareness, and the growing influence of NGOs and consumer advocacy groups are pushing companies to adopt more sustainable practices.

### Environmental policies

In Argentina, law number 13.868, issued in 2008, remains a key piece of environmental legislation that continues to be relevant for companies across all sectors. Despite its old date of issue, it has had a long-lasting impact in society and business, particularly in commercial practices, as it prohibits the use of plastic bags for the delivery and transport of goods. Consequently, companies and retailers were required to adapt to these environmental standards by implementing more sustainable practices. In fact, a great example of this is McDonald's, as it is one of the biggest international companies that has been able to reach high amounts of non-plastic packaging. According to *EI Cronista*<sup>136</sup>, they have managed to ensure that 84% of it is plastic-free.

On the other hand, one of France's most important projects and initiatives regarding the protection of the environment is to reduce plastic waste, mainly by reducing the use of the non recyclable plastic. Aiming to have 50% of the plastic recycled by 2025 and 55% recycle by 2030.<sup>137</sup> McDonald's France has made significant strides in aligning its

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<sup>135</sup>BUSINESS OF APPS. *US App Market Statistics (2025)*. [online] [consulted: 18 June 2025] Available in: [US App Market Statistics \(2025\)](#)

<sup>136</sup>EL CRONISTA. *Sustentabilidad: McDonald's Argentina logró que el 84% de sus empaques no contengan plástico*. [online]. [consulted: 11 June 2025]. Available in: <https://www.cronista.com/brand-strategy/sustentabilidad-McDonald's-argentina-logro-que-el-84-de-sus-empaques-no-contengan-plastico/>

<sup>137</sup>LES ECHOS. *A minimal French plan to reduce plastic pollution*. [online] [consulted: 11 June 2025] Available in: [Un plan français a minima pour réduire la pollution plastique | Les Echos](#)



operations with national and environmental policies, responding to both regulatory requirements and growing consumer demand for sustainability.

In compliance with France's national plan to reduce plastic pollution, the company has transitioned to recyclable and compostable packaging materials, phasing out single-use plastics across its restaurants. Additionally, McDonald's is subject to the Europe's Corporate Sustainability Reporting Directive (CSRD), which mandates transparent reporting on environmental performance, including carbon emissions, energy use, and waste management<sup>138</sup>. The company has also embraced circular economy principles by implementing in-store recycling programs, reducing food waste, and partnering with local organizations to redistribute unsold food.

From June 2025, Japan will enforce a positive list under the Food Sanitation Act, restricting food packaging to approved base resins and additives only listed by the Ministry of Health, Labour and Welfare<sup>139</sup>. This requires McDonald's to review its packaging materials and change them if necessary.

In the USA, the existence of Extended Producer Responsibility (EPR) laws<sup>140</sup>, require companies to take financial and operational responsibility for their packaging throughout its lifecycle from use to disposal. Under EPR, organizations like McDonald's must fund collection, recycling, and outreach through Producer Responsibility Organizations (PROs), and may face fees based on the volume and recyclability of their packaging. That's why companies are expected to pledge to source 100% of guest-facing packaging from renewable, recycled, or certified materials by the end of 2025 and to be active in numerous partnerships, to improve sustainability and recyclability.

### **Pressures from NGOS**

There are no verifiable sources that indicate that Argentinian NGOs are currently pressuring companies from the food industry. However, such organizations may take action if their territory or area of concern is directly affected. For example, there was an incident a few years ago when a small NGO from the Argentinian province Rosario

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<sup>138</sup>LES ECHOS. *CSRD 2025 Directive: What are the obligations for companies?* [online] [consulted: 11 June 2025] Available in: [Directive européenne CSRD – Les obligations à respecter en 2025](#)

<sup>139</sup>FOOD PACKAGING FORUM. *Japan preparing food contact material regulation for June 2025 enforcement deadline.* [online] [consulted: 12 June 2025] Available in: [Japan preparing food contact material regulation for June 2025 enforcement deadline](#)

<sup>140</sup>SUSTAINABLE PACKAGING COALITION. *Extended Producer Responsibility (EPR) Guide.* [online] [consulted: 13 June 2025] Available in: [Extended Producer Responsibility](#)



opposed the construction of a McDonald's in a local park located in their community. Still, there are no records of significant actions being taken against major companies in the industry.

McDonald's France has faced increasing scrutiny from environmental NGOs regarding its packaging practices and lobbying efforts. Organizations such as Zero Waste France, Surfrider Foundation Europe, and No Plastic in My Sea have publicly criticized the company for allegedly lobbying against stricter Europe packaging regulations. These NGOs argue that McDonald's, along with other fast-food chains, played a significant role in weakening the original ambitions of Europe's proposed packaging and waste legislation, which aimed to reduce single-use packaging and promote reusable alternatives. The criticism centers on the environmental impact of McDonald's takeaway and delivery services, which generate substantial packaging waste. This pressure reflects a broader societal demand for corporate accountability and sustainable practices, pushing McDonald's to balance operational efficiency with more environmental responsibility in their activities.

In Japan, there are numerous environmental NGOs, but none currently represents a significant challenge to McDonald's because of the company's strong commitments. For instance, Kiko Network actively monitors and evaluates corporate greenhouse gas emissions<sup>141</sup>. However, this is not a problem for McDonald's, as the company has publicly committed to reducing its GHG emissions by 50,4% by 2030<sup>142</sup>.

Environmental and advocacy groups are increasingly scrutinizing the U.S. division's sustainability claims, with real-world pressure channels emerging that could significantly influence the company's future operations. In 2021, Toxic-Free Future rallied thousands in a petition demanding McDonald's eliminate "forever chemicals" (PFAS) from its packaging, a demand echoed by similar activist campaigns<sup>143</sup>. Around the same time, climate watchdogs like Common Dreams accused McDonald's of "greenwashing" its 2050 net-zero pledge, labeling it an "accounting trick" that delays genuine action on its major emissions from beef and packaging<sup>144</sup>. Moving forward,

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<sup>141</sup>KIKO NETWORK. *Promoting Climate Actions in Japan*. [online] [consulted: 12 June 2025] Available in: [Promoting Climate Actions in Japan | What we do | 気候ネットワーク](#)

<sup>142</sup>MCDONALD'S CORPORATION. *Climate Action*. [online] [consulted: 12 June 2025] Available in: [Climate Action](#)

<sup>143</sup>TOXIC-FREE FUTURE. *Thousands of people demand action on McDonald's toxic trash*. (April 2021) [online] [consulted: 12 June 2025] Available in: [Thousands of people demand action on McDonald's toxic trash](#)

<sup>144</sup>COMMON DREAMS. *'We Don't Have 30 More Years': McDonald's Rebuked for Greenwashing Climate Pledge*. (4 October 2021) [online] [consulted: 12 June 2025] Available in: ['We Don't Have 30 More Years': McDonald's Rebuked for Greenwashing Climate Pledge](#)



such NGO-led initiatives could impose stricter scrutiny over sustainability efforts, compel faster and more transparent environmental reforms, and even lead to regulatory mandates if voluntary pledges prove inadequate. In practical terms, persistent NGO oversight may force the corporation to accelerate its transition to safer packaging, deepen emissions cuts in its beef supply chain, and ensure its green claims are verifiable.

## LEGAL ANALYSIS

This section analyzes the legal factors affecting McDonald's, especially health and safety regulations tied to the food service industry. Laws on sanitation, labeling, workplace safety, and consumer protection require strict internal policies and constant monitoring to ensure compliance and avoid legal or reputational risks.

### Employment and labor laws

In Argentina, the main legislation that regulates labour relationships is law number 20.744<sup>145</sup> known as the Labour Contract Law. This law states the rights and obligations of both employers and employees, and establishes rules regarding hiring and termination of employment, working hours, salary and compensations, health and safety, and many other employment related matters. In addition, this law is complemented by law number 11.544<sup>146</sup>, which regulates working hours and rest periods for employees. Understanding and following this law is crucial for all companies, as they define key aspects regarding the relationship that they have to maintain with their employees.

French labor law is primarily defined by the *Code du Travail*, and is highly protective of employees. This includes a 35-hour standard work week and a national minimum wage. Employers are obligated to provide benefits, including contributions to health, life, and pension insurance, as well as covering some transport costs. France is a strong socialist country that prioritizes the wellbeing of their workers, meaning McDonald's needs to follow these laws strictly, giving their employees all the benefits the country establishes for them.

Japan enforces a strict legal framework that applies equally to foreign and domestic companies. The Labor Standards Act prohibits discriminatory treatment based on

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<sup>145</sup>ARGENTINA.GOB.AR. *Honorable Congreso de la Nación Argentina. Contratos de Trabajo*. [online]. [consulted: 12 May 2025] Available in: [Ley de Contrato de Trabajo](#)

<sup>146</sup>ARGENTINA.GOB.AR. *Jornada de trabajo*. [online]. [consulted: 12 May 2025] Available in: [Ley simple: Jornada de trabajo | Argentina.gob.ar](#)



nationality, ideology, gender, disability, or social status and establishes rules for working hours, paid leave, and overtime. The Industrial Safety and Health Act ensures that workplaces comply with minimum safety standards, while the Minimum Wage Act establishes baseline wages, which vary by region<sup>147</sup>.

These regulations have a direct impact on McDonald's employment practices, requiring strict adherence in areas such as scheduling, employee welfare, and labor cost management. While McDonald's generally aligns with these legal requirements, the company faced an incident in the past regarding its variable working hour system. The district court found the system invalid because many employees were assigned shifts that were not properly specified in the company's official work rules, violating the Labor Standards Act<sup>148</sup>.

At the same time, U.S. labor laws are rapidly evolving, especially in states like California, where the minimum wage for fast-food workers was raised to \$20 per hour in April 2024<sup>149</sup>. As over 95% of McDonald's U.S. locations are operated by independent franchisees, the wage hike places direct pressure on their operating margins, potentially leading to price increases or cost-cutting in other areas. Furthermore, growing concerns over workplace violence and wage theft have led to a push for stricter employee protections, increasing the regulatory burden on operators. While McDonald's does not set wages for its franchisees, these developments contribute to a broader shift in the fast-food labor landscape, forcing both corporate and franchise leadership to navigate rising legal risks, and public scrutiny.

### **Consumer protection legislation**

In Argentina, consumers are protected by law number 24.240, known as Consumer Defense Law, which protects them against misleading advertisements, product mislabelling, and any other issues they may experience with the products or services they use.

France has a strong and comprehensive consumer protection framework that directly impacts how companies operate in the market. These laws, aligned with Europe

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<sup>147</sup>JETRO. *Human Resource Management - Setting Up Business*. (sect. 4.1) [online] [consulted: 14 May 2025] Available in: [4.1 Application of laws | Section 4. Human Resource Management - Setting Up Business - Investing in Japan](#)

<sup>148</sup>THE MAINICHI. *McDonald's Japan's flexible shift system once again ruled invalid*. [online] [consulted: 12 June 2025] Available in: [McDonald's Japan's flexible shift system once again ruled invalid - The Mainichi](#)

<sup>149</sup>OFFICE OF GOVERNOR GAVIN NEWSOM. *California Increases Minimum Wage Protections for Fast Food Workers*. [online] [consulted: 17 May 2025] Available in: [California Increases Minimum Wage, Protections for Fast-Food Workers](#)



directives and are designed to ensure transparency, product safety, and fair commercial practices. Businesses are required to provide clear and accurate information about their products, including ingredients, allergens, and pricing. In this case, McDonald's need to do an extra activity to clarify every ingredient used in their products and their origins.

Advertising is strictly regulated to prevent misleading claims, especially in the food sector and in marketing directed at children. McDonald's must also comply with rigorous food safety standards and is liable for any defective or harmful products. Especially with the Happy Meal product they offer for children. Additionally, with the rise of digital ordering and mobile apps, France enforces digital consumer rights, ensuring secure transactions and transparent terms of service. These regulations are enforced by national authorities and are essential for maintaining consumer trust and legal compliance in a highly regulated environment.

Japan enforces strict consumer protection laws to ensure transparent and fair business practices. The Consumer Affairs Agency<sup>150</sup> is the primary regulatory body overseeing consumer rights. It supervises product labeling, advertising claims, and the accuracy of information provided to consumers. The Food Labeling Act<sup>151</sup>, enforced by both the CAA and the Ministry of Health, Labour and Welfare, states that food products display accurate nutritional content, ingredients list, and allergen information. Also, labels must comply with strict format and language requirements to protect consumer health and trust. As mentioned before in social matters, McDonald's accomplishes this regulation and provides allergen and nutritional information on its website, app, and stores.

Consumer protection laws around marketing directly impact McDonald's due to its long-standing strategy of targeting children through Happy Meals, mascots, and toy promotions. Regulatory bodies in the U.S., like the FTC<sup>152</sup> demand transparency, especially in nutritional claims and child-focused advertising. This exposes McDonald's to legal and reputational risks if campaigns are deemed misleading, as seen in past criticisms over the healthiness of Happy Meals. For McDonald's, ensuring compliance is not just a legal requirement, it's a strategic necessity to maintain consumer trust and avoid regulatory penalties.

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<sup>150</sup>CONSUMER AFFAIRS AGENCY. *About Us*. [online] [consulted: 12 June 2025] Available in: [About Us | CAA](#)

<sup>151</sup>CABINET OFFICE. *Food Labelling Act*. [online] [consulted: 11 June 2025] Available in: [Food Labeling Act - English - Japanese Law Translation](#)

<sup>152</sup>FEDERAL TRADE COMMISSION. *Advertising and Marketing*. [online] [consulted: 17 May 2025] Available in: [Advertising and Marketing | Consumer Advice](#)



## Health and safety laws

Argentina has a clear food code (*Código Alimentario Argentino*<sup>153</sup>) that establishes the regulations and laws regarding the production, elaboration, commercialization, imports and exports of food products destined for consumption in the country; which is of great relevance for companies in the food industry, as it may impact their operations in the country. This code also includes standards for restaurant kitchens to be hygienic and sanitary. The main objective of this law is to protect public health and to guarantee the quality and safety of the food that people in Argentina consume. Furthermore, law number 19.587<sup>154</sup> protects workers by setting standards for risk prevention and workplace safety. This law applies to all types of workplaces, which is why companies of all industries have to follow it.

France maintains a highly regulated framework for health and safety, particularly within the food industry, which directly impacts companies like McDonald's. These laws are enforced through both national agencies, and Europe-wide mechanisms like the Rapid Alert System for Food and Feed (RASFF), which ensures swift action in the event of food safety risks. French legislation mandates strict hygiene protocols, traceability of ingredients, and regular inspections of food establishments. In 2025, the government reinforced these standards through Law No. 2025-337, which introduced more rigorous documentation requirements, increased administrative penalties for non-compliance, and public disclosure of violations. For McDonald's, compliance with these regulations is essential not only to avoid legal consequences but also to maintain consumer trust and maintain its brand reputation in a market that places value on food safety and transparency.

Food safety is regulated under the Food Sanitation Act<sup>155</sup>, which establishes hygiene standards for preparation, storage, and distribution. Any failure in compliance can result in fines, shutdowns, or reputational damage.

Additionally, kitchen safety must meet the conditions outlined in the Industrial Safety and Health Act, including design and structure requirements, installation and

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<sup>153</sup>ARGENTINA.GOB.AR. *Poder Ejecutivo Nacional (P.E.N). Código alimentario.* [online]. [consulted: 12 May 2025] Available in: <https://www.argentina.gob.ar/normativa/nacional/ley-18284-21841/texto>

<sup>154</sup>ARGENTINA.GOB.AR. *Poder Ejecutivo Nacional. Ley de Higiene y Seguridad en el Trabajo.* [online]. [consulted: 16 May 2025] Available in: <https://www.argentina.gob.ar/normativa/nacional/17612/texto>

<sup>155</sup>CABINET OFFICE. *Food Sanitation Act.* (Ch. 6) [online] [consulted: 11 June 2025] Available in: [https://www.japaneselawtranslation.go.jp/en/laws/view/12/en#je\\_ch6](https://www.japaneselawtranslation.go.jp/en/laws/view/12/en#je_ch6)



maintenance of the equipment, and training for employees<sup>156</sup>. Although McDonald's Japan already adheres to these safety requirements, this legislation remains a key legal factor in its operations.

The importance of strict compliance with the FDA Food Code<sup>157</sup>, a model set of science-based food safety standards used by state and local regulators to govern practices in restaurants and food service establishments nationwide, is relevant in recent legal and regulatory developments. In October 2024, McDonald's faced significant challenges, particularly in its largest market, the United States. An E. coli outbreak linked to contaminated onions used in McDonald's Quarter Pounders led to over 100 illnesses, multiple hospitalizations, and one death across 14 states. While the company quickly pulled the affected products and cooperated with authorities, the incident caused a 6% drop in stock value and sparked lawsuits that underscore the severe financial and reputational risks tied to food safety lapses<sup>158</sup>.

## **STAKEHOLDERS AND PUBLICS**

### **Segmentation Criteria**

#### **Government**

To develop a representative list of governmental publics from Argentina, Japan, France, and the United States, three main segmentation criteria were used: geographical scope, political system, and institutional interests. First, a geographical segmentation was applied identifying government bodies at the national, regional/provincial/state, and local levels to ensure broad territorial representation across each country. Territories were selected based on the size of their franchise operations, with priority given to those accounting for 9% or more of the total McDonald's establishments in the country. Second, the political system was considered, organizing the selected publics according to their role within the executive and legislative branches, and, when relevant, including commissions and agencies. Lastly, the segmentation by interests focused on identifying entities whose responsibilities are most relevant to McDonald's activity based on their influence in

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<sup>156</sup>CABINET OFFICE. *Industrial Safety and Health Act. (Ch. 5)* [online] [consulted: 12 June 2025] Available in: [Industrial Safety and Health Act - English - Japanese Law Translation](#)

<sup>157</sup>FOOD AND DRUG ADMINISTRATION (FDA). *FDA Food Code.* [online] [consulted: 13 June 2025] Available in: [FDA Food Code](#)

<sup>158</sup>TODAY. *McDonald's E. coli outbreak sickens dozens across multiple states.* (Published 29 May 2025) [online] [consulted: 12 June 2025] Available in: [Which states are affected by the McDonald's E. coli outbreak? These states have the most cases](#)



public policy and potential impact on international cooperation or regulation of the business. Among them are entities considered to be directly related to environmental concerns in light of McDonald's publicly stated commitment to environmental responsibility.

## **Media**

As a result of the previous PESTEL analysis, we have decided to make a media public segmentation based on four countries: Argentina, United States, France and Japan. Firstly, the United States is the country where the company's headquarters are located. Argentina, is relevant for the analysis as it 's one of the most important countries in Latin America where McDonald's functions as Arcos Dorados. Lastly, France and Japan as both countries are the biggest operational markets regarding franchises and licensees. In order to develop a relevant list of media outlets across these countries, three main segmentation criteria were used: platform format, editorial segments, and strategic relevance to McDonald's operations.

Firstly, a platform-based segmentation was applied, identifying media outlets that operate in a digital format and structure. The second criteria focuses only on those digital outlets that publish content within specific sections relevant to McDonald's business strategy, operations and strategic publics: health and lifestyle, sustainability, economy, politics and world/international. Finally, a segmentation based on strategically relevant locations for McDonald's was applied, considering key factors such as supplier regions, employee concentration and franchise's size; and the channels where the company is most frequently mentioned.

## **Suppliers**

To develop a relevant list of McDonald's suppliers across Argentina, two main segmentation criteria were used: business unit and product category. The first segmentation criterion is directly related to McDonald's essence, classifying suppliers considering the unit they support: McDonald's Restaurants (core menu) or McCafé. Secondly, a segmentation by product category was applied, classifying suppliers according to the type of goods they provide, such as dairy, proteins, vegetables, bakery and pastries, and beverages. Beyond logistics, this segmentation underscores the long-term relationship built on shared values such as quality, sustainability, and community development.



## **Employees**

In order to develop a representative list of McDonald's employees as a strategic public in Argentina, three main segmentation criteria were used: general organizational structure, local organizational structure, and key areas representing professional development. The first criterion refers to executives in leadership positions within Arcos Dorados Latin America, given their role in defining the company's strategic direction across the region. The second considers Arcos Dorados' directors and executives in Argentina, whose decisions have a direct impact on the company's local operations. Lastly, leaders from specific areas (such as Human Resources, Finance, People and Culture, Communication, and Marketing) were taken into account as they represent McDonald's corporate culture. These individuals were selected not only for their managerial roles but also for their positions as role models: their experience and professional paths demonstrate the growth opportunities that McDonald's communicates to younger professionals aspiring to develop a career within the company.

## **Community**

To define the specific McDonald's community to target, five main segmentation criteria were applied: group of interest, demographic density, academic reputation, level of proximity and academic interests.

The first criterion focuses on young individuals starting their professional development journey, defined as the acquisition of skills and competencies that allow them to improve their abilities and develop new ones, which can then be applied in future work opportunities. It is crucial for McDonald's to engage with students at any stage of their university studies, as this allows the company to build a relationship with this group while contributing to their academic and professional growth.

A second criterion addresses the concentration of McDonald's restaurants in the surrounding territory. Universities located in areas accounting for 9% or more of the company's establishments are prioritized, as this ensures a significant presence of the company and a higher potential impact of communication efforts.

Another criterion prioritizes universities included in the top 20 of the QS World University Rankings<sup>159</sup>. This choice reflects the importance of partnering with

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<sup>159</sup>QS TOP UNIVERSITIES. *QS World University Rankings 2026: Top Global Universities* (June 19, 2025). [online] [consulted: 10 August 2025] Available in: [QS World University Rankings 2026: Top Global Universities](#)



institutions that have a strong academic recognition and reputation, as they attract students with high potential and visibility in the professional sphere.

In addition, the fourth element considers the distance between university campuses and McDonald's restaurants. Institutions situated within a 2 km radius of a restaurant are selected, since proximity facilitates student participation in events, workshops, or promotional activities. Together, these last three elements provide a comprehensive framework to identify strategic universities for McDonald's engagement.

Finally, the fifth criterion refers to the academic interests of students, considering the areas of study relevant to McDonald's job searches. This includes the following fields: Social Sciences, Humanities, Engineering, Technology, Economic Sciences, Business, Design, and Architecture, as they align with the company's potential professional engagement and skill development opportunities. To further refine the segmentation, specific careers within these fields are considered, including Business Administration, Marketing, Communication, Public Relations, Industrial Engineering, Information Technology, Economics, Law, Psychology, Human Resources, Finance, Digital Business, Public Accounting, Graphic Design, and Audiovisual Design.

## **VARIABLES SYSTEM CRITERIA**

### **Government**

	<b>Variable</b>	<b>Variable definition</b>	<b>Indicator</b>	<b>Indicator definition</b>
<b>G O V E R N M E N T</b>	Frequency of formal interactions	Number of documented interactions <sup>160</sup> between McDonald's and public institutions over the last 12 months.	Systemic	36 or more interactions, at least three per month, in the last 12 months.
			Frequent	Between 24 and 35 interactions, at least two per month, in the last 12 months.
			Occasional	Between 12 and 23 interactions, at least one per month, in the last 12 months.
			Inexistent	Between 0 and 11 interactions in the last 12 months.
	Distribution of formal interactions	How documented interactions are distributed during the 4 quarters of the last 12 months.	Constant	Documented interactions in every quarter in the last 12 months.
			Frequent	Documented interactions spread across at least 3 different quarters in the last 12 months.

<sup>160</sup>Interactions include meetings, working groups, public-private partnerships, joint events, investigations, audits, lobbying, and corporate political contributions.



		Sporadic	Documented interactions spread across at least 2 different quarters in the last 12 months.
		Minimal	Documented interactions concentrated in 1 quarter in the last 12 months.
		Null	No documented interactions during the 4 quarters of the last 12 months.
Type of relationship	Describes the nature of the interactions between the government and McDonald's in the last 12 months, based on the level of structure, protocol, and channels used.	Formal	A professional relationship, in which interactions are structured and happen through official channels. E.g., a government agency formally inviting McDonald's to participate in a public health consultation, or the company submitting regulatory documentation through designated platforms.
		Informal	A more flexible relationship, in which interactions happen naturally, and are not bound by rules or protocols. E.g., a local official casually discussing community initiatives with McDonald's representatives during a public event.
		Mixed	A combination of both formal and informal elements. In this case, communication may occur through official channels as well as more natural interactions. While some exchanges follow determined rules, others happen more spontaneously, depending on the context.
Public policies influence	Extent to which McDonald's is affected by public policies introduced or modified in the last 12 months.	High	4 or more new, or modified, regulations that affect McDonald's operations.
		Medium	Between 2 and 3 new, or modified, regulations that affect McDonald's operations.
		Low	Only 1 new, or modified, regulation that affects McDonald's operations.
		Inexistent	No verifiable new or modified policies that affect McDonald's operations
Mentions in official communications	Extent to which McDonald's is mentioned in official government communications <sup>16</sup> in the last 12	High	McDonald's is mentioned 10 or more times in distinct government communications, spread across at least 4 different months and both semesters within the last 12 months.
		Medium Sustained	McDonald's is mentioned 10 or more times, but mentions are concentrated in fewer than 4 months or occur only in one semester of the last



	months.		12 months.
		Medium Clustered	McDonald's is mentioned 4 to 9 times, across at least 2 different months, regardless of semester, within the last 12 months.
		Low	McDonald's is mentioned 1 to 3 times, or all mentions occur within a single month, during the last 12 months. <sup>162</sup>
		Inexistent	No verifiable mentions of McDonald's in government communications during the last 12 months.

## Media

Variable	Variable definition	Indicator	Indicator definition
Tone of media coverage	Perception expressed <sup>163</sup> by the media in its publications <sup>164</sup> about McDonald's over the last 12 months.	Positive	Publications about McDonald's use a positive tone, detailed information, and favourable adjectives (such as innovative, successful, trusted, popular, etc.).
		Negative	Publications about McDonald's use a negative tone, emphasize controversies, or use adjectives with negative connotations (such as unhealthy, controversial, problematic, low-quality, etc.).
		Neutral	Publications are fact-based, with limited emotional tone and minimal use of loaded language. They avoid the types of adjectives and expressions described above.
Frequency of the relationship	How regularly the media covers <sup>165</sup> McDonald's, without the company	Systemic	36 or more coverages, at least three per month, in the last 12 months.
		Frequent	Between 24 and 35 coverages, at least two per month, in the last 12 months.
		Occasional	Between 12 and 23 coverages, at least one per month, in the last 12 months.

<sup>161</sup>Official government communications include press releases, speeches, parliamentary debates, or official websites.

<sup>162</sup>Even when distributed across multiple months, a total of 1 to 3 mentions is not considered sufficient in volume to indicate a meaningful or sustained level of engagement.

<sup>163</sup>Perception expressed includes tone of communication, depth of the information, adjectives used, etc.

<sup>164</sup>Publications refers to exclusively non-paid content.

<sup>165</sup>Covers refers to non-paid editorial content where McDonald's is explicitly mentioned.



<b>MEDIA</b>		initiating the interaction, over the last 12 months.	Uneven	Between 0 and 11 coverages in the last 12 months, or coverage without monthly regularity.
	Distribution of coverage	How media coverage related to the company is distributed during the 4 quarters of the last 12 months.	Constant	Media coverage appears in every quarter in the last 12 months.
			Frequent	Media coverage appears in at least 3 different quarters in the last 12 months.
			Sporadic	Media coverage appears in at least 2 different quarters in the last 12 months.
			Minimal	Media coverage appears in 1 quarter in the last 12 months.
			Null	No media coverage during the 4 quarters of the last 12 months.
	Type of media coverage	Nature <sup>166</sup> of the media coverage about McDonald's in the last 12 months.	Earned media	The documented media coverage consists of unpaid editorial content.
			Paid media	The documented media coverage consists of paid or sponsored content.
	Media Reach	Level of potential audience exposure in the last 12 months, based on the estimated readership of each digital news outlet. <sup>167</sup>	High	Monthly number of readers is equal to, or more than, 200 million.
			Medium	Monthly number of readers is less than 200 million, and equal or more than 120 million.
			Low	Monthly number of readers is less than 120 million.

### Suppliers

Variable	Variable definition	Indicator	Indicator definition
Longevity of the partnership	For how long the company has maintained a business relationship with the supplier.	Long-term partnership	30 years or more of continuous collaboration.
		Established partnership	15 years or more but less than 30 years of continuous collaboration.

<sup>166</sup>Nature refers to whether the coverage is independently initiated by media, or by paid/sponsored content.

<sup>167</sup>This information will be extracted from each media 's institutional website, or other official reports. (e.g. Clarín.com, La Nación, Infobae, Le Monde, The New York Times, Nikkei Asia, etc.).



S U P P L I E R S			Growing partnership	More than 5 years but less than 15 years of continuous collaboration.
			New partnership	5 years or less of continuous collaboration.
	Mentions in Media Outlets <sup>168</sup>	Extent to which McDonald's suppliers are mentioned across Argentinian media outlets, in the last 12 months.	High	McDonald's suppliers are mentioned 10 or more times, across at least 4 different months, and both semesters, within the last 12 months.
			Medium-Sustained	McDonald's suppliers are mentioned 10 or more times, but mentions are concentrated in fewer than 4 months, or occur only in one semester of the last 12 months.
			Medium-Clustered	McDonald's suppliers are mentioned 4 to 9 times, across at least 2 different months, regardless of semester, within the last 12 months.
			Low	McDonald's suppliers are mentioned 1 to 3 times, or all mentions occur within a single month, during the last 12 months.
			Inexistent	No verifiable mentions of McDonald's suppliers in media outlets during the last 12 months.
	Type of relationship	Communication approach <sup>169</sup> McDonald's establishes with its suppliers to sustain and strengthen the partnership.	Formal	Interactions have occurred through official channels such as corporate emails (using the company's domain), scheduled meetings with a set agenda, newsletters, webinars and townhalls, in the last 12 months.
			Informal	Interactions have occurred through channels such as personal phone calls, messaging apps, or casual hallway (on-site) conversations, without following set procedures, in the last 12 months.
			Mixed	Interactions have occurred in a combination of both formal and informal channels in the last 12 months.

<sup>168</sup>In isolation, i.e., instances where suppliers are referenced without explicit mention of McDonald's or their partnership with McDonald's.

<sup>169</sup>Channels and level of formality.



Compliance with McDonald's standards or values	Extent to which the supplier's values match the organization's <sup>170</sup> .	High	Suppliers' values match with all 5 of McDonald's core values.
		Medium	Suppliers' values match with 3 or 4 of McDonald's core values.
		Low	Suppliers' values match with 1 or 2 of McDonald's core values.
		Null	Suppliers' values do not match with any of McDonald's core values.
Transparency of Information	Mentions about the organization's relationship with its suppliers in McDonald's official outputs <sup>171</sup> .	High	Mentions appear consistently across all 3 official outputs, showing a strong commitment to visibility and transparency.
		Medium	Mentions are present in 2 official outputs, reflecting partial but not comprehensive visibility.
		Low	Mentions appear in only 1 official output, which indicates minimal visibility and limited transparency.
		Null	No mentions are found in any of the official outputs, suggesting a lack of communication and public acknowledgment of supplier relationships.

### Employees

Variable	Variable definition	Indicator	Indicator definition
Antiquity of the current role	Measures the length of time an employee has held their current position in McDonald's.	Long-term role	Employee has held their current position for 3 years or more.
		Established role	Employee has held their current position for more than 1 year but less than 3 years.
		New role	Employee has held their current position for 1 year or less.
Type of relationship	Stipulated channels used by employees to communicate with one another.	Formal	Communication between employees occurs through corporate emails, meetings with a set agenda and intranets (MCD site).

<sup>170</sup>Serve, inclusion, integrity, community, and family.

<sup>171</sup>Publications on McDonald's website, press releases and the company's social media content.



EMPLOYEES			Informal	Communication between employees occurs through social media, WhatsApp groups and casual hallway (on-site) conversations.
			Mixed	Communication between employees has a combination of both formal and informal channels.
	Position Origin	Identifies how employees achieved their current role, either progressing through positions within McDonald's or hired directly from outside the company.	Internal	Employee assumed their current position after previously working in one or more roles within McDonald's, advancing through the company's internal career path.
			External	The individual entered McDonald's directly into their current role without previous experience working within the company.
	Global vs Local Experience	Classifies employees based on the geographical scope of their professional experience.	Global Experience	The employee has worked professionally in one or more countries different from their current McDonald's market.
			Local Experience	The employee's professional experience is exclusively within their current country's McDonald's operations.
	Leadership team alignment with McDonald's core values.	Percentage of leadership positions held by women, reflecting McDonald's core value of inclusion. <sup>172 173</sup>	High	Level of gender diversity within the leadership team is strong, with women representing 50% of positions.
			Medium	Level of gender diversity within the leadership team is moderate, with women representing less than 50% but more than 40% of positions
			Low	Level of gender diversity within the leadership team is limited, with women representing 40% or less of positions.
			Null	There are no women in leadership positions.

### Community

Variable	Variable	Indicator	Indicator definition
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<sup>172</sup>MCDONALD'S CORPORATION. *Our Commitment to Inclusion*. [online]. [consulted 16 August 2025]. Available in: [Our Commitment to Inclusion](#)

<sup>173</sup>In Argentina, McDonald's mission of fostering inclusion globally only includes the Global Women's Leadership Network (GWLN).



		definition		
C O M M U N I T Y	University Partnership Status	Whether McDonald's has partnerships <sup>174</sup> with educational institutions or not, in the last 12 months.	Existent	McDonald's has maintained partnerships with Universities in the last 12 months.
			Inexistent	McDonald's has not had any partnerships with Universities in the last 12 months.
	Employer brand perception	The extent to which young professionals perceive McDonald's as a desirable employer <sup>175</sup> .	High	McDonald's is consistently perceived as an attractive employer, as most of the answers are concentrated in the upper end of the scale (5 or more).
			Medium	McDonald's is moderately perceived as an attractive employer, as answers are concentrated in the middle-upper end of the scale (4 or more, but less than 5) or show mixed tendencies across questions.
			Low	McDonald's is minimally perceived as an attractive employer, as most answers are concentrated in the lower end of the scale (3 or more, but less than 4).
			Null	McDonald's is not perceived as an attractive employer, as answers are almost unanimously clustered at the lowest values (Less than 3).
	Type of relationship <sup>176</sup>	Communication channels McDonald's chooses to interact with universities.	Formal	Interactions occur through official channels such as corporate emails and meetings with a set agenda.
			Informal	Interactions occur through personal channels such as personal phone calls, messaging apps, or casual in-person conversations, without following procedures.
			Mixed	Combination of both formal and informal channels.
	Educational initiatives communication	Through which channels McDonald's engages with	Direct	McDonald's independently implements educational initiatives for students.
Indirect			McDonald's develops educational initiatives	

<sup>174</sup>Collaborative agreements for research, educational and practical purposes.

<sup>175</sup>Based on a survey conducted using a 1–6 Likert scale, capturing students' perceptions regarding work opportunities, skill development, and overall work environment at McDonald's.

<sup>176</sup>This variable is dependent on the "University Partnership Status" variable and can only be measured when a partnership is present (i.e., status = Existent).



	young individuals in order to offer educational programs.		for students through partnerships with universities.
		Inexistent	McDonald's does not implement educational initiatives for young individuals.
Presence in Academic or Professional Events	Refers to the extent to which McDonald's engages with students through participation in academic or professional events <sup>177</sup> , based on publicly available information.	High	McDonald's has participated in 5 or more academic or professional events in the last 12 months.
		Medium	McDonald's has participated in 2 to 4 academic or professional events in the last 12 months.
		Low	McDonald's has participated in only 1 academic or professional event in the last 12 months.
		Null	No public record of participation in academic or professional events in the last 12 months.

## **CROSSED-VARIABLES DIAGNOSIS**

### **Government**

McDonald's relationship with public entities is limited and varies by country, reflecting different strategic alignments and engagements across jurisdictions. Both in Argentina<sup>178</sup> and France<sup>179</sup>, we identify a low level of interactions between both parties. This limited contact suggests a missed opportunity to deepen public-private exchange, particularly at the national level where operational and regulatory policies are issued. The lack of ongoing engagement limits possible influence in shaping or anticipating regulations.

On the other hand, McDonald's Japan<sup>180</sup> reflects efforts to sustain a baseline of formal engagement with the Ministries of Economy and Environment. While these interactions suggest a more proactive stance, their scale remains modest relative to the strategic relevance of Japan's strict regulatory landscape.

To conclude, in the United States<sup>181</sup>, McDonald's maintains formal yet selective interactions with key federal agencies primarily through lobbying activities. Its lobbying

<sup>177</sup>Such as career fairs, guest lectures, or student organization activities.

<sup>178</sup>See Annex 12.01.01. Argentina

<sup>179</sup>See Annex 12.01.02 France

<sup>180</sup>See Annex 12.01.03 Japan

<sup>181</sup>See Annex 12.01.04 U.S.A.



portfolio covers a wide range of substantive issues: from nutrition, food safety, and supply chain oversight, to rural development, tax reform, and labor policy.

Besides, McDonald's maintains formal transparency with the U.S. Securities and Exchange Commission through legally required earnings disclosures, reflecting a highly institutionalized relationship that enables the company to anticipate, shape, and respond to regulatory and political developments.

## **Media**<sup>182</sup>

The analysis of the variable intersections reveals steady outcomes when examining McDonald's media relationships and interactions.

Regarding tone of coverage, most global media coverage can be classified as neutral. These outlets tend to report in a more factual, objective manner, focusing on what happened without expressing a clear point of view. In contrast, some Argentinian outlets adopt a more positive tone that emphasizes how McDonald's initiatives positively impact local communities. On the other hand, a clear example of factual international coverage is the media treatment of the E. coli outbreak that happened in October 2024. This was a notable moment for the brand, as much of the international media attention began at that point. However, despite the relevance and gravity of the topic, most outlets covered it in a fact-based way, without portraying McDonald's in a deliberately negative manner.

As shown in the chart, the frequency of McDonald's media interactions is categorized as uneven. This is because most of the articles found over the last 12 months were concentrated in October and November, directly correlating with the outbreak mentioned earlier. It can be said that, had this outbreak not occurred, McDonald's might not have received as much media coverage in global outlets as they did. It would be beneficial for the company to foster media interaction proactively, rather than allowing coverage to be reactive to events.

In terms of distribution of coverage, results are mixed. While constant coverage is not observed across every country, there is still frequent coverage, especially in response to specific events. As a global brand, any corporate matter or issue is likely to be covered, and events like the E. coli case further amplify that visibility.

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<sup>182</sup>See Annex 12.02. Media



Regarding the type of media coverage, as stated by one of McDonald's employees<sup>183</sup>, most of the company's visibility in the press comes through earned media. Most of the content is organic, since McDonald's global status naturally generates interest among news outlets. However, for specific situations, such as promotions or special actions, the company does invest in paid media to ensure strategic reach. This reliance suggests that McDonald's doesn't need to rely heavily on advertising to appear in the media, which can contribute positively to the brand's authenticity.

Finally, in terms of media reach, according to the analysis made, the only country with a high-reach news outlet is the US, where platforms like CNN play a major role. In the other countries analysed, most news sources fall into the medium-reach category. However, this doesn't imply low impact, as these media outlets are still very relevant in each of their countries.

### **Suppliers<sup>184</sup>**

McDonald's supplier network reflects a powerful narrative of trust and collaboration. Out of the eight identified suppliers, five have partnered with McDonald's since its arrival in Argentina, cultivating decades-long relationships.

Interviews confirm that suppliers engage through structured, institutionalized relationships, reinforced by regular discussions, but public visibility remains limited.<sup>185</sup> As these alliances go beyond transactions, they illustrate McDonald's role in fostering local community growth. However, this narrative remains largely invisible to the public. Only half of the suppliers are mentioned in public records, and even then, these just appear in a single channel. The remaining suppliers display no visibility at all, limiting external accountability and making it difficult to track the relationship. Furthermore, analysis of the "Mentions in Media Outlets" variable reveals instances in which suppliers are referenced independently as autonomous businesses, extending beyond their affiliation with McDonald's. While McDonald's emphasizes transparency and frames suppliers as a key part of its success, they are often reduced to geographic references rather than being highlighted as significant partners with history, identity, and impact.

In conclusion, this communication gap undermines McDonald's role and prevents them from fully leveraging one of its strongest narratives to showcase how trusted partners have evolved, innovated, and generated opportunities alongside the organization.

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<sup>183</sup>See Annex 03. Third Interview Transcript with McDonald's Employee

<sup>184</sup>See Annex 12.03. Suppliers

<sup>185</sup>See Annex 02. Second Interview Transcript with McDonald's Employee



Turning these long-term relationships into visible stories of growth would allow McDonald's to reinforce its positioning as a company that not only feeds millions but also nourishes people and ecosystems of opportunity.

### **Employees<sup>186</sup>**

Since variations emerged in the crossing of variables, it is relevant to separate the analysis between Arcos Dorados Latin America and Argentina.

At the regional level, most executives have recently assumed new roles through internal promotions, which communicates a narrative of loyalty and continuity. In addition, all of them bring global professional experience, a factor that strengthens McDonald's reputation by showing that the company enables its leaders to develop careers with international projection. However, the absence of female representation creates a visible gap between McDonald's external discourse on inclusion and its internal leadership reality. From a communication standpoint, this inconsistency risks undermining credibility, as employees serve not only as internal stakeholders but also as visible representatives of the organization.

In Argentina, by contrast, most directors have been in the same position for over eight years, which reflects stability but also limits the perception of renewal. The mix between internal and external hires shows some openness, yet women remain underrepresented in leadership, and their progression appears tied more to longevity than to an active inclusion strategy. The type of relationship is mixed, combining the institutional channels with more informal ones such as WhatsApp groups, which points out a greater adaptability with local practices.

In conclusion, both structures highlight communication challenges related to limited diversity and low renewal. While the regional structure leverages global experience as a valuable reputational asset, Argentina's leadership is perceived as more static and less internationally connected. The lack of female representation weakens the credibility of McDonald's external messaging around inclusion, while the low turnover in senior positions may discourage younger professionals who aspire to grow within the company. Together, these factors risk creating a gap between what McDonald's communicates publicly and what employees and future talent perceive internally.

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<sup>186</sup>See Annex 12.04. Employees



## Community<sup>187</sup>

Regarding the University Partnership Status variable, McDonald's has maintained active partnerships with several universities in CABA and the province of Buenos Aires over the past year, mainly through job opportunities and internships. In some cases, they also involve leaders from the company giving lectures and talks, which brings students into direct contact with these professionals and their experiences. These actions suggest that McDonald's is interested in building relationships with the community of young individuals who are starting their professional development. However, the company's participation in academic or professional events in universities remains limited. This represents an area with potential for improvement in terms of strengthening ties with the community.

In order to measure the community's perception of McDonald's as an employer, a survey, which received 185 answers, was conducted. Results show that, despite the company's efforts to build a relationship with young professionals, perceptions remain uncertain. Most answers regarding whether McDonald's provides useful tools and competencies for professional development ranked in the 3-4 range, suggesting that while the community recognizes some value, they do not strongly associate the company with meaningful professional growth opportunities.

In terms of communication, as said in an interview<sup>188</sup> with a representative from the company, the channels used to engage with universities vary depending on the type of interaction. At the same time, McDonald's carries out independent educational initiatives apart from university partnerships. These include "Receta del Futuro", an initiative that focuses on employment, diversity, inclusion, and sustainability, and "MCampus Community", a platform that offers free podcasts and courses aimed at professional development. Both initiatives are communicated directly by McDonald's through its own channels, or through popular influencers among young individuals from the community, such as Patricia Jepsen on LuzuTv.

In conclusion, the analysis of the variable intersections reveals mixed outcomes. While McDonald's shows interest in engaging with students and offers independent initiatives for their development, its limited presence in academic events and the community's uncertain perception of them as an employer highlight opportunities for a more consistent and impactful approach towards them.

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<sup>187</sup>See Annex 12.05. Community

<sup>188</sup>See Annex 05. Fifth Interview Transcript with McDonald's Employee



## SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• High green sensitivity and proactive behaviour when looking for new environmental policies. — <i>Going Green Stage, Micro-environmental Analysis</i></li> <li>• Wide global presence, having franchises in a total of 114 countries. — <i>Strategic Capabilities, Micro-environmental Analysis.</i></li> <li>• Strong internal structure that helps to maintain operational excellence worldwide among all their franchises. — <i>Strategic Capabilities, Micro-environmental Analysis.</i></li> <li>• The McDonald's App, was the most downloaded app in the US with 3.5 million downloads in 2023. — <i>Strategic Capabilities, Micro-environmental Analysis</i></li> <li>• Accepts and approaches different cultures. — <i>Culture, Micro-environmental Analysis.</i></li> <li>• Offers a Franchise Guide to all countries, making sure their standardized products are respected among all countries. — <i>Internationalization Strategy, Micro-environmental Analysis.</i></li> <li>• Uses diverse internal communication channels. — <i>Internationalization Strategy, Communication Background.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Limited plant-based menu options in Argentina, falling behind key competitors actively targeting this growing consumer segment. — <i>Argentina, Competitors Analysis.</i></li> <li>• Weak engagement with NGOs in low-pressure regions, leaving the brand potentially unprepared for future scrutiny from them. — <i>Pressures from NGOs, (Environmental Analysis), PESTEL Analysis.</i></li> <li>• Labour practices and working hours system have faced legal challenges, exposing the company to compliance risks and reputational damage. — <i>Employment and labour laws, (Legal Analysis), PESTEL Analysis.</i></li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Potential tax reforms in the U.S. could reduce corporate tax rates. — <i>Tax Policies, (Political Analysis) PESTEL Analysis.</i></li> <li>• Gradual economic recovery and rising consumer purchasing power. — <i>Economic Growth and Disposable Income, (Economical Analysis), PESTEL Analysis.</i></li> <li>• Rising demand for healthier low-carb, low-sugar and high protein options. — <i>Lifestyle Attitudes and Health Consciousness, (Social Analysis), PESTEL Analysis.</i></li> <li>• Increasing consumer reliance on delivery platforms and mobile apps. — <i>Technological Incentives and Awareness, (Technological Analysis), PESTEL Analysis.</i></li> <li>• Extended Producer Responsibility (EPR)</li> </ul>	<ul style="list-style-type: none"> <li>• High political instability that threatens long-term business planning in each country. — <i>Political Stability, Tax Policies, Trade Restrictions (Political Analysis), PESTEL Analysis.</i></li> <li>• In the U.S., new labor laws such as California's \$20/hour minimum wage for fast-food workers are driving up operational costs. This could spread to other states and markets, affecting McDonald's profitability and pricing strategies. — <i>Employment and labor laws (Legal Analysis), PESTEL Analysis.</i></li> <li>• Raising brand fatigue and aggressive reinsertion of competitors. — <i>U.S.A. and France, Competitor Analysis.</i></li> <li>• Competition is expanding aggressively with</li> </ul>



laws in the U.S. encourage McDonald's to adopt 100% sustainable packaging by 2025. — <i>Environmental Policies, (Environmental Analysis), PESTEL Analysis.</i>	competitive pricing and local brands are strengthening their position due to their cultural relevance. — <i>Argentina and Japan, Competitor Analysis.</i> • Lack of institutional engagement in Japan. — <i>Government, Crossed-variables Analysis.</i>
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## **PROBLEM STATEMENT**

### **Government**

McDonald's faces a perception gap due to limited and inconsistent engagement with public institutions. Such fragmentation weakens the company's ability to influence relevant public policies and undermines its positioning as a socially responsible and strategic global actor.

### **Media**

Currently, McDonald's maintains a steady presence in global media, but most of its coverage is triggered by external events. This reactive coverage limits the company's control over the message portrayed. This presents an opportunity for McDonald's to encourage more diverse and meaningful media coverage, not to increase exposure or publicity, but to shift the focus beyond crisis-driven attention.

### **Suppliers**

Although McDonald's maintains long-standing and structured relationships with its suppliers, the visibility of these partnerships remains limited. The absence of storytelling around supplier growth and innovation, portrays a missed opportunity for the company to demonstrate its role not only as a global buyer but also as a catalyst for opportunity and progress.

### **Employees**

McDonald's leadership in Argentina represents clear success stories of professional growth within the company. However, access to information about these aspirational profiles is limited, as it is not readily available through official websites or public communication channels. This lack of visibility restricts McDonald's ability to showcase authentic role models, making it harder for younger audiences to perceive the company as an agent that embodies and promotes values of professional development and career growth.



## **Community**

McDonald's has established few actions and university partnerships, but its communication with young individuals remains fragmented and inconsistent. Moreover, the low visibility of its professional development initiatives reduces the company's ability to be perceived as an employer that actively invests in students' futures. Without a coherent communication strategy, McDonald's risks missing the chance to connect with young professionals and reinforce its role as a platform for career development.

### **"Taste Your Talent" Campaign**

Professional development has always been part of McDonald's DNA, a place where people take their first professional steps, grow, and discover their potential. This campaign aims to adapt this legacy to the context of today's workplace. Over a 12-month time period, this campaign seeks to redefine what professional development means nowadays, where technology, innovation, and Artificial Intelligence have become driving forces for companies.

The goal is to position McDonald's as a benchmark in this new landscape, an organization that not only offers opportunities but also equips people with the tools and knowledge to thrive in the digital era. By framing McDonald's as a pioneer in AI-driven professional growth within the fast-food industry, the campaign responds to the growing expectation for companies to actively prepare people for the future. In short, McDonald's doesn't just serve meals, it serves possibilities for growth, innovation, and transformation in the age of AI.

## **CAMPAIGN GOAL**

To be perceived by its key audiences<sup>189</sup> as a cutting-edge<sup>190</sup> employer brand in Argentina.

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<sup>189</sup>See annexes 07, 08, 09, 10, and 11.

<sup>190</sup>By "cutting-edge employer brand" we mean being recognized for the integration of technology and AI as core differentiators of the company, both as tools that enhance its operations and as resources that enable employees to develop their professional skills.



## CAMPAIGN OBJECTIVE

Establish McDonald's as the leading company in innovation<sup>191</sup>, forward-thinking<sup>192</sup> and transparency<sup>193</sup> among key audiences<sup>194</sup>, aiming to increase this recognition by 53,8%<sup>195</sup> within 12 months starting January 2026.

## GOVERNMENT

**Objective:** Increase McDonald's engagement with government stakeholders in technological and industrial committees and the Secretary of Agriculture, Livestock, and Fishing by reaching at least 33% within the next 12 months.

- Starting with no interactions, the goal is to achieve 12 of 36 interactions, representing the minimum threshold toward the optimal annual engagement target.

**Strategy:** Drive a public affairs agenda that positions McDonald's as a leader in AI-enabled workforce development through active participation in policy committees and strategic meetings with government authorities.

## MEDIA

**Objective:** To be perceived as a Key Opinion Leader<sup>196</sup> in employment and AI-driven professional development<sup>197</sup>, achieving a 45% increase<sup>198</sup> in this perception within the next 12 months.

- Starting with an average of 10 media mentions per month, the goal is to increase coverage to 15 mentions per month.

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<sup>191</sup>By "innovation" we mean a company that introduces groundbreaking products, services and experiences that set new standards.

<sup>192</sup>By "forward-thinking" we mean a company that focuses on long-term development and proactively adapts its business operations to upcoming trends and challenges.

<sup>193</sup>By "transparency" we mean a company that communicates openly and clearly about its practices, values and impacts.

<sup>194</sup>See footnote 189.

<sup>195</sup>This percentage is the average of the specific objectives of each key audience.

<sup>196</sup>By "Key Opinion Leader in employment" we mean being recognised by key audiences as a trusted voice that influences workforce development.

<sup>197</sup>By "AI-driven professional development" we mean using AI technologies to improve how talent is upskilled and supported throughout employee's career journey.

<sup>198</sup>This percentage was calculated based on the information obtained from the PR Data Lab, as referenced in Annex 15.



**Strategy:** Strengthen McDonald's relationships with technology, innovation, and business media through tailored storytelling, delivering people-centered narratives, and leveraging these media contacts to ensure consistent and high-impact coverage.

## SUPPLIERS

**Objective:** Increase awareness of McDonald's as a key business ally<sup>199</sup> recognized for its innovative<sup>200</sup>, forward-looking<sup>201</sup>, and transparent approach<sup>202</sup>, aiming for a 50% increase<sup>203</sup> over the next 12 months, beginning January 2026.

- Starting with 50% of the suppliers being mentioned in media outlets, the goal is to increase it to 75%.

**Strategy:** Create and distribute consistent storytelling content across owned channels.

## EMPLOYEES

**Objective:** Increase the role of McDonald's C-level executives<sup>204</sup> as visible advocates<sup>205</sup> for integrating AI and technology into daily work practices by 45%<sup>206</sup> by December 2026.

- Starting with an average of 22 media mentions related to technology and McDonald's employees, the goal is to increase this number to 32 mentions.

**Strategy:** Share transparent, people-centered stories featuring McDonald's leaders across owned channels to reinforce the brand's commitment to innovation and strengthen its reputation.

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<sup>199</sup>By "key business ally" we mean a strategic partner recognised for adding value to the company's long-term operational development.

<sup>200</sup>See footnote 191.

<sup>201</sup>See footnote 192.

<sup>202</sup>See footnote 193.

<sup>203</sup>This percentage was calculated using the results from the cross-analysis of the "Transparency of Information" variable, as presented in *Annex 12.03.01*.

<sup>204</sup>By "C-level executives" we refer to the highest-ranking senior leader within the company. The specific C-level McDonald's employees segmented can be seen in Annex 10.

<sup>205</sup>By "visible advocates" we mean high-profile leaders who publicly promote the integration of AI and technology into daily work practices.

<sup>206</sup>This percentage was calculated using the data gathered from one of the media clippings conducted, as shown in *Annex 13.04.02*.



## COMMUNITY

**Objective:** Enhance McDonald's perception as a professional development company leveraging technology and AI<sup>207</sup> among university students by 96%<sup>208</sup> within the next 12 months.

- Starting with a 26% negative perception among communities, the goal is to increase it to 51%.

**Strategy:** Educate university students on AI-driven skill-building and professional growth, positioning McDonald's as a pathway to long-term professional development beyond the franchise experience.

## CAMPAIGN KEY MESSAGES

- "Cooking futures, the McWay"
- "We're lovin' the way our people grow"
- "Your career begins under the Golden Arches"
- "At McDonald's, we train talent for the world that's coming"
- "A Big Future starts with a Big Mac"

## CAMPAIGN TACTICS

**Tactic 1:** *"McLearn: Growing in the AI Era" Universities' Talks*

**Public:** Community

**Planned for:** April - May 2026<sup>209</sup>

The tactic will focus on McDonald's participation in career talks across five key universities (UADE, UBA, UCA, UP, and Di Tella). These institutions were strategically selected for their academic prestige, geographic accessibility, and the alignment of their study programs with McDonald's talent and operational needs. To coordinate participation, the company will reach out to each school's Professional Development Department.

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<sup>207</sup>This statement refers to an organization that empowers employees to grow their skills and advance their careers by using cutting-edge technologies.

<sup>208</sup>This percentage was calculated using the information obtained in the survey conducted among university students, as shown in *Annex 14*, specifically from question 1: "McDonald's attractiveness for professional development." (Annex 14.01).

<sup>209</sup>For further details on the implementation timeline of this tactic, see Annex 16 (p. 185).



Students will register through a form shared via the department's internal channels, ensuring that attendees are formally enrolled and receive all relevant information in advance. The talks will begin in April 2026 and will take place throughout this month and the first weeks of May 2026, according to each institution's academic calendar.



### The future of work is already here

Join McDonald's career talk and discover how technology, creativity, and continuous learning can unlock your professional potential.

[Scan this code to secure your spot!](#)



[Scan this code to secure your spot!](#)



Each talk will explore the skills demanded by the AI era, highlighting the importance of adaptability, creativity, and continuous learning in today's professional landscape. The content will connect these themes with McDonald's M-Campus, the company's digital learning platform for students, illustrating how McDonald's prepares future leaders by combining technology with human potential. Representatives from the Communication Department will lead the sessions, sharing insights about McDonald's as an employer.



The talk will include a brief corporate overview, a live Q&A segment, and practical guidance for students seeking to launch their careers with McDonald's.<sup>210</sup>

To encourage participation, students who engage in the Q&A section will receive a small gift, including themed stickers (that say “Do it the Mc Way”, “McMindset”, “New McTalent”), a campaign-themed notebook and pen, and a SUBE card holder.<sup>211</sup>

The talk will be led by representatives from the HR and Communication departments, who will provide an in-depth look at how the company positions itself as a desirable employer by connecting internal growth stories with external narratives that inspire young professionals.

To close the session, a QR code will be displayed, inviting students to complete a brief survey and join a McDonald's talent database. This will enable them to stay connected with McDonald's for future events, workshops, and professional opportunities.

**KPIs:**

Tactic 1: “McLearn: Growing in the AI Era” Universities’ Talks		
Ongoing KPIs		
Strategic approach	KPI	Success rate
Participation and Reach	Number of students registered via the university’s Professional Development Departments	A minimum registration of 100 students per university (500 total across the five universities)
	Attendance rate at each talk (actual attendees vs. registered students)	At least 75% of registered participants per session
Post-Event Engagement	Number of survey submissions via the QR code after the session	At least 55% of attendees completing the survey
	Student satisfaction scores collected via post-event surveys	Achieve an average satisfaction score of 4.5/5 or higher on the Likert scale

**Tactic 2: *McGoals: Where Talent Meets the Game***

**Public:** Community

**Planned for:** June - July 2026<sup>212</sup>

This activation aims to harness the excitement of the FIFA World Cup and position McDonald's as a company that celebrates not only the goals on the field but also the professional goals that shape people's futures. Launching in June 2026 and running throughout the entire World Cup until July, the campaign will engage audiences during one of the most globally watched sporting events.

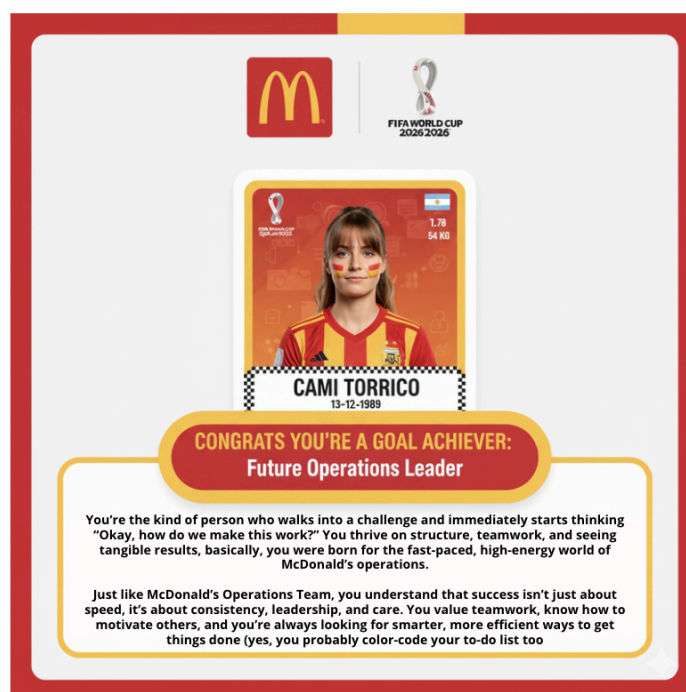
<sup>210</sup>See Annex 17 for additional information on this tactic's schedule and agenda.

<sup>211</sup>See Annex 17.03 for the visual and creative materialization of this tactic.

<sup>212</sup>For further details on the implementation timeline of this tactic, see Annex 16 (p. 185).



Participants will be invited to create their own *Career Goal Card* through an AI-powered microsite<sup>213</sup>. This will be available only in McDonald's restaurants near segmented universities<sup>214</sup> and will be accessible via QR codes placed on McDonald's tray liners, restaurant screens and promoted across social media channels. After answering a few fun, goal-oriented questions<sup>215</sup>, the AI will generate a personalized digital *McGoal Card*. Inspired by collectible football cards, each one will feature the participant in McDonald's team gear, accompanied by a creative tagline like "Goal Achiever: Future Operations Leader" or "Creative Striker: Marketing Dreamer."



Users will be able to download and share their cards on social media using the hashtags *#TasteYourTalent*, amplifying McDonald's digital presence and associating the experience with creativity, aspiration, and the global excitement of the World Cup. The activation will be supported by organic communication on McDonald's social media channels, encouraging participants to showcase their goals and tag friends to join the challenge, turning the campaign into a community-driven celebration of ambition and teamwork.

To promote participation, the activation will also include social media personalities' collaborations. Sports journalists Sofi Martínez and Gastón Edul will take the lead in sharing on Instagram content filmed at McDonald's restaurants as they complete the

<sup>213</sup>See Annex 18.01.01 for the visual and creative materialization of this tactic.

<sup>214</sup>See Annex 11.

<sup>215</sup>See Annex 18.02 "Digital challenge #TasteYourTalent vocational test".



challenge themselves<sup>216</sup>. Chosen for their credibility and strong bond with young audiences, both bring football culture closer to everyday life with a professional yet relatable tone. Through their posts, they will deliver messages that inspire young professionals to explore their own “career goals” in a fun, authentic way. Each will post three Instagram stories divided in four weeks, revealing their personalized McGoal Cards, sparking curiosity and motivating others to join in. In case both personalities are traveling to the World Cup, the videos will be pre-recorded to be posted on social media at the appropriate time.

**KPIs:**

Tactic 2: McGoals: Where Talent Meets the Game		
Ongoing KPIs		
Strategic approach	KPI	Success rate
Microsite traffic	Number of unique visitors	At least 100.000 visitors
Engagement rate in microsite	Average session duration	At least 2:00 min
	Completion rate (comparison of users who finish vs. start the activity)	At least 60% completion rate
Engagement rate on McDonald's owned channel posts	Click-through rate (Link provided in post)	Between 2-3% CTR
	Number of views	. +10% increase from the average number of views
	Number of likes	. +8% increase from the average number of likes
	Number of shares	. +5% increase from the average number of shares
User generated content	Number of posts sharing their AI-generated image using #TasteYourTalent	At least 200 user posts tagged with the campaign hashtag
Engagement rate on Influencer's stories	Number of views	. +20% increase from the average number of views
	Number of shares	. +10% increase from the average number of shares

**Tactic 3: Taste Your Talent Event**

**Public:** Community, Media and Employees

**Planned for:** August 2026<sup>217</sup>

The *Taste Your Talent* event will be a one-day immersive experience bringing together students, journalists and McDonald’s representatives to foster innovation, inspiration, and professional development<sup>218</sup>.

Scheduled for August 2026, the event will be open to all students who previously attended McDonald’s in-person university talks. Since registration for those talks required completing a form, the company will use this database to contact participants directly via email and invite them to register for the event<sup>219</sup>. Attendance will be limited

<sup>216</sup>See Annex 18.01.02 for the visual and creative materialization of this tactic.

<sup>217</sup>For further details on the implementation timeline of this tactic, see Annex 16 (p. 186).

<sup>218</sup>See Annex 19.04 for additional information on this tactic’s guest list.

<sup>219</sup>See Annex 19.03.01 for the visual and creative materialization of this tactic.



to 100 participants, and registration will close once all available spots have been filled. Furthermore, journalists from key media outlets will be invited to the event and receive a press kit containing the official invitation, an identification badge, a branded notebook and pen, a sticker sheet, and a flyer with a QR code linking to the event's program<sup>220</sup>.

The event will take place in Arcos Dorados's offices in Olivos, starting at 10:30 and concluding at 14:30. The agenda will combine expert talks with interactive experience zones<sup>221</sup>:

### **1. Talks with experts:**

The talks segment will include McDonald's C-level executives, who will lead the opening panel *Leading the Future: Powering Growth Through Innovation*, followed by guest speakers such as Mai Pistiner, who will discuss emotional intelligence and adaptability in digital work environments, and influencers Pato Jebesen and Agustina Provenzani, who will share insights on creativity, personal branding, and building a career in the age of AI.

### **2. Experience Zones<sup>222</sup>:**

In parallel, attendees will be able to explore different experience zones that reflect McDonald's culture of learning and innovation. These will include the *McAI Career Coach*, an AI-powered booth offering instant feedback on mock interviews, an *Augmented Reality Mural*, digitally brought to life through AR scanning with provided tablets, and a VR experience, *A Day at McDonald's* that will allow participants to virtually step into the company's offices and operations centers through an immersive headset experience. Combining realism with a playful tone, the simulation will showcase fun and unexpected moments, like fries joining a meeting or Grimace taking over the music at an after-office. After the talk: *Your Digital Self: How to Thrive in the New Work Reality*, the *Taste the Talent Food Experience* will take place, where participants will enjoy a McDonald's lunch including burgers, fries, McNuggets, and vegetarian and gluten-free options.

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<sup>220</sup>See Annex 19.03.02 for the visual and creative materialization of this tactic.

<sup>221</sup>See Annex 19.01 for additional information on this tactic's schedule, and Annex 19.02 for the agenda.

<sup>222</sup>See Annex 19.03.03 for the visual and creative materialization of this tactic.



The event will be covered by invited journalists<sup>223</sup> and amplified through McDonald's social media channels, generating shareable digital content that extends its impact beyond the physical experience.



**KPIs:**

Tactic 3: #TasteYourTalent Event		
Ongoing KPIs		
Strategic approach	KPI	Success rate
Participation and reach	Number of registrations for the event	100 number of registrations (full capacity reached)
	Attendance rate (comparison between confirmed participants vs. attendees)	At least 90% attendance rate
Engagement and experience	Number of interactions within Experience Zones (AR mural, McAI Career Coach, and VR Experience)	Minimum 200 interactions across all activities
Media	Number of media representatives attending	5 media representatives (at least 1 journalist per media outlet)
	Number of media articles, notes, or mentions generated	5 media articles, notes, or mentions generated (at least 1 per media outlet)
	Tone of media articles, notes or mentions generated	At least 80% of total media coverage should reflect a positive or neutral tone, with no negative mentions identified
Digital communication	Engagement on speaker's social media posts	At least 10% above average engagement rate on speakers' event-related posts
	Engagement rate on McDonald's official posts promoting or covering the event	At least 5% above average engagement rate on McDonald's official posts related to the event

<sup>223</sup>Based on the Media Variable Crossing analysis, *Clarín* and *La Nación* were identified as the outlets with the highest reach and relevance. Therefore, they were prioritized as the two media invited to attend and cover the event.



**Tactic 4:** Webinar “Enhancing your skills with AI”

**Public:** Community

**Planned for:** October 2026<sup>224</sup>

The “Enhancing Your Skills with AI” webinar will be a live virtual session hosted in partnership with universities where McDonald’s will not be conducting in-person talks. In order to participate in this event, scheduled for October 2026, the company will contact the Professional Development Department of each university, which will share the registration form through their internal communication channels allowing students to sign up to the webinar. Universities will be grouped in pairs (Austral and UNLP, San Andrés University and UNSAM, University of Belgrano and UTN), resulting in a total of three webinars, each with a maximum capacity of 300 attendees.

**Enhancing your skills with  
AI Webinar**

**The future of work is already here**

**Join McDonald’s career talk and discover how technology, creativity, and continuous learning can unlock your professional potential.**

**Scan this code to  
secure your spot!**



This initiative seeks to extend the company’s presence within the academic community, showcasing McDonald’s as an employer that embraces technology to empower young talent. Through a 60-minute session streamed live through the video call app *Zoom*, students will explore how AI can be used to strengthen key professional skills such as communication, teamwork, and decision-making skills, also fostered within McDonald’s own learning ecosystem<sup>225</sup>.

<sup>224</sup>For further details on the implementation timeline of this tactic, see Annex 16 (p. 187).

<sup>225</sup>See Annex 20.01 for additional information on this tactic’s agenda.



The webinar will be co-led by representatives from McDonald’s Human Resources and Communications teams, together with Joan Cwaik<sup>226</sup>, an Argentine specialist in technology, innovation, and the social impact of artificial intelligence, recognized for his work promoting digital literacy among young people. They will demonstrate practical tools and real examples of how innovation and human potential intersect in McDonald’s training and development programs, including MCampus Community and Arcos Dorados University.

To assess participant satisfaction, a brief post-event survey will be conducted<sup>227</sup>. A QR code will be displayed on the final slide of the presentation, allowing attendees to easily access and complete the survey at the end of the session.

**KPIs:**

Tactic 4: “Enhancing your skills with AI” Webinar		
Ongoing KPIs		
Strategic approach	KPI	Success rate
Webinar participation	Number of registrations for the webinar	250 registrations
	Attendance rate (comparison between number of registered students vs. number of live attendees)	Difference smaller than 40%
Engagement and interaction	Retention rate of attendees until the end of the webinar (comparison of the total number of attendees at the beginning vs. participants who remain connected at the end)	At least 75% of initial participants stay connected until the end of the session
	Number of questions or comments submitted through the chat during the session	At least 100 interactions in the comments
Satisfaction and perception	Post-event satisfaction survey total received answers	At least 50% of participants
	Tone and sentiment of feedback	At least 75 % of positive sentiment, rating the experience as “Very Good” or “Excellent”

**Tactic 5: Roundtable Breakfast**

**Public:** Government

**Planned for:** March - November 2026<sup>228</sup>

This tactic involves bi-monthly breakfast meetings, each lasting 60 minutes, that will bring together McDonald’s business leaders and key government representatives at the company’s offices in Olivos. The initiative aims to strengthen strategic relationships and foster open dialogue. The meetings will begin in March 2026 and continue every two months, concluding in November 2026, resulting in a total of five sessions with each group.

Three separate series of meetings will be organized, each aligned with a specific policy area: the first with the Secretary of Agriculture, Livestock, and Fishing; the second with

<sup>226</sup>JOAN CWAIK. *Biografía*. [online]. [consulted: 11 November 2025] Available in: <https://www.joancwaik.com/biografia/>

<sup>227</sup>See Annex 20.02.01

<sup>228</sup>For further details on the implementation timeline of this tactic, see Annex 16 (p. 187).



the Commission of Industry and Commerce (Senate branch) and the Commission of Industry (Deputies branch); and the third with representatives of both Senate and Chamber of Deputies standing commissions of Science, Technology, and Innovation<sup>229</sup>.

These sessions will be distributed across three different weeks within the same month, allowing for more focused preparation for each area of interest, while maintaining a steady rhythm of engagement throughout the year. It also ensures a continuous presence in the institutional agenda, reinforcing McDonald's long-term commitment to collaboration and innovation.



**KPIs:**

Tactic 5: Roundtable Breakfast		
Ongoing KPIs		
Strategic approach	KPI	Success rate
Session Engagement	Agenda Completion Rate	Complete at least 90% of the agenda items during each meeting
	Attendance Rate per Session	At least 80% confirmed attendance compared to total invitations

**Tactic 6: Government Relations Newsletter**

**Public:** Community

**Planned for:** March - November 2026<sup>230</sup>

<sup>229</sup>See Annex 21.01 for additional information on this tactic's schedule, and Annex 21.02 for the agenda.

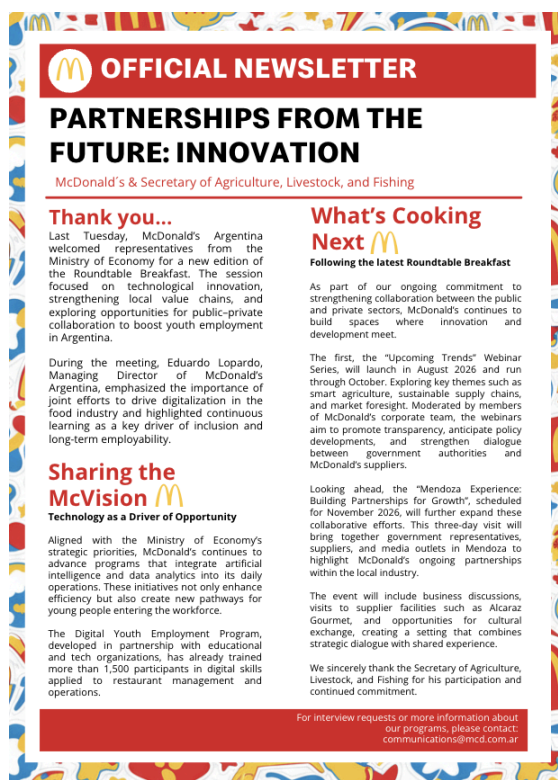
<sup>230</sup>For further details on the implementation timeline of this tactic, see Annex 16 (p. 188).



For this tactic, a monthly digital newsletter will be sent to government authorities, following the Roundtable Breakfast meetings. A total of ten newsletters will be distributed one week after each session and will then continue according to its established monthly frequency. Its purpose is to maintain an open channel of communication with key government stakeholders, keeping them informed about McDonald's progress in innovation, employment, sustainability, and technological development. This will include company updates on ongoing initiatives and achievements, as well as data insights relevant to Argentina's agricultural, industrial, and technological agenda. The aim is to strengthen institutional relationships and reinforce the company's role as a strategic partner in policy development.

Each edition will open with a brief *Thank You* message from a McDonald's executive, and the first section will summarize the key outcomes of the most recent Roundtable Breakfast, including highlights of the discussion, shared priorities, and opportunities for continued cooperation. The next section will be named *Sharing the McVision*, featuring a concise article connecting McDonald's initiatives, such as AI-driven workforce training or sustainable sourcing practices, to upcoming trends. Along with data insights that align with current policy priorities in innovation, employment, and sustainability. To foster engagement, the newsletter will include a *What's Cooking Next* section, presenting upcoming events, next meetings, or collaborative initiatives between McDonald's and the public sector, ensuring continuity between encounters and encouraging participation in future activities.

Finally, the newsletter will close with a short message reinforcing appreciation for ongoing collaboration and dialogue. Additionally, a contact box will provide direct access to McDonald's communications team for further inquiries, interviews, or potential partnerships.



**KPIs:**

Tactic 6: Government Relations Newsletter		
Ongoing KPIs		
Strategic approach	KPI	Success rate
Email engagement	Newsletter Open Rate	An average open rate of 45% or higher
	Click-Through Rate	A click-through rate of 10% or higher per edition
	Responses or Inquiries Received	Receive at least two relevant responses per edition

**Tactic 7: Suppliers' stories on McDonald's website. "Behind Our Recipes"**

**Public:** Suppliers

**Planned for:** March 2026<sup>231</sup>

This tactic focuses on the creation and publication of detailed profiles of McDonald's key suppliers, highlighting the long-standing partnerships that sustain the company's quality and innovation. Each profile will showcase the supplier's history with McDonald's, the products or raw materials they provide, their geographical location, and their contribution to the company's growth and sustainability goals.

<sup>231</sup>For further details on the implementation timeline of this tactic, see Annex 16 (p. 188)



The launch of the supplier section will happen in March 2026. By producing these stories, McDonald's seeks to make its supply chain more transparent, demonstrating its commitment to collaboration and local development. These profiles will be featured across McDonald's website, a press release, and an internal newsletter to reinforce its image as a reliable and forward-thinking business partner that values long-term relationships and shared progress<sup>232</sup>. Each profile will include key information about the supplier, such as the company's name, a brief overview of its origins, its history with McDonald's, and the year its partnership began. It will also highlight the products or services provided, how the company has grown as part of McDonald's supply chain, and the technological innovations implemented in its operations.

**KPIs:**

Tactic 7: Suppliers' stories on McDonald's website. "Behind Our Recipes"		
Ongoing KPIs		
Strategic approach	KPI	Success rate
Landing page traffic	Number of visitors in the Supplier's Section	At least 5.000 visitors
	Number of published supplier profiles	8 profiles published on the Website
	Click-Through Rate to extended content	At least 30% of unique visitors
Media	Media Coverage Volume	At least one published article for each supplier (8 articles total)
	Tone of published press releases	At least 80% of media coverage should reflect a positive or neutral tone
Digital communication	Posts on the Supplier's Social Media	At least one collaborative post on each supplier social media
Internal Communication	Internal Newsletter open rate	At least 60% open rate from employees

<sup>232</sup>See Annex 22.01 for the visual and creative materialization of this tactic.



**Tactic 8:** *Suppliers' testimonial videos on social media. "Behind Our Recipes"*

**Public:** Suppliers

**Planned for:** March - April 2026<sup>233</sup>

Complementing the written profiles published on McDonald's website, this initiative will focus on producing short testimonial videos that tell the stories of collaboration and growth that have shaped McDonald's relationships with key suppliers. This tactic will take place from March to April 2026, coinciding with the launch of the website section.

These videos will be published weekly on McDonald's Instagram until all supplier stories are shared. Each one will showcase suppliers telling their own stories, how their collaboration with McDonald's has fueled innovation, business growth, and local development. Every piece will combine authentic storytelling with high-quality visuals, featuring interviews, behind-the-scenes moments, and scenes from their facilities and offices. As a complementary action each video will include a direct call to action inviting audiences to learn more about the featured supplier by visiting the website. In this way, social media content will serve as a gateway to the extended stories hosted on McDonald's official site, reinforcing visibility and transparency across platforms.



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<sup>233</sup>For further details on the implementation timeline of this tactic, see Annex 16 (p. 188).



**KPIs:**

Tactic 8: Suppliers' testimonial videos on social media. "Behind Our Recipes"		
Ongoing KPIs		
Strategic approach	KPI	Success rate
Production and execution	Number of testimonial videos produced and published	8 videos (100% of planned videos delivered on schedule)
	On-time completion of production and publishing schedule	100% of videos produced and published according to the established timeline
Engagement and interaction	Number of views	At least 95.000 views per video
	Number of likes	Minimum 2% engagement rate based on total views
	Users' sentiment on comments	At least 60% positive or neutral sentiment based on qualitative analysis
	Click-through rate (redirecting to suppliers' section on McDonald's website)	Minimum 3% CTR

**Tactic 9: McIngredients: AI dinner**

**Public:** Media, Suppliers and Employees

**Planned for:** July 2026<sup>234 235</sup>

Scheduled for early July 2026, the *McIngredients + AI* dinner will bring together McDonald's Argentinian key suppliers, C-level executives, and members of the media<sup>236 237</sup> at the Palacio Sans Souci<sup>238</sup>, in an exclusive gastronomic experience that blends high-quality cuisine with innovation. A special menu will be created using McDonald's own ingredients, reinterpreted through recipes generated by AI, highlighting how this tool can inspire new forms of collaboration and creativity across industries, from the kitchen to McDonald's own supply chain.

The evening will be hosted by Germán Martitegui, one of Argentina's most renowned chefs and a symbol of culinary excellence. His presence will elevate the experience and add a layer of credibility and prestige, aligning perfectly with the event's spirit of reimagining tradition through technology and creativity<sup>239</sup>.

Guests will witness a live demonstration of how AI generates new McDonald's-inspired dishes, combining technology and culinary creativity. For example, the classic Big Mac ingredients, such as beef, lettuce, and cheese, will serve as a base for the AI to create

<sup>234</sup>For further details on the implementation timeline of this tactic, see Annex 16 (p. 189)

<sup>235</sup>See Annex 23.01 for additional information on this tactic's schedule

<sup>236</sup>See Annex 23.03 for additional information on this tactic's guest list.

<sup>237</sup>Based on the Media Variable Crossing analysis, *Clarín* and *La Nación* were identified as the outlets with the highest reach and relevance. Therefore, they were prioritized as the two media invited to attend and cover the event.

<sup>238</sup>PALACIO SANS SOUCI. El Palacio. [online]. [consulted: 07 November 2025]. Available in: <https://palaciosanssouci.com/>

<sup>239</sup>See Annex 23.02.01 for the visual and creative materialization of this tactic.



original gourmet reinterpretations, like a deconstructed dish. Large display screens will project the real-time prompts and AI-generated suggestions that guide the chefs in reimagining each recipe, showing how technology can spark new forms of creativity even in the food industry.

After the demonstration, attendees will enjoy a three-course menu crafted from the AI-generated prompts and executed by professional chefs. Each dish will be accompanied by a small card telling the story behind its ingredients and its supplier, reinforcing McDonald's commitment to innovation, quality, and collaboration<sup>240</sup>.

The evening will conclude with an open networking session with coffee and pastries, encouraging dialogue among suppliers, executives, and media representatives to foster relationships and new opportunities for joint initiatives. The entire experience will be documented through photo and video coverage, later shared across McDonald's owned channels and press platforms to extend its impact beyond the event.



### KPIs:

Tactic 9: McIngredients + AI dinner		
Ongoing KPIs		
Strategic approach	KPI	Success rate
Attendance	Number of confirmed attendees (suppliers, C-level executives, media representatives)	At least 85% confirmed attendees (at least 1 representative of each segmented public)
	Attendance rate of confirmed invitees	At least 90% attendance on the event date
Media coverage	Media coverage volume (earned media pieces published post-event)	At least 1 mention in 50% of the present media outlets in the event
	Tone of media coverage	At least 90% of published articles reflect positive or neutral sentiment
Engagement rate	Engagement rate on McDonald's owned content (posts, reels, press release recap)	. +10% increase from the average profile engagement rate

<sup>240</sup>See Annex 23.02.02 for the visual and creative materialization of this tactic.

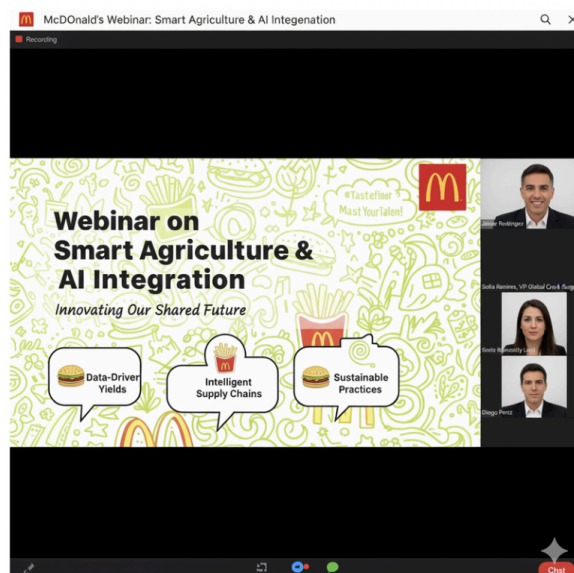


### **Tactic 10:** *Upcoming Trends Webinar*

**Public:** Government and Suppliers

**Planned for:** August - October 2026<sup>241</sup>

The webinars will be aimed towards suppliers and led by government representatives with whom McDonald's has established previous relationships<sup>242</sup>. Each session will be moderated by a member of the McDonald's corporate team, serving as host and ensuring the conversation remains aligned with the company's purpose of fostering innovation and transparency within its value chain. Through a series of interactive discussions, McDonald's will position itself as a proactive link between the public and private sectors. The main objective is for the company to become an organization that not only adapts to change but also helps shape the conversation around innovation in the food and agricultural industries.



The idea of the webinars will be introduced to government representatives during the second Roundtable Breakfast, scheduled for May 2026, allowing them to collaborate with McDonald's throughout May and June on planning the sessions. A follow-up meeting will take place in July to finalize adjustments, with the first webinar launching in August, the second in September, and the third in the first week of October of the same year.

Suppliers will be contacted via email with a formal invitation to participate in the webinars<sup>243</sup>. The initial email will include the registration link, agenda, and key

<sup>241</sup>For further details on the implementation timeline of this tactic, see Annex 16 (p. 190).

<sup>242</sup>See Annex 24.03 for additional information on this tactic's guest list.

<sup>243</sup>See Annex 24.02.01 for the visual and creative materialization of this tactic.



discussion topics. To ensure strong attendance and engagement, a reminder will be sent one week before each session, reinforcing the relevance of the topics and the value of direct access to government insights. After each meeting, attendees will receive via email a summary of the webinar and the main topics discussed, with a link leading to a satisfaction survey<sup>244</sup>.

These spaces will allow government officials to share key updates on technological, agricultural, and sustainability-related developments, directly informing McDonald's suppliers and enabling them to anticipate and adapt to future policy or market changes<sup>245</sup>. The format encourages two-way interaction, strengthening collaboration and mutual understanding between McDonald's supply network and public institutions.

The content will highlight real examples of innovation across McDonald's supply chain, showcasing how the company fosters collaboration and prepares its network to meet the evolving demands of both consumers and policymakers. This ongoing space for dialogue reinforces McDonald's role as a strategic business ally and thought leader, capable of anticipating change, promoting innovation, and driving collective growth across its value chain.

**KPIs:**

Tactic 10: "Upcoming Trends" Webinar		
Ongoing KPIs		
Strategic approach	KPI	Success rate
Attendance Rate	Suppliers' attendance	At least 1 representative of each company (8 total)
	Repeat attendance rate of suppliers	At least 2 representatives from each supplier attend more than two webinars.
Satisfaction Rate	Overall satisfaction rate from participants	At least 70% of positive feedback
Digital communication	Posts published on our suppliers' LinkedIn accounts	At least 1 post on each of the suppliers social media

**Tactic 11: C-level interviews: #TasteYourTalent: Insiders' stories**

**Public:** Media and Employees

**Planned for:** August 2026<sup>246</sup>

This initiative aims to strengthen McDonald's relationships with key media outlets and increase the company's presence in high-impact audiovisual programs such as *Ámbito Debate* (Ámbito Financiero) and *Hacedores\* que Inspiran* (La Nación), uploaded on

<sup>244</sup>See Annex 24.02.02 for the visual and creative materialization of this tactic.

<sup>245</sup>See Annex 24.01 for additional information on this tactic's agenda.

<sup>246</sup>For further details on the implementation timeline of this tactic, see Annex 16 (p. 190)



YouTube. To ensure proper planning and coordination, contact with these audiovisual programs will begin around June, with the goal of securing participation and publication during August. Through a series of interview-format videos, McDonald's C-level executives with internal career trajectories<sup>247</sup> will share their personal journeys within the company, illustrating how they were empowered to grow from their first roles to top management positions.

The specific executives featured in each outlet will be defined according to the media's editorial focus and the relevance of the topic being discussed, ensuring alignment between the spokesperson's profile and the conversation. The number of interviews and their timing will depend on each outlet's production schedule rather than McDonald's own timeline. From McDonald's side, the goal is to achieve the publication of at least two executive profiles throughout 2026.

Each interview will highlight how McDonald's integrates technology and AI across its business model to enhance learning, leadership, and collaboration. Topics McDonald's would be interested in discussing include:

- How technology strengthens people's development rather than replacing it.
- Personal stories of internal career progression and continuous learning.
- How McDonald's uses innovation to create social and professional impact within its ecosystem.



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<sup>247</sup>According to the "Position Origin" variable in Annex 12.04.01, the McDonald's C-level executives with internal career trajectories are the General Director, Operational Director, Corporate Human Resources Director, and People & Culture Manager.



**KPIs:**

Tactic 11: C-level interviews: #TasteYourTalent: Insiders' stories		
Ongoing KPIs		
Strategic approach	KPI	Success rate
Tactic execution	Number of interviews published	At least 2 throughout 2026
	Number of key messages mentions ("career growth", "continuous learning", "AI integration")	At least 2 mentions per interview in 75% of interviews this criterion
Audience Reach & Engagement	Total video views in each media outlet platform	.+10% above average video views
	Average time users spend watching the interview	At least 60% of the total duration of the video
	Number of likes	At least 10% above the outlet's average likes per video
	Number of comments	At least 10% above the outlet's average comments per video
	Users' sentiment on comments	At least 60% positive or neutral sentiment based on qualitative analysis

**Tactic 12: McStories of Success**

**Public:** Employees and Community

**Planned for:** May - June 2026<sup>248</sup>

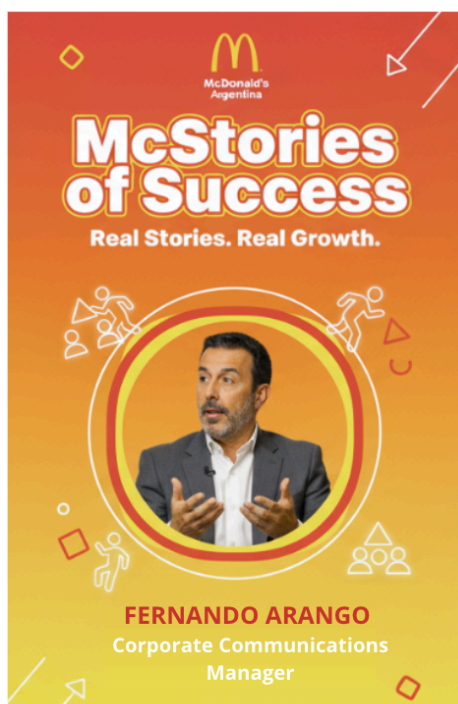
This tactic is an Instagram storytelling digital campaign showcasing the professional growth journeys of McDonald's C-level employees, who have built their careers within the company<sup>249</sup>. Through short-form video content, the campaign aims to reinforce McDonald's commitment to developing internal talent and providing continuous development opportunities. Each featured leader will share their personal growth story, reflecting on the challenges and milestones that shaped their path<sup>250</sup>. This positions McDonald's employees as authentic advocates, inspiring younger audiences to view the company as a place for long-term professional growth. All videos will feature the hashtag *#TasteYourTalent*, encouraging viewers to challenge themselves to begin their own career journey at McDonald's.

This tactic will consist of 4 reels that will be uploaded once every two weeks on the company's Instagram profile, starting in May 2026 and continuing until June of the same year.

<sup>248</sup>For further details on the implementation timeline of this tactic, see Annex 16 (p. 190).

<sup>249</sup>According to the "Position Origin" variable in Annex 12.04.01, the McDonald's C-level executives with internal career trajectories are the General Director, Operational Director, Corporate Human Resources Director, and People & Culture Manager.

<sup>250</sup>See Annex 25.01 to see a brief example.



**KPIs:**

Tactic 12: McStories of Success		
Ongoing KPIs		
Strategic approach	KPI	Success rate
Tactic execution	Number of reels posted	4 reel posted on owned social media
Audience Reach & Engagement	Number of views	.+10% above average video views
	Retention rate (average reproduction time)	At least 60% of the total duration of the video
	Hashtag usage	At least 1.000 profiles using it
	Number of likes	At least 10% above the average likes per video
	Number of comments	At least 10% above the outlet's average comments per video
	Number of shares	At least 10% above the average shares per video

**Tactic 13:** *Mendoza Experience: "Building Partnerships for Growth"*

**Public:** Government, Suppliers and Media

**Planned for:** November 2026<sup>251</sup>

The "Mendoza Experience" will be a three-day trip, planned for November 2026 and designed to strengthen McDonald's relationship with Alcaraz Gourmet, due to its low visibility as one of the company's suppliers, and to foster dialogue between the public and private sector.

<sup>251</sup>For further details on the implementation timeline of this tactic, see Annex 16 (p. 191-192).



This will be made possible through a balanced agenda that combines business-focused and relationship-building activities. On one hand, professional visits and discussions will encourage dialogue around innovation, policy, and joint growth; on the other, cultural and social experiences will provide a relaxed setting to foster trust and strengthen long-term connections among participants.

The McDonald's representatives traveling to Mendoza<sup>252</sup> will include C-level representatives from the company, reflecting its ongoing commitment to strengthening partnerships and supporting local industries. To ensure visibility and meaningful media exposure, the experience will also bring together journalists from national and regional media outlets, who will cover the initiative and its key takeaways.

Joining them will be representatives from Alcaraz Gourmet, highlighting the strong alliance between McDonald's and its suppliers. In addition, government authorities from both national and provincial levels will accompany the visit.



### Agenda Overview<sup>253</sup>

The journey will begin on Monday evening, when participants arrive in Mendoza. After check-in at *Hualta Mendoza Hotel, Curio Collection by Hilton*<sup>254</sup>, they will receive a Welcome Kit with a notebook, pen, a 187ml bottle of wine, a personalized letter and a

<sup>252</sup>See Annex 26.03 for additional information on this tactic's guest list.

<sup>253</sup>See Annex 26.02.01 for additional information on this tactic's itinerary and Annex 26.01 for additional information on this tactic's schedule.

<sup>254</sup>HILTON. *Curio Collection by Hilton*. [online]. [consulted in: 30 October 2025]. Available in: <https://www.hilton.com/es/hotels/mdzahqq-hualta-mendoza-hotel/>



QR code that leads to the trip schedule and emergency contacts. That same day, they will share a relaxed welcome dinner at La Cabrera Mendoza, a restaurant located inside the hotel, dedicated to honoring Argentine tradition with premium cuts of meat. The experience combines flavor, ambiance, and top-notch service, setting a warm and friendly tone for the days ahead.



On Tuesday, the agenda will focus on the supplier. The day will start with breakfast at the hotel before heading to the supplier's facilities. Comfortable private transportation provided by *Tours Mendoza*<sup>255</sup> will ensure seamless travel to each venue throughout the trip. Upon arrival, attendees will receive a guided tour of the production site, offering a first-hand look at how McDonald's quality standards are applied in the field, and their contribution to the company's local value chain. After the visit, attendees will enjoy a relaxed brunch, providing an opportunity to continue conversations and exchange impressions in an informal setting.

In the afternoon, participants will visit the Alcaraz Gourmet production facilities, where the company prepares its renowned preserved vegetables, sauces, kosher foods, and other specialty varieties. The 90-minute visit will offer an inside look at the processes and craftsmanship behind Alcaraz Gourmet's products, showcasing the supplier's commitment to quality, innovation, and sustainable sourcing. At the end of the tour, guests will have the opportunity to purchase or acquire as many of the brand's preserves as they wish, bringing home a taste of Mendoza's artisanal excellence<sup>256</sup>.

Later, participants will engage in a roundtable discussion to exchange ideas on business, innovation, and public policy. The conversation will highlight how joint efforts

<sup>255</sup>TOURS MENDOZA. Traslados en Mendoza: Servicios de Transporte Privado y Turístico. [online]. [consulted in: 30 October 2025]. Available in: <https://www.toursmendoza.ar/traslados-en-mendoza>

<sup>256</sup>See Annex 26.02.02 for the visual and creative materialization of this tactic.



can strengthen both the supply chain and the broader industry ecosystem. After returning to the hotel around 6 p.m., guests will have time to rest and prepare for the evening's tango dinner show, a cultural experience that blends entertainment, networking, and local tradition.

The trip will close on Wednesday with a wine tasting at *Clop Wines*<sup>257</sup>, one of Mendoza's iconic vineyards, with a relaxed setting to deepen relationships and celebrate collaboration before heading back to Buenos Aires.

To close the experience, a thank-you email<sup>258</sup> will be sent to all participants on the Monday following their return to Buenos Aires. The message will include a selection of photos and short videos capturing the highlights of the trip. Additionally, recipients will be invited to complete a brief satisfaction survey<sup>259</sup>, designed using the Likert scale, to assess their overall experience and gather insights on the initiative's impact.

The "Mendoza Experience" will strengthen McDonald's reputation as a company that values long-term partnerships, promotes open dialogue, and supports the growth of its entire ecosystem, from suppliers to the communities they impact.

**KPIs:**

Tactic 13: Mendoza Experience: "Building Partnerships for Growth"		
Ongoing KPIs		
Strategic approach	KPI	Success rate
Attendance Rate	Attendance confirmation rate vs Percentage of attendees	Achieving at least 90% attendance from confirmed participants
Tactic Execution	Percentage of Itinerary Compliance	Completing 90% of the planned agenda without major delays or cancellations
Media	Press Coverage in Local and National Media	Securing coverage in at least 3 media outlets (1 national media outlet and 2 locals)
	Mentions of Alcaraz Gourmet across Media Coverage	Ensuring that at least 60% of media articles include explicit mentions of Alcaraz Gourmet as McDonald's key local supplier
Satisfaction Rate	Satisfaction Level of the Event	Obtaining an average satisfaction score of 4 out of 5 from post-event feedback forms
Download Rate	Download rate of audiovisual content from email	Achieving a minimum 50% download rate of the shared audiovisual recap and press material

**Tactic 14: #TasteYourTalent: VR Experience**

**Public:** Community

**Planned for:** November 2026<sup>260</sup>

<sup>257</sup>CLOPWINES. *Clop Wines*. [online]. [consulted in: 30 October 2025]. Available in: <https://clopwines.com/>

<sup>258</sup>See Annex 26.02.03 for the visual and creative materialization of this tactic.

<sup>259</sup>See Annex 26.02.04 for the visual and creative materialization of this tactic.

<sup>260</sup>For further details on the implementation timeline of this tactic, see Annex 16 (p. 193).



This on-site activation will take place outside key targeted universities<sup>261</sup> inviting students to immerse themselves in McDonald's culture of innovation through a dynamic, tech-driven experience. It will be carried out during the first weeks of November 2026, strengthening the company's presence among university students by connecting technology, creativity, and professional development in an engaging real-world experience.

The main attraction will be "A Day at McDonald's", a two-minute VR experience that allows participants to explore the company's offices and operations centers using immersive headsets. The experience will blend realism and humor, for example, by showing fries running across a meeting table or Grimace DJ-ing at an after-office party, to highlight the creativity and collaborative spirit behind McDonald's workplace culture.



Around the activation site, representatives from McDonald's will engage with students, guiding them through the activity and inviting them to participate. Meanwhile, performers dressed as the McDonald's Big Mac and Fries will create a fun and shareable atmosphere that draws attention from passersby. Participants will be invited to rate the experience on-site using tablets, giving it 1 to 5 stars, capturing real-time feedback<sup>262</sup>.

As a takeaway, students will receive a notebook, pen, and a flyer directing them to McCampus, encouraging them to continue exploring professional opportunities within McDonald's<sup>263</sup>.

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<sup>261</sup>See Annex 11.

<sup>262</sup>See Annex 27.02.01 for the visual and creative materialization of this tactic.

<sup>263</sup>See Annex 27.02.02 and 27.02.03 for the visual and creative materialization of this tactic.



**KPIs:**

Tactic 14: #TasteYourTalent: VR Experience		
Ongoing KPIs		
Strategic approach	KPI	Success rate
Activation reach	Number of students who visited and interacted with the stand	At least 1000 participants across all activations
Engagement during activation	Number of positive evaluations recorded in the digital totem	At least 70% of participants rated the experience positively
McCampus visitors	Increase in visits to McCampus following the activation period	At least +10% increase compared to pre-activation baseline
Online perception	Number of social media posts or stories shared by participants, related to the activation	At least 5% of participants shared social media content
	Tone and sentiment of online mentions (positive, neutral, negative)	At least 75% positive mentions or sentiment

**GENERAL EVALUATION<sup>264</sup>**

**CAMPAIGN EVALUATION**

To evaluate the achievement of the overall campaign objective establishing McDonald’s as the leading company in innovation, forward-thinking, and transparency among its key audiences, with a 53.8% increase in recognition within 12 months starting January 2026, a mixed-method evaluation framework will be implemented.

Findings from all publics will be consolidated into two integrated reports, one developed in July and other in December of 2026. Each one will present comparative data and insights to evaluate whether McDonald’s achieved its target of a 53,8% increase in recognition and successfully positioned itself as a cutting-edge employer in Argentina.

**Quantitative evaluation**

This will focus on measuring the evolution of awareness and recognition of McDonald’s across all target publics. A set of perception surveys will be carried out at the beginning, midpoint and end of the campaign. The surveys will use open-ended questions to assess topics such as: McDonald’s association with innovation, technology and transparency and the public’s awareness of key initiatives implemented throughout the campaign.

**Qualitative evaluation**

Qualitative analysis will be used to explore and understand how key audiences perceived the campaign and its key messages. Firstly, stakeholder interviews with media and government representatives will be conducted to capture in-depth insights regarding relationship strength, credibility, and the perceived impact of the campaign’s

<sup>264</sup>For further details on the implementation timeline of the evaluation, see Annex 16 (p. 191).



key messages. Secondly, focus groups will be organized with suppliers, C-level employees, and young professionals to assess the level of alignment between internal and external perceptions of McDonald's as an innovative and transparent organization. Together, these methods will provide a deeper understanding of how the campaign shaped attitudes, trust, and the overall narrative within strategic audiences.

## **GOVERNMENT**

Assessment of McDonald's engagement with key government institutions will rely on a mixed-method approach designed to monitor both frequency and quality of interactions over the 12-month period.

All the information gathered in the quantitative and qualitative evaluations will be summarized in a comparative report, done every four months. This report will determine whether McDonald's achieved the targeted 33% engagement rate, and whether its participation strengthened its institutional reputation and policy influence.

### **Quantitative evaluation**

Since McDonald's has no active interactions with these institutions, the baseline for this variable is zero. A monitoring system will be established to record all engagement instances with government representatives throughout the campaign period, aiming to reach 12 of 36 possible interactions, equivalent to the 33% engagement target.

Each interaction will be documented in a tracking spreadsheet including date of interaction, representative involved, type of engagement (whether it is a meeting, event participation, public consultation), level of participation (as an attendee, guest speaker, advisor, or co-organizer) and responsible McDonald's representative. At the end of the campaign, the total number of recorded interactions will be compared with the annual goal. Meeting or exceeding 12 interactions will indicate the achievement of the quantitative target.

### **Qualitative evaluation**

To complement the quantitative tracking, a qualitative assessment will measure the depth, relevance, and impact of the established relationships. Trust, openness and continuity of contact between McDonald's and government officials will be measured through post-meeting feedback and brief interviews to define the relationship quality.



## **MEDIA**

Evaluating McDonald's progress toward becoming a Key Opinion Leader in employment and AI-driven professional development will involve a comprehensive combination of quantitative and qualitative tools.

The information collected throughout these methods will be shown in two different reports. One developed during Q3 (July, August, September) and the other during Q4 (October, November, December) of 2026. Final results will be compared against the baseline to evaluate progress toward the target of a 45% increase in coverage.

### **Quantitative Evaluation**

McDonald's current baseline averages 10 media mentions per month, primarily due to external or reactive events. All earned media coverage obtained during the campaign will be registered in a spreadsheet, aiming to reach an average of 15 monthly mentions across digital media. The tracking spreadsheet will quantify mentions' tone of coverage (positive, neutral, or negative), and theme (employment, innovation, AI, sustainability).

### **Qualitative Evaluation**

In order to evaluate how media portrays McDonald's role and expertise in employment and AI-driven professional development, informal one-on-one interviews will be conducted with one journalist from each segmented media outlet. During these interviews, participants will be asked open-ended questions to gather qualitative feedback regarding the company's positioning and credibility as a source.

Furthermore, a focus group will be held with one representative from each of the segmented outlets, bringing together both media partners we have built stronger relationships with (Clarín and La Nación) and those we have interacted with less frequently during the campaign. The goal is to compare perceptions between these two groups and assess whether higher engagement efforts translated into greater impact. As in the interviews, open-ended questions will be used to encourage journalists to share candid reflections about their experience interacting with the brand.

## **SUPPLIERS**

Measurement of progress toward increasing awareness of McDonald's as a key innovative business ally will be carried out through a dual quantitative-qualitative evaluation framework.



Findings from both approaches will be summarized in three reports done every four months. These will compare perception and visibility evolution throughout the campaign. The final report will determine whether McDonald's achieved the target of a 50% increase in awareness and recognition as a key business ally.

### **Quantitative Evaluation**

Firstly, an online survey will be conducted among all active suppliers at the end of the campaign, which will include closed questions using a Likert scale (from 1 to 6), in order to measure the extent to which they perceive McDonald's as a key business ally that promotes their innovation and growth. Secondly, a spreadsheet-based monitoring system will record the total number of media pieces mentioning suppliers alongside McDonald's, taking into account date, media outlet, topic, and use of keywords such as innovative, forward-looking, or transparent.

### **Qualitative Evaluation**

To complement quantitative data, two qualitative methods will explore the depth of the relationship and the perceived value of McDonald's partnerships. Firstly, in-depth interviews with selected key suppliers will capture detailed insights about how being part of McDonald's initiatives throughout the year impacted their business visibility and trust in the company.

Secondly, content analysis of media articles will evaluate whether the coverage successfully portrays McDonald's as an enabler of innovation and shared opportunities.

## **EMPLOYEES**

Progress towards a 45% increase by December 2026 in the visibility of McDonald's C-level executives as AI and technology integration advocates will be measured using a mixed evaluation model.

Information gathered through the evaluation methods will be compiled into three progress reports distributed across Q2, Q3, and Q4 of the campaign.

### **Quantitative Evaluation**

To assess progress towards the objective, a media clipping spreadsheet will be developed, to quantify the total number of mentions in which McDonald's employees are portrayed as advocates for technology and AI integration. Starting from the established baseline, progress will be reviewed biannually to determine whether the total number of mentions has increased in line with the expected growth target.



### **Qualitative Evaluation**

A focus group will be conducted with all segmented C-level executives to gather in-depth insights about their personal and professional relationship with AI in daily work practices. Through open-ended questions, participants will be invited to reflect on how useful they find AI in their day-to-day responsibilities, whether they encourage their teams to adopt AI tools, their interest in continuing to train in AI-related skills and their willingness to act as advocates within these initiatives in their departments.

## **COMMUNITY**

Understanding how McDonald's perception evolves among university students as a company fostering professional development through technology and AI, will require a mixed-method evaluation.

Data gathered from both quantitative and qualitative methods will be shown in three reports done every four months. These will compare McDonald's perception evolution among young professionals throughout the campaign. The final report will determine whether the company achieved the target of a 96% increase in perception as an innovative employer.

### **Quantitative Evaluation**

A new perception survey using a 1 to 6 Likert scale will be conducted among young professionals, continuing the initiative previously carried out in August 2025<sup>265</sup> which evaluated McDonald's perception as an employer. The objective of this survey is to gather updated data on how this public currently perceives McDonald's as a professional development company that leverages technology and AI among its activities. Results will be compared with those from the previous study to analyze how the company's overall employer perception has evolved.

### **Qualitative Evaluation**

Small focus groups will be held with students from different universities to understand how McDonald's is perceived in relation to career development and technology. During this qualitative evaluation open-ended discussions will be used to explore: whether the use of AI and innovation influences their perception of McDonald's as a modern, career-oriented company, how they perceive McDonald's compared to other employers, and values and opportunities students associate with the company.

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<sup>265</sup> See Annex 14.



## **GANTT**<sup>266</sup>

The following timeline provides a comprehensive visualization of the campaign's implementation schedule across all tactics. It organizes every planned activity in chronological order, allowing a clear view of the sequence and overlap between tactics throughout the year.

The chart also incorporates the evaluation phase at the end of the campaign, ensuring that monitoring and assessment processes are properly aligned with execution milestones.

Within the Gantt chart, items highlighted in yellow correspond to control methods used to monitor progress and evaluate results, while the dark orange markers indicate the key execution dates for each tactic.

## **BUDGET**

To guarantee financial feasibility during the 2026 fiscal period, the campaign budget was adjusted using projected inflation indicators. Based on the Consumer Price Index (IPC), the intermonthly cumulative inflation for December 2026 reaches 72,13%, resulting in a total projected cost of USD \$682.042.

The projection begins with a 2,20% inflation rate in January 2025 and reaches 30,58% accumulated intermonthly inflation by October of the same year. By applying a linear projection through the end of the fiscal year, the accumulated variation reaches 72,13% by December 2026.

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<sup>266</sup>The complete version of the Gantt can be seen in Annex 16.



Taste Your Talent Campaign's Budget				
PRODUCT / SERVICE	SUPPLIERS	UNITS	COST PER UNIT	\$ USD
<b>Tactic 1</b>				
<b>Gifts:</b>				
Stickers	PyMedia	500	\$0,08	\$55
Notebook + pen		500	\$4	\$2,000
SUBE card holder		500	\$0,25	\$130
<b>Subtotal</b>			<b>\$7</b>	<b>\$2,185</b>
<b>Tactic 2</b>				
Tray liners printing	Paper SRL	100000	\$0.02	\$1,800
Influencers' fees	Sofia Martínez & Gastón Edul	6	\$400	\$2,400
<b>Subtotal</b>				<b>\$4,200</b>
<b>Tactic 3</b>				
Catering	McDonald's	120	\$8,50	\$1,000
<b>Press kits:</b>				
Printed Invitation + QR Code	PyMedia	5	\$2	\$10
Identification badge		5	\$7	\$35
Stickers		5	\$0,08	\$1
Notebook + pen		5	\$7	\$35
VR experience development	Sponsorealo	1	\$800	\$800
VR headsets rental		10	\$80	\$800
Tablets rental		10	\$40	\$400
AR mural artist		1	\$600	\$600
Technical Production	DLC Audiovisuales	1	\$150	\$150
Speakers fee	Mai Pistiner, Pato Jebsen & Agustina Provenzani	3	\$600	\$1,800
Additional security staff	NSE Seguridad	3	\$45	\$135
<b>Subtotal</b>			<b>\$2,315</b>	<b>\$5,766</b>
<b>Tactic 4</b>				
Zoom service	ZOOM	1 month	\$89	\$89
Speaker fee	Joan Cwaik	3	\$600	\$1,800
<b>Subtotal</b>			<b>\$689</b>	<b>\$1,889</b>
<b>Tactic 5</b>				
Catering	Salsarte Catering	15	\$180	\$2,700
<b>Subtotal</b>			<b>\$180</b>	<b>\$2,700</b>
<b>Tactic 7</b>				
<b>Tactic 8</b>				
Audiovisual team	Resto Experience	8	\$20	\$160
<b>Subtotal</b>			<b>\$20</b>	<b>\$160</b>
<b>Tactic 9</b>				
Venue	Palacio Sans Souci	1	\$80	\$80
Full Catering Service	Kiria Catering	22	\$115	\$2,530
Germán Martitegui	-	1	\$5,000	\$5,000



	Technical Production	DLC Audiovisuales	1	\$150	\$150
	<b>Subtotal</b>			<b>\$5,345</b>	<b>\$7,760</b>
<b>Tactic 10</b>					
	Zoom service	ZOOM	2 months	\$102	\$191
	<b>Subtotal</b>			<b>\$102</b>	<b>\$191</b>
<b>Tactic 12</b>					
<b>Tactic 13</b>					
	Flight tickets (ida y vuelta)	Aerolíneas Argentinas	12	\$250	\$3,000
	Private transportation	Tours Mendoza	3 days	\$177	\$530
	Mendoza Hotel	Hualta Mendoza Hotel	2 nights	\$260	\$2,860
<b>Welcome Kit:</b>					
	Notebook & pen	PyMedia	7	\$4	\$28
	Printed personalized letter		7	\$0.03	\$0.20
	Bottle of wine (187ml)	Zuccardi	7	\$5	\$35
	Dinner	La Cabrera	12	\$40	\$480
	Lunch	La Cabrera	12	\$40	\$480
	Tango Dinner Show	Hualta Mendoza Hotel	14	\$25	\$350
	Vineyard experience	Clop Wines	12	\$15	\$180
	<b>Subtotal</b>			<b>\$816</b>	<b>\$7,943</b>
<b>Tactic 14</b>					
	Stand	Stands Company	1	\$800	\$800
	Logistics	Travelvans	11	\$80	\$880
	VR headsets rental	Sponsorealo	2	\$80	\$160
	Tablets rental		2	\$40	\$80
	Costumes rental	Disfraces Mágicos	11	\$50	\$55
	<b>Subtotal</b>			<b>\$1,050</b>	<b>\$1,975</b>
<b>Social Media Content Agency</b>					
	Annual services	Monks	1	\$60,000	\$60,000
	<b>Subtotal</b>			<b>\$60,000</b>	<b>\$60,000</b>
<b>Operating Costs</b>					
	Salaries	McDonald's	4	\$29,700	\$118,800
	Logistics		-	\$600	\$600
	<b>Subtotal</b>			<b>\$30,300</b>	<b>\$119,400</b>
<b>Contingency Cost</b>					
	Overtime Hours	McDonald's	90 hours	\$1,235	\$111,150
	General Contingency Fund		10%	-	\$10,100
	<b>Subtotal</b>			<b>-</b>	<b>\$121,250</b>
<b>Total</b>				<b>\$327,468</b>	
<b>IVA (21%)</b>				<b>\$68,768</b>	
<b>Total</b>				<b>\$396,237</b>	
<b>Inflation Adjustment (IPC 72,13%)</b>				<b>\$285,805</b>	
<b>Total projected cost – December 2026</b>				<b>\$682,042</b>	



## **CONCLUSION**

The *Taste Your Talent* campaign aims to position McDonald's Argentina as a benchmark in innovation and professional development within the fast-food industry. By merging the brand's legacy of growth opportunities with the demands of today's workplace, this initiative presents McDonald's as an employer that not only offers jobs but actively drives digital transformation and equips its employees with tools for success in the age of AI.

The campaign seeks to reshape perceptions among key audiences, emphasizing McDonald's commitment to continuous learning and future-ready skills. Through strategic actions, educational content, and immersive experiences, McDonald's shows its commitment to fostering growth and preparing talent for the future. Ultimately, the campaign reinforces trust in McDonald's as a partner for progress, consolidating its reputation as a forward-thinking leader in innovation and employability in Argentina.



## **ANNEXES**

### **01. First Interview Transcript with McDonald's Employee**

**Date: March 28, 2025**

**Location: Buenos Aires, Argentina**

**Format: Semi-structured interview**

**Interviewer: Researcher**

**Interviewee: McDonald's Employee**

Interviewer: Thanks so much for chatting with us today. To start, could you give us a big picture overview of McDonald's right now?

Employee: Of course! McDonald's continues to be a giant in the industry, we're talking about tens of thousands of restaurants around the world. As of the latest figures, there are about 40,000 locations globally, spread out over more than a hundred countries. And the company employs over two million people, both directly and through franchises. So yeah, it's a huge ecosystem.

Interviewer: That's massive. And how is McDonald's doing financially?

Employee: It's looking strong. For 2024, the company had solid results, the last quarter showed good momentum, and when you look at the full-year numbers, both revenue and profitability are pretty healthy. Growth is mainly driven by digital channels, delivery services, and loyalty programs. The brand is also investing a lot in modernizing the restaurants and improving the overall customer experience.

Interviewer: Nice! And from a people and culture perspective, what's the vibe inside McDonald's?

Employee: The company puts a lot of focus on culture, talent, and performance. There's a big push towards creating a workplace that's values-driven, things like inclusion, collaboration, and serving communities are not just words on paper. They're really trying to live by them. For example, there's a new framework to align teams better during periods of change, helping everyone stay connected to McDonald's bigger mission.

Interviewer: That sounds really intentional. How does the performance model work?



Employee: It's centered around empowering employees. Instead of just top-down evaluations, there's a lot more emphasis on feedback loops, coaching, and personal growth. They're encouraging people to lead with purpose, not just hit targets. Plus, there's a really strong ethical foundation, the company's standards of business conduct are taken seriously at every level.

Interviewer: Love that. Anything else we should know about the way McDonald's is evolving globally?

Employee: Yeah, they've set some pretty ambitious goals for their global impact too. It's not just about being the biggest; they want to be the best in areas like sustainability, community support, and creating career pathways. The 2025 strategic plan really outlines all of this, so it's not a vague promise, it's a structured, measurable roadmap.

Interviewer: Amazing. Thanks again for sharing all this insider knowledge. We really appreciate it!

Employee: Anytime! Happy to help.



## **02. Second Interview Transcript with McDonald's Employee**

**Date: April 16, 2025**

**Location: Buenos Aires, Argentina**

**Format: Semi-structured interview**

**Interviewer: Researcher**

**Interviewee: McDonald's Employee**

Interviewer: Thanks so much for joining us again. We found all the information you shared last time super helpful! We have some new questions today.

Employee: I'm really glad it was helpful! And yes, I'm happy to answer anything else you need, just let me know.

Interviewer: Perfect. Let's dive into internal communication at McDonald's. How is it managed?

Employee: Sure. I can send you an overview and some material to get you started. Here's the thing, McDonald's Corporation sets global guidelines for internal communication, but each country adapts it to fit their own culture and employee needs. I'll share with you the general guidelines, and also some details about the main channels we use worldwide. There are also branding guides, policies, and standards for internal communication that everyone follows.

Interviewer: That's really interesting. What are the main channels used globally?

Employee: At a global level, we have a site called @MCD where employees can find information from every department: training materials, self-service tools, updates, and active programs. Plus, we use Workplace by Meta a lot for communication, and also Instagram, Facebook, LinkedIn, even TikTok in some cases. In the restaurants, communication happens through meetings with managers, digital or physical bulletin boards, newsletters, and informal chats like WhatsApp groups. Digital communication is definitely the main trend now. And in Latin America, we even have dedicated Instagram pages for internal culture, like [somoscooltura\\_chile](#).

Interviewer: I love how localized it is! Shifting gears a bit, can you tell us about McDonald's internationalization process?



Employee: Definitely. There's a lot of consistency globally because the requirements for franchises are the same everywhere. Every franchisee signs a contract that outlines obligations to protect the brand, things like what can be sold, how products must meet McDonald's specifications, and what marketing activities are allowed. Nothing can be sold outside of what's been tested and approved by McDonald's. Local marketing and special products are possible, but always with corporate approval.

Interviewer: Got it. So, local flavors are allowed, but under strict guidelines?

Employee: Exactly. For instance, the core menu Big Mac, Quarter Pounder, fries, McNuggets is sold everywhere. Then you'll see local twists: in Argentina, McCafé offers chocotorta and alfajores. In France, you'll find macaroons and croissants. Japan has unique items like the HiruMac Teriyaki McBurger or a Strawberry Daifuku Pie. But again, everything goes through an approval process for ingredients, suppliers, and marketing.

Interviewer: That's fascinating! And what about employee hiring, how is that handled globally?

Employee: That's actually the responsibility of each franchisee. McDonald's Corporation sets general rules, especially related to treatment and conditions, like ensuring official contracts and proper labor practices but hiring decisions are local. So, while the basic expectations are the same in Japan, France, Argentina, or the U.S., each franchise can choose the profiles they want, like age range, experience, and other factors.

Interviewer: Before we wrap up, anything else you'd like us to keep in mind regarding the material you're sharing?

Employee: Yes, same as last time. Some of the information I'm sharing is public, and some is a bit more sensitive. Please use everything without a problem, but remember it was shared orally. And if you need to use an image or a graphic from the materials, let me know first, and I'll confirm whether it's okay to include, just to be on the safe side.

Interviewer: Totally noted. Thanks again for being so generous with all this information!

Employee: My pleasure. Happy to help whenever you need it.



### **03. Third Interview Transcript with McDonald's Employee**

**Date: June 17, 2025**

**Location: Buenos Aires, Argentina**

**Format: Semi-structured interview**

**Interviewer: Researcher**

**Interviewee: McDonald's Employee**

Interviewer: Thanks for joining us today! We really appreciate all the information you are sharing with us. We are now working on Media Analysis and the interaction McDonald's has with different media outlets in the US, Argentina, France and Japan. To kick things off, can you tell us a bit about the kind of content you usually work with?

Employee: Absolutely. There's a bit of everything. Most of the content we produce is organic, it's created to engage naturally with our audience. It's not paid for, and we usually use our contact with different journalists we have a good relationship with to develop the articles.

Interviewer: Interesting! And what about when you have something special going on? Or a specific occasion where you need to make sure there's a specific coverage for it in a big amount of media outlets?

Employee: While organic content is our foundation, there are certain moments when we turn to paid strategies. For example, when we're running a promotion, launching a new product, or doing a special campaign, we'll often invest in paid media.

Interviewer: So it's a mix of both, depending on the goal?

Employee: Exactly. Organic content helps us maintain a consistent presence and build long-term engagement, while paid content gives us that extra reach when we need to make a bigger statement. Each type of content serves a different purpose, and we try to be strategic about when and how we use them.

Interviewer: My pleasure! Please let me know if there's anything else you need help with.



#### **04. Fourth Interview Transcript with McDonald's Employee**

**Date: August 16, 2025**

**Location: Buenos Aires, Argentina**

**Format: Semi-structured interview**

**Interviewer: Researcher**

**Interviewee: McDonald's Employee**

Interviewer: Thanks for meeting with us. We want to start the interview: how does McDonald's usually handle its connections with suppliers?

Employee: The relationships are managed in a very structured way. There are written agreements that outline expectations, regular discussions with supplier teams, and a clear system for keeping track of what's been agreed on. When it comes to renewing those agreements, that responsibility usually sits with each franchisee and their local managers. It's a balance between having global standards and letting local teams manage the details.

Interviewer: What role do quality and safety play in those relationships?

Employee: Without question, quality and safety are the central focus. They shape every stage of the process. From the start, the ingredients that enter the system are carefully selected, and both internal teams and external auditors check that everything meets the standards. It's about protecting customer trust, and honestly, the entire brand depends on that.

Interviewer: Could you give us an example of how that works in practice?

Employee: With beef, for instance, the burgers are made only from whole muscle cuts, specifically forequarter and flank. It is always 100% beef, with no trimmings or by-products, and no materials considered a risk. The meat is deboned by hand, which reduces the possibility of contamination.

Interviewer: That's very precise. And suppliers know they'll be held to that level of detail?

Employee: Yes, absolutely. Even though they're independent companies, entering a partnership with McDonald's means committing to these standards. They also need to



apply the same level of control with their own raw material providers. That way, the entire supply chain is held accountable, not just the last link.

Interviewer: That really explains why the end product feels consistent worldwide. Thanks for laying it out so clearly.

Employee: Happy to. It's one of those parts of the business most people don't see, but it makes all the difference.



## **05. Fifth Interview Transcript with McDonald's Employee**

**Date: August 16, 2025**

**Location: Buenos Aires, Argentina**

**Format: Semi-structured interview**

**Interviewer: Researcher**

**Interviewee: McDonald's Employee**

Interviewer: Could you start by describing the types of positions McDonald's recruits for?

Employee: We conduct searches for office roles, professional internships, trainee programs, and regular positions. The search methods vary depending on the level of the position, but all positions can be posted across different recruitment platforms. LinkedIn is widely used nowadays, as well as Hit Hiring or specialized recruitment agencies, depending on the needs. I don't have a specific example at the moment, as it depends on the timing of the searches.

Interviewer: How does the recruitment process usually begin once the search for the position is defined?

Employee: The process starts with defining the profile requirements, ensuring the job description is clear, and outlining employment conditions such as salary and benefits. Once that is set, the search begins. Depending on the tools used, candidates may go through interviews, psychometric tests, or other assessments. For positions requiring a specific language, there may be an English exam, or technical certifications for roles like engineers or architects. Other assessments, including safety or psychosocial evaluations, can also be part of the process. Some roles may have additional stages depending on the requirements previously defined.

Interviewer: Does McDonald's actively look for students in universities to fill positions?

Interviewee: Yes, we do look for students, especially for internships, professional practices, or entry-level roles. The criteria really depends on the seniority of the position. In all cases, we begin by defining the role clearly.

Interviewer: And when it comes to students starting their careers, through which channels does McDonald's usually connect with universities?



Employee: It depends on the type of interaction. When McDonald's wants to participate in academic events, or in scholarship programs, the communication is often more structured, usually through contracts, because of the bureaucratic processes involved. But in everyday interactions, communication can vary and be more flexible, depending on the kind of partnership or initiative. It's not always the same channel, it adapts to the context and the goals of the collaboration.

Interviewer: Who is involved in the selection process?

Employee: Both Human Resources and the relevant department participate. For example, If it's an accountant role, the finance team would be involved. There can be group interviews, but usually, the interviews are individual. This is how we structure the process.

Interviewer: Thank you for explaining the process in such detail. Is there anything else you would like to add about how recruitment is handled?

Employee: Just that the goal is always to ensure a thorough and fair process, with the right people matched to the right roles. It's a coordinated effort between HR and the departments, and the structure allows us to maintain consistency while adapting to the needs of each position.



## **06. Sixth Interview Transcript with McDonald's Employee**

**Date: September 27, 2025**

**Location: Buenos Aires, Argentina**

**Format: Semi-structured interview**

**Interviewer: Researcher**

**Interviewee: McDonald's Employee**

Interviewer: Hi! Thank you very much for your time. How are you? To begin, could you tell me how the company is currently approaching the topic of artificial intelligence?

Employee: Of course. I hope you're doing well. Regarding artificial intelligence, we are currently taking our first steps. We are using tools that come with built-in AI capabilities, such as SAP and others.

Interviewer: Are there any additional tools being promoted internally to encourage the use of AI?

Employee: Yes, we are encouraging the use of Microsoft Copilot, as it is integrated within the Microsoft 365 platform that we use.

Interviewer: How are you dealing with data protection and confidential information?

Employee: It's important to consider those aspects, which is why we avoid exposing company data on platforms like ChatGPT and similar services outside the Microsoft Package.

Interviewer: Are there any future plans to expand the use of these technologies?

Employee: Yes, although our current use is still limited, there are plans to further develop everything related to artificial intelligence in 2026. We believe it's important to adapt our business to new technologies, especially AI.

Interviewer: Yes, I agree. Ok, thank you so much for your time and sharing the information.



## 07. Government Segmentation

### 1. Argentina Government

#### 1.1. National

##### 1.1.1. Executive Branch Level<sup>267</sup>

###### 1.1.1.1. Presidency of the Nation

1.1.1.1.1. **President:** Dr. Javier Gerardo MILEI

1.1.1.1.2. **Vice President:** Dra. Victoria Eugenia VILLARUEL

1.1.1.1.3. **General Secretary:** Lic. Karina Elizabeth MILEI

1.1.1.1.4. **Chief of the Ministerial Cabinet:** Dr. Guillermo Alberto FRANCOS

###### 1.1.1.2. Ministry of Foreign Affairs, International Trade and Worship

1.1.1.2.1. Minister: Gerardo WERTHEIN

###### 1.1.1.3. Ministry of Economy

1.1.1.3.1. Minister: Lic. Luis Andrés CAPUTO

1.1.1.3.1.1. **Secretary of Agriculture, Livestock, and Fishing:** Sergio IRAETA<sup>268</sup>

###### 1.1.1.4. Ministry of Health

1.1.1.4.1. Minister: Dr. Mario Iván LUGONES

###### 1.1.1.5. Ministry of Human Capital

1.1.1.5.1. Minister: Lic. Sandra Viviana PETTOVELLO

##### 1.1.2. Legislative Branch Level

###### 1.1.2.1. Honorable Senate of the Nation<sup>269</sup>

1.1.2.1.1. **President:** Dra. Victoria Eugenia VILLARUEL

1.1.2.1.2. **Provisional President:** Bartolomé Esteban ABDALA

###### 1.1.2.1.3. Standing Commissions

1.1.2.1.3.1. **Commission on Environment and Sustainable Development:** Edith Elizabeth TERENCE<sup>270</sup>

1.1.2.1.3.2. **Commission on Foreign Affairs and Worship:** Francisco Manuel PAOLTRONI<sup>271</sup>

1.1.2.1.3.3. **Commission of Industry and Commerce:** Mg. Cpn Laura Raquel AIRA<sup>272</sup>

1.1.2.1.3.4. **Commission on Labor and Social Security:** Carmen Alvarez RIVERO<sup>273</sup>

<sup>267</sup>ARGENTINA.GOV. *Diseño Organizacional*. [online] [consulted: 21 May 2025]. Available in: <https://mapadelestado.jefatura.gob.ar/ministerios>

<sup>268</sup>ARGENTINA GOV. *Ministry of Economy*. [online] [consulted: 10 October 2025]. Available in: <https://www.argentina.gob.ar/economia/agricultura>

<sup>269</sup>SENADO ARGENTINA. *Autoridades - Organigrama*. [online] [consulted: 21 May 2025]. Available in: <https://www.senado.gob.ar/autoridades>

<sup>270</sup>SENADO ARGENTINA. *Commission on Environment and Sustainable Development*. [online] [consulted: 21 May 2025]. Available in: <https://www.senado.gob.ar/parlamentario/comisiones/info/69>

<sup>271</sup>SENADO ARGENTINA. *Commission on Foreign Affairs and Worship*. [online] [consulted: 21 May 2025]. Available in: <https://www.senado.gob.ar/parlamentario/comisiones/info/51>

<sup>272</sup>SENADO ARGENTINA. *Commission of Industry and Commerce*. [online] [consulted: 21 May 2025]. Available in: <https://www.senado.gob.ar/parlamentario/comisiones/info/59>

<sup>273</sup>SENADO ARGENTINA. *Commission on Labor and Social Security*. [online] [consulted: 21 May 2025]. Available in: <https://www.senado.gob.ar/parlamentario/comisiones/info/61>



- 1.1.2.1.3.5. **Commission on National Economy and Investment:** Pablo Daniel BLANCO<sup>274</sup>
- 1.1.2.1.3.6. **Commission on Science and Technology:** Silvina Marcela GARCÍA LARRABURU<sup>275</sup>
- 1.1.2.1.3.7. **Commission on Systems, Media and Freedom of Expression:** Maria Clara GÜIDA<sup>276</sup>
- 1.1.2.2. **Honorable Chamber of Deputies of the Nation**<sup>277</sup>
  - 1.1.2.2.1. **President:** Martín Alexis MENEM
  - 1.1.2.2.2. **Vice President:** Cecilia MOREAU
  - 1.1.2.2.3. **Standing Commissions**
    - 1.1.2.2.3.1. **Consumer, User and Competition Protection:** Carolina YUTROVIC<sup>278</sup>
    - 1.1.2.2.3.2. **Economy:** Ariel RAUSCHENBERGER<sup>279</sup>
    - 1.1.2.2.3.3. **General Legislation:** Santiago SANTURIO<sup>280</sup>
    - 1.1.2.2.3.4. **Labor Legislation:** Martin Alberto TETAZ<sup>281</sup>
    - 1.1.2.2.3.5. **Natural Resources and Conservation of the Human Environment:** Carlos D'ALESSANDRO<sup>282</sup>
    - 1.1.2.2.3.6. **Industry:** Ana Clara ROMERO<sup>283</sup>
    - 1.1.2.2.3.7. **Science, Technology, and Productive Innovation:** Daniel GOLLÁN<sup>284</sup>

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<sup>274</sup>SENADO ARGENTINA. *Commission on National Economy and Investment*. [online] [consulted: 21 May 2025] Available in: <https://www.senado.gob.ar/parlamentario/comisiones/info/58>

<sup>275</sup>SENADO ARGENTINA. *Commission on Science and Technology*. [online] [consulted: 05 October 2025]. Available in: <https://www.senado.gob.ar/parlamentario/comisiones/info/74>

<sup>276</sup>SENADO ARGENTINA. *Commission on Systems, Media and Freedom of Expression*. [online] [consulted: 21 May 2025] Available in: <https://www.senado.gob.ar/parlamentario/comisiones/info/68>

<sup>277</sup>DIPUTADOS ARGENTINA. *Integrantes*. [online] [consulted: 21 May 2025] Available in: <https://www.diputados.gov.ar/comisiones/permanentes/cdconsumidor/integrantes.html>

<sup>278</sup>DIPUTADOS ARGENTINA. *Defensor del Consumidor, del Usuario y de la Competencia*. [online] [consulted: 21 May 2025] Available in: <https://www.diputados.gov.ar/comisiones/permanentes/cdconsumidor/integrantes.html>

<sup>279</sup>DIPUTADOS ARGENTINA. *Economía*. [online] [consulted: 21 May 2025] Available in: <https://www.diputados.gov.ar/comisiones/permanentes/ceconomia/integrantes.html>

<sup>280</sup>DIPUTADOS ARGENTINA. *Legislación General*. [online] [consulted: 21 May 2025] Available in: <https://www.diputados.gov.ar/comisiones/permanentes/clgeneral/integrantes.html>

<sup>281</sup>DIPUTADOS ARGENTINA. *Legislación del trabajo*. [online] [consulted: 21 May 2025] Available in: <https://www.diputados.gov.ar/comisiones/permanentes/cltrabajo/integrantes.html>

<sup>282</sup>DIPUTADOS ARGENTINA. *Recursos Naturales y Conservación del Ambiente Humano*. [online] [consulted: 21 May 2025] Available in: <https://www.diputados.gov.ar/comisiones/permanentes/crnaturales/integrantes.html>

<sup>283</sup>DIPUTADOS ARGENTINA. *Industria*. [online] [consulted: 21 May 2025] Available in: <https://www.diputados.gov.ar/comisiones/permanentes/cindustria/integrantes.html>

<sup>284</sup>HONORABLE CÁMARA DE DIPUTADOS DE LA NACIÓN ARGENTINA. *Integrantes — Comisión Permanente de Ciencia, Tecnología e Innovación Productiva*. [online] [consulted: 5 October 2025] Available in: <https://www.diputados.gov.ar/comisiones/permanentes/ccytecnologia/integrantes.html>



1.1.2.2.3.8. **Social Action and Public Health: Pablo Raúl YEDLIN**<sup>285</sup>

**1.2. Provincial**

**1.2.1. Executive Branch Level**<sup>286</sup>

**1.2.1.1.** Chief of government of the City of Buenos Aires: Jorge MACRI

1.2.1.1.1. Secretary of Innovation and Digital Transformation: Raúl PIOLA<sup>287</sup>

**1.2.1.2.** Governor of Buenos Aires: Axel KICILLOF

1.2.1.2.1. Minister Secretary of Innovation and Digital Transformation: Augusto COSTA<sup>288</sup>

**1.2.1.3.** Governor of Mendoza: Alfredo CORNEJO<sup>289</sup>

**1.3. Municipal Branch**

**1.3.1. General Alvear, Mendoza**

1.3.1.1. Mayor: Alejandro Molero<sup>290</sup>

**1.3.2. Maipú, Mendoza**

1.3.2.1. Mayor: Matías Stevanato<sup>291</sup>

**1.3.3. Vicente López, Buenos Aires**<sup>292</sup>

1.3.3.1. Mayor: Soledad MARTÍNEZ

**2. France Government**

**2.1. National**

**2.1.1. Executive Branch Level**<sup>293</sup>

**2.1.1.1. President of the Republic:** Mr. Emmanuel MACRON

**2.1.1.2. Prime Minister:** Sr. François BAYROU

**2.1.1.3. The Council of Ministers**

**2.1.1.3.1. Department of Justice**

2.1.1.3.1.1. Minister of Justice: Gérald DARMANIN

**2.1.1.3.2. Ministry of Labour, Health, Solidarity and Families**

2.1.1.3.2.1. Minister: Catherine VAUTRIN

<sup>285</sup>DIPUTADOS ARGENTINA. *Acción Social y Salud Pública*. [online] [consulted: 21 May 2025] Available in:

<https://www.diputados.gov.ar/comisiones/permanentes/casyspublica/integrantes.html>

<sup>286</sup>ARGENTINA.GOV. *Provincias*. [online] [consulted: 21 May 2025]. Available in: <https://www.argentina.gob.ar/pais/provincias>

<sup>287</sup>BUENOS AIRES GOV. *Jefatura de Gabinete*. [online] [consulted: 05 October 2025]. Available in: <https://buenosaires.gob.ar/jefaturadegabinete/innovacion/secretaria-de-innovacion-y-transformacion-digital>

<sup>288</sup>GBA GOV. *Ciencia Tecnología e Innovación*. [online] [consulted: 05 October 2025]. Available in: <https://www.gba.gob.ar/ciencia/autoridades>

<sup>289</sup>Mendoza does not comply with franchise size criteria but was included due to suppliers location.

<sup>290</sup>MENDOZA POST. *Alejandro Molero, biografía e historia*. [online] [consulted: 21 May 2025] Available in: <https://www.mendozapost.com/politica/alejandra-molero-biografia-historia/>

<sup>291</sup>MUNICIPALIDAD DE MAIPÚ. *Matías Stevanato asumió su segundo mandato en Maipú*. (10 December 2023) [online] [consulted: 21 May 2025] Available in: <https://www.maipu.gob.ar/matias-stevanato-asumio-su-segundo-mandato-en-maipu/>

<sup>292</sup>MUNICIPIO VICENTE LOPEZ. *Organigrama*. [online] [consulted: 21 May 2025]. Available in: <https://www.vicentelopez.gov.ar/contacto/organigrama>

<sup>293</sup>GOUVERNEMENT FRANÇAIS. *Composition du Gouvernement*. [online] [consulted: 12 June 2025] Available in: <https://www.info.gouv.fr/composition-du-gouvernement>



**2.1.1.3.3. Ministry of the Economy, Finance and Industrial and Digital Sovereignty**

2.1.1.3.3.1. Minister: Éric LOMBARD

**2.1.1.3.4. Ministry of Culture**

2.1.1.3.4.1. Minister of Culture: Rachida DATI

**2.1.1.3.5. Ministry of Spatial Planning and Decentralization**

2.1.1.3.5.1. Minister: François REBSAMEN

**2.1.1.3.6. Ministry of Europe and Foreign Affairs**

2.1.1.3.6.1. Minister: Jean-Noël BARROT

**2.1.1.3.7. Ministry of Agriculture and Food Sovereignty**

2.1.1.3.7.1. Minister: Annie GENEVARD

**2.1.2. Legislative Branch Level**

**2.1.2.1. The Parliament**

**2.1.2.1.1. The National Assembly<sup>294</sup>**

2.1.2.1.1.1. President: Yaël BRAUN-PIVET

2.1.2.1.1.2. Vice President: Xavier BRETON

**2.1.2.1.2. The Senate<sup>295</sup>**

2.1.2.1.2.1. President: Gérard LARCHER

**2.2. Regional**

**2.2.1. Regional Council<sup>296</sup>**

**2.2.1.1. Auvergne-Rhône-Alpes**

2.2.1.1.1. Council 1: Laurent WAUQUIEZ

2.2.1.1.2. Council 2: Fabienne GREBERT

2.2.1.1.3. Council 3: Andréa KOTARAC

**2.2.1.2. Ile-de-France**

2.2.1.2.1. Council 1: Valérie PÉCRESSE

2.2.1.2.2. Council 2: Julien BAYOU

2.2.1.2.3. Council 3: Jordan BARDELLA

2.2.1.2.4. Council 4: Laurent SAINT-MARTIN

**2.2.1.3. Nouvelle-Aquitaine**

2.2.1.3.1. Council 1: Alain ROUSSET

2.2.1.3.2. Council 2: Edwige DIAZ

2.2.1.3.3. Council 3: Nicolas FLORIAN

2.2.1.3.4. Council 4: Nicolas THIERRY

2.2.1.3.5. Council 5: Geneviève DARRIEUSSECQ

**2.2.1.4. Occitanie**

2.2.1.4.1. Council 1: Carole DELGA

2.2.1.4.2. Council 2: Jean-Paul GARRAUD

2.2.1.4.3. Council 3: Aurélien PRADIÉ

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<sup>294</sup>ASSEMBLÉE NATIONALE. *Welcome to the English website of the French National Assembly*. [online] [consulted: 12 June 2025] Available in: <https://www2.assemblee-nationale.fr/langues/welcome-to-the-english-website-of-the-french-national-assembly>

<sup>295</sup>SÉNAT FRANÇAIS. *Welcome to the English website of the French Senate*. [online] [consulted: 12 June 2025] Available in: <https://www.senat.fr/Ing/en.html>

<sup>296</sup>MINISTÈRE DE L'INTÉRIEUR. *Les archives des élections en France*. [online] [consulted: 23 May 2025]. Available in: <https://www.archives-resultats-elections.interieur.gouv.fr/resultats/regionales-2021/index.php>



### 3. Japan Government

#### 3.1. National

3.1.1. **Emperor:** Hiro-no-miya NARUHITO

#### 3.1.2. Executive Branch Level

##### 3.1.2.1. Cabinet Office<sup>297 298</sup>

3.1.2.1.1. **Prime Minister:** Shigeru ISHIBA

##### 3.1.2.1.2. Ministry of Foreign Affairs

3.1.2.1.2.1. Minister: Takeshi IWAYA

3.1.2.1.2.2. State Minister: Hisayuki FUJI

3.1.2.1.2.3. State Minister: Takuma MIYAJI

##### 3.1.2.1.3. Ministry of Finance

3.1.2.1.3.1. Minister: Katsunobu KATO

3.1.2.1.3.2. State Minister: Hiroaki SAITO

3.1.2.1.3.3. State Minister: Shinichi YOKOYAMA

##### 3.1.2.1.4. Ministry of Health, Labour and Welfare

3.1.2.1.4.1. Minister: Takamaro FUKUOKA

3.1.2.1.4.2. State Minister: Hirobumi NIKI

3.1.2.1.4.3. State Minister: Yoko WANIBUCHI

3.1.2.1.4.4. Central Labour Relations Commission (CLRC)<sup>299</sup>

##### 3.1.2.1.5. Ministry of Economy, Trade and Industry

3.1.2.1.5.1. Minister: Yoji MUTO

3.1.2.1.5.2. State Minister: Masaki OGUSHI

3.1.2.1.5.3. State Minister: Yuichiro KOGA

3.1.2.1.5.4. Japan Chamber of Commerce and Industry<sup>300</sup>

3.1.2.1.5.4.1. Chairman: Ken KOBAYASHI

3.1.2.1.5.5. Japan External Trade Organization (JETRO)<sup>301</sup>

3.1.2.1.5.5.1. Representative: Norihiko ISHIGURO

##### 3.1.2.1.6. Ministry of the Environment

3.1.2.1.6.1. Minister: Keiichiro ASAO

3.1.2.1.6.2. State Minister: Fumiaki KOBAYASHI

3.1.2.1.6.3. State Minister: Hiroshi NAKADA

##### 3.1.2.1.7. Food Safety Commission

##### 3.1.2.1.8. Consumer Affairs Agency

##### 3.1.2.1.9. Japan Fair Trade Commission<sup>302</sup>

3.1.2.1.9.1. President: Kazuyuki FURUYA

<sup>297</sup>PRIME MINISTER'S OFFICE OF JAPAN. *List of Ministers*. [online] [consulted: 21 May 2025]. Available in: [https://japan.kantei.go.jp/103/meibo/daijin/index\\_e.html](https://japan.kantei.go.jp/103/meibo/daijin/index_e.html)

<sup>298</sup>PRIME MINISTER'S OFFICE OF JAPAN. *List of State Ministers*. [online] [consulted: 21 May 2025]. Available in: [https://japan.kantei.go.jp/103/meibo/fukudaijin/index\\_e.html](https://japan.kantei.go.jp/103/meibo/fukudaijin/index_e.html)

<sup>299</sup>No information found about the current Chairman.

<sup>300</sup>BUSINESS ABC. *The Japan Chambers of Commerce and Industry*. [online] [consulted: 21 May 2025]. Available in: <https://businessabc.net/wiki/the-japan-chamber-of-commerce-and-industry-jcci>

<sup>301</sup>JAPAN EXTERNAL TRADE ORGANIZATION. *Profile*. [online] [consulted: 21 May 2025]. Available in: <https://www.jetro.go.jp/en/jetro/profile/>

<sup>302</sup>JAPAN FAIR TRADE COMMISSION. *List of members of the Commission*. [online] [consulted: 21 May 2025]. Available in: [https://www.jftc.go.jp/en/about\\_jftc/list\\_of\\_members\\_JFTCcommission.html](https://www.jftc.go.jp/en/about_jftc/list_of_members_JFTCcommission.html)



- 3.1.2.1.10. Japan International Cooperation Agency (JICA)<sup>303</sup>**
  - 3.1.2.1.10.1. President: Ashiko TANAKA
  - 3.1.2.1.10.2. Executive Senior Vice President: Katsura MIYAZAKI
- 3.1.2.1.11. Japan Institute for Labour Policy and Training<sup>304</sup>**
  - 3.1.2.1.11.1. President: Hiroyuki FUJIMURA
- 3.1.3. Legislative Branch Level**
  - 3.1.3.1. House of Councillors<sup>305</sup>**
    - 3.1.3.1.1. President:** Masakazu SEKIGUCHI
    - 3.1.3.1.2. Vice-President:** Nagahama Kiroyuki
    - 3.1.3.1.3. Standing Committees**
      - 3.1.3.1.3.1. Cabinet:** Masamune WADA
      - 3.1.3.1.3.2. Foreign Affairs and Defense:** Motonetas TAKISAWA
      - 3.1.3.1.3.3. Health, Welfare and Labour:** Yoshifumi TSUGE
      - 3.1.3.1.3.4. Economy and Industry:** Hiroe MAITACHI
      - 3.1.3.1.3.5. Environment:** Shigeharu AOYAMA
    - 3.1.3.1.4. Special Committees**
      - 3.1.3.1.4.1. Consumer Affairs:** Akira ISHII
  - 3.1.3.2. House of Representatives**
    - 3.1.3.2.1. Speaker:** Fukushiro NUKAGA
    - 3.1.3.2.2. Standing Committees**
      - 3.1.3.2.2.1. Chair of the Committee of Foreign Affairs: Noriko HORIUCHII
      - 3.1.3.2.2.2. Chair of the Committee of Health, Labour and Welfare: Satoshi FUJIMARU
      - 3.1.3.2.2.3. Chair of the Committee on Economy, Trade and Industry: Masashisa MIYAZAKI
      - 3.1.3.2.2.4. Chair of the Committee on Environment: Shoichi KONDO
    - 3.1.3.2.3. Special Committees**
      - 3.1.3.2.3.1. Chair of the Special Committee on Consumer Affairs: Yasuto URANO
- 3.2. Prefectures**
  - 3.2.1. Tokyo<sup>306</sup>**
    - 3.2.1.1. Governor: Yuriko KOIKE

## **4. The United States of America Government**

### **4.1. National**

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<sup>303</sup>JAPAN INTERNATIONAL COOPERATION AGENCY. *Board Members*. [online] [consulted: 21 May 2025]. Available in: <https://www.jica.go.jp/english/about/basic/board/index.html>

<sup>304</sup>JILPT. *Message from the President*. [online] [consulted: 21 May 2025]. Available in: <https://www.jil.go.jp/english/organization/president.html>

<sup>305</sup>THE NATIONAL DIET OF JAPAN. *Members Officers of House*. [online] [consulted: 21 May 2025]. Available in: <https://www.sangiin.go.jp/eng/member/officers/index.htm>

<sup>306</sup>TOKYO METROPOLITAN GOVERNMENT. *Governor's Office*. [online] [consulted: 12 June 2025]. Available in: <https://www.english.metro.tokyo.lg.jp/governor>



#### 4.1.1. Executive Branch Level

##### 4.1.1.1. Presidency of the Nation<sup>307</sup>

4.1.1.1.1. **President:** Donald John TRUMP

4.1.1.1.2. **Vice President:** James David VANCE

##### 4.1.1.1.3. Cabinet

4.1.1.1.3.1. **Department of State**

4.1.1.1.3.1.1. Secretary of State: Marco RUBIO

4.1.1.1.3.2. **Department of Agriculture**<sup>308</sup>

4.1.1.1.3.2.1. Secretary: Brooke Leslie Rollins

4.1.1.1.3.3. **Department of Commerce**<sup>309</sup>

4.1.1.1.3.3.1. Secretary: Howard LUTNICK

4.1.1.1.3.4. **Department of Health and Human Services**<sup>310</sup>

4.1.1.1.3.4.1. Secretary: Robert Francis KENNEDY Jr.

4.1.1.1.3.4.1.1. **Food and Drug Administration:**  
Dr. Martin Adel Makary<sup>311</sup>

4.1.1.1.3.4.1.1.1. **Human Foods Program:**  
Kyle DIAMANTAS

4.1.1.1.3.4.1.2. **National Institutes of Health:**  
Jayanta Bhattacharya, M.D.,  
Ph.D.<sup>312</sup>

4.1.1.1.3.5. **Department of the Interior**<sup>313</sup>

4.1.1.1.3.5.1. Secretary: Doug BURGUM

4.1.1.1.3.6. **Department of Labor**

4.1.1.1.3.6.1. Secretary: Lori CHAVEZ-DEREMER<sup>314</sup>

4.1.1.1.3.6.1.1. Occupational Safety and Health  
Administration: Douglas L.  
PARKER<sup>315</sup>

##### 4.1.1.2. Legislative Branch Level

##### 4.1.1.2.1. Congress

4.1.1.2.1.1. **U.S. Senate**<sup>316</sup>

<sup>307</sup> THE WHITE HOUSE. *The Administration*. [online] [consulted: 21 May 2025]. Available in: <https://www.whitehouse.gov/administration/>

<sup>308</sup> U.S. DEPARTMENT OF AGRICULTURE. *Secretary of Agriculture* [online] [consulted: 21 May 2025]. Available in: <https://www.usda.gov/our-agency/about-usda/our-secretary>

<sup>309</sup> U.S. DEPARTMENT OF COMMERCE. *Secretary of Commerce* [online] [consulted: 21 May 2025]. Available in: <https://www.commerce.gov/about/leadership>

<sup>310</sup> U.S. DEPARTMENT OF HHS. *HHS Secretary* [online] [consulted: 21 May 2025]. Available in: <https://www.hhs.gov/about/leadership/index.html>

<sup>311</sup> FDA. *FDA Overview Organization Chart* [online] [consulted: 21 May 2025]. Available in: <https://www.fda.gov/about-fda/fda-organization-charts/fda-overview-organization-chart>

<sup>312</sup> NATIONAL INSTITUTES OF HEALTH. *The NIH Director* [online] [consulted: 21 May 2025]. Available in: <https://www.nih.gov/about-nih/who-we-are/nih-director>

<sup>313</sup> U.S. DEPARTMENT OF THE INTERIOR. *Secretary of the Interior* [online] [consulted: 21 May 2025]. Available in: <https://www.doi.gov/secretary-doug-burgum>

<sup>314</sup> U.S. DEPARTMENT OF LABOR. *Secretary of Labor* [online] [consulted: 21 May 2025]. Available in: <https://www.dol.gov/agencies/osec>

<sup>315</sup> U.S. DEPARTMENT OF LABOR. *Assistant Secretary for Occupational Safety and Health* [online] [consulted: 21 May 2025]. Available in: <https://www.dol.gov/newsroom/releases/osh/osh20241220>

<sup>316</sup> U.S. SENATE [online] [consulted: 21 May 2025]. Available in: <https://www.senate.gov/index.htm>



4.1.1.2.1.1.1. **President:** James David VANCE

**4.1.1.2.1.1.1.1. Committees**

4.1.1.2.1.1.1.1.1. **Agriculture, Nutrition, and Forestry:** John BOOZMAN

4.1.1.2.1.1.1.1.2. **Banking, Housing and Urban Affairs:** Tim SCOTT

4.1.1.2.1.1.1.1.3. **Commerce, Science, and Transportation:** Ted CRUZ

4.1.1.2.1.1.1.1.4. **Energy and Natural Resources:** Mike LEE

4.1.1.2.1.1.1.1.5. **Environment and Public Works:** Shelley Moore  
CAPITO

4.1.1.2.1.1.1.1.6. **Finance & Joint Committee on Taxation:** Mike CRAPO

4.1.1.2.1.1.1.1.7. **Foreign Relations & Joint Economic Committee:**  
James RISCH

4.1.1.2.1.1.1.1.8. **Health, Education, Labor and Pensions:** Bill  
CASSIDY

4.1.1.2.1.1.1.2. **Securities and Exchange Commission**<sup>317</sup>

**4.1.1.2.1.2. The House of Representatives**<sup>318</sup>

4.1.1.2.1.2.1. **Speaker:** Mike Johnson

**4.2. State**

**4.2.1. Executive Branch Level**<sup>319</sup>

**4.2.1.1. States**

4.2.1.1.1. Governor of California: Gavin NEWSOM

4.2.1.1.2. Governor of Illinois: JB PRITZKER<sup>320</sup>

**4.2.1.2. Federal District**

4.2.1.2.1. Mayor of District of Columbia: Muriel BOWSER

## 08. Media Segmentation

### 1. Argentina

#### 1.1. National Media

##### 1.1.1. Digital

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<sup>317</sup> U.S. SECURITIES AND EXCHANGE COMMISSION (SEC). *SEC homepage*. [online] [consulted: 13 June 2025] Available in: <https://www.sec.gov/>

<sup>318</sup> UNITED STATES HOUSE OF REPRESENTATIVES. *Leadership* [online] [consulted: 21 May 2025]. Available in: <https://www.house.gov/leadership>

<sup>319</sup> USA GOV. *State governments* [online] [consulted: 21 May 2025]. Available in: <https://www.usa.gov/state-governments>

<sup>320</sup> The state does not meet the franchise size criteria, but is taken into consideration due to the presence of the headquarters.



### 1.1.1.1. La Nación<sup>321</sup>

1.1.1.1.1. General Director: Fernan SAGUIER

1.1.1.1.1.1. “Secretario general de redacción”: José DEL RÍO

1.1.1.1.1.2. “Prosecretaria General de Redacción”:  
Gail SCRIVEN

1.1.1.1.1.2.1. Economy Chief editor : José Luis BREA<sup>322</sup>

1.1.1.1.1.2.1.1. Economy Editor: Francisco JUEGUEN<sup>323</sup>

1.1.1.1.1.2.1.2. Economy Editor: Pablo FERNÁNDEZ BLANCO<sup>324</sup>

1.1.1.1.1.2.1.2.1. Economy Staff  
writer: María Julieta RUMI<sup>325</sup>

1.1.1.1.1.2.1.2.2. Economy Staff  
writer: Sofia DIAMANTE<sup>326</sup>

1.1.1.1.1.2.1.3. Rural Editor: Cristian MIRA<sup>327</sup>

1.1.1.1.1.2.1.3.1. Rural Staff writer:  
Belkis MARTINEZ<sup>328</sup>

1.1.1.1.1.2.1.3.2. Rural Staff writer:  
Mariana REINKE<sup>329</sup>

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<sup>321</sup>LA NACIÓN. *Equipo Editorial*. [online]. [consulted 19 May 2025] Available in: <https://www.lanacion.com.ar/sociedad/equipo-editorial-la-nacion-nid2390490/>

<sup>322</sup>LINKEDIN. *Luis Brea*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/jos%C3%A9-luis-brea-28034618/>

<sup>323</sup>LINKEDIN. *Francisco Jos*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/francisco-jos%C3%A9-jueguen-3947531a/>

<sup>324</sup>LINKEDIN. *Pablo Fernandez Blanco*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/pablo-fern%C3%A1ndez-blanco-6397bb92/>

<sup>325</sup>LINKEDIN. *Julieta Rumi*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/mar%C3%ADa-julieta-rumi/>

<sup>326</sup>LA NACIÓN. *Sofia Diamante*. [online]. [consulted 19 May 2025] Available in: <https://www.lanacion.com.ar/autor/sofia-diamante-8101/>

<sup>327</sup>LA NACIÓN. *Cristian Mira*. [online]. [consulted 07 November 2025] Available in: <https://www.lanacion.com.ar/autor/cristian-mira-230/>

<sup>328</sup>LA NACIÓN. *Belkis Martínez*. [online]. [consulted 07 November 2025] Available in: [https://www.lanacion.com.ar/autor/belkis-martinez-11891/?gad\\_source=1&gad\\_campaignid=22589860720&gbraid=0AAAAAoiVrLurfu2RDTXeCfMChmHa3ip\\_5&gclid=CjwKCAiAzrblBhA3EiwAUBaUdSziweOojs6Oyahwk28iexEzTtetWgU0cTD4S-u6sN6pZjQDBCffBoCnB4QAvD\\_BwE](https://www.lanacion.com.ar/autor/belkis-martinez-11891/?gad_source=1&gad_campaignid=22589860720&gbraid=0AAAAAoiVrLurfu2RDTXeCfMChmHa3ip_5&gclid=CjwKCAiAzrblBhA3EiwAUBaUdSziweOojs6Oyahwk28iexEzTtetWgU0cTD4S-u6sN6pZjQDBCffBoCnB4QAvD_BwE)

<sup>329</sup>LA NACIÓN. *Mariana Reinke*. [online]. [consulted 07 November 2025] Available in: [https://www.lanacion.com.ar/autor/mariana-reinke-10992/?gad\\_source=1&gad\\_campaignid=225](https://www.lanacion.com.ar/autor/mariana-reinke-10992/?gad_source=1&gad_campaignid=225)



- 1.1.1.1.1.2.2. Politics Chief editor : Jorge LIOTTI
  - 1.1.1.1.1.2.2.1. Politics Editor: Marcelo VENERANDA<sup>330</sup>
  - 1.1.1.1.1.2.2.2. Politics Editor: Damián NABOT<sup>331</sup>
    - 1.1.1.1.1.2.2.2.1. Politics Staff writer: Jaime ROSENBERG<sup>332</sup>
    - 1.1.1.1.1.2.2.2.2. Politics Staff writer: Hernán CAPIELLO<sup>333</sup>
- 1.1.1.1.1.2.3. World Chief editor :<sup>334</sup>
  - 1.1.1.1.1.2.3.1. World Editor: Julieta NASSAU<sup>335</sup>
  - 1.1.1.1.1.2.3.2. World Editor: Guillermo IDIART<sup>336</sup>
    - 1.1.1.1.1.2.3.2.1. World Staff writer: Luisa CORRADINI<sup>337</sup>
    - 1.1.1.1.1.2.3.2.2. World Staff writer : Pilar CASTILLO<sup>338</sup>
- 1.1.1.1.1.2.4. Lifestyle Chief editor:<sup>339</sup>

[89860720&gbraid=0AAAAAoiVrLurfu2RDTXeCfMChmHa3ip\\_5&gclid=CjwKCAiAzrblBhA3EiwAUBaUdTbTHBvi6QsdAMlIJAgKrR1Is\\_GfngANfv2JftLPUUnbaB0VVFX6TxoCFO0QAvD\\_BwE](https://www.lanacion.com.ar/autor/marcelo-veneranda-166/)

<sup>330</sup>LA NACIÓN. *Marcelo Veneranda*. [online]. [consulted 19 May 2025] Available in: <https://www.lanacion.com.ar/autor/marcelo-veneranda-166/>

<sup>331</sup>LA NACIÓN. *Damian Nabot*. [online]. [consulted 19 May 2025] Available in: <https://www.lanacion.com.ar/autor/damian-nabot-10376/>

<sup>332</sup>LA NACIÓN. *Jaime Rosenberg*. [online]. [consulted 19 May 2025] Available in: <https://www.lanacion.com.ar/autor/jaime-rosenberg-163/>

<sup>333</sup>LA NACIÓN. *Hernan Capiello*. [online]. [consulted 19 May 2025] Available in: <https://www.lanacion.com.ar/autor/hernan-capiello-154/>

<sup>334</sup> Some positions do not include a specific name due to the lack of publicly available or verifiable sources at the time of this analysis.

<sup>335</sup>LINKEDIN. *Julieta Nassau*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/julietanassau/>

<sup>336</sup>LA NACIÓN. *Guillermo Idiart*. [online]. [consulted 19 May 2025] Available in: <https://www.lanacion.com.ar/autor/guillermo-idiart-111/>

<sup>337</sup>LA NACIÓN. *Luisa Corradini*. [online]. [consulted: 19 May 2025] Available in: <https://www.lanacion.com.ar/autor/luisa-corradini-118/>

<sup>338</sup>LINKEDIN. *Pilar Castillo* . [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/pilar-castillo-b4a930a5/>

<sup>339</sup> Some positions do not include a specific name due to the lack of publicly available or verifiable sources at the time of this analysis.



- 1.1.1.1.2.4.1. Lifestyle Editor: Sebastián A. RIOS<sup>340</sup>
  - 1.1.1.1.2.4.1.1. Lifestyle Staff writer: Vivian URFEIG<sup>341</sup>
  - 1.1.1.1.2.4.1.2. Lifestyle/Health Staff writer: Fabiola CZUBAJ<sup>342</sup>
- 1.1.1.1.2.4.2. Technology Editor: Ricardo SAMETBAND<sup>343</sup>
- 1.1.1.1.2.4.3. Technology editor: Lucas PARERA<sup>344</sup>
  - 1.1.1.1.2.4.3.1. Technology Staff writer: Josefina LANZI<sup>345</sup>
  - 1.1.1.1.2.4.3.2. Technology Staff writer: Guillermo TOMOYOSE<sup>346</sup>

#### 1.1.1.2. Clarín

- 1.1.1.2.1. General Director: Jorge Carlos REDONDO<sup>347</sup>
  - 1.1.1.2.1.1. “Prosecretario General de Redacción”: Pablo SIGAL<sup>348</sup>
    - 1.1.1.2.1.1.1. General editor: Ricardo KIRSCHBAUM<sup>349</sup>

<sup>340</sup>LINKEDIN. *Sebastián Ríos*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/srios1/>

<sup>341</sup>LINKEDIN. *Vivian Urfeig*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/vivian-urfeig-23787114/>

<sup>342</sup>LA NACIÓN. *Fabiola Czubaj*. [online] [consulted: 19 May 2025] Available in: <https://www.lanacion.com.ar/autor/fabiola-czubaj-144/>

<sup>343</sup>LINKEDIN. *Ricardo Sametband*. [online] [consulted: 7 November 2025] Available in: <https://www.linkedin.com/in/ricardo-sametband-664b84/>

<sup>344</sup>LINKEDIN. *Lucas Parera*. [online] [consulted: 7 November 2025] Available in: <https://www.linkedin.com/in/lucas-parera-28591312/>

<sup>345</sup>LINKEDIN. *Josefina Lanzi*. [online] [consulted: 7 November 2025] Available in: <https://www.linkedin.com/in/josefina-lanzi-660b96188/>

<sup>346</sup>LINKEDIN. *Guillermo Tomoyose*. [online] [consulted: 7 November 2025] Available in: <https://www.linkedin.com/in/tomyto/>

<sup>347</sup>GRUPO CLARÍN. *Directorio*. [online] [consulted: 19 May 2025] Available in: <https://ir.grupoclarin.com/directorio/>

<sup>348</sup>CLARÍN. *Pablo Sigal*. [online] [consulted: 19 May 2025] Available in: <https://www.clarin.com/autor/pablo-sigal.html>

<sup>349</sup>CLARÍN. *Ricardo Kirschbaum*. [online] [consulted: 19 May 2025] Available in: <https://www.clarin.com/autor/ricardo-kirschbaum.html>



- 1.1.1.2.1.1.1.1. Politics Editor: Guido BRASLAVSKY<sup>350</sup>
- 1.1.1.2.1.1.1.2. Politics Editor: Claudio SAVOIA<sup>351</sup>
  - 1.1.1.2.1.1.1.2.1. Politics Staff writer: Alejandro ALFIE<sup>352</sup>
  - 1.1.1.2.1.1.1.2.2. Politics Staff writer: Emiliano RUSSO<sup>353</sup>
- 1.1.1.2.1.1.1.3. Economics Editor: Ezequiel BURGO<sup>354</sup>
- 1.1.1.2.1.1.1.4. Economics Editor: Gustavo BAZZAN<sup>355</sup>
  - 1.1.1.2.1.1.1.4.1. Economics Staff writer: Juan Manuel BARCA<sup>356</sup>
  - 1.1.1.2.1.1.1.4.2. Economics Staff writer: Ismael BERMUDEZ<sup>357</sup>
- 1.1.1.2.1.1.1.5. Rural Editor: Héctor HUERGO<sup>358</sup>
  - 1.1.1.2.1.1.1.5.1. Rural Staff writer: Mauricio BÁRTOLI<sup>359</sup>

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<sup>350</sup>CLARÍN. *Guido Braslavsky*. [online] [consulted: 19 May 2025] Available in: <https://www.clarin.com/autor/guido-braslavsky.html>

<sup>351</sup>CLARÍN. *Claudio Savoia*. [online] [consulted: 19 May 2025] Available in: <https://www.clarin.com/autor/claudio-savoia.html>

<sup>352</sup>CLARÍN. *Alejandro Alfie*. [online] [consulted: 19 May 2025] Available in: <https://www.clarin.com/autor/alejandro-alfie.html>

<sup>353</sup>CLARÍN. *Emiliano Russo*. [online] [consulted: 19 May 2025] Available in: <https://www.clarin.com/autor/emiliano-russo.html>

<sup>354</sup>CLARÍN. *Ezequiel Burgo*. [online] [consulted: 19 May 2025] Available in: <https://www.clarin.com/autor/ezequiel-burgo.html>

<sup>355</sup>CLARÍN. *Gustavo Bazzan*. [online] [consulted: 19 May 2025] Available in: <https://www.clarin.com/autor/gustavo-bazzan.html>

<sup>356</sup>CLARÍN. *Juan Manuel Barca*. [online] [consulted: 19 May 2025] Available in: <https://www.clarin.com/autor/juan-manuel-barca.html>

<sup>357</sup>CLARÍN. *Ismael Bermúdez*. [online] [consulted: 19 May 2025] Available in: <https://www.clarin.com/autor/ismael-bermudez.html>

<sup>358</sup>CLARÍN. Héctor Huergo. [online] [consulted: 07 November 2025] Available in: <https://www.clarin.com/autor/hector-huergo.html>

<sup>359</sup>CLARÍN. Mauricio Bártoli. [online] [consulted: 07 November 2025] Available in: <https://www.clarin.com/autor/mauricio-bartoli.html>



- 1.1.1.2.1.1.1.5.2. Rural Staff writer:  
Gastón GUIDO<sup>360</sup>
- 1.1.1.2.1.1.1.6. World/International Editor:  
Marcelo CANTELMÍ<sup>361</sup>
- 1.1.1.2.1.1.1.7. World/International Editor:  
Pablo BIFFI<sup>362</sup>
- 1.1.1.2.1.1.1.7.1. World/International  
Staff writer: María  
Laura AVIGNOLO<sup>363</sup>
- 1.1.1.2.1.1.1.7.2. World/International  
Staff writer: Julio  
ALGARAÑAZ<sup>364</sup>
- 1.1.1.2.1.1.1.8. Technology editor: Juan  
BRODERSEN<sup>365</sup>
- 1.1.1.2.1.1.1.9. Technology editor:  
Sebastian LOZANO<sup>366</sup>
- 1.1.1.2.1.1.1.9.1. Technology Staff  
writer: Marcelo  
BELLUCCI<sup>367</sup>
- 1.1.1.2.1.1.1.9.2. Technology Staff  
writer: Hernan  
MARMOL<sup>368</sup>

### 1.1.1.3. Página 12

- 1.1.1.3.1. General Director: Nora VEIRAS<sup>369</sup>

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<sup>360</sup>LINKEDIN. *Gaston Guido*. [online] [consulted: 07 November 2025] Available in: <https://www.linkedin.com/in/gastonguido/?originalSubdomain=ar>

<sup>361</sup>CLARÍN. *Marcelo Cantelmi*. [online] [consulted: 19 May 2025] Available in: <https://www.clarin.com/autor/marcelo-cantelmi.html>

<sup>362</sup>CLARÍN. *Pablo Biffi*. [online] [consulted: 19 May 2025] Available in: <https://www.clarin.com/autor/pablo-biffi/page/3>

<sup>363</sup>CLARÍN. *María Laura Avignolo*. [online] [consulted: 19 May 2025] Available in: <https://www.clarin.com/autor/maria-laura-avignolo.html>

<sup>364</sup>CLARÍN. *Julio Algañaraz*. [online] [consulted: 19 May 2025] Available in: <https://www.clarin.com/autor/julio-alganaraz/page/9>

<sup>365</sup>CLARÍN. *Juan Brodersen*. [online] [consulted: 07 November 2025] Available in: <https://www.clarin.com/autor/juan-brodersen.html>

<sup>366</sup>CLARÍN. *Sebastian Lozano*. [online] [consulted: 07 November 2025] Available in: <https://www.clarin.com/autor/sebastian-lozano.html>

<sup>367</sup>CLARÍN. *Marcelo Bellucci*. [online] [consulted: 07 November 2025] Available in: <https://www.clarin.com/autor/marcelo-bellucci.html>

<sup>368</sup>CLARÍN. *Hernan Marmol*. [online] [consulted: 07 November 2025] Available in: <https://www.clarin.com/autor/hernan-marmol/page/5>

<sup>369</sup> Due to the recent passing of the previous Director, Hugo Soriani, Nora Veiras has been named Director of Página 12. PÁGINA 12. El recuerdo de "un compañerazo" [online]



- 1.1.1.3.1.1. Deputy Director: Luis BRUSCHTEIN<sup>370</sup>
  - 1.1.1.3.1.1.1. Politics Editor: Felipe YAPUR<sup>371</sup>
    - 1.1.1.3.1.1.1.1. Politics Staff writer: Paula MARUSSICH<sup>372</sup>
    - 1.1.1.3.1.1.1.2. “El País” Editor: Karina MICHELETTO<sup>373</sup>
      - 1.1.1.3.1.1.2.1. “El País” Staff writer: Luciana BERTOIA<sup>374</sup>
      - 1.1.1.3.1.1.2.2. “El País” Staff writer: Irina HAUSER<sup>375</sup>
    - 1.1.1.3.1.1.1.3. Economics Editor: Alfredo ZAIAT<sup>376</sup>
      - 1.1.1.3.1.1.3.1. Economics Staff writer: Leandro RENO<sup>377</sup>
      - 1.1.1.3.1.1.3.2. Economics Staff writer: Federico KUCHER<sup>378</sup>
    - 1.1.1.3.1.1.1.4. World/International Editor:<sup>379</sup>
      - 1.1.1.3.1.1.4.1. World/International Staff writer: Marcelo JUSTO<sup>380</sup>
      - 1.1.1.3.1.1.4.2. World/International Staff writer: Eduardo FEBBRO<sup>381</sup>

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[consulted: 19 May 2025] Available in: <https://www.pagina12.com.ar/822982-el-recuerdo-de-un-companerazo>

<sup>370</sup>PÁGINA 12. *Luis Bruschtein*. [online] [consulted: 19 May 2025] Available in: <https://www.pagina12.com.ar/autores/882-luis-bruschtein>

<sup>371</sup>LINKEDIN. *Felipe Yapur*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/felipe-yapur-48849615/>

<sup>372</sup>LINKEDIN. *Paula Marussich*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/paumarussich/>

<sup>373</sup>PÁGINA 12. *Karina Micheletto*. [online] [consulted: 19 May 2025] Available in: <https://www.pagina12.com.ar/autores/870-karina-micheletto>

<sup>374</sup> Extracted from: <https://www.linkedin.com/in/luciana-bertoia33/>

<sup>375</sup>PÁGINA 12. *Irina Hauser*. [online] [consulted: 19 May 2025] Available in: <https://www.pagina12.com.ar/autores/851-irina-hauser>

<sup>376</sup>PÁGINA 12. *Alfredo Zaiat*. [online] [consulted: 19 May 2025] Available in: <https://www.pagina12.com.ar/autores/397-alfredo-zaiat>

<sup>377</sup>PÁGINA 12. *Leandro Renou*. [online] [consulted: 19 May 2025] Available in: <https://www.pagina12.com.ar/autores/286756-leandro-renou?page=5>

<sup>378</sup>PÁGINA 12. *Federico Kucher*. [online] [consulted: 19 May 2025] Available in: <https://www.pagina12.com.ar/autores/830-federico-kucher>

<sup>379</sup> Some positions do not include a specific name due to the lack of publicly available or verifiable sources at the time of this analysis.

<sup>380</sup>PÁGINA 12. *Marcelo Justo*. [online] [consulted: 19 May 2025] Available in: <https://www.pagina12.com.ar/autores/5284-marcelo-justo>

<sup>381</sup>PÁGINA 12. *Eduardo Febbro*. [online] [consulted: 19 May 2025] Available in: <https://www.pagina12.com.ar/autores/661-eduardo-febbro>



1.1.1.3.1.1.5. Technology Staff Writer: Juan FUNES<sup>382</sup>

1.1.1.3.1.1.6. Technology Staff writer: Esteban MAGNANI<sup>383</sup>

#### 1.1.1.4. Crónica

1.1.1.4.1. General Director: Marcelo CARBONE<sup>384</sup>

1.1.1.4.1.1. “Jefe de redacción”: Matías KAPLAN<sup>385</sup>

1.1.1.4.1.1.1. Web General editor: Santiago FUERTES<sup>386</sup>

1.1.1.4.1.1.1.1. Editor: María Florencia GUERRERO<sup>387</sup>

1.1.1.4.1.1.1.2. Editor: Fernando Miguel GUTIERREZ<sup>388</sup>

1.1.1.4.1.1.1.2.1. Staff writer:  
Santiago Nahuel GOROSTIAGA<sup>389</sup>

1.1.1.4.1.1.1.2.2. Staff writer: Roberto Ariel GUGLIELMETTI<sup>390</sup>

1.1.1.4.1.1.1.2.3. Staff writer: Javier GARCIA<sup>391</sup>

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<sup>382</sup>LINKEDIN. *Juan Funes*. [online]. [consulted: 07 November 2025]. Available in: <https://www.linkedin.com/in/juan-funes-8098502aa/>

<sup>383</sup>PÁGINA 12. *Esteban Magnani*. [online]. [consulted: 07 November 2025]. Available in: <https://www.pagina12.com.ar/autores/12235-esteban-magnani>

<sup>384</sup>GRUPO CRÓNICA. *Grupo Crónica*. [online]. [consulted: 19 May 2025] Available in: <https://www.grupocronica.com.ar/>

<sup>385</sup>CRÓNICA. *Matías Kaplan, jefe de redacción del diario Crónica, sobre los 60 años del periódico: "Alejados de la grieta y cerca de la gente"*. [online]. [consulted: 19 May 2025] Available in: <https://www.cronica.com.ar/diarioshow/farandula/Matias-Kaplan-jefe-de-redaccion-del-diario-Crónica-sobre-los-60-anos-del-periodico-Alejados-de-la-grieta-y-cerca-de-la-gente-20230729-0015.html>

<sup>386</sup>CRÓNICA. *Santiago Fuertes*. [online]. [consulted: 19 May 2025] Available in: <https://www.cronica.com.ar/staff/sfuertes>

<sup>387</sup>LINKEDIN. *María Florencia Guerrero*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/mar%C3%ADa-florencia-guerrero-81611514/>

<sup>388</sup>LINKEDIN. *Fernando Miguel Gutierrez*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/fernando-miguel-guti%C3%A9rez-3155181b7/>

<sup>389</sup>LINKEDIN. *Santiago Nahuel Gorostiaga*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/santiago-nahuel-gorostiaga-95b5a61a0/>

<sup>390</sup>LINKEDIN. *Roberto Ariel Guglielmetti*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/roberto-guglielmetti-92237a156/>

<sup>391</sup>LINKEDIN. *Javier Garcia*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/javier-garcia-6a039210a/>



### 1.1.1.5. **Ámbito Financiero**

1.1.1.5.1. General Director: Guillermo GAMMACURTA<sup>392</sup>

1.1.1.5.1.1. “Secretario de redacción”: Horacio ALONSO<sup>393</sup>

1.1.1.5.1.1.1. Chief editor: Matías ORTEGA<sup>394</sup>

1.1.1.5.1.1.1.1. Economy Editor: Juan Pablo MARINO<sup>395</sup>

1.1.1.5.1.1.1.2. Economy and Finance Editor: Pilar WOLFFELT<sup>396</sup>

1.1.1.5.1.1.1.2.1. Economy Staff writer: Jorge HERRERA<sup>397</sup>

1.1.1.5.1.1.1.2.2. Economy Staff writer: Julian GUARINO<sup>398</sup>

1.1.1.5.1.1.1.2.3. Economy Staff writer: Solange RIAL<sup>399</sup>

1.1.1.5.1.1.1.2.4. Economy Staff writer: Nazarena LOMAGNO<sup>400</sup>

1.1.1.5.1.1.1.3. Rural Editor: Pilar WOLFFELT<sup>401</sup>

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<sup>392</sup>LINKEDIN. *Guillermo Gammacurta*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/guillermo-gammacurta-28b8b2216/>

<sup>393</sup>LINKEDIN. *Horacio Alonso*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/horacio-alonso-a55818110/>

<sup>394</sup>ÁMBITO FINANCIERO. *Matias Ortega*. [online]. [consulted: May 19 2025] Available in: <https://www.ambito.com/perfil/713003-matias-ortega>

<sup>395</sup>ÁMBITO FINANCIERO. *Pablo Marino*. [online]. [consulted: May 19 2025] Available in: <https://www.ambito.com/perfil/714129-juan-pablo-marino>

<sup>396</sup>ÁMBITO FINANCIERO. *Pilar Wolffelt*. [online]. [consulted: May 19 2025] Available in: <https://www.ambito.com/perfil/1003723-pilar-wolffelt>

<sup>397</sup>ÁMBITO FINANCIERO. *Jorge Herrera*. [online]. [consulted: May 19 2025] Available in: <https://www.ambito.com/perfil/701005-jorge-herrera/153>

<sup>398</sup>LINKEDIN. *Julian Guarino*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/julian-guarino-1aa27411b/>

<sup>399</sup>ÁMBITO FINANCIERO. *Solange Rial*. [online]. [consulted: May 19 2025] Available in: <https://www.ambito.com/perfil/1001370-solange-rial>

<sup>400</sup>ÁMBITO FINANCIERO. *Nazarena Lomagno*. [online]. [consulted: May 19 2025] Available in: <https://www.ambito.com/perfil/1004028-nazarena-lomagno>

<sup>401</sup>ÁMBITO FINANCIERO. *Pilar Wolffelt*. [online]. [consulted: May 19 2025] Available in: <https://www.ambito.com/perfil/1003723-pilar-wolffelt>



- 1.1.1.5.1.1.1.3.1. Rural Staff writer:  
Yanina OTERO<sup>402</sup>
- 1.1.1.5.1.1.1.3.2. Rural Staff writer:  
Daniel APRILE<sup>403</sup>
- 1.1.1.5.1.1.1.4. Politics Editor: Ariel  
BASILE<sup>404</sup>
- 1.1.1.5.1.1.1.4.1. Politics Staff writer:  
Cecilia  
CAMARANO<sup>405</sup>
- 1.1.1.5.1.1.1.4.2. Politics Staff writer:  
Déborah DE  
URIETA<sup>406</sup>
- 1.1.1.5.1.1.1.4.3. Politics Staff writer:  
Joaquín  
RODRÍGUEZ  
FREIRE<sup>407</sup>
- 1.1.1.5.1.1.1.4.4. Politics Staff writer:  
Gonzalo  
MAGLIANO<sup>408</sup>
- 1.1.1.5.1.1.1.4.5. International Staff  
writer: Gonzalo  
ZANOTTI<sup>409</sup>
- 1.1.1.5.1.1.1.4.6. Sustainability Staff  
writer: Diego  
GONZALEZ<sup>410</sup>

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<sup>402</sup>ÁMBITO FINANCIERO. *Yanina Oter*. [online]. [consulted: 07 November 2025] Available in: <https://www.ambito.com/perfil/714708-yanina-otero>

<sup>403</sup>ÁMBITO FINANCIERO. *Daniel Aprile*. [online]. [consulted: 07 November 2025] Available in: <https://www.ambito.com/perfil/1001294-daniel-aprile>

<sup>404</sup>LINKEDIN. *Ariel Basile*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/ariel-basile-a2932210/> and <https://www.ambito.com/perfil/712993-ariel-basile>

<sup>405</sup>ÁMBITO FINANCIERO. *Cecilia Camarano*. [online]. [consulted: May 19 2025] Available in: <https://www.ambito.com/perfil/714629-cecilia-camarano>

<sup>406</sup>ÁMBITO FINANCIERO. *Deborah Urieta*. [online]. [consulted: May 19 2025] Available in: <https://www.ambito.com/perfil/1004954-deborah-urieta>

<sup>407</sup>LINKEDIN. *Joaquin Rodriguez Freire*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/joagu%C3%ADn-rodr%C3%ADguez-freire-30a7b2215/>

<sup>408</sup>LINKEDIN. *Gonzalo Magliano*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/gonmagliano/>

<sup>409</sup>LINKEDIN. *Gonzalo Zanotti*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/gonzalo-zanotti-3525b854/>

<sup>410</sup>ÁMBITO FINANCIERO. *Diego Gonzalez*. [online]. [consulted: May 19 2025] Available in: <https://www.ambito.com/perfil/712170-diego-gonzalez>



1.1.1.5.1.1.1.4.7. Business Staff  
writer: Jorge Luis  
VELAZQUEZ<sup>411</sup>

1.1.1.5.1.1.1.5. Technology Staff writer:  
Joan LESTA<sup>412</sup>

1.1.1.5.1.1.1.6. Technology Staff writer:  
Matías SZMULEWIEZ<sup>413</sup>

## 1.2. Provincial Media

### 1.2.1. Mendoza

#### 1.2.1.1. Digital

##### 1.2.1.1.1. Diario UNO<sup>414</sup>

1.2.1.1.1.1. General Director: Juan QUIBAR

1.2.1.1.1.1.1. General Editor: Sara GONZÁLEZ

1.2.1.1.1.1.1.1. Editor: Natalia SOSA  
ABAGIANOS

1.2.1.1.1.1.1.2. Editor: Luciano  
BERTOLOTTI

1.2.1.1.1.1.1.2.1. Politics Staff writer:  
Paola ALE<sup>415</sup>

1.2.1.1.1.1.1.2.2. Politics Staff writer:  
Rosana VILLEGAS  
<sup>416</sup>

1.2.1.1.1.1.1.2.3. Economy Staff  
writer: Miguel Angel  
FLORES<sup>417</sup>

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<sup>411</sup>LINKEDIN. *Jorge Luis Velazquez*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/jorge-luis-vel%C3%A1zquez-7614aa27/>

<sup>412</sup>ÁMBITO FINANCIERO. *Joan Lesta*. [online]. [consulted 07 November 2025] Available in: <https://www.ambito.com/perfil/1004565-joan-lesta>

<sup>413</sup>ÁMBITO FINANCIERO. *Joan Lesta*. [online]. [consulted 07 November 2025] Available in: <https://www.ambito.com/perfil/1005271-matias-szmulewicz>

<sup>414</sup>UNO. *Staff profesional de Diario UNO*. [online] [consulted: 19 May 2025] Available in: [https://www.diariouno.com.ar/institucional/staff-profesional-11112019\\_S1JtfDsS](https://www.diariouno.com.ar/institucional/staff-profesional-11112019_S1JtfDsS)

<sup>415</sup>UNO. *Paola Alé*. [online] [consulted: 19 May 2025] Available in: <https://www.diariouno.com.ar/perfil/15-paola-ale>

<sup>416</sup>UNO. *Rosana Villegas*. [online] [consulted: 19 May 2025] Available in: <https://www.diariouno.com.ar/perfil/23-rosana-villegas>

<sup>417</sup>UNO. *Miguel Angel Flores*. [online] [consulted: 19 May 2025] Available in: <https://www.diariouno.com.ar/perfil/1578-miguel-angel-flores>



- 1.2.1.1.1.1.2.4. Economy Staff  
writer: Daniel  
CALIVARES<sup>418</sup>
- 1.2.1.1.1.1.2.5. Technology Staff  
writer: Walter  
VASQUEZ<sup>419</sup>
- 1.2.1.1.1.1.2.6. Technology Staff  
writer: Paula  
GARCIA.<sup>420</sup>

### 1.2.1.1.2. Los Andes

1.2.1.1.2.1. General Director: Pablo DELLAZOPPA<sup>421</sup>

1.2.1.1.2.1.1. General editor: Claudio  
BARROS<sup>422</sup>

1.2.1.1.2.1.1.1. Editor: Fernando G.  
TOLEDO<sup>423</sup>

1.2.1.1.2.1.1.2. Editor: Laura ANTÚN<sup>424</sup>

1.2.1.1.2.1.1.2.1. Politics Staff writer:  
Jorge YORI<sup>425</sup>

1.2.1.1.2.1.1.2.2. Politics Staff writer:  
Martin Fernandez  
RUSSO<sup>426</sup>

1.2.1.1.2.1.1.2.3. Economy Staff  
writer: Sandra  
CONTE<sup>427</sup>

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<sup>418</sup>UNO. *Daniel Calivares*. [online] [consulted: 19 May 2025] Available in: <https://www.diariouno.com.ar/perfil/87-daniel-calivares>

<sup>419</sup>UNO. *Walter Vasquez*. [online]. [consulted: 07 November 2025]. Available in: <https://www.diariouno.com.ar/perfil/1594-walter-vasquez>

<sup>420</sup>UNO. *Paula Gonzalez*. [online]. [consulted: 07 November 2025]. Available in: <https://www.diariouno.com.ar/perfil/1570-paula-garcia>

<sup>421</sup>LINKEDIN. *Pablo Dellazoppa*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/pablo-dellazoppa-18269b23/>

<sup>422</sup>LOS ANDES. *Claudio Barros*. [online] [consulted: 20 May 2025] Available in: <https://www.losandes.com.ar/perfil/88-claudio-barros>

<sup>423</sup>LINKEDIN. *Fernando G. Toledo*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/fernando-g-toledo-4165b551/>

<sup>424</sup>LINKEDIN. *Laura Antún*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/laura-ant%C3%BAa-a6a04534/>

<sup>425</sup>LOS ANDES. *Jorge Yori*. [online] [consulted: 20 May 2025] Available in: <https://www.losandes.com.ar/perfil/1026-jorge-yori>

<sup>426</sup>LOS ANDES. *Martin Fernandez Russo*. [online] [consulted: 20 May 2025] Available in: <https://www.losandes.com.ar/perfil/78-martin-fernandez-russo>

<sup>427</sup>LOS ANDES. *Sandra Conte*. [online] [consulted: 20 May 2025] Available in: <https://www.losandes.com.ar/perfil/906-sandra-conte>



- 1.2.1.1.2.1.1.2.4. Economy Staff  
writer: Diana  
CHIANI<sup>428</sup>
- 1.2.1.1.2.1.1.2.5. Rural Staff writer:  
Sandra CONTE<sup>429</sup>
- 1.2.1.1.2.1.1.2.6. World/International  
Staff writer: Agustín  
ZAMORA<sup>430</sup>
- 1.2.1.1.2.1.1.2.7. World/International  
Staff writer: Ramiro  
VIÑAS<sup>431</sup>
- 1.2.1.1.2.1.1.2.8. Agro-Industry Staff  
writer: Mariano  
VILLATORO<sup>432</sup>
- 1.2.1.1.2.1.1.2.9. Agro-Industry Staff  
writer: Gisel  
GUAJARDO<sup>433</sup>
- 1.2.1.1.2.1.1.2.10. Technology Staff  
writer: Maria Jesus  
ABRIL<sup>434</sup>
- 1.2.1.1.2.1.1.2.11. Technology Staff  
writer: Claudio  
BARROS<sup>435</sup>

### 1.2.1.1.3. Mdz Online

1.2.1.1.3.1. General director: Rubén RABANAL<sup>436</sup>

<sup>428</sup>LOS ANDES. *Diani Chiani*. [online] [consulted: 20 May 2025] Available in: <https://www.losandes.com.ar/perfil/63-diana-chiani>

<sup>429</sup>LOS ANDES. *Sandra Conte*. [online] [consulted: 20 May 2025] Available in: <https://www.linkedin.com/in/sandra-conte-793a6348/>

<sup>430</sup>LOS ANDES. *Agustin Zamora*. [online] [consulted: 20 May 2025] Available in: <https://www.losandes.com.ar/perfil/62-agustin-zamora>

<sup>431</sup>LOS ANDES. *Agustin Zamora*. [online] [consulted: 20 May 2025] Available in: <https://www.losandes.com.ar/perfil/62-agustin-zamora>

<sup>432</sup>LOS ANDES. *Mariano Villatoro*. [online] [consulted: 20 May 2025] Available in: <https://www.losandes.com.ar/perfil/1029-mariano-villatoro>

<sup>433</sup>LOS ANDES. *Gisel Guajardo*. [online] [consulted: 20 May 2025] Available in: <https://www.losandes.com.ar/perfil/963-gisel-guajardo>

<sup>434</sup>LOS ANDES. *Maria Jesus Abril*. [online]. [consulted: 07 November 2025]. Available in: <https://www.losandes.com.ar/perfil/1126-maria-jesus-abril>

<sup>435</sup>LOS ANDES. *Claudio Barros*. [online]. [consulted: 07 November 2025]. Available in: <https://www.losandes.com.ar/perfil/88-claudio-barros>

<sup>436</sup>LINKEDIN. *Ruben Rabanal*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/ruben-rabanal-843b578/?originalSubdomain=ar>



1.2.1.1.3.1.1. Subdirector periodístico - Jefe de redacción: Pablo ICARDI<sup>437</sup>

1.2.1.1.3.1.1.1. Editor: Andrea PELLICER<sup>438</sup>

1.2.1.1.3.1.1.2. Editor: Kevin MAROTO<sup>439</sup>

1.2.1.1.3.1.1.2.1. Politics Staff writer: Victoria URRUSPURU<sup>440</sup>

1.2.1.1.3.1.1.2.2. Politics Staff writer: Daniel KAPLANSKI<sup>441</sup>

1.2.1.1.3.1.1.2.3. Economics Staff writer: Sergio LANZAFAME<sup>442</sup>

1.2.1.1.3.1.1.2.4. Economics Staff writer: Carlos BOYADJIAN<sup>443</sup>

### 1.3. Municipal Media

#### 1.3.1. Digital

##### 1.3.1.1. Vicente López<sup>444</sup>

###### 1.3.1.1.1. Zona Norte Diario Online

1.3.1.1.1.1. General Director: Cristian Enrique SALLES<sup>445</sup>

1.3.1.1.1.1.1. Cronista: Sebastián VARGAS

###### 1.3.1.1.2. Vicente López Hoy

1.3.1.1.2.1. General Director: Ignacio BAUCHWITZ

<sup>437</sup>LINKEDIN. *Pablo Icardi*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/pablo-icardi-00558a48/?originalSubdomain=ar>

<sup>438</sup>LINKEDIN. *Andrea Pellicer*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/andrea-pellicer-3aa304a9/?originalSubdomain=ar>

<sup>439</sup>LINKEDIN. *Kevin Maroto*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/kevin-maroto-09972b11a/?originalSubdomain=ar>

<sup>440</sup>LINKEDIN. *Victoria Urruspuru*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/victoria-urruspuru-327b76247/?originalSubdomain=ar>

<sup>441</sup>LINKEDIN. *Daniel Kaplanski*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/dante-kaplanski-5611091ba/?originalSubdomain=ar>

<sup>442</sup>LINKEDIN. *Sergio Lanzafame*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/sergio-lanzafame/?originalSubdomain=ar>

<sup>443</sup>MDZ. *Carlos Boyadjan*. [online] [consulted: 20 May 2025] Available in: <https://www.mdzol.com/autor/carlos-boyadjan.html>

<sup>444</sup> No specific journalists or staff writers are listed for this section due to the lack of publicly available or verifiable sources at the time of research.

<sup>445</sup>ZONA NORTE DIARIO ONLINE. *Sobre nosotros*. [online] [consulted: 20 May 2025] Available in: <https://www.zonanortediario.com.ar/sobre-nosotros/>



## 2. France

### 2.1. National Media

#### 2.1.1. Digital

##### 2.1.1.1. Le Nouvel Obs<sup>446</sup>

2.1.1.1.1. Editorial Director: Cécile PREUR

2.1.1.1.2. Director of Publication: Sandro MARTIN

##### 2.1.1.1.2.1. Politics Section

2.1.1.1.2.1.1. Staff Writer: Pauline BLUTEAU<sup>447</sup>

2.1.1.1.2.1.2. Staff Writer: Céline LUSSATO<sup>448</sup>

##### 2.1.1.1.2.2. International Section

2.1.1.1.2.2.1. Staff Writer: Camille Vigogne LE COAT<sup>449</sup>

##### 2.1.1.1.2.3. Economy Section

2.1.1.1.2.3.1. Leader: Morgane BERTRAND<sup>450</sup>

2.1.1.1.2.3.2. Leader: Boris MAMENTI<sup>451</sup>

2.1.1.1.2.3.3. Staff Writer: Agath RANC<sup>452</sup>

##### 2.1.1.1.2.4. World Section

2.1.1.1.2.4.1. Staff Writer: Mahaut LANDAZ<sup>453</sup>

##### 2.1.1.2. Libération<sup>454</sup>

2.1.1.2.1. Director of Publication: Don AVON

2.1.1.2.2. Editorial Director: Don AVON

2.1.1.2.3. Editors in Chief

2.1.1.2.4. Deputy Editor: Paul QUINIO

2.1.1.2.5. Deputy Editors in Chief

2.1.1.2.5.1. France Section: Lilian ALEMAGNA

2.1.1.2.5.1.1. Staff Writer: Damien DOLE<sup>455</sup>

2.1.1.2.5.1.2. Staff Writer: Victor BOITEAU<sup>456</sup>

2.1.1.2.5.2. World Section: Sonia

DELESALLE-STOLPER

2.1.1.2.5.3. Lifestyle Section: Quentin GIRARD

<sup>446</sup>LE NOUVEL OBS. Nous Contacter. [online]. [consulted 20 May 2025] Available in: <https://www.nouvelobs.com/contact>

<sup>447</sup>LINKEDIN. *Pauline Bluteau* [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/pauline-bluteau/>

<sup>448</sup>LINKEDIN. *Celine Lussato*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/celinelussato/>

<sup>449</sup>LINKEDIN. *Camille Vigogne*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/camille-vigogne-le-coat-1387b551/>

<sup>450</sup>LINKEDIN. *Morgane Bertrand*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/morgane-bertrand-83555a4b/>

<sup>451</sup>LINKEDIN. *Boris Maneti*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/borismaneti/>

<sup>452</sup>LINKEDIN. *Agathe Ranc*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/agatheranc/>

<sup>453</sup>LINKEDIN. *Mahaut Landaz*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/mahaut-landaz-a0695317/>

<sup>454</sup>LIBERATION. *Legal Notices* [online] [consulted: 21 May 2025] Available in: <https://www.liberation.fr/mentions-legales/>

<sup>455</sup>LINKEDIN. *Darmien Dole*. [online]. [consulted 19 May 2025] Available in: <https://fr.linkedin.com/in/damien-dole-a547b181>

<sup>456</sup>LINKEDIN. *Victor Boiteau*. [online]. [consulted 19 May 2025] Available in: <https://www.liberation.fr/auteur/victor-boiteau/>



- 2.1.1.2.5.4. Current Affairs: Camélia PAUGAM
- 2.1.1.2.5.5. Culture Section Didier PERÓN<sup>457</sup>

### 2.1.1.3. Les Echos<sup>458</sup>

- 2.1.1.3.1. Executive Director: Didier QUILLOT
  - 2.1.1.3.1.1.1. Director Assistant: Alain LEMARCHAND
  - 2.1.1.3.1.1.2. Director Assistant: Olivier CHAPUIS
- 2.1.1.3.1.2. Deputy Director: Frédérique BREDIN
- 2.1.1.3.1.3. Chief Editorial: Christian DE VILLENEUVE
  - 2.1.1.3.1.3.1. Politics Section
    - 2.1.1.3.1.3.1.1. Staff Writer: Marie BELLAN<sup>459</sup>
    - 2.1.1.3.1.3.1.2. Staff Writer: Anne FEITZ<sup>460</sup>
  - 2.1.1.3.1.3.2. Economics Section
    - 2.1.1.3.1.3.2.1. Staff Writer: Charles PLANTADE<sup>461</sup>
    - 2.1.1.3.1.3.2.2. Staff Writer: Sebastien DUMOULIN<sup>462</sup>
  - 2.1.1.3.1.3.3. World Section
    - 2.1.1.3.1.3.3.1. Staff Writer: William of CALIGNON<sup>463</sup>
    - 2.1.1.3.1.3.3.2. Staff Writer: Fabienne SCHMITT<sup>464</sup>
  - 2.1.1.3.1.3.4. Companies Section
    - 2.1.1.3.1.3.4.1. Staff Writer: Sharon WAJSBROT<sup>465</sup>
    - 2.1.1.3.1.3.4.2. Staff Writer: Yves VILAGINES<sup>466</sup>
  - 2.1.1.3.1.3.5. Finance-Markets Section

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<sup>457</sup> Some positions do not include a specific name due to the lack of publicly available or verifiable sources at the time of this analysis.

<sup>458</sup> LES ECHOS *Organizational Chart* [online] [consulted: 21 May 2025] Available in: <https://www.lesechos.fr/2006/12/organigramme-588815>

<sup>459</sup> LES ECHOS *Marie Bellan* [online] [consulted: 21 May 2025] Available in: <https://www.lesechos.fr/@marie-bellan>

<sup>460</sup> LES ECHOS *Anne Feitz* [online] [consulted: 21 May 2025] Available in: <https://www.lesechos.fr/@anne-feitz>

<sup>461</sup> LES ECHOS *Charles Plantade* [online] [consulted: 21 May 2025] Available in: <https://www.lesechos.fr/@charles-plantade>

<sup>462</sup> LES ECHOS *Sebastien Dumoulin* [online] [consulted: 21 May 2025] Available in: <https://www.lesechos.fr/@sebastien-dumoulin>

<sup>463</sup> LES ECHOS *Guillaume De Calignon* [online] [consulted: 21 May 2025] Available in: <https://www.lesechos.fr/@guillaume-de-calignon>

<sup>464</sup> LES ECHOS *Fabienne Schmitt* [online] [consulted: 21 May 2025] Available in: <https://www.lesechos.fr/@fabienne-schmitt>

<sup>465</sup> LES ECHOS *Sharon Wajsbrot* [online] [consulted: 21 May 2025] Available in: <https://www.lesechos.fr/@sharon-wajsbrot>

<sup>466</sup> LES ECHOS *Yves Vilagines* [online] [consulted: 21 May 2025] Available in: <https://www.lesechos.fr/@yves-vilagines>



- 2.1.1.3.1.3.5.1. Staff Writer: Samir TOUZANI<sup>467</sup>
- 2.1.1.3.1.3.5.2. Staff Writer: Tifenn CLINKEMAILLIE<sup>468</sup>

#### 2.1.1.4. Le Monde<sup>469</sup>

2.1.1.4.1. Chairman of the Board of Directors & Director of Publications: Louis DREYFUS

2.1.1.4.1.1. Executive Director & Deputy Director of Publications: Jérôme FENOGLIO

2.1.1.4.1.2. Editorial Director: Caroline MONNOT

2.1.1.4.1.3. Editorial Director: Sylvie KAUFFMANN

2.1.1.4.1.3.1. Editorial Secretary: Sébastien CARGANICO

2.1.1.4.1.3.1.1. Deputy Editor: Grégoire ALLIX

2.1.1.4.1.3.1.2. Deputy Editor: Philippe BROUSSARD

##### 2.1.1.4.1.3.1.2.1. International Section<sup>470</sup>

2.1.1.4.1.3.1.2.2. Staff Writer: Jean PISANI-FERRY<sup>471</sup>

2.1.1.4.1.3.1.2.3. Staff Writer: Corine LESNES<sup>472</sup>

##### 2.1.1.4.1.3.1.2.4. Politics Section

2.1.1.4.1.3.1.2.5. Staff Writer: Nicolas SCHEFFER<sup>473</sup>

2.1.1.4.1.3.1.2.6. Staff Writer: Thibaud MÉTAIS<sup>474</sup>

##### 2.1.1.4.1.3.1.2.7. Economy Section

2.1.1.4.1.3.1.2.8. Staff Writer: Virginie MALINGRE<sup>475</sup>

<sup>467</sup>LES ECHOS *Samir Touzani* [online] [consulted: 21 May 2025] Available in: <https://www.lesechos.fr/@samir-touzani>

<sup>468</sup>LES ECHOS *Tifenn Clinkmaillie* [online] [consulted: 21 May 2025] Available in: <https://www.lesechos.fr/@tifenn-clinkmaillie>

<sup>469</sup>LE MONDE *The Monde Team* [online] [consulted: 21 May 2025] Available in: [https://www.lemonde.fr/qui\\_sommes\\_nous/](https://www.lemonde.fr/qui_sommes_nous/)

<sup>470</sup> Some positions do not include a specific name due to the lack of publicly available or verifiable sources at the time of this analysis.

<sup>471</sup>LE MONDE *Jean Pisani Ferry* [online] [consulted: 21 May 2025] Available in: [Jean Pisani-Ferry - Contributions dans Le Monde](#)

<sup>472</sup>LE MONDE *Corine Lesnes* [online] [consulted: 21 May 2025] Available in: [Corine Lesnes - Contributions dans Le Monde](#)

<sup>473</sup>LE MONDE *Nicolas Scheffer* [online] [consulted: 21 May 2025] Available in: [Nicolas Scheffer - Contributions in Le Monde](#)

<sup>474</sup>LE MONDE *Thibaud Métais* [online] [consulted: 21 May 2025] Available in: [Thibaud Métais - Contributions in Le Monde](#)

<sup>475</sup>LE MONDE *Virginie Malingre* [online] [consulted: 21 May 2025] Available in: [Virginie Malingre - Contributions in Le Monde](#)



- 2.1.1.4.1.3.1.2.9. Staff Writer: Eric ALBERT<sup>476</sup>
- 2.1.1.4.1.3.1.2.10. Health Section**
- 2.1.1.4.1.3.1.2.11. Staff Writer: Mathilde GÉRARD<sup>477</sup>
- 2.1.1.4.1.3.1.2.12. Staff Writer: Marion BOTHOREL<sup>478</sup>

### 3. Japan

#### 3.1. National Media

##### 3.1.1. Digital

##### 3.1.1.1. Yomiuri Shimbun (“The Japan News”)<sup>479</sup>

3.1.1.1.1. Representative Director- President: Toshikazu YAMAGUCHI

3.1.1.1.1.1. Director- Vice President: Akitoshi MURAOKA

3.1.1.1.1.1.1. Director (Osaka): Takayuki TANAKA

3.1.1.1.1.1.2. Editor-in-Chief: Tsuneo WATANABE

3.1.1.1.1.1.2.1. Managing-Editor: Taka SADAHIRO<sup>480</sup>

3.1.1.1.1.1.2.1.1. Economy Staff Writer: Yasuhiro KOBAYASHI<sup>481</sup>

3.1.1.1.1.1.2.1.2. Economy Staff Writer: Hiroyuki TANAKA

3.1.1.1.1.1.2.1.3. Politics Staff Writer: Kazuhiko HORI<sup>482</sup>

<sup>476</sup>LE MONDE *Eric Albert* [online] [consulted: 21 May 2025] Available in: [Eric Albert - Contributions in Le Monde](#)

<sup>477</sup>LE MONDE *Mathilde Gerard* [online] [consulted: 21 May 2025] Available in: [Mathilde Gérard - Contributions dans Le Monde](#)

<sup>478</sup>LE MONDE *Marion Bothorel* [online] [consulted: 21 May 2025] Available in: [Marion Bothorel - Contributions dans Le Monde](#)

<sup>479</sup>YOMIURI SHIMBUN. *Executives*. [online]. [consulted: 23 May 2025] Available in: <https://info.yomiuri.co.jp/english/group/executives.html>

<sup>480</sup>LINKEDIN. *Auzinea Bacon*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/taka-sadahiro-183b5615/>

<sup>481</sup>YOMIURI SHIMBUN. *Trump supports Nippon Steel's acquisition of U.S. Steel, saying it will bring \$14 billion to the U.S. economy; intends to attend rally*. [online]. [consulted: 23 May 2025] Available in: <https://www.yomiuri.co.jp/economy/20250524-OYT1T50046/>

<sup>482</sup>YOMIURI SHIMBUN. *Prime Minister Ishiba is forced to replace the Agriculture Minister, and his influence is inevitably declining... Opposition parties harden their stance in response to Eto's*



- 3.1.1.1.1.2.1.4. Politics Staff Writer:  
Kanae ARAKI<sup>483</sup>
- 3.1.1.1.1.2.1.5. International Staff  
Writer: Sayaka  
INOZUKA<sup>484</sup>
- 3.1.1.1.1.2.1.6. International Staff  
Writer: Hitoshi  
KAWABATA
- 3.1.1.1.1.2.1.7. Health Staff Writer:  
Keiichi NAKANE
- 3.1.1.1.1.2.1.8. Health Staff Writer:  
Takahiro  
FUCHIGAMI

### 3.1.1.2. Asahi Shimbun<sup>485</sup>

- 3.1.1.2.1. Chief Group Management Officer: Shiro  
NAKAMURA
- 3.1.1.2.1.1. Representative Director- President: Katsu  
TSUNODA
- 3.1.1.2.1.1.1. Managing Director: Jun OKAMOTO
- 3.1.1.2.1.1.1.1. Editor-in-Chief: Daichi  
ITO<sup>486</sup>
- 3.1.1.2.1.1.1.1.1. Politics Staff Writer:  
Shinya  
TOKUSHIMA<sup>487</sup>

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explanation. [online]. [consulted: 23 May 2025] Available in:  
<https://www.yomiuri.co.jp/politics/20250520-OYT1T50176/>

<sup>483</sup> YOMIURI SHIMBUN. *Prime Minister Ishiba is forced to replace the Agriculture Minister, and his influence is inevitably declining... Opposition parties harden their stance in response to Eto's explanation.* [online]. [consulted: 23 May 2025] Available in:  
<https://www.yomiuri.co.jp/politics/20250520-OYT1T50176/>

<sup>484</sup> YOMIURI SHIMBUN. *Harvard University has 260 Japanese students enrolled, but international students say their efforts are wasted and they will lose their U.S. residency status if they don't transfer.* [online]. [consulted: 23 May 2025] Available in:  
<https://www.yomiuri.co.jp/national/20250524-OYT1T50016/>

<sup>485</sup> ASAHI SHIMBUN. *Corporate Profile.* [online]. [consulted: 23 May 2025] Available in:  
<https://www.asahi.com/corporate/english/11051833>

<sup>486</sup> Extracted from: [https://www.linkedin.com/in/daichiito/?locale=en\\_US](https://www.linkedin.com/in/daichiito/?locale=en_US)

<sup>487</sup> ASAHI SHIMBUN. *Minister to sell rice stockpiles at lower price, drop bidding system.* [online]. [consulted: 23 May 2025] Available in: <https://www.asahi.com/ajw/articles/15784413>



- 3.1.1.2.1.1.1.1.2. Politics Staff Writer:  
Kohei MORIOKA<sup>488</sup>
- 3.1.1.2.1.1.1.1.3. Business Staff  
Writer: Sho ITO<sup>489</sup>
- 3.1.1.2.1.1.1.1.4. Business Staff  
Writer: Takehiro  
TOMODA<sup>490</sup>
- 3.1.1.2.1.1.1.1.5. World/International  
Staff Writer: Daisuke  
IGARASHI<sup>491</sup>

### 3.1.1.3. Nikkei Shimbun<sup>492</sup>

- 3.1.1.3.1. Representative Director- President: Tsuyoshi  
HASEBE
- 3.1.1.3.1.1. Executive Vice-President: Hiroyuki  
WATANABE
- 3.1.1.3.1.1.1. Senior Managing Director: Daisuke  
ARAKAWA
- 3.1.1.3.1.1.1.1. Editor-in-Chief: Hiroshi  
YAMAZAKI
- 3.1.1.3.1.1.1.1.1. Staff Writer: Yukako  
ONO<sup>493</sup>
- 3.1.1.3.1.1.1.1.2. Staff Writer: Shotaro  
TANI<sup>494</sup>

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<sup>488</sup>ASAHI SHIMBUN. *Sources: Ishiba seeks agreement with Trump on tariffs in July*. [online]. [consulted: 23 May 2025] Available in: <https://www.asahi.com/ajw/articles/15757016>

<sup>489</sup>ASAHI SHIMBUN. *Lawson to sell frozen onigiri nationwide amid high rice prices*. [online]. [consulted: 23 May 2025] Available in: <https://www.asahi.com/ajw/articles/15757688>

<sup>490</sup>ASAHI SHIMBUN. *Japan's defense buildup rockets up contractors' bottom line*. [online]. [consulted: 23 May 2025] Available in: <https://www.asahi.com/ajw/articles/15757454>

<sup>491</sup>ASAHI SHIMBUN. *Ex-internee tells of Utah white farm owner who helped his family*. [online]. [consulted: 23 May 2025] Available in: <https://www.asahi.com/ajw/articles/15658839>

<sup>492</sup>NIKKEI SHIMBUN. *Members of the board*. [online]. [consulted: 23 May 2025] Available in: <https://www.nikkei.co.jp/nikkeiinfo/en/corporate/executive/>

<sup>493</sup>LINKEDIN. *Yukako Ono*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/yukako-ono-593505176/?originalSubdomain=jp>

<sup>494</sup>LINKEDIN. *Shotaro Tani*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/shotaro-tani-2710b9107/>



- 3.1.1.3.1.1.1.1.3. U.S-Asia Relations Staff Writer: Ken MORIYASU<sup>495</sup>
- 3.1.1.3.1.1.1.1.4. Foreign Affairs Staff Writer: Hiroyuki AKITA<sup>496</sup>
- 3.1.1.3.1.1.1.1.5. Financial and Market News Staff Writer: Yasuha MINAMI<sup>497</sup>
- 3.1.1.3.1.1.1.1.6. Finance-Silicon Valley Staff Writer: Ryo YAMADA<sup>498</sup>
- 3.1.1.3.1.1.1.1.7. Staff Writer: Mayumi KUZE<sup>499</sup>

#### 3.1.1.4. The Japan Times<sup>500</sup>

- 3.1.1.4.1. Chairperson and Publisher: Minako SUEMATSU
  - 3.1.1.4.1.1. Director of Sales: Yusuke NUMATA
    - 3.1.1.4.1.1.1. Editor-in-Chief: Takashi YOKOTA<sup>501</sup>
      - 3.1.1.4.1.1.1.1. Japan/Politics Staff Writer: Gabrielle NINIVAGGI<sup>502</sup>

<sup>495</sup>LINKEDIN. *Ken Moriyasu*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/ken-moriyasu-nikkei47/>

<sup>496</sup>LINKEDIN. *Hiroyuki Akita*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/hiroyuki-akita-5b963126/>

<sup>497</sup>LINKEDIN. *YASUHA Minami*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/yasuha-minami-95313b1b9/>

<sup>498</sup>LINKEDIN. *Ryo Yamada*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/ryo-yamada-281160184/>

<sup>499</sup>LINKEDIN. *Mayumi Kuze*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/mayumi-kuze-a960a7251/>

<sup>500</sup>THE JAPAN TIMES. *Company outlines*. [online]. [consulted: 23 May 2025] Available in: <https://www.japantimes.co.jp/about-us/>

<sup>501</sup>LINKEDIN. *Takashi Yokota*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/takashi-yokota-a65632/>

<sup>502</sup>THE JAPAN TIMES. *Shinjiro Koizumi takes farm ministry reins after predecessor's rice gaffe*. [online]. [consulted: 23 May 2025] Available in: <https://www.japantimes.co.jp/news/2025/05/21/japan/politics/ishiba-dismiss-agriculture-minister-taku-eto/>



- 3.1.1.4.1.1.1.2. Japan/Politics Staff Writer:  
Eric JOHNSTON<sup>503</sup>
- 3.1.1.4.1.1.1.3. World Staff Writer  
(Reuters): James  
MACKENZIE<sup>504</sup>
- 3.1.1.4.1.1.1.4. World Staff Writer  
(Reuters): May ANGEL<sup>505</sup>
- 3.1.1.4.1.1.1.5. Economy Staff Writer:  
Francis TANG<sup>506</sup>
- 3.1.1.4.1.1.1.6. Economy Staff Writer:  
Yoshiaki NOHARA<sup>507</sup>
- 3.1.1.4.1.1.1.7. Business/Companies Staff  
Writer: Yukana INOUE<sup>508</sup>
- 3.1.1.4.1.1.1.8. Business/Companies Staff  
Writer: Kazuaki NAGATA<sup>509</sup>
- 3.1.1.4.1.1.1.9. Lifestyle Staff Writer: Alex  
K.T. MARTIN<sup>510</sup>
- 3.1.1.4.1.1.1.10. Lifestyle Staff Writer:  
Weiwen LIN<sup>511</sup>

### 3.1.1.5. Sankei Shimbun<sup>512</sup>

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<sup>503</sup>THE JAPAN TIMES. *Three Upper House candidates are creating headaches for DPP*. [online]. [consulted: 23 May 2025] Available in: <https://www.japantimes.co.jp/news/2025/05/23/japan/politics/dpp-issues/>

<sup>504</sup> The World-International section is covered by journalists from the Reuters Agency

<sup>505</sup> The World-International section is covered by journalists from the Reuters Agency

<sup>506</sup>THE JAPAN TIMES. *Trump announces Nippon Steel-U.S. Steel 'partnership' deal*. [online]. [consulted: 23 May 2025] Available in: <https://www.japantimes.co.jp/business/2025/05/24/companies/trump-us-steel-nippon-steel-partnership/>

<sup>507</sup>THE JAPAN TIMES. *Japan's exports slow as U.S. tariffs bite, risking a recession*. [online]. [consulted: 23 May 2025] Available in: <https://www.japantimes.co.jp/business/2025/05/21/economy/japan-april-export-growth-slows/>

<sup>508</sup>THE JAPAN TIMES. *SusHi Tech Tokyo 2025 expands to become one of Asia's largest startup events*. [online]. [consulted: 23 May 2025] Available in: <https://www.japantimes.co.jp/business/2025/05/08/tech/sushi-tech-startups-tokyo/>

<sup>509</sup>THE JAPAN TIMES. *Nissan's troubles might go all the way back to Ghosn*. [online]. [consulted: 23 May 2025] Available in: <https://www.japantimes.co.jp/business/2025/05/20/companies/nissan-struggle/>

<sup>510</sup>THE JAPAN TIMES. *Why Japan is running out of rice — and farmers to grow it*. [online]. [consulted: 23 May 2025] Available in: <https://www.japantimes.co.jp/life/2025/04/07/food-drink/rice-shortage-japan-reserves/>

<sup>511</sup>THE JAPAN TIMES. *The world's biggest natural wine festival returns to Tokyo*. [online]. [consulted: 23 May 2025] Available in: <https://www.japantimes.co.jp/life/2025/05/09/food-drink/natural-wine-festival-raw-wine/>

<sup>512</sup>SANKEI SHIMBUN. *Board Members*. [online]. [consulted: 23 May 2025] Available in: <https://www.sankei.jp/company/executive>



3.1.1.5.1. Representative Director- President: Tetsuji  
KONDO

3.1.1.5.1.1. Managing Director: Mitsuaki KANNO

3.1.1.5.1.2. Managing Director: Yuichi SUZUKI

3.1.1.5.1.2.1. Editor-in-Chief: Minoru  
KAGEYAMA<sup>513</sup>

3.1.1.5.1.2.1.1. Politics Staff Writer:  
Shiobara ETERNAL<sup>514</sup>

3.1.1.5.1.2.1.2. Politics Staff Writer: Hiromi  
AOYAMA<sup>515</sup>

3.1.1.5.1.2.1.3. International Staff Writer:  
Eiji HOMMA<sup>516</sup>

3.1.1.5.1.2.1.4. International Staff Writer:  
Kiyoshi OUCHI<sup>517</sup>

3.1.1.5.1.2.1.5. Economy Staff Writer: Shoki  
NAKAMURA<sup>518</sup>

3.1.1.5.1.2.1.6. Economy Staff Writer:  
Kazuyuki SAKAMOTO<sup>519</sup>

3.1.1.5.1.2.1.7. Lifestyle Staff Writer: Taku  
OHTANI<sup>520</sup>

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<sup>513</sup>LINKEDIN. *Minoru Kageyama*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/minoru-kageyama-191060a5/?originalSubdomain=jp>

<sup>514</sup>SANKEI SHIMBUN. *Japan-U.S. negotiations: Agreement expected in June "desirable"; Akazawa: "hopeful for U.S. understanding" for tariff review*. [online]. [consulted: 24 May 2025] Available in: <https://www.sankei.com/article/20250524-FGXVYRUSAFOE7FFE27FCVXWRVU/>

<sup>515</sup>SANKEI SHIMBUN. *Cruise ship calls at Shimizu Port surge, with one every three days; Mount Fuji is popular, but attracting wealthy tourists to the city is a challenge*. [online]. [consulted: 24 May 2025] Available in: <https://www.sankei.com/article/20250524-QYPZRINM4FOIVFE5XDUUPPZPLQ/>

<sup>516</sup>SANKEI SHIMBUN. *US District Court Blocks Harvard University's "Study Abroad Ban"; Trump Says "We Don't Want People Who Cause Trouble"*. [online]. [consulted: 24 May 2025] Available in: <https://www.sankei.com/article/20250524-5YHFS2UVLZMXJDJSHT774CRNA/>

<sup>517</sup>SANKEI SHIMBUN. *Trump administration supports Syria's reconstruction: Lifting sanctions on finance, oil sectors "first step"*. [online]. [consulted: 24 May 2025] Available in: <https://www.sankei.com/article/20250524-YLAPX2Z2Q5PVNJEDRA26XA2ZN4/>

<sup>518</sup>SANKEI SHIMBUN. *Will stockpiled rice be distributed through "Koizumi-style" discretionary contracts? Concerns over delivery routes to stores, rice polishing, and storage*. [online]. [consulted: 24 May 2025] Available in: <https://www.sankei.com/article/20250523-P6K7EQOSM5NLDDI57K5335BRFU/>

<sup>519</sup>SANKEI SHIMBUN. *President Trump: Nippon Steel and US Steel partnership "the largest investment in history" with 2 trillion yen economic impact*. [online]. [consulted: 24 May 2025] Available in: <https://www.sankei.com/article/20250524-VMDKFIUNRVOVVBB5YEPTYXO5MU/>

<sup>520</sup>SANKEI SHIMBUN. *Enjoy the sounds and learn the role of oil. A cooking experience through seeing and touching. Nisshin Oillio Yokohama Isogo Plant*. [online]. [consulted: 24 May 2025] Available in: <https://www.sankei.com/article/20250524-AJJMYRDRZPGBASEJMGS2C3QZ4/>



3.1.1.5.1.2.1.8. Lifestyle Staff Writer:  
Shuuta MIYAZAKI<sup>521</sup>

## 4. USA

### 4.1. National Media

#### 4.1.1. Digital

##### 4.1.1.1. New York Times<sup>522</sup>

4.1.1.1.1. Executive Director: Meredith COPIT LEVIEN

4.1.1.1.2. Chairman & Publisher: AG SULZBERGER

4.1.1.1.2.1. Executive Editor: Joseph KAHN

4.1.1.1.2.1.1. Managing Editor: Marc LACEY

4.1.1.1.2.1.2. Managing Editor: Carolyn RYAN

4.1.1.1.2.1.2.1. Deputy Managing Editor:  
Sam DOLNICK

4.1.1.1.2.1.2.2. Deputy Managing Editor:  
Monica DRAKE

4.1.1.1.2.1.2.3. Deputy Managing Editor:  
Steve DUENES

4.1.1.1.2.1.3. Opinion Editor: Kathleen  
KINGSBURY

4.1.1.1.2.1.3.1. Deputy Opinion Editor:  
Patrick HEALY

4.1.1.1.2.1.4. U.S. Section

4.1.1.1.2.1.4.1. Politics

4.1.1.1.2.1.4.2. Staff Writer: Tony ROMM<sup>523</sup>

4.1.1.1.2.1.4.3. Staff Writer: Jess  
BIDGOOD<sup>524</sup>

4.1.1.1.2.1.4.4. Health

4.1.1.1.2.1.4.5. Staff Writer: Andrew  
JACOBS<sup>525</sup>

4.1.1.1.2.1.4.6. Staff Writer: Roni Caryn  
RABIN<sup>526</sup>

4.1.1.1.2.1.4.7. Business

4.1.1.1.2.1.4.8. Staff Writer: Tony ROMM<sup>527</sup>

<sup>521</sup>SANKEI SHIMBUN. *Rice prices to be "polarized"... It will take time for government policies to take effect, says Professor Tomita Insunori of the Faculty of Human Sciences at Kobe Shoin University.* [online]. [consulted: 24 May 2025] Available in: <https://www.sankei.com/article/20250523-2YTQYJ2PYFIRRFTRU6HJXBFPQ/>

<sup>522</sup>THE NEW YORK TIMES. *Masthead.* [online] [consulted: 20 May 2025] Available in: <https://www.nytimes.com/interactive/2023/admin/the-new-york-times-masthead.html>

<sup>523</sup>THE NEW YORK TIMES. *Tony Romm.* [online] [consulted: 20 May 2025] Available in: <https://www.nytimes.com/by/tony-romm>

<sup>524</sup>THE NEW YORK TIMES. *Jess Bidgood.* [online] [consulted: 20 May 2025] Available in: <https://www.nytimes.com/by/jess-bidgood>

<sup>525</sup>THE NEW YORK TIMES. *Andrew Jacobs.* [online] [consulted: 20 May 2025] Available in: <https://www.nytimes.com/by/andrew-jacobs>

<sup>526</sup>THE NEW YORK TIMES. *Roni Caryn Rabin.* [online] [consulted: 20 May 2025] Available in: <https://www.nytimes.com/by/roni-caryn-rabin>

<sup>527</sup>THE NEW YORK TIMES. *Tony Romm.* [online] [consulted: 20 May 2025] Available in: <https://www.nytimes.com/by/tony-romm>



4.1.1.1.2.1.4.9. Staff Writer: Ana SWANSON<sup>528</sup>

4.1.1.1.2.1.5. World Section

4.1.1.1.2.1.5.1. Staff Writer: Jonathan WOLFE<sup>529</sup>

4.1.1.1.2.1.5.2. Staff Writer: Amanda TAUB<sup>530</sup>

#### 4.1.1.2. Washington Post<sup>531</sup>

4.1.1.2.1. Executive Director: William LEWIS

4.1.1.2.2. Executive Editor: Matt MURRAY

4.1.1.2.2.1. Managing Editor: Liz SEYMUR

4.1.1.2.2.2. Managing Editor: Peter SPIEGEL

4.1.1.2.2.3. Managing Editor: Scott VANCE

4.1.1.2.2.3.1. Deputy Managing Editor: Ann GERHART

4.1.1.2.2.3.2. Deputy Managing Editor: Monica NORTON

4.1.1.2.2.3.3. Deputy Managing Editor: Mark W. SMITH

4.1.1.2.2.3.4. Deputy Managing Editor: Craig TIMBERG

4.1.1.2.2.3.5. Deputy Opinion Editor: Mary Duenwald

4.1.1.2.2.3.6. Deputy Opinion Editor: Michael LARABEE

4.1.1.2.2.3.7. Deputy Opinion Editor: Stephen STROMBERG

4.1.1.2.2.3.7.1. Politics Section

4.1.1.2.2.3.7.1.1. Staff Writer: Aaron BLAKE<sup>532</sup>

4.1.1.2.2.3.7.1.2. Staff Writer: David J. LYNCH<sup>533</sup>

4.1.1.2.2.3.7.2. Well+Being Section

4.1.1.2.2.3.7.2.1. Staff Writer: Anahad O'CONNOR<sup>534</sup>

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<sup>528</sup>THE NEW YORK TIMES. *Ana Swanson*. [online] [consulted: 20 May 2025] Available in: <https://www.nytimes.com/by/ana-swanson>

<sup>529</sup>THE NEW YORK TIMES. *Jonathan Wolfe*. [online] [consulted: 20 May 2025] Available in: <https://www.nytimes.com/by/jonathan-wolfe>

<sup>530</sup>THE NEW YORK TIMES. *Amanda Taub*. [online] [consulted: 20 May 2025] Available in: <https://www.nytimes.com/by/amanda-taub>

<sup>531</sup>THE WASHINGTON POST. *Leadership*. [online] [consulted: 21 May 2025] Available in: <https://helpcenter.washingtonpost.com/hc/en-us/articles/22799961818523-Leadership-of-The-Washington-Post>

<sup>532</sup>THE WASHINGTON POST. *Aaron Blake*. [online] [consulted: 21 May 2025] Available in: <https://www.washingtonpost.com/people/aaron-blake/>

<sup>533</sup>THE WASHINGTON POST. *David J. Lynch*. [online] [consulted: 21 May 2025] Available in: <https://www.washingtonpost.com/people/david-j-lynch/>

<sup>534</sup>THE WASHINGTON POST. *Anahad Oconnor*. [online] [consulted: 21 May 2025] Available in: <https://www.washingtonpost.com/people/anahad-oconnor/>



- 4.1.1.2.2.3.7.2.2. Staff Writer: Teddy AMENABAR<sup>535</sup>
- 4.1.1.2.2.3.7.3. Business Section
  - 4.1.1.2.2.3.7.3.1. Staff Writer: Federica COCCO<sup>536</sup>
  - 4.1.1.2.2.3.7.3.2. Staff Writer: Andrew ACKERMAN<sup>537</sup>
  - 4.1.1.2.2.3.7.4. World Section
    - 4.1.1.2.2.3.7.4.1. Staff Writer: Karen DeYOUNG<sup>538</sup>
    - 4.1.1.2.2.3.7.4.2. Staff Writer: Victoria BISSET<sup>539</sup>
- 4.1.1.3. Wall Street Journal<sup>540</sup>**
  - 4.1.1.3.1. Chairman, News Corp.: Rupert MURDOCH
  - 4.1.1.3.2. Chief Executive Officer, News Corp.: Robert THOMSON
  - 4.1.1.3.3. Executive Director & Publisher: Almar LATOUR
    - 4.1.1.3.3.1. Executive Editor: Emma TUCKER
      - 4.1.1.3.3.1.1. Managing Editor: Liz HARRIS
      - 4.1.1.3.3.1.2. Deputy Editor in Chief: Charles FORELLE
        - 4.1.1.3.3.1.2.1. Senior Editor: Elena CHERNEY
          - 4.1.1.3.3.1.2.1.1. Executive Editor: David CROW
      - 4.1.1.3.3.1.3. Digital: Taneth EVANS
      - 4.1.1.3.3.1.4. Leader of Business, Finance & Economics Segment: Marie BEAUDETTE
        - 4.1.1.3.3.1.4.1.1. Staff Writer: Rolfe WINKLER<sup>541</sup>
        - 4.1.1.3.3.1.4.1.2. Staff Writer: Emily GLAZER<sup>542</sup>

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<sup>535</sup>THE WASHINGTON POST. *Teddy Amenabar*. [online] [consulted: 21 May 2025] Available in: <https://www.washingtonpost.com/people/teddy-amenabar/>

<sup>536</sup>THE WASHINGTON POST. *Federica Cocco*. [online] [consulted: 21 May 2025] Available in: <https://www.washingtonpost.com/people/federica-cocco/>

<sup>537</sup>THE WASHINGTON POST. *Andrew Ackerman*. [online] [consulted: 21 May 2025] Available in: <https://www.washingtonpost.com/people/andrew-ackerman/>

<sup>538</sup>THE WASHINGTON POST. *Karen Deyoung*. [online] [consulted: 21 May 2025] Available in: <https://www.washingtonpost.com/people/karen-deyoung/>

<sup>539</sup>THE WASHINGTON POST. *Victoria Bisset*. [online] [consulted: 21 May 2025] Available in: <https://www.washingtonpost.com/people/victoria-bisset/>

<sup>540</sup>THE WALL STREET JOURNAL. *Our Team*. [online] [consulted: 21 May 2025] Available in: <https://www.wsj.com/about-us>

<sup>541</sup>THE WALL STREET JOURNAL. *Rolfe Winkler*. [online] [consulted: 21 May 2025] Available in: <https://www.wsj.com/news/author/rolfe-winkler>

<sup>542</sup>THE WALL STREET JOURNAL. *Emily Glazer*. [online] [consulted: 21 May 2025] Available in: <https://www.wsj.com/news/author/emily-glazer>



- 4.1.1.3.3.1.5. Leader of World Segment: Gordon FAIRCLOUGH
  - 4.1.1.3.3.1.5.1.1. Staff Writer: Alexander WARD<sup>543</sup>
  - 4.1.1.3.3.1.5.1.2. Staff Writer: Paul VIEIRA<sup>544</sup>
- 4.1.1.3.3.1.6. Leader of Health & Science Segment: Stefanie ILGENFRITZ
  - 4.1.1.3.3.1.6.1.1. Staff Writer: Brianna ABBOT<sup>545</sup>
  - 4.1.1.3.3.1.6.1.2. Staff Writer: Liz ESSLEY WHYTE<sup>546</sup>
  - 4.1.1.3.3.1.6.2. Leader of Politics Segment: Janet ADAMY
    - 4.1.1.3.3.1.6.2.1. Staff Writer: Katy STITCH FERREK<sup>547</sup>
    - 4.1.1.3.3.1.6.2.2. Staff Writer: Aaron ZITNER<sup>548</sup>

#### 4.1.1.4. CNN<sup>549</sup>

- 4.1.1.4.1. Executive Director: Mark THOMPSON
  - 4.1.1.4.1.1. Executive Vice President: Adam COHN
  - 4.1.1.4.1.2. Executive Vice President for Editorial Strategy: Philip RUCKER
    - 4.1.1.4.1.2.1. Editor in Chief: Mark THOMPSON
      - 4.1.1.4.1.2.1.1. Executive Editor: Virginia MOSELY
        - 4.1.1.4.1.2.1.1.1. Managing Editor: Mike McCARTHY
      - 4.1.1.4.1.2.1.2. U.S. Section
        - 4.1.1.4.1.2.1.2.1. Staff Writer: Jade WALKER<sup>550</sup>
        - 4.1.1.4.1.2.1.2.2. Staff Writer: Gloria PAZMINO<sup>551</sup>

<sup>543</sup>THE WALL STREET JOURNAL. *Alexander Ward*. [online] [consulted: 21 May 2025] Available in: <https://www.wsj.com/news/author/alexander-ward>

<sup>544</sup>THE WALL STREET JOURNAL. *Paul Vieira*. [online] [consulted: 21 May 2025] Available in: <https://www.wsj.com/news/author/paul-vieira>

<sup>545</sup>THE WALL STREET JOURNAL. *Brianna Abbott*. [online] [consulted: 21 May 2025] Available in: <https://www.wsj.com/news/author/brianna-abbott>

<sup>546</sup>THE WALL STREET JOURNAL. *Liz Essley Whyte*. [online] [consulted: 21 May 2025] Available in: <https://www.wsj.com/news/author/liz-essley-whyte>

<sup>547</sup>THE WALL STREET JOURNAL. *Katy Stechferek*. [online] [consulted: 21 May 2025] Available in: <https://www.wsj.com/news/author/katy-stechferek>

<sup>548</sup>THE WALL STREET JOURNAL. *Aaron Zitner*. [online] [consulted: 21 May 2025] Available in: <https://www.wsj.com/news/author/aaron-zitner>

<sup>549</sup>CNN. *Leadership*. [online] [consulted: 21 May 2025] Available in: <https://edition.cnn.com/profiles/cnn-leadership>

<sup>550</sup>LINKEDIN. *Jade Walker*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/jadewalker>

<sup>551</sup>LINKEDIN. *Gloria Pazmino*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/gloria-pazmino-b8198a141>



- 4.1.1.4.1.2.1.3. World Section
  - 4.1.1.4.1.2.1.3.1. Staff Writer: Brad LENDON<sup>552</sup>
  - 4.1.1.4.1.2.1.3.2. Staff Writer: Frederik PLEITGEN<sup>553</sup>
- 4.1.1.4.1.2.1.4. Politics Section
  - 4.1.1.4.1.2.1.4.1. Staff Writer: Tami LUHBY<sup>554</sup>
  - 4.1.1.4.1.2.1.4.2. Staff Writer: Zachary B. WOLF<sup>555</sup>
- 4.1.1.4.1.2.1.5. Business Section
  - 4.1.1.4.1.2.1.5.1. Staff Writer: Auzinea BACON<sup>556</sup>
  - 4.1.1.4.1.2.1.5.2. Staff Writer: Alicia WALLACE<sup>557</sup>
- 4.1.1.4.1.2.1.6. Health Section<sup>558</sup>

## 09. Suppliers Segmentation

### 1. Argentina Suppliers

#### 1.1. McDonald's core menu

##### 1.1.1. Bakery and grains

###### 1.1.1.1. Interbake

1.1.1.1.1. Director: Arturo FISCHMAN<sup>559</sup>

1.1.1.1.2. General manager: Gonzalo FISCHMAN<sup>560</sup>

1.1.1.1.2.1. Finance manager: Felipe RUIZ ABELL<sup>561</sup>

##### 1.1.2. Beverages

###### 1.1.2.1. The Coca-Cola Company

<sup>552</sup>CNN. *Brad Lendon*. [online] [consulted: 21 May 2025] Available in: <https://edition.cnn.com/profiles/brad-lendon>

<sup>553</sup>CNN. *Frederik Pleitgen*. [online] [consulted: 21 May 2025] Available in: <https://edition.cnn.com/profiles/frederik-pleitgen>

<sup>554</sup>CNN. *Tami Luhby*. [online] [consulted: 21 May 2025] Available in: <https://edition.cnn.com/profiles/tami-luhby>

<sup>555</sup>CNN. *Z. Bryon Wolf*. [online] [consulted: 21 May 2025] Available in: <https://edition.cnn.com/profiles/z-byron-wolf>

<sup>556</sup>LINKEDIN. *Auzinea Bacon*. [online]. [consulted 19 May 2025] Available in: <https://www.linkedin.com/in/auzinea-bacon-35a740205>

<sup>557</sup>CNN. *Z. Alicia Wallace*. [online] [consulted: 21 May 2025] Available in: <https://edition.cnn.com/profiles/alicia-wallace>

<sup>558</sup> Some positions do not include a specific name due to the lack of publicly available or verifiable sources at the time of this analysis.

<sup>559</sup>YOUTUBE. *Yo soy de aquí. Interbake. Arcos Dorados Chile*. [online]. [consulted 16 August 2025]. Available in: [Yo soy de aquí | Interbake | Arcos Dorados | Chile](https://www.youtube.com/watch?v=Yo-soy-de-aquí-Interbake-Arcos-Dorados-Chile)

<sup>560</sup>LINKEDIN. *Gonzalo Fischman*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/gonzalo-fischman>

<sup>561</sup>LINKEDIN. *Martín Cabrales*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/felipe-ruiz-abel-53b1a530/>



- 1.1.2.1.1. General manager: Leonardo GARCÍA<sup>562</sup>
- 1.1.3. **Dairy**
  - 1.1.3.1. **El Broquel - Estancia La Dorita**
    - 1.1.3.1.1. Presidente: Diego Héctor BIOLCATI<sup>563</sup>
    - 1.1.3.1.1.1. Gerente general: Alvaro Freire<sup>564</sup>
- 1.1.4. **Fries**
  - 1.1.4.1. **McCain**
    - 1.1.4.1.1. South of LATAM Director: Diego PEÑA<sup>565</sup>
- 1.1.5. **Proteins**
  - 1.1.5.1. **Beef**
    - 1.1.5.1.1. Marfrig - Quickfood S.A.
      - 1.1.5.1.1.1. Chief executive officer: Gustavo KAHL<sup>566</sup>
      - 1.1.5.1.1.1.1. Chief operating officer: Fernando NEUMAYER<sup>567</sup>
      - 1.1.5.1.1.1.1.1. Chief financial officer: Pablo KANTLEN<sup>568</sup>
  - 1.1.5.2. **Chicken**
    - 1.1.5.2.1. **Arce Avícola**<sup>569</sup>
      - 1.1.5.2.1.1. President: Jesus ARCE
      - 1.1.5.2.1.1.1. General manager: Fantina BARRANCOS DE ARCE
- 1.1.6. **Vegetables and produce**
  - 1.1.6.1. **Alcaraz Gourmet**
    - 1.1.6.1.1. Chief executive officer: Roberto ALCARAZ
    - 1.1.6.1.1.1. Business manager: Francisco ALCARAZ<sup>570</sup>
- 1.2. **McCafé**
  - 1.2.1. **Bakery and grains**
    - 1.2.1.1. **Interbake**
      - 1.2.1.1.1. Director: Arturo FISCHMAN<sup>571</sup>

<sup>562</sup>LINKEDIN. *Leonardo García*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/leonardo-garcia-3904545/>

<sup>563</sup>BOLETÍN OFICIAL DE LA REPÚBLICA ARGENTINA. EL BROQUEL S.A. (9 September 2024) [online] [consulted: 17 August 2025] Available in: [BOLETIN OFICIAL \(boletinoficial.gob.ar\)](https://www.boletinoficial.gob.ar/)

<sup>564</sup>LINKEDIN. *Alvaro Freire*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/alvaro-freire-83681bb4/>

<sup>565</sup>LINKEDIN. *Diego Peña*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/diego-pe%C3%B1a-0a23433/>

<sup>566</sup>LINKEDIN. *Gustavo Kahl*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/gustavo-kahl/>

<sup>567</sup>LINKEDIN. *Fernando Numayer*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/fernando-neumayer-a941bb1a/>

<sup>568</sup>LINKEDIN. *Pablo Kantlen*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/pablo-kantlen-386b8016/>

<sup>569</sup>YOUTUBE. *Grupo Arce es #OrgullosamentePanameño*. [online]. [consulted 16 August 2025]. Available in: [Grupo Arce es #OrgullosamentePanameño](https://www.youtube.com/watch?v=...)

<sup>570</sup>LINKEDIN. *Francisco Alcaraz*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/francisco-alcaraz-8abb3616/>

<sup>571</sup>YOUTUBE. *Yo soy de aquí. Interbake. Arcos Dorados Chile*. [online]. [consulted 16 August 2025]. Available in: [Yo soy de aquí | Interbake | Arcos Dorados | Chile](https://www.youtube.com/watch?v=...)



- 1.2.1.1.2. General manager: Gonzalo FISCHMAN<sup>572</sup>
- 1.2.2. **Coffee**
  - 1.2.2.1. **Cabrales**
    - 1.2.2.1.1. President: Martín CABRALES<sup>573</sup>
      - 1.2.2.1.1.1. General manager: Ignacio NAVIA<sup>574</sup>
        - 1.2.2.1.1.1.1. Finance manager: Marcela Alejandra VEGA<sup>575</sup>

## 10. Employee Segmentation

### 1. Argentina Employees

#### 1.1. Arcos Dorados

##### 1.1.1. Latin America<sup>576 577</sup>

- 1.1.1.1. Chief Executive Officer: Luis RAGANATO<sup>578</sup>
  - 1.1.1.1.1. Chief Operating Officer: Carlos GONZALEZ<sup>579</sup>
    - 1.1.1.1.1.1. Divisional President for SLAD (South of Latin America Division): Esteban SEQUEIRA<sup>580</sup>

##### 1.1.2. Argentina<sup>581</sup>

- 1.1.2.1. General Director: Eduardo LOPARDO<sup>582</sup>
- 1.1.2.2. Operational Director: Lucio DARDES<sup>583</sup>
  - 1.1.2.2.1. Corporate Communications Manager: Fernando ARANGO<sup>584</sup>

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<sup>572</sup>LINKEDIN. *Gonzalo Fischman*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/gonzalo-fischman>

<sup>573</sup>LINKEDIN. *Martín Cabrales*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/mart%C3%ADn-cabrales-95b87413/>

<sup>574</sup>LINKEDIN. *Ignacio Navia*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/ignacio-navia-85aab23/>

<sup>575</sup>LINKEDIN. *Marcela Alejandra Vega*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/marcela-alejandra-vega-477a422a/>

<sup>576</sup>ARCOS DORADOS. *Arcos Dorados anuncia su nuevo CEO y COO*. [online]. [consulted 10 August 2025]. Available in: <https://www.arcosdorados.com/arcos-dorados-anuncia-su-nuevo-ceo-y-coo/>

<sup>577</sup>ARCOS DORADOS. *Company Overview. Management Team*. [online]. [consulted 10 August 2025]. Available in: <https://ir.arcosdorados.com/company-overview/management-team/>

<sup>578</sup>LINKEDIN. *Luis Raganato*. [online]. [consulted 10 August 2025]. Available in: <https://www.linkedin.com/in/luis-raganato-606397b8/>

<sup>579</sup>LINKEDIN. *Carlos Gonzalez*. [online]. [consulted 10 August 2025]. Available in: <https://www.linkedin.com/in/carlos-gonzalez-arcos-dorados/>

<sup>580</sup>LINKEDIN. *Esteban Sequeira* [online]. [consulted 10 August 2025]. Available in: <https://www.linkedin.com/in/esteban-sequeira-498417170/>

<sup>581</sup>FORBES ARGENTINA. *Who's behind Arcos Dorados Argentina*. (29 February 2024) [online] [consulted: 16 August 2025]. Available in: <https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina>

<sup>582</sup>LINKEDIN. *Eduardo Lopardo*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/eduardolopardo/>

<sup>583</sup>LINKEDIN. *Lucio Dardes*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/lucio-dardes/>

<sup>584</sup>LINKEDIN. *Fernando Arango*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/fernando-arango-73a57610/>



- 1.1.2.2.2. Corporate Human Resources Director: Fabián BUKSCHTEIN<sup>585</sup>
- 1.1.2.2.3. Finance Director: Federico FOSSALUZZA<sup>586</sup>
- 1.1.2.2.4. Marketing Manager: Victoria FERNANDEZ ACUÑA<sup>587</sup>
- 1.1.2.2.5. Operations and Training Development Manager: Silvina SAUD<sup>588</sup>
- 1.1.2.2.6. People & Culture Manager: Diego GRIECO<sup>589</sup>

## 11. Community Segmentation

### 1. Argentina Community

#### 1.1. Provincial Universities

##### 1.1.1. Buenos Aires Province

##### 1.1.1.1. Universidad Austral<sup>590</sup>

1.1.1.1.1. President: Juan CIANCIARDO

1.1.1.1.1.1. Rector: Mag. Julián Esteban RODRIGUEZ

1.1.1.1.1.1.1. Academic Vice Rector: Dra. Lourdes PEREA MUÑOZ

1.1.1.1.1.1.1.1. Dean of the Business Department: Mr. Luis DAMBRA

1.1.1.1.1.1.1.1.1. Director of the Business Administration Degree: CHAUFAN Gabriel<sup>591</sup>

1.1.1.1.1.1.1.1.2. Director of the Marketing & Management Degree: SALA Ernesto<sup>592</sup>

<sup>585</sup> LINKEDIN. *Fabián Bukschtein*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/fabi%C3%A1n-bukschtein/>

<sup>586</sup> LINKEDIN. *Federico Fossaluzza*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/federicofossaluzza/>

<sup>587</sup> LINKEDIN. *Victoria Fernandez Acuña*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/victoriafernandezacuna/>

<sup>588</sup> LINKEDIN. *Silvina Saud*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/silvina-saud-13149310/>

<sup>589</sup> LINKEDIN. *Diego Grieco*. [online]. [consulted 16 August 2025]. Available in: <https://www.linkedin.com/in/diego-grieco-0628999/>

<sup>590</sup> UNIVERSIDAD AUSTRAL. *Institucional. Autoridades*. [online]. [consulted 10 August 2025]. Available in: <https://www.austral.edu.ar/autoridades/>

<sup>591</sup> LINKEDIN. *Gabriel Chaufan*. [online]. [consulted 1 September 2025]. Available in: <https://www.linkedin.com/in/gabrielchaufan/?originalSubdomain=ar>

<sup>592</sup> LINKEDIN. *Ernesto Salas*. [online]. [consulted 1 September 2025]. Available in: <https://ar.linkedin.com/in/ernesto-sala-4b7a9b13>



- 1.1.1.1.1.1.2. Dean of the Communication  
Department: Dra. Marcela  
PIZARRO
  - 1.1.1.1.1.1.2.1. Director of the  
Communication  
Degree: TONELLI  
Maria Victoria<sup>593</sup>
  - 1.1.1.1.1.1.2.2. Director of the  
Marketing Degree:  
GOTTFRIED  
Federico<sup>594</sup>
- 1.1.1.1.1.1.3. Dean of the Engineering  
Department: Engr. Emilio  
López GABEIRAS
  - 1.1.1.1.1.1.3.1. Director of the  
Industrial Engineer  
Degree:  
FERNANDEZ Juan  
Cruz<sup>595</sup>
- 1.1.1.1.1.1.4. Professional Development  
Department<sup>596</sup>

#### 1.1.1.2. Universidad de La Plata<sup>597 598</sup>

- 1.1.1.2.1. President: Mg. Martín Aníbal LÓPEZ ARMENGOL
  - 1.1.1.2.1.1. Academic Vice President: Dr. Fernando  
TAUBER
  - 1.1.1.2.1.2. Institutional Vice President: Dra. Andrea  
Mariana VARELA
    - 1.1.1.2.1.2.1. Dean of the Economic Sciences
      - 1.1.1.2.1.2.1.1. Director of the Business  
Administration Degree:  
SACCONE María Elena<sup>599</sup>
      - 1.1.1.2.1.2.1.2. Director of the Economic  
Degree: CRICENTI Martín

<sup>593</sup>LINKEDIN. *Maria Victoria Tonelli*. [online]. [consulted 1 September 2025]. Available in: <https://www.linkedin.com/in/mar%C3%ADa-victoria-tonelli-28b943342/>

<sup>594</sup>LINKEDIN. *Federico Gottfried*. [online]. [consulted 1 September 2025]. Available in: <https://www.linkedin.com/in/fedegottfried/?originalSubdomain=ar>

<sup>595</sup>LINKEDIN. *Juan Cruz Fernandez*. [online]. [consulted 1 September 2025]. Available in: <https://www.linkedin.com/in/juancruzfernandez/?originalSubdomain=ar>

<sup>596</sup>UNIVERSIDAD AUSTRAL. *Desarrollo Institucional*. [online]. [consulted 29 October 2025]. Available in: <https://www.austral.edu.ar/desarrollo/>

<sup>597</sup>UNIVERSIDAD NACIONAL DE LA PLATA. *Autoridades*. [online]. [consulted 10 August 2025]. Available in: <https://unlp.edu.ar/autoridades/>

<sup>598</sup>UNIVERSIDAD NACIONAL DE LA PLATA. *Facultades y Colegios*. [online]. [consulted 16 August 2025]. Available in: [https://unlp.edu.ar/institucional/unlp/facultades\\_y\\_colegios-83-5083/](https://unlp.edu.ar/institucional/unlp/facultades_y_colegios-83-5083/)

<sup>599</sup>UNIVERSIDAD NACIONAL DE LA PLATA. *Departamento de Ciencias Administrativas*. [online]. [consulted 2 September 2025]. Available in: [https://www.econo.unlp.edu.ar/departamento\\_ciencias\\_administrativas/departamento\\_de\\_ciencias\\_administrativas-4587](https://www.econo.unlp.edu.ar/departamento_ciencias_administrativas/departamento_de_ciencias_administrativas-4587)



- 1.1.1.2.1.2.2. Dean of the Engineering  
Department: Dr. Engr. Marcos  
ACTIS
- 1.1.1.2.1.2.2.1. Director of the Computer  
Engineer Degree: MORÉ  
Jerónimo<sup>600</sup>
- 1.1.1.2.1.2.2.2. Director of the Industrial  
Engineer Degree: CRESPI  
Gabriel<sup>601</sup>
- 1.1.1.2.1.2.3. Dean of the Legal and Social  
Sciences: Miguel Oscar BERRI
- 1.1.1.2.1.2.4. Dean of the Psychology  
Department: Lic. María Cristina  
PIRO
- 1.1.1.2.1.2.5. Professional Development  
Department

### 1.1.1.3. Universidad de San Andrés<sup>602</sup>

- 1.1.1.3.1. President - Rector: Dr. Lucas S. GROSMAN
- 1.1.1.3.1.1. Vice President - Vice Rector: Dra. Lucía  
QUESADA
- 1.1.1.3.1.1.1. Chief of the Business  
Department<sup>603</sup>: Daniel González  
ISOLIO
- 1.1.1.3.1.1.1.1. Director of the Digital  
Business Degree: SAN GIL  
Ernesto
- 1.1.1.3.1.1.1.2. Director of the Business  
Administration Degree:  
MONTELL Milagros
- 1.1.1.3.1.1.1.3. Director of the Finances  
Degree: BASALUZZO  
Gabriel

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<sup>600</sup>UNIVERSIDAD NACIONAL DE LA PLATA. *Departamento de Ciencias Administrativas*. [online]. [consulted 2 September 2025]. Available in: [https://ing.unlp.edu.ar/grado/carreras/ingenieria-computacion/?\\_gl=1\\*180ekrb\\*\\_ga\\*MTI3Mzk0MzEzMC4xNzU2ODQyOTcy\\*\\_ga\\_JSX0RPJJK5\\*czE3NTY4NDI5NzlkzbEkZzEkdDE3NTY4NDI5ODAkajUyJGwwJGgw](https://ing.unlp.edu.ar/grado/carreras/ingenieria-computacion/?_gl=1*180ekrb*_ga*MTI3Mzk0MzEzMC4xNzU2ODQyOTcy*_ga_JSX0RPJJK5*czE3NTY4NDI5NzlkzbEkZzEkdDE3NTY4NDI5ODAkajUyJGwwJGgw)

<sup>601</sup>UNIVERSIDAD NACIONAL DE LA PLATA. *Ingeniería Industrial*. [online]. [consulted 2 September 2025]. Available in: [https://ing.unlp.edu.ar/grado/carreras/ingenieria-industrial/?\\_gl=1\\*180ekrb\\*\\_ga\\*MTI3Mzk0MzEzMC4xNzU2ODQyOTcy\\*\\_ga\\_JSX0RPJJK5\\*czE3NTY4NDI5NzlkzbEkZzEkdDE3NTY4NDI5ODAkajUyJGwwJGgw](https://ing.unlp.edu.ar/grado/carreras/ingenieria-industrial/?_gl=1*180ekrb*_ga*MTI3Mzk0MzEzMC4xNzU2ODQyOTcy*_ga_JSX0RPJJK5*czE3NTY4NDI5NzlkzbEkZzEkdDE3NTY4NDI5ODAkajUyJGwwJGgw)

<sup>602</sup>UNIVERSIDAD DE SAN ANDRÉS. *Conducción académica*. [online]. [consulted 10 August 2025]. Available in: <https://udesa.edu.ar/conduccion-academica>

<sup>603</sup>UNIVERSIDAD DE SAN ANDRÉS. *Autoridades de la Escuela de Negocios*. [online]. [consulted 2 September 2025]. Available in: <https://udesa.edu.ar/escuela-de-negocios/autoridades>



- 1.1.1.3.1.1.2. Chief of the Economics Department:<sup>604</sup> Tommy E. MURPHY
  - 1.1.1.3.1.1.2.1. Director of the Economics Degree: GIBBONS Maria Amelia
  - 1.1.1.3.1.1.2.2. Director of the Business Economics Degree: FERRARO Jimena
- 1.1.1.3.1.1.3. Chief of the Humanities Department<sup>605</sup>: Sergio SERULNIKOV
  - 1.1.1.3.1.1.3.1. Director of the Humanities Degree: MUNILLA LACASA María Lía
  - 1.1.1.3.1.1.3.2. Director of the Design Degree: SAURET María Beatriz
- 1.1.1.3.1.1.4. Chief of the Social Sciences<sup>606</sup>: Eugenia MITCHELSTEIN
  - 1.1.1.3.1.1.4.1. Director of the Communication Degree: MATASSI Mora
- 1.1.1.3.1.1.5. Professional Development Department<sup>607</sup>

#### **1.1.1.4. Universidad de San Martín<sup>608</sup>**

- 1.1.1.4.1. President - Rector: Carlos GRECO
  - 1.1.1.4.1.1. Vice President - Vice Rector: Ana María LLOIS
    - 1.1.1.4.1.1.1. Dean of the Economy and Business Department: Marcelo PAZ<sup>609</sup>

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<sup>604</sup>UNIVERSIDAD DE SAN ANDRÉS. *Autoridades del Departamento de Economía*. [online]. [consulted 2 September 2025]. Available in: <https://udesa.edu.ar/departamento-de-economia/autoridades>

<sup>605</sup>UNIVERSIDAD DE SAN ANDRÉS. *Autoridades del Departamento de Humanidades*. [online]. [consulted 2 September 2025]. Available in: <https://udesa.edu.ar/departamento-de-humanidades/autoridades>

<sup>606</sup>UNIVERSIDAD DE SAN ANDRÉS. *Autoridades del Departamento de Ciencias Sociales*. [online]. [consulted 2 September 2025]. Available in: <https://udesa.edu.ar/departamento-de-ciencias-sociales/autoridades>

<sup>607</sup>UNIVERSIDAD DE SAN ANDRÉS. *Desarrollo Profesional*. [online]. [consulted 29 October 2025]. Available in: <https://udesa.edu.ar/desarrollo-profesional>

<sup>608</sup>UNIVERSIDAD NACIONAL DE SAN MARTÍN. *Institucional. Autoridades*. [online]. [consulted 10 August 2025]. Available in: <https://unsam.edu.ar/institucional/autoridades.php>

<sup>609</sup>EEyN\_UNSAM. *Institucional. Autoridades*. [online]. [consulted 16 August 2025]. Available in: <https://unsam.edu.ar/escuelas/eeyn/autoridades.php>



- 1.1.1.4.1.1.1.1. Director of the Business Management Degree: LAZZATI Santiago<sup>610</sup>
- 1.1.1.4.1.1.1.2. Director of the Economy Degree: FOLGAR Cristian<sup>611</sup>
- 1.1.1.4.1.1.2. Dean of the Humanities Department: Silvia BERNATENÉ<sup>612</sup>
- 1.1.1.4.1.1.2.1. Director of the Communication Degree: VARA Ana María<sup>613</sup>
- 1.1.1.4.1.1.2.2. Director of the Audiovisual Communication Degree: VARA Ana María<sup>614</sup>
- 1.1.1.4.1.1.3. Secretary of Government and Institutional Relations<sup>615</sup>

## 1.1.2. Ciudad Autónoma de Buenos Aires

### 1.1.2.1. Universidad Argentina de la Empresa<sup>616</sup>

- 1.1.2.1.1. President: Dr. Héctor MASOERO
- 1.1.2.1.1.1. Rector: Dr. Ricardo OROSCO
- 1.1.2.1.1.1.1. Vicerrector: Dra. Silvina L. THERNES
- 1.1.2.1.1.1.1.1. Dean of the Architecture and Design Department: Dra. TOPPER Turquesa
- 1.1.2.1.1.1.1.1.1. Director of the Audiovisual Design Degree: SAN HONORIO Ramiro<sup>617</sup>
- 1.1.2.1.1.1.1.1.2. Director of the Graphic Design Degree:

<sup>610</sup>EEyN UNSAM. *Autoridades*. [online]. [consulted 5 September 2025]. Available in: <https://unsam.edu.ar/escuelas/eeyn/85/economia/administracion-gestion-empresarial>

<sup>611</sup>EEyN UNSAM. *Autoridades*. [online]. [consulted 5 September 2025]. Available in: <https://unsam.edu.ar/escuelas/eeyn/86/economia/economia>

<sup>612</sup>EH UNSAM. *Institucional. Autoridades*. [online]. [consulted 16 August 2025]. Available in: <https://unsam.edu.ar/escuelas/eh/autoridades.php>

<sup>613</sup>EH UNSAM. *Autoridades*. [online]. [consulted 5 September 2025]. Available in: <https://unsam.edu.ar/escuelas/eh/453/humanidades/estudios-comunicacion>

<sup>614</sup>EH UNSAM. *Autoridades*. [online]. [consulted 5 September 2025]. Available in: <https://unsam.edu.ar/escuelas/eh/9/humanidades/comunicacion-audiovisual>

<sup>615</sup>UNSAM. *Secretaría de Gobierno y Relaciones Institucionales*. [online]. [consulted 29 October 2025]. Available in: <https://www.unsam.edu.ar/secretarias/gobierno.php>

<sup>616</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Acerca de UADE*. [online]. [consulted 10 August 2025]. Available in: <https://www.uade.edu.ar/acerca-de-uade/autoridades/>

<sup>617</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Licenciatura en Diseño Audiovisual*. [online]. [consulted 2 September 2025]. Available in: <https://www.uade.edu.ar/facultad-de-arquitectura-y-diseno/licenciatura-en-diseno-audiovisual/>



COLANTONIO  
Facundo<sup>618</sup>

- 1.1.2.1.1.1.1.2. Dean of the Communication  
Department: Mr. Claudia  
CORTEZ
  - 1.1.2.1.1.1.1.2.1. Director of the  
Communication  
Degree: BERRETTI  
Martín<sup>619</sup>
  - 1.1.2.1.1.1.1.2.2. Director of the  
Public Relations  
Degree: IOVINE  
Mariano<sup>620</sup>
  - 1.1.2.1.1.1.1.2.3. Director of the  
Publicity Degree:  
MAISON Fabian<sup>621</sup>
  - 1.1.2.1.1.1.1.2.4. Director of the  
Global  
Communication  
Degree: AUTUNNO  
María Mercedes<sup>622</sup>
- 1.1.2.1.1.1.1.3. Dean of the Economic  
Sciences: Dr. Federico  
IÑIGUEZ
  - 1.1.2.1.1.1.1.3.1. Director of the  
Business  
Administration  
Degree: DURANTE  
Julieta Marice<sup>623</sup>
  - 1.1.2.1.1.1.1.3.2. Director of the  
Global Business

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<sup>618</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Licenciatura en Diseño Gráfico*. [online]. [consulted 2 September 2025]. Available in: <https://www.uade.edu.ar/facultad-de-arquitectura-y-diseno/licenciatura-en-diseno-grafico/>

<sup>619</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Licenciatura en Ciencias de la Comunicación* [online]. [consulted 5 September 2025]. Available in: <https://www.uade.edu.ar/facultad-de-comunicacion/licenciatura-en-ciencias-de-la-comunicacion/>

<sup>620</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Licenciatura en Relaciones Públicas e Institucionales* [online]. [consulted 5 September 2025]. Available in: <https://www.uade.edu.ar/facultad-de-comunicacion/licenciatura-en-relaciones-publicas-y-comunicacion-institucional/>

<sup>621</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Licenciatura en Publicidad*. [online]. [consulted 5 September 2025]. Available in: <https://www.uade.edu.ar/facultad-de-comunicacion/licenciatura-en-publicidad/>

<sup>622</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Licenciatura en Comunicación Global*. [online]. [consulted 5 September 2025]. Available in: <https://www.uade.edu.ar/facultad-de-comunicacion/licenciatura-en-comunicacion-global/>

<sup>623</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Licenciatura en Administración de Empresas*. [online]. [consulted 5 September 2025]. Available in: <https://www.uade.edu.ar/facultad-de-ciencias-economicas/licenciatura-en-administracion-de-empresas/>



- Management  
Degree:  
SCIARROTTA María  
Florenia<sup>624</sup>
- 1.1.2.1.1.1.1.3.3. Director of the  
Digital Business  
Degree: GARCIA  
Joaquin<sup>625</sup>
- 1.1.2.1.1.1.1.3.4. Director of the  
Human Resources  
Degree:  
CENTURION  
Yanina<sup>626</sup>
- 1.1.2.1.1.1.1.3.5. Director of the  
Marketing Degree:  
PEÑA SANTIAGO  
Adriana Carolina<sup>627</sup>
- 1.1.2.1.1.1.1.4. Dean of the Engineering  
and Exact Sciences: Dr.  
Federico PRADA
- 1.1.2.1.1.1.1.4.1. Director of the  
Industrial Engineer  
Degree: TILVE  
Martin Ignacio<sup>628</sup>
- 1.1.2.1.1.1.1.4.2. Director of the  
Informatic Engineer  
Degree: MIGUEZ  
Alejandro<sup>629</sup>
- 1.1.2.1.1.1.1.5. Dean of Social Sciences:  
Dr. Nicolás DURRIEU

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<sup>624</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Licenciatura en Dirección de Negocios Globales*. [online]. [consulted 5 September 2025]. Available in: <https://www.uade.edu.ar/facultad-de-ciencias-economicas/licenciatura-en-direccion-de-negocios-globales/>

<sup>625</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Licenciatura en Negocios Digitales*. [online]. [consulted 5 September 2025]. Available in: <https://www.uade.edu.ar/facultad-de-ciencias-economicas/licenciatura-en-negocios-digitales/>

<sup>626</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Licenciatura en Recursos Humanos*. [online]. [consulted 5 September 2025]. Available in: <https://www.uade.edu.ar/facultad-de-ciencias-economicas/licenciatura-en-recursos-humanos/>

<sup>627</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Licenciatura en Marketing*. [online]. [consulted 5 September 2025]. Available in: <https://www.uade.edu.ar/facultad-de-ciencias-economicas/licenciatura-en-marketing/>

<sup>628</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Licenciatura en Ingeniería Industrial*. [online]. [consulted 5 September 2025]. Available in: <https://www.uade.edu.ar/facultad-de-ingenieria-y-ciencias-exactas/ingenieria-industrial/>

<sup>629</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Licenciatura en Ingeniería Informática*. [online]. [consulted 5 September 2025]. Available in: <https://www.uade.edu.ar/facultad-de-ingenieria-y-ciencias-exactas/ingenieria-en-informatica/>



1.1.2.1.1.1.5.1. Director of the Law  
Degree: SILBER  
Federico<sup>630</sup>

1.1.2.1.1.1.6. Professional Development  
Department<sup>631</sup>

### 1.1.2.2. Universidad Católica Argentina<sup>632</sup>

1.1.2.2.1. Episcopal Commission President: Mons. Jorge  
GARCÍA CUERVA

1.1.2.2.1.1. Rector: Dr. Miguel Angel SCHIAVONE

1.1.2.2.1.1.1. Academic Vice Rector: Gabriel  
LIMODIO

1.1.2.2.1.1.1.1. Dean of the Economic  
Sciences Department<sup>633</sup>:  
Carlos NEWLAND<sup>634</sup>

1.1.2.2.1.1.1.1.1. Director of the  
Business  
Management  
Degree: DEFENSA  
Jorge

1.1.2.2.1.1.1.1.2. Director of the  
Economics Degree:  
WARNES Ignacio

1.1.2.2.1.1.1.1.3. Director of the  
Business Economic  
Degree: ROSIELLO  
Juan Carlos

1.1.2.2.1.1.1.1.4. Director of the  
Digital Business  
Degree:  
FERNANDEZ  
Enrique

1.1.2.2.1.1.1.1.5. Director of the  
Marketing Degree:  
STORNELLI Paula

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<sup>630</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Licenciatura en Abogacía*. [online]. [consulted 5 September 2025]. Available in: <https://www.uade.edu.ar/facultad-de-ciencias-juridicas-y-sociales/abogacia/>

<sup>631</sup>UNIVERSIDAD ARGENTINA DE LA EMPRESA. *Desarrollo Profesional en UADE*. [online]. [consulted 29 October 2025]. Available in: <https://www.uade.edu.ar/acerca-de-uade/desarrollo-profesional/>

<sup>632</sup>UNIVERSIDAD CATOLICA ARGENTINA. *Autoridades*. [online]. [consulted 10 August 2025]. Available in: <https://uca.edu.ar/es/la-universidad-institucional/autoridades>

<sup>633</sup>UNIVERSIDAD CATOLICA ARGENTINA. *Autoridades de la facultad*. [online]. [consulted 5 September 2025]. Available in: <https://uca.edu.ar/es/facultad-de-ciencias-economicas/nuestra-facultad>

<sup>634</sup>UNIVERSIDAD CATOLICA ARGENTINA. *Autoridades de la facultad*. [online]. [consulted 16 August 2025]. Available in: <https://uca.edu.ar/es/facultad-de-ciencias-economicas/nuestra-facultad>



- 1.1.2.2.1.1.1.2. Dean of the Social Sciences Department<sup>635</sup>: Roberto ARAS<sup>636</sup>
  - 1.1.2.2.1.1.1.2.1. Director of the Communication & Journalism Degree: CAPPIELLO Hernán Carlos
  - 1.1.2.2.1.1.1.2.2. Director of the Institutional Communication Degree: PALACIOS COPELLO Leandro
- 1.1.2.2.1.1.1.3. Dean of the Psychology and Psychopedagogy Department: Mr. María de la Paz GREBE NOGUERA<sup>637</sup>
  - 1.1.2.2.1.1.1.3.1. Director of the Psychology Degree: BOSO Roxana<sup>638</sup>
- 1.1.2.2.1.1.1.4. Graduates and Professional Development Department<sup>639</sup>

### 1.1.2.3. Universidad de Belgrano<sup>640</sup>

- 1.1.2.3.1. President: Dr. José Luis GHIOLDI
  - 1.1.2.3.1.1. Institutional Vice President: Dr. Dino Luis BELLORIO CLABOT
    - 1.1.2.3.1.1.1. Dean of the Architecture and Urbanism Department: Germán DÍAZ COLODRERO
      - 1.1.2.3.1.1.1.1. Director of the Architecture Degree: DE SOUZA Juan
      - 1.1.2.3.1.1.1.2. Director of the Visual Graphic and Digital

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<sup>635</sup>UNIVERSIDAD CATOLICA ARGENTINA. *Autoridades de la facultad*. [online]. [consulted 5 September 2025]. Available in:

<https://uca.edu.ar/es/facultad-de-ciencias-sociales/nuestra-facultad/autoridades>

<sup>636</sup>UNIVERSIDAD CATOLICA ARGENTINA. *Autoridades de la facultad*. [online]. [consulted 16 August 2025]. Available in:

<https://uca.edu.ar/es/facultad-de-ciencias-sociales/nuestra-facultad/autoridades>

<sup>637</sup> See footnote 60.

<sup>638</sup>UNIVERSIDAD CATOLICA ARGENTINA. *Autoridades de la facultad*. [online]. [consulted 5 September 2025]. Available in:

<https://uca.edu.ar/es/facultad-de-psicologia-y-psicopedagogia/nuestra-facultad/autoridades>

<sup>639</sup>UNIVERSIDAD CATÓLICA ARGENTINA. *Departamento de Graduados y Desarrollo Profesional*. [online]. [consulted 29 October 2025]. Available in: <https://uca.edu.ar/es/institucional/graduados>

<sup>640</sup>UNIVERSIDAD DE BELGRANO. *Equipo Directivo de la Universidad de Belgrano*. [online]. [consulted 10 August 2025]. Available in: <https://www.ub.edu.ar/index.php/equipo-directivo>



- Communication Degree:  
BARCALA Jimena
- 1.1.2.3.1.1.1.3. Director of the Publicity  
Degree: BARCALA Jimena
- 1.1.2.3.1.1.1.4. Director of the Audiovisual  
Production Degree:  
ZAPATA Milena
- 1.1.2.3.1.1.1.5. Director of the Public  
Relations Degree:  
CARBONE Carolina Andrea
- 1.1.2.3.1.1.1.6. Director of the  
Communication Sciences  
Degree: CARBONE  
Carolina Andrea
- 1.1.2.3.1.1.2. Dean of the Economic Sciences  
Department: CPA Eduardo Andrés  
VÁSQUEZ
- 1.1.2.3.1.1.2.1. Director of the Public  
Accounting and Business  
Administration Degree:  
CROSTA Horacio
- 1.1.2.3.1.1.2.2. Director of the Economy  
Degree: ARGÜERO Luis
- 1.1.2.3.1.1.2.3. Director of the Marketing  
Degree: VAZQUEZ  
BROTTO Eduardo Santiago
- 1.1.2.3.1.1.2.4. Director of the Human  
Capital Management  
Degree: BERRETTA Raul
- 1.1.2.3.1.1.3. Dean of the Engineering and IT  
Department: Engr. Alfredo LEITER
- 1.1.2.3.1.1.3.1. Director of the Industrial  
Engineering Degree:  
LEITER Alfredo
- 1.1.2.3.1.1.4. Dean of the Humanities  
Department: Dr. Susana  
SEIDMANN
- 1.1.2.3.1.1.4.1. Director of the Psychology  
Degree: REYES María  
Teresa
- 1.1.2.3.1.1.5. Dean of the Law and Social  
Sciences Department: Dr. Dino  
BELLORIO CLABOT
- 1.1.2.3.1.1.5.1. Director of the Law Degree:  
FRONTERA Juan Carlos



1.1.2.3.1.1.6. Professional Development  
Department<sup>641</sup>

**1.1.2.4. Universidad de Buenos Aires<sup>642</sup>**

1.1.2.4.1. President - Rector: Dr. Ricardo Jorge GELPI

1.1.2.4.1.1. Vice President - Vice Rector: Emiliano  
YACOBITTI

1.1.2.4.1.1.1. Dean of the Architecture, Design,  
and Urbanism Department: Carlos  
VENANCIO<sup>643</sup>

1.1.2.4.1.1.1.1. Director of the Architecture  
Degree: TORRAS Rodolfo

1.1.2.4.1.1.1.2. Director of the Graphic  
Design Degree: CONCI  
Damián

1.1.2.4.1.1.1.3. Director of the Sound and  
Image Design Degree:  
ALTMARK Marcelo

1.1.2.4.1.1.1.4. ...

1.1.2.4.1.1.2. Dean of the Economics  
Department: Ricardo J.M.  
PAHLEN<sup>644</sup>

1.1.2.4.1.1.2.1. Director of the Public  
Accounting Degree:  
FERNÁNDEZ Oscar

1.1.2.4.1.1.2.2. Director of the Business  
Administration Degree:  
ALTIERI Claudia Isabel

1.1.2.4.1.1.2.3. Director of the Economy  
Degree: KATZ Sebastián

1.1.2.4.1.1.2.4. ...

1.1.2.4.1.1.3. Dean of the Engineering  
Department: Engr. Alenjandro M.  
MARTÍNEZ<sup>645</sup>

1.1.2.4.1.1.3.1. Director of the Industrial  
Engineering Degree:  
COFONE Aníbal Edgardo<sup>646</sup>

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<sup>641</sup>UNIVERSIDAD DE BELGRANO. *Empleos y Pasantías*. [online]. [consulted 10 August 2025]. Available in: <https://ub.edu.ar/direccion-de-desarrollo-profesional/desarrollo-profesional>

<sup>642</sup>UNIVERSIDAD NACIONAL DE BUENOS AIRES. *Autoridades*. [online]. [consulted 10 August 2025]. Available in: <https://www.uba.ar/autoridades>

<sup>643</sup>UBAFADU. *Autoridades*. [online]. [consulted 16 August 2025]. Available in: <https://www.fadu.uba.ar/autoridades/>

<sup>644</sup>UBAECONÓMICAS. *Autoridades*. [online]. [consulted 16 August 2025]. Available in: <https://www.economicas.uba.ar/institucional/autoridades/>

<sup>645</sup>UBAFIUBA. *Decano*. [online]. [consulted 16 August 2025]. Available in: <https://www.fi.uba.ar/institucional/decanato/decano>

<sup>646</sup>UBAFIUBA. *Ingeniería Industrial - Autoridades*. [online]. [consulted 1 September 2025]. Available in: <https://www.fi.uba.ar/grado/carreras/ingenieria-industrial/autoridades>



- 1.1.2.4.1.1.3.2. Director of the Computer Engineering Degree: DEYMONNAZ Pablo<sup>647</sup>
- 1.1.2.4.1.1.3.3. Professional Development Department<sup>648</sup>
- 1.1.2.4.1.1.4. Dean of the Social Sciences Department: Dr. Ana ARIAS<sup>649</sup>
  - 1.1.2.4.1.1.4.1. Director of the Communication Sciences Degree: KEJVAL Larisa
  - 1.1.2.4.1.1.4.2. Director of the Labor Relations Degree: CANADE Enzo
  - 1.1.2.4.1.1.4.3. Directorate of Employment, Internships and Professional Development<sup>650</sup>
- 1.1.2.4.1.1.5. Dean of the Psychology Department: Lic. Jorge A. BIGLIERI<sup>651</sup>
  - 1.1.2.4.1.1.5.1. Professional Development Department
- 1.1.2.4.1.1.6. Dean of the Law Department: VERGARA Leandro<sup>652</sup>
  - 1.1.2.4.1.1.6.1. Professional Development Department<sup>653</sup>

#### 1.1.2.5. Universidad de Palermo<sup>654</sup>

- 1.1.2.5.1. President - Rector: Ing. Ricardo H. POPOVSKY
  - 1.1.2.5.1.1. Vice President - Vice Rector: Lic. Matías POPOVSKY

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<sup>647</sup>UBAFIUBA. *Ingeniería en Informática - Autoridades*. [online]. [consulted 1 September 2025]. Available in: <https://www.fi.uba.ar/grado/carreras/ingenieria-en-informatica/autoridades>

<sup>648</sup>UBAFIUBA. *Secretaría de Relaciones Institucionales*. [online]. [consulted 1 September 2025]. Available in: <https://www.fi.uba.ar/institucional/secretarias/secretaria-de-relaciones-institucionales>

<sup>649</sup>UBASOCIALES. *Autoridades de la Facultad de Derecho*. [online]. [consulted 16 August 2025]. Available in: <https://www.sociales.uba.ar/institucional/autoridades/>

<sup>650</sup>UBASOCIALES. *Autoridades*. [online]. [consulted 29 October 2025]. Available in: <https://www.sociales.uba.ar/extension/empleo-y-pasantias/>

<sup>651</sup>UBAPSICOLOGÍA. *Autoridades*. [online]. [consulted 16 August 2025]. Available in: <https://www.psi.uba.ar/institucional.php?var=autoridades/autoridades.php>

<sup>652</sup>UBADERECHO. *Autoridades de la Facultad de Derecho*. [online]. [consulted 8 September 2025]. Available in: <https://www.derecho.uba.ar/institucional/autoridades-derecho.php>

<sup>653</sup>UBADERECHO. *Asuntos Institucionales*. [online]. [consulted 29 October 2025]. Available in: [https://www.derecho.uba.ar/institucional/rinstitucionales/asuntos\\_institucionales.php](https://www.derecho.uba.ar/institucional/rinstitucionales/asuntos_institucionales.php)

<sup>654</sup>UNIVERSIDAD DE PALERMO. *Autoridades*. [online]. [consulted 10 August 2025]. Available in: [https://www.palermo.edu/la\\_universidad/autoridades.html](https://www.palermo.edu/la_universidad/autoridades.html)



- 1.1.2.5.1.1.1. Dean of the Business Department:  
Lic. Gabriel FOGLIA<sup>655</sup>
  - 1.1.2.5.1.1.1.1. Academic Coordinator of  
the Management,  
Economics and Finance  
Degrees: FALKON Alain
  - 1.1.2.5.1.1.1.2. Academic Coordinator of  
the International Business  
and Marketing Degrees:  
LANZANI Anna
  - 1.1.2.5.1.1.1.3. Academic Coordinator of  
the Public Accounting  
Degree: LAVIGNOLLE Juan  
Manuel
  - 1.1.2.5.1.1.1.4. Academic Coordinator of  
the Human Resources  
Degree: FERNANDEZ  
Paula
- 1.1.2.5.1.1.2. Dean of the Design and  
Communication Department: Lic.  
Oscar ECHEVERRÍA
  - 1.1.2.5.1.1.2.1. Academic Director of the  
Design Degrees: CHAVES  
Norberto<sup>656</sup>
- 1.1.2.5.1.1.3. Dean of the Engineering  
Department: Ing. Alejandro  
POPOVSKY<sup>657</sup>
  - 1.1.2.5.1.1.3.1. Director of the Department  
of Information Technology:  
ALVAREZ Adriana
  - 1.1.2.5.1.1.3.2. Director of the Department  
of Electronics and  
Communications: FARINA  
Mario
- 1.1.2.5.1.1.4. Dean of the Social Sciences  
Department: Mr. Elsa ZINGMAN<sup>658</sup>
  - 1.1.2.5.1.1.4.1. Coordinator of the  
Psychology Degree:  
IRRAZABAL Natalia

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<sup>655</sup>UP. *Autoridades Facultad de Negocios*. [online]. [consulted 7 September 2025]. Available in: <https://www.palermo.edu/negocios/sobre-la-facultad/autoridades.html>

<sup>656</sup>UP. *Norberto Chaves Director Académico Licenciatura en Diseño\* (Diseño + Tecnología + Negocios)*. [online]. [consulted 7 September 2025]. Available in: [https://www.palermo.edu/dyc/licenciatura\\_en\\_diseno/nota-chaves.html](https://www.palermo.edu/dyc/licenciatura_en_diseno/nota-chaves.html)

<sup>657</sup>UP. *Autoridades y Profesores*. [online]. [consulted 7 September 2025]. Available in: <https://www.palermo.edu/ingenieria/sobre-la-facultad/autoridades-profesores.html>

<sup>658</sup>UP. *Autoridades Facultad de Ciencias Sociales*. [online]. [consulted 7 September 2025]. Available in: <https://www.palermo.edu/cienciassociales/autoridades.html>



1.1.2.5.1.1.5. Professional Development  
Department<sup>659</sup>

**1.1.2.6. Universidad Tecnológica Nacional<sup>660</sup>**

1.1.2.6.1. President - Rector: Ing. Ruben SORO

1.1.2.6.1.1. Vice President - Vice Rector: Ing. Haroldo  
AVETTA

1.1.2.6.1.1.1. Dean of the Buenos Aires Regional  
Faculty: Ing. Guillermo  
OLIVETTO<sup>661</sup>

1.1.2.6.1.1.1.1. Director of the Civil  
Engineering Department:  
Engr. Marcelo  
MASCKAUCHAN

1.1.2.6.1.1.1.2. Director of the Engineering  
in Information Systems  
Department: Engr. Andrés  
BURSZTYN

1.1.2.6.1.1.1.3. Director of the Industrial  
Engineering Department:  
Engr. Guillermo VALVANO

1.1.2.6.1.1.1.4. Director of the Information  
Systems Engineering  
Department: BURSZTYN  
Andres

**1.1.2.7. Universidad Torcuato Di Tella<sup>662</sup>**

1.1.2.7.1. President: Dr. Javier ORTIZ BATALLA

1.1.2.7.1.1. Rector: Dr. Juan José CRUCES

1.1.2.7.1.1.1. Vice Rector: Dr. Martín HEVIA

1.1.2.7.1.1.1.1. Dean of the Architecture  
Department: Dr. Marcelo  
FAIDEN

1.1.2.7.1.1.1.1.1. Director of the  
Architecture Degree:  
MEDINA  
Florencia<sup>663</sup>

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<sup>659</sup> UP. *Desarrollo Profesional*. [online]. [consulted 29 October 2025]. Available in: [https://www.palermo.edu/desarrollo\\_profesional/](https://www.palermo.edu/desarrollo_profesional/)

<sup>660</sup>UTN. *Autoridades*. [online]. [consulted 10 August 2025]. Available in: <https://www.utn.edu.ar/es/la-universidad/autoridades>

<sup>661</sup>UTN.BA. *Autoridades*. [online]. [consulted 16 August 2025]. Available in: <https://frba.utn.edu.ar/autoridades/>

<sup>662</sup>UNIVERSIDAD TORCUATO DI TELLA. Institucional. *Autoridades*. [online]. [consulted 10 August 2025]. Available in: <https://www.utdt.edu/autoridades>

<sup>663</sup>UNIVERSIDAD TORCUATO DI TELLA. *Escuela de Arquitectura y Estudios Urbanos*. [online]. [consulted 7 September 2025]. Available in: [https://www.utdt.edu/ver\\_contenido.php?id\\_contenido=25833&id\\_item\\_menu=42551](https://www.utdt.edu/ver_contenido.php?id_contenido=25833&id_item_menu=42551)



- 1.1.2.7.1.1.1.2. Dean of the Business  
Department: Mr. Melani  
MACHINEA
  - 1.1.2.7.1.1.1.2.1. Director of the  
Business  
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Business  
Economics Degree:  
BELFIORI Elisa<sup>664</sup>
- 1.1.2.7.1.1.1.3. Dean of the Design  
Department: Dr. Enrique  
LONGINOTTI
  - 1.1.2.7.1.1.1.3.1. Director of the  
Design Degree:  
ALMEIDA Marta<sup>665</sup>
- 1.1.2.7.1.1.1.4. Dean of the Economic  
Department: Dr.  
Constantino HEVIA
  - 1.1.2.7.1.1.1.4.1. Director of the  
Economy Degree:  
RUFFO Hernan<sup>666</sup>
- 1.1.2.7.1.1.1.5. Dean of the Social  
Sciences Department: Dr.  
Andrés REGGIANI
  - 1.1.2.7.1.1.1.5.1. Director of the  
Communication  
Degree:  
SCHETJMAN  
Natali<sup>667</sup>
- 1.1.2.7.1.1.1.6. Dean of the Law  
Department: CHEHTMAN  
Alejandro
  - 1.1.2.7.1.1.1.6.1. Director of the Law  
Degree: DE LA  
CRUZ Andres<sup>668</sup>

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<sup>664</sup>UNIVERSIDAD TORCUATO DI TELLA. *Licenciatura en Administración de Empresas*. [online]. [consulted 7 September 2025]. Available in: [https://www.utdt.edu/ver\\_contenido.php?id\\_contenido=7907&id\\_item\\_menu=15483](https://www.utdt.edu/ver_contenido.php?id_contenido=7907&id_item_menu=15483)

<sup>665</sup>UNIVERSIDAD TORCUATO DI TELLA. *Escuela de Diseño*. [online]. [consulted 7 September 2025]. Available in: [https://www.utdt.edu/ver\\_contenido.php?id\\_contenido=25833&id\\_item\\_menu=42551](https://www.utdt.edu/ver_contenido.php?id_contenido=25833&id_item_menu=42551)

<sup>666</sup>UNIVERSIDAD TORCUATO DI TELLA. *Licenciatura en Economía*. [online]. [consulted 7 September 2025]. Available in: [https://www.utdt.edu/ver\\_contenido.php?id\\_contenido=123&id\\_item\\_menu=643](https://www.utdt.edu/ver_contenido.php?id_contenido=123&id_item_menu=643)

<sup>667</sup>UNIVERSIDAD TORCUATO DI TELLA. *Licenciatura en Ciencias Sociales*. [online]. [consulted 7 September 2025]. Available in: [https://www.utdt.edu/ver\\_contenido.php?id\\_contenido=9802&id\\_item\\_menu=19274](https://www.utdt.edu/ver_contenido.php?id_contenido=9802&id_item_menu=19274)

<sup>668</sup>UNIVERSIDAD TORCUATO DI TELLA. *Derecho en la Di Tella*. [online]. [consulted 8 September 2025]. Available in: [https://www.utdt.edu/ver\\_contenido.php?id\\_contenido=12357&id\\_item\\_menu=22758](https://www.utdt.edu/ver_contenido.php?id_contenido=12357&id_item_menu=22758)



## 12. Variables Crossing

### 12.01. Government

#### 12.01.01. Argentina

Government / Variable		Frequency of formal interactions	Distribution of formal interactions	Type of relationship	Public policies influence	Mentions in official communications		
ARGENTINA	NATIONAL	Presidency of the Nation	Inexistent	Null	-	Inexistent	Inexistent	
		Ministry of Foreign Affairs, International Trade and Worship	Inexistent	Null	-	Inexistent	Inexistent	
		Ministry of Economy	Inexistent	Null	-	Medium	Inexistent	
		Secretary of Agriculture, Livestock, and Fishing	Inexistent	Null	-	Inexistent	Inexistent	
		Ministry of Health	Inexistent	Null	-	Inexistent	Inexistent	
		Ministry of Human Capital	Inexistent	Null	-	Inexistent	Inexistent	
		Senate Standing Commissions	Commission on Environment and Sustainable Development	Inexistent	Null	-	Inexistent	Inexistent
			Commission on National Economy and Investment	Inexistent	Null	-	Inexistent	Inexistent
			Commission of Industry and Commerce	Inexistent	Null	-	Inexistent	Inexistent
			Commission on Foreign Affairs and Worship	Inexistent	Null	-	Inexistent	Inexistent
			Commission on Systems, Media and Freedom of Expression	Inexistent	Null	-	Inexistent	Inexistent
			Commission on Labor and Social Security	Inexistent	Null	-	Inexistent	Inexistent
		Deputies Standing Commissions	General Legislation	Inexistent	Null	-	Inexistent	Inexistent
	Social Action and Public Health		Inexistent	Null	-	Inexistent	Inexistent	
	Labor Legislation		Inexistent	Null	-	Inexistent	Inexistent	
	Industry		Inexistent	Null	-	Inexistent	Inexistent	
	Natural Resources and Conservation of the Human Environment		Inexistent	Null	-	Inexistent	Inexistent	
	Economy		Inexistent	Null	-	Inexistent	Inexistent	
	PROVINCIAL	Governance of the city of Buenos Aires	Inexistent	Minimal	-	Inexistent	Low	
		Secretary of Innovation and Digital Transformation	Inexistent	Null	-	Inexistent	Inexistent	
		Governance of Buenos Aires	Inexistent	Minimal	-	Inexistent	Inexistent	
		Ministry of Secretary of Innovation and Digital Transformation	Inexistent	Null	-	Inexistent	Inexistent	
		Governance of Mendoza	Inexistent	Null	-	Inexistent	Inexistent	
MUNICIPALITIES	Municipality of Vicente López	Inexistent	Null	-	Inexistent	Inexistent		



### 12.01.02. France

Government / Variable		Frequency of formal interactions	Distribution of formal interactions	Type of relationship	Public policies influence	Mentions in official communications		
FRANCE	NATIONAL	President of the Republic	Inexistent	Null	-	Inexistent	Inexistent	
		Prime Minister	Inexistent	Null	-	Inexistent	Inexistent	
		Department of Justice	Inexistent	Null	-	Inexistent	Inexistent	
		Ministry of Labour, Health, Solidarity and Families	Inexistent	Null	-	Inexistent	Inexistent	
		Ministry of the Economy, Finance and Industrial and Digital Sovereignty	Inexistent	Null	-	Inexistent	Inexistent	
		Ministry of Culture	Inexistent	Null	-	Inexistent	Inexistent	
		Ministry of Spatial Planning and Decentralization	Inexistent	Null	-	Inexistent	Inexistent	
		Ministry of Europe and Foreign Affairs	Inexistent	Null	-	Inexistent	Inexistent	
		Ministry of Agriculture and Food Sovereignty	Inexistent	Null	-	Medium	Inexistent	
	The Parliament	The National Assembly	Inexistent	Null	-	Low	Inexistent	
		The Senate	Inexistent	Null	-	Inexistent	Inexistent	
	REGIONAL	Regional Council of Auvergne-Rhône-Alpes		Inexistent	Null	-	Inexistent	Inexistent
		Regional Council of Ile-de-France		Inexistent	Null	-	Inexistent	Inexistent
		Regional Council of Nouvelle-Aquitaine		Inexistent	Null	-	Inexistent	Inexistent
Regional Council of Occitanie		Inexistent	Null	-	Inexistent	Inexistent		

### 12.01.03. Japan

Government / Variable		Frequency of formal interactions	Distribution of formal interactions	Type of relationship	Public policies influence	Mentions in official communications		
JAPAN	NATIONAL	Emperor	Inexistent	Null	-	Inexistent	Inexistent	
		Cabinet Office	Prime Minister	Inexistent	Null	-	Inexistent	Inexistent
			Ministry of Foreign Affairs	Inexistent	Null	-	Inexistent	Inexistent
			Ministry of Finance	Inexistent	Null	-	Inexistent	Inexistent
			Ministry of Health, Labour and Welfare	Inexistent	Null	-	Medium	Inexistent
			Ministry of Economy, Trade and Industry	Inexistent	Minimal	Formal	Inexistent	Inexistent
			Ministry of the Environment	Inexistent	Minimal	Formal	Inexistent	Low
			Food Safety Commission	Inexistent	Null	-	Inexistent	Inexistent
			Consumer Affairs Agency	Inexistent	Null	-	Inexistent	Inexistent
			Japan Fair Trade Commission	Inexistent	Null	-	Inexistent	Inexistent
			Japan International Cooperation Agency	Inexistent	Null	-	Inexistent	Inexistent
		Japan Institute for Labour Policy and Training	Inexistent	Null	-	Inexistent	Inexistent	
		House of Councillors Standing Committees	Cabinet	Inexistent	Null	-	Inexistent	Inexistent
			Foreign Affairs and Defense	Inexistent	Null	-	Inexistent	Inexistent
			Health, Welfare and Labour	Inexistent	Null	-	Inexistent	Inexistent
			Economy and Industry	Inexistent	Null	-	Inexistent	Inexistent
			Environment	Inexistent	Null	-	Inexistent	Inexistent
		House of Councillors Special Committees	Consumer Affairs	Inexistent	Null	-	Inexistent	Inexistent
		House of Representatives Standing Committees	Foreign Affairs	Inexistent	Null	-	Inexistent	Inexistent
	Health, Labour and Welfare		Inexistent	Null	-	Inexistent	Inexistent	
	Economy, Trade and Industry		Inexistent	Null	-	Inexistent	Inexistent	
	Environment		Inexistent	Null	-	Inexistent	Inexistent	
	House of Representatives Special Committee	Consumer Affairs	Inexistent	Null	-	Inexistent	Inexistent	
	Prefectures	Tokyo	Inexistent	Null	-	Inexistent	Inexistent	



## 12.01.04. U.S.A.

Government / Variable		Frequency of formal interactions	Distribution of formal interactions	Type of relationship	Public policies influence	Mentions in official communications		
U.S.A.	NATIONAL	Presidency of the Nation	Inexistent	Null	-	Inexistent	Inexistent	
		Department of State	Inexistent	Constant	Formal	Inexistent	Inexistent	
		Department of Agriculture	Inexistent	Constant	Formal	Inexistent	Inexistent	
		Department of Commerce	Inexistent	Constant	Formal	Inexistent	Inexistent	
		Department of Health and Human Services	Food and Drug Administration	Inexistent	Constant	Formal	Inexistent	Inexistent
			Human Foods Program	Inexistent	Null	-	Inexistent	Inexistent
			National Institutes of Health	Inexistent	Null	-	Inexistent	Inexistent
		Department of the Interior	Inexistent	Null	-	Inexistent	Inexistent	
		Department of Labor	Inexistent	Constant	Formal	Inexistent	Inexistent	
		U.S. Senate	Agriculture, Nutrition, and Forestry Committee	Inexistent	Null	-	Inexistent	Medium Clustered
			Banking, Housing and Urban Affairs Committee	Inexistent	Null	-	Inexistent	
			Commerce, Science, and Transportation Committee	Inexistent	Null	-	Inexistent	
			Energy and Natural Resources Committee	Inexistent	Null	-	Inexistent	
			Environment and Public Works Committee	Inexistent	Null	-	Inexistent	
			Finance & Joint Committee on Taxation Committee	Inexistent	Null	-	Inexistent	
			Foreign Relations & Joint Economic Committee	Inexistent	Null	-	Inexistent	
	Health, Education, Labor and Pensions Committee		Inexistent	Null	-	Inexistent		
U.S. Securities and Exchange Commission	Inexistent	Sporadic	Formal	Inexistent				
The House of Representatives	Inexistent	Constant	Formal	Inexistent	Medium Clustered			
STATE	Governance of California	Inexistent	Null	Formal	Low	Inexistent		
	Governance of Illinois	Inexistent	Null	-	Inexistent	Inexistent		

## 12.02. Media

### 12.02.01. Argentina

Media / Variables		Tone of media coverage	Frequency of the relationship	Distribution of coverage	Type of media coverage	Media reach	
ARGENTINA	NATIONAL	Clarín	Positive	Uneven	Constant	Earned media	Medium
		La Nación	Neutral	Uneven	Constant	Earned media	Medium
		Página 12	Neutral	Uneven	Minimal	Earned media	Low
		Crónica	Neutral	Uneven	Frequent	Earned media	Low
	PROVINCIAL	Diario UNO	Positive	Uneven	Constant	Earned media	Low
		Los Andes	Positive	Uneven	Constant	Earned media	Low
		MDZ Online	Positive	Uneven	Constant	Earned media	Low
	MUNICIPAL	Zona Norte Diario Online	Positive	Uneven	Minimal	Earned media	Low
		Vicente López Hoy	-	-	Null	Earned media	Low



### 12.02.02. France

		Media / Variables	Tone of media coverage	Frequency of the relationship	Distribution of coverage	Type of media coverage	Media reach
FRANCE	NATIONAL	Le Nouvel Obs	Neutral	Uneven	Minimal	Earned media	Low
		Libération	Neutral	Uneven	Frequent	Earned media	Medium
		Les Echos	Neutral	Uneven	Constant	Earned media	Low
		Le Monde	Neutral	Uneven	Frequent	Earned media	Medium

### 12.02.03. Japan

		Media / Variables	Tone of media coverage	Frequency of the relationship	Distribution of coverage	Type of media coverage	Media reach
JAPAN	NATIONAL	Yomiuri Shimbun	Neutral	Uneven	Sporadic	Earned media	Medium
		Asahi Shimbun	Neutral	Uneven	Sporadic	Earned media	Medium
		The Japan Times	Neutral	Uneven	Minimal	Earned media	Low
		Sankei Shimbun	Neutral	Uneven	Frequent	Earned media	Low

### 12.02.04. U.S.A.

		Media / Variables	Tone of media coverage	Frequency of the relationship	Distribution of coverage	Type of media coverage	Media reach
USA	NATIONAL	New York Times	Neutral	Uneven	Sporadic	Earned media	Low
		Washington Post	Neutral	Uneven	Sporadic	Earned media	Low
		Wall Street Journal	Neutral	Uneven	Frequent	Earned media	Low
		CNN	Neutral	Uneven	Constant	Earned media	High



## 12.03. Suppliers

### 12.03.01. Argentina

		Suppliers / Variable	Longevity of the partnership	Mentions in Media Outlets	Type of relationship	Compliance with McDonald's standards or values	Transparency of Information		
ARGENTINA	Core Menu	Bakery and grains	Interbake	Long-term partnership	Inexistent	Formal	Null	Low	
		Beverages	The Coca-Cola Company	Long-term partnership	High	Formal	Low	Low	
		Dairy	El Broquel - Estancia La Dorita	-	Low	Formal	Null	Null	
		Fries	McCain	Long-term partnership	Medium-Sustained	Formal	Medium	Low	
		Proteins	Beef	Marfrig - Quickfood S.A.	New partnership	High	Formal	Null	Null
			Chicken	Arce Avícola	Long-term partnership	Inexistent	Formal	Null	Low
		Vegetables and produce	Alcaraz Gourmet	Long-term partnership	Inexistent	Formal	Low	Null	
	McCafé	Bakery and grains	Interbake	Long-term partnership	Inexistent	Formal	Null	Low	
		Coffee	Cabrales	Growing partnership	Medium-Sustained	Formal	Low	Null	

## 12.04. Employees

### 12.04.01. Argentina

		Employee / Variable	Antiquity of the current role	Type of relationship	Position Origin	Global vs Local Experience	Leadership team alignment with McDonald's core values	
ARGENTINA	Latin America	Chief Executive Officer	New role	Mixed	Internal	Global	Null	
		Chief Operating Officer	New role	Mixed	Internal	Global		
		Divisional President for SLAD	New role	Mixed	Internal	Global		
	Arcos Dorados	Argentina	General Director	Long-term role	Mixed	Internal	Local	Low
			Operational Director	Long-term role	Mixed	Internal	Local	
			Corporate Communications Manager	Long-term role	Mixed	External	Local	
			Corporate Human Resources Director	Long-term role	Mixed	Internal	Global	
			Finance Director	Established role	Mixed	External	Global	
			Marketing Manager	Long-term role	Mixed	External	Local	
			Operations and Training Development Manager	Long-term role	Mixed	External	Local	
			People & Culture Manager	New role	Mixed	Internal	Global	

\*Data source: Interview transcription with an HR employee, conducted on April 16, 2025 (see Annex 1).



## 12.05. Community

### 12.05.01. Argentina<sup>669</sup>

Community / Variable		University Partnership Status	Employer brand perception	Type of relationship	Educational initiatives communication	Presence in Academic or Professional Events	
ARGENTINA	Buenos Aires Province	Universidad Austral	Inexistent	Medium	-	Direct	Null
		Universidad de La Plata	Inexistent		-	Direct	Null
		Universidad de San Andrés	Existent		Mixed	Direct	Null
		Universidad de San Martín	Inexistent		-	Direct	Null
	Ciudad Autónoma de Buenos Aires	Universidad Argentina de la Empresa	Existent		Mixed	Direct	Null
		Universidad Católica Argentina	Existent		Mixed	Direct	Null
		Universidad de Belgrano	Existent		Mixed	Direct	Low
		Universidad de Buenos Aires	Existent		Mixed	Direct	Low
		Universidad de Palermo	Existent		Mixed	Direct	Null
		Universidad Tecnológica Nacional	Inexistent		-	Direct	Null
		Universidad Torcuato Di Tella	Existent		Mixed	Direct	Null

*\*taking into account "students" as a whole, since the university they belong to is not relevant for our analysis, as we evaluate the perception of the community (young individuals initiating their professional development) in general.*

<sup>669</sup>For the “employer brand perception variable” out of the 7 questions, only questions 1, 2, 3 and 5 were considered, as these are the ones that measure skills and employability. The other questions are not directly related to this variable but were still administered, as this information may be useful for future analysis.



## 13. Publics' clipping

### 13.01. Government

COUNTRY	GOVERNMENT INVOLVED	CONTENT	PUBLICATION ORIGIN	PUBLICATION DATE	CONSULTATION DATE	LINK
ARGENTINA	Governance of Buenos Aires	Franchise opening	Arcos Dorados Press Release	18/12/2024	21/06/2025	<a href="https://www.arcosdorados.com/wp-content/uploads/2024/12/Comunicado-de-Prensa-Apertura-Bahia-Blanca-Argentina.pdf">https://www.arcosdorados.com/wp-content/uploads/2024/12/Comunicado-de-Prensa-Apertura-Bahia-Blanca-Argentina.pdf</a>
	Ministry of Economy	Decree 35/2025 of the Argentina Food Code	Boletín Oficial of the Presidency of the Nation: Decree 35/2025	17/1/2025	21/06/2025	<a href="https://www.boletinoficial.gob.ar/detalleAviso/primera/319826/20250120">https://www.boletinoficial.gob.ar/detalleAviso/primera/319826/20250120</a>
	Ministry of Economy	Decree 697/2024 of the Customs Code	Boletín Oficial of the Presidency of the Nation: Decree 697/2024	5/8/2024	21/06/2025	<a href="https://www.boletinoficial.gob.ar/detalleAviso/primera/311796/20240806">https://www.boletinoficial.gob.ar/detalleAviso/primera/311796/20240806</a>
	Governance of the City of Buenos Aires	Recognition for contributing to the strengthening and inclusion of people and the Social Economy of the City	GCBA Human Development and Habitat	29/11/2024	21/06/2025	<a href="https://buenosaires.gob.ar/noticias/reconocimientos-las-empresas-que-contribuyen-con-el-fortalecimiento-y-la-inclusion-de-las">https://buenosaires.gob.ar/noticias/reconocimientos-las-empresas-que-contribuyen-con-el-fortalecimiento-y-la-inclusion-de-las</a>
FRANCE	The National Assembly	Simplifying the opening of drinking establishments in rural areas bill	National Assembly parliamentary documents: Bill, TA No. 64	10/03/2025	21/06/2025	<a href="https://www.assemblee-nationale.fr/dyn/17/textes/1170064_texte-adoptee-seance">https://www.assemblee-nationale.fr/dyn/17/textes/1170064_texte-adoptee-seance</a>
	Ministry of Agriculture and Food Sovereignty	Food sovereignty and generational renewal in agriculture law	Légifrance: Law No. 2025-268	24/03/2025	21/06/2025	<a href="https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000051368091">https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000051368091</a>
	Ministry of Agriculture and Food Sovereignty	Strengthening the economic stability and competitiveness of the agri-food sector law	Légifrance: Law No. 2025-337	14/04/2025	21/06/2025	<a href="https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000051465667">https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000051465667</a>
JAPAN	Ministry of Environment	Annual toy recycling with support from the "Plastic Smart" campaign under the Environment Ministry .	Plastic Smart site	n.d.	21/06/2025	<a href="https://plastics-smart.env.go.jp/case/637/?">https://plastics-smart.env.go.jp/case/637/?</a> <a href="https://www.mcdonalds.co.jp/family/toy_recycle/">https://www.mcdonalds.co.jp/family/toy_recycle/</a>
	Ministry of Health, Labour and Welfare	Review of the positive list of utensils and food containers	Ministry of Health, Labour and Welfare policies page	23/11/2023	21/06/2025	<a href="https://www.mhlw.go.jp/content/11130500/001229390.pdf">https://www.mhlw.go.jp/content/11130500/001229390.pdf</a>
	Ministry of Economy, Trade and Industry	Official recognition from the METI for "2025 Health and Productivity Management Outstanding Corporations"	McDonald's Corporation Press Release	7/04/2025	21/06/2025	<a href="https://www.mcdonalds.co.jp/company/news/2025/0407a/">https://www.mcdonalds.co.jp/company/news/2025/0407a/</a>
	Ministry of Health, Labour and Welfare	Material evaluation: PET bottle	Ministry of Health, Labour and Welfare policies page	27/09/2024	21/06/2025	<a href="https://www.petbottle-rec.gr.jp/english/pdf/guideline2024_material_e.pdf?20240927">https://www.petbottle-rec.gr.jp/english/pdf/guideline2024_material_e.pdf?20240927</a>
USA	Food and Drug Administration	Outbreak Investigation of E. coli O157:H7: Onions (October 2024)	FDA page	3/12/2024	21/06/2025	<a href="https://www.fda.gov/food/outbreaks-foodborne-illness/outbreak-investigation-e-coli-o157h7-onions-october-2024">https://www.fda.gov/food/outbreaks-foodborne-illness/outbreak-investigation-e-coli-o157h7-onions-october-2024</a>
	Department of Agriculture	Investigation Update: E. coli Outbreak, Onions Served at McDonald's - November 13, 2024	Centers for Disease Control and Prevention page	3/12/2024	21/06/2025	<a href="https://www.cdc.gov/ecoli/outbreaks/investigation-update-e-coli-o157-2024.html">https://www.cdc.gov/ecoli/outbreaks/investigation-update-e-coli-o157-2024.html</a>
	U.S. Securities and Exchange Commission	Form 8-k	Electronic Data Gathering, Analysis, and Retrieval system archives	19/07/2024	21/06/2025	<a href="https://www.sec.gov/Archives/edgar/data/63908/000006390824000119/form8k0630202402.pdf">https://www.sec.gov/Archives/edgar/data/63908/000006390824000119/form8k0630202402.pdf</a>
		Form 10-k (Annual Report)	Electronic Data Gathering, Analysis, and Retrieval system archives	31/12/2024	21/06/2025	<a href="https://www.sec.gov/Archives/edgar/data/63908/000006390825000012/mcd-20241231.htm?">https://www.sec.gov/Archives/edgar/data/63908/000006390825000012/mcd-20241231.htm?</a>
	California State Assembly	Corporate political contributions	McDonald's Public Policy Engagement Archives	n.d.	21/06/2025	<a href="https://corporate.mcdonalds.com/content/dam/sites/corp/nfl/pdf/Corporate%20political%20contribution%20report%202024%20Q3-Q4.pdf">https://corporate.mcdonalds.com/content/dam/sites/corp/nfl/pdf/Corporate%20political%20contribution%20report%202024%20Q3-Q4.pdf</a>
	Food & Drug Administration (FDA), U.S. Department of Agriculture, Department of Treasury, Department of State (DOS), Department of Labor (DOL) and Department of Commerce (DOC)	In Q2 2024, McDonald's lobbied on food safety, agriculture, and rural development under the Inflation Reduction Act; tax reform including OECD proposals and H.R.7024; labor and workforce issues like franchising, workforce development, and the PRO Act; and supply chain and rural economic concerns.	U.S. Federal Government Lobbying Disclosure Report	22/07/2024		<a href="https://lda.senate.gov/filings/public/filing/dccd3c87-ed98-4424-9380-4ccd1d9a2f5/print/">https://lda.senate.gov/filings/public/filing/dccd3c87-ed98-4424-9380-4ccd1d9a2f5/print/</a>
		In Q3 2024, McDonald's focused on food safety, ingredient standards, and animal agriculture supply chains; engaged in tax policy including OECD proposals and H.R.7024; and addressed labor issues like franchising, the joint employer rule, the PRO Act, and workforce education.		21/10/2024		<a href="https://lda.senate.gov/filings/public/filing/f0b3ef75-ed4b-4179-826d-d039c8171395/print/">https://lda.senate.gov/filings/public/filing/f0b3ef75-ed4b-4179-826d-d039c8171395/print/</a>
		In Q4 2024, McDonald's lobbied on food safety, nutrition, and the Farm Bill reauthorization; tax reform including OECD proposals and H.R.7024; labor issues like the Joint Employer Review Act, the PRO Act, franchising, and supply chain labor; and continued to prioritize animal agriculture, conservation, and rural development.		21/01/2025	21/06/2025	<a href="https://lda.senate.gov/filings/public/filing/91495d1c-5e97-4fc4-bef0-b87a8359e10a/print/">https://lda.senate.gov/filings/public/filing/91495d1c-5e97-4fc4-bef0-b87a8359e10a/print/</a>
		In Q1 2025, McDonald's lobbied on nutrition, food safety, and supply chain issues, including animal agriculture and conservation, alongside tax reform and OECD proposals. They addressed labor and workforce topics like franchising, the NLRA, the Joint Employer Review Act, and education access, while also focusing on data privacy, franchise regulation, and tariffs affecting food trade.		17/04/2025		<a href="https://lda.senate.gov/filings/public/filing/959b70eb-63a6-431e-8185-5386468d56fb/print/">https://lda.senate.gov/filings/public/filing/959b70eb-63a6-431e-8185-5386468d56fb/print/</a>



### 13.02. Media

COUNTRY	MEDIA	TITLE	PUBLICATION DATE	CONSULTATION DATE	LINK
Clarín		McDonald's: cambios en la cúpula de la empresa que maneja la cadena en la Argentina	07/06/2025	15/06/2025	<a href="https://www.clarin.com/economia/mcdonalds-cambios-cupula-empresa-maneja-cadena-argentina_0_bSKCaAFJM2.html">https://www.clarin.com/economia/mcdonalds-cambios-cupula-empresa-maneja-cadena-argentina_0_bSKCaAFJM2.html</a>
		Fracasa una prueba piloto de una cadena líder de comidas rápidas y cinco locales dejarán de funcionar	30/05/2025	15/06/2025	<a href="https://www.clarin.com/internacional/mcdonalds-anuncia-cierre-locales-experimentales-motivo_0_kpTRslw8UF.html">https://www.clarin.com/internacional/mcdonalds-anuncia-cierre-locales-experimentales-motivo_0_kpTRslw8UF.html</a>
		Pumper Nic: la primera cadena fast food de la Argentina que fue furor y se vino a pique	09/04/2025	15/06/2025	<a href="https://www.clarin.com/viva/pumper-nic-primera-cadena-fast-food-argentina-furor-vino-pique_0_DrsEgvUnKF.html">https://www.clarin.com/viva/pumper-nic-primera-cadena-fast-food-argentina-furor-vino-pique_0_DrsEgvUnKF.html</a>
		Dejó a sus hijos de 10, 6 y 1 año solos en McDonald's y fue arrestado: ¿estaba en una entrevista de trabajo?	03/04/2025	15/06/2025	<a href="https://www.clarin.com/internacional/dejo-hijos-10-6-1-ano-solos-mcdonalds-arrestado-entrevista-trabajo_0_YKEKJHbWC0.html">https://www.clarin.com/internacional/dejo-hijos-10-6-1-ano-solos-mcdonalds-arrestado-entrevista-trabajo_0_YKEKJHbWC0.html</a>
		MiMcDonald's: el nuevo programa para sumar puntos y llevarte tus productos favoritos	28/03/2025	15/06/2025	<a href="https://www.clarin.com/brandstudio/mimcdonalds-nuevo-programa-sumar-puntos-llevarte-productos-favoritos_0_5f9uA3VWm.html">https://www.clarin.com/brandstudio/mimcdonalds-nuevo-programa-sumar-puntos-llevarte-productos-favoritos_0_5f9uA3VWm.html</a>
		Un hombre fue al autoservicio de McDonald's con tres vacas en su auto	13/03/2025	15/06/2025	<a href="https://www.clarin.com/viste/hombre-autoservicio-mcdonalds-vacas-auto_0_p3la8UxDC1.html">https://www.clarin.com/viste/hombre-autoservicio-mcdonalds-vacas-auto_0_p3la8UxDC1.html</a>
		Como la boda les iba a salir muy cara, no invitaron a nadie y fueron a festejar a un McDonald's: "Fue perfecto"	20/02/2025	15/06/2025	<a href="https://www.clarin.com/internacional/boda-iba-salir-cara-invitaron-nadie-festejar-mcdonalds-perfecto_0_LIQGdw0EZG.html">https://www.clarin.com/internacional/boda-iba-salir-cara-invitaron-nadie-festejar-mcdonalds-perfecto_0_LIQGdw0EZG.html</a>
		Corea del Sur: una influencer mostró cómo serán los McDonald's del futuro	05/02/2025	15/06/2025	<a href="https://www.clarin.com/internacional/corea-sur-influencer-mostro-mcdonalds-futuro_0_Fwc2fAh533.html">https://www.clarin.com/internacional/corea-sur-influencer-mostro-mcdonalds-futuro_0_Fwc2fAh533.html</a>
		McDonald's celebra 30 años en Mar del Plata y refuerza su compromiso con los consumidores	23/01/2025	15/06/2025	<a href="https://www.clarin.com/brandstudio/mcdonalds-celebra-30-anos-mar-plata-refuerza-compromiso-consumidores_0_Xo8vklSf6H.html">https://www.clarin.com/brandstudio/mcdonalds-celebra-30-anos-mar-plata-refuerza-compromiso-consumidores_0_Xo8vklSf6H.html</a>
		Así fue el evento de McDonald's para entregarles becas a colaboradores de todo el país	10/10/2024	15/06/2025	<a href="https://www.clarin.com/brandstudio/mcdonalds-celebra-30-anos-mar-plata-refuerza-compromiso-consumidores_0_Xo8vklSf6H.html">https://www.clarin.com/brandstudio/mcdonalds-celebra-30-anos-mar-plata-refuerza-compromiso-consumidores_0_Xo8vklSf6H.html</a>
		Más de 6000 mujeres participaron de la M10K de McDonald's, la carrera de mujeres más importante de Latinoamérica	08/10/2024	15/06/2025	<a href="https://www.clarin.com/brandstudio/6000-mujeres-participaron-m10k-mcdonalds-carrera-mujeres-importante-latinoamerica_0_bgC0d6R0b.html">https://www.clarin.com/brandstudio/6000-mujeres-participaron-m10k-mcdonalds-carrera-mujeres-importante-latinoamerica_0_bgC0d6R0b.html</a>
		¿Cómo son los McDonald's en China? Sus hamburguesas que generarían debate en Argentina	02/10/2024	15/06/2025	<a href="https://www.clarin.com/internacional/mcdonalds-china-hamburguesas-diferentes-generarian-debate-argentina_0_T8BhMqHd.html">https://www.clarin.com/internacional/mcdonalds-china-hamburguesas-diferentes-generarian-debate-argentina_0_T8BhMqHd.html</a>
		En Japón, McDonald's flexibiliza una medida insólita: trabajar con el pelo azul ya no será un problema	13/09/2024	15/06/2025	<a href="https://www.clarin.com/internacional/japon-mcdonalds-flexibiliza-medida-insolita-trabajar-pelo-azul-problema_0_a4a2nekqW.html">https://www.clarin.com/internacional/japon-mcdonalds-flexibiliza-medida-insolita-trabajar-pelo-azul-problema_0_a4a2nekqW.html</a>
		"Expande tu potencial" ayuda a los jóvenes a destacarse en las entrevistas de trabajo	12/08/2024	15/06/2025	<a href="https://www.clarin.com/brandstudio/expande-potencial-ayuda-juvenes-destacarse-entrevistas-trabajo_0_3eQiuSjvGX.html">https://www.clarin.com/brandstudio/expande-potencial-ayuda-juvenes-destacarse-entrevistas-trabajo_0_3eQiuSjvGX.html</a>
	Mostaza le pisa los talones a McDonald's: busca destronarlo en locales con un plan de US\$ 30 millones	04/06/2024	15/06/2025	<a href="https://www.clarin.com/economia/mostaza-pisa-talones-mcdonalds-busca-destronarlo-locales-plan-us-30-millones_0_ZtWcSllKQ.html">https://www.clarin.com/economia/mostaza-pisa-talones-mcdonalds-busca-destronarlo-locales-plan-us-30-millones_0_ZtWcSllKQ.html</a>	
La Nación		Joan Kroc, la mujer que donó tanto dinero con la fortuna del fundador de McDonald's que fue apodada "Santa Juana de los Arcos Dorados"	18/05/2025	15/06/2025	<a href="https://www.lanacion.com.ar/el-mundo/joan-kroc-la-mujer-que-dono-tanto-dinero-con-la-fortuna-del-fundador-de-mcdonalds-que-fue-apodada-santa-juana-de-los-arcos-dorados-18052025/">https://www.lanacion.com.ar/el-mundo/joan-kroc-la-mujer-que-dono-tanto-dinero-con-la-fortuna-del-fundador-de-mcdonalds-que-fue-apodada-santa-juana-de-los-arcos-dorados-18052025/</a>
		Tráfico en McDonald's cae inesperadamente mientras crece preocupación por economía	01/05/2025	15/06/2025	<a href="https://www.lanacion.com.ar/agencias/trafico-en-mcdonalds-cae-inesperadamente-mientras-crece-preocupacion-por-economia-nid1052025/">https://www.lanacion.com.ar/agencias/trafico-en-mcdonalds-cae-inesperadamente-mientras-crece-preocupacion-por-economia-nid1052025/</a>
		McDonald's cambió sus políticas de becas para hispanos tras una demanda: a quiénes beneficia	05/02/2025	15/06/2025	<a href="https://www.lanacion.com.ar/estados-unidos/mcdonalds-cambio-sus-politicas-de-becas-para-hispanos-tras-una-demanda-a-quiens-beneficia-nid05022025/">https://www.lanacion.com.ar/estados-unidos/mcdonalds-cambio-sus-politicas-de-becas-para-hispanos-tras-una-demanda-a-quiens-beneficia-nid05022025/</a>
		Índice Big Mac: el peso argentino es la segunda moneda más sobrevaluada del mundo, según The Economist	03/02/2025	15/06/2025	<a href="https://www.lanacion.com.ar/economia/indice-big-mac-el-peso-argentino-es-la-segunda-moneda-mas-sobrevaluada-del-mundo-segun-the-economist-nid03022025/">https://www.lanacion.com.ar/economia/indice-big-mac-el-peso-argentino-es-la-segunda-moneda-mas-sobrevaluada-del-mundo-segun-the-economist-nid03022025/</a>
		Un verano diferente con McDonald's: sustentabilidad, deporte y sabores inolvidables	16/01/2025	15/06/2025	<a href="https://www.lanacion.com.ar/lifestyle/un-verano-diferente-con-mcdonalds-sustentabilidad-deporte-y-sabores-inolvidables-nid16012025/">https://www.lanacion.com.ar/lifestyle/un-verano-diferente-con-mcdonalds-sustentabilidad-deporte-y-sabores-inolvidables-nid16012025/</a>
		Arcos dorados renueva su acuerdo de franquicia con mcdonalds por 20 años	02/01/2025	15/06/2025	<a href="https://www.lanacion.com.ar/agencias/arcos-dorados-renueva-su-acuerdo-de-franquicia-con-mcdonalds-por-20-anos-nid02012025/">https://www.lanacion.com.ar/agencias/arcos-dorados-renueva-su-acuerdo-de-franquicia-con-mcdonalds-por-20-anos-nid02012025/</a>
		Fenómeno viral: el sabor bien argentino que McDonald's lanzó en EE.UU. y los americanos no saben pronunciar	29/11/2024	15/06/2025	<a href="https://www.lanacion.com.ar/estados-unidos/fenomeno-viral-el-sabor-bien-argentino-que-mcdonalds-lanzo-en-eeuu-y-los-americanos-no-saben-pronunciar-nid29112024/">https://www.lanacion.com.ar/estados-unidos/fenomeno-viral-el-sabor-bien-argentino-que-mcdonalds-lanzo-en-eeuu-y-los-americanos-no-saben-pronunciar-nid29112024/</a>
		Fenómeno viral: el sabor bien argentino que McDonald's lanzó en EE.UU. y los americanos no saben pronunciar	29/11/2024	15/06/2025	<a href="https://www.lanacion.com.ar/estados-unidos/fenomeno-viral-el-sabor-bien-argentino-que-mcdonalds-lanzo-en-eeuu-y-los-americanos-no-saben-pronunciar-nid29112024/">https://www.lanacion.com.ar/estados-unidos/fenomeno-viral-el-sabor-bien-argentino-que-mcdonalds-lanzo-en-eeuu-y-los-americanos-no-saben-pronunciar-nid29112024/</a>
		Nueva Jornada Solidaria de McDonald's para recaudar fondos para la casa de Ronald y la Fundación Sí	28/11/2024	15/06/2025	<a href="https://www.lanacion.com.ar/sociedad/nueva-jornada-solidaria-de-mcdonalds-para-recaudar-fondos-para-la-casa-ronald-y-la-fundacion-si-nid28112024/">https://www.lanacion.com.ar/sociedad/nueva-jornada-solidaria-de-mcdonalds-para-recaudar-fondos-para-la-casa-ronald-y-la-fundacion-si-nid28112024/</a>
		Estos son los países que no tienen McDonald's y las razones que llevaron a prohibir la famosa cadena de hamburguesas	03/11/2024	15/06/2025	<a href="https://www.lanacion.com.ar/estados-unidos/estos-son-los-paises-que-no-tienen-mcdonalds-y-las-razones-que-llevaron-a-prohibir-la-famosa-cadena-nid03112024/">https://www.lanacion.com.ar/estados-unidos/estos-son-los-paises-que-no-tienen-mcdonalds-y-las-razones-que-llevaron-a-prohibir-la-famosa-cadena-nid03112024/</a>
		Crisis de e. coli de mcdonald's revela por qué contaminación vegetal es un problema más grave que la carne	25/10/2024	15/06/2025	<a href="https://www.lanacion.com.ar/agencias/tesis-de-e-coli-de-mcdonalds-revela-por-que-contaminacion-vegetal-es-un-problema-mas-grave-que-la-carne-nid25102024/">https://www.lanacion.com.ar/agencias/tesis-de-e-coli-de-mcdonalds-revela-por-que-contaminacion-vegetal-es-un-problema-mas-grave-que-la-carne-nid25102024/</a>
		Precios inflados: McDonald's demanda a los grandes frigoríficos de Estados Unidos	19/10/2024	15/06/2025	<a href="https://www.lanacion.com.ar/economia/negocios/precios-inflados-mcdonalds-demanda-a-los-grandes-frigorificos-de-estados-unidos-nid19102024/">https://www.lanacion.com.ar/economia/negocios/precios-inflados-mcdonalds-demanda-a-los-grandes-frigorificos-de-estados-unidos-nid19102024/</a>
		Vuelven las "Boo Buckets": cómo es el menú especial que McDonald's lanza por Halloween 2024	17/10/2024	15/06/2025	<a href="https://www.lanacion.com.ar/estados-unidos/vuelven-las-boo-buckets-como-es-el-menu-especial-que-mcdonalds-lanza-por-halloween-2024-nid17102024/">https://www.lanacion.com.ar/estados-unidos/vuelven-las-boo-buckets-como-es-el-menu-especial-que-mcdonalds-lanza-por-halloween-2024-nid17102024/</a>
		McDonald's extiende su menú de 5 dólares pero con un detalle	23/07/2024	15/06/2025	<a href="https://www.lanacion.com.ar/estados-unidos/mcdonalds-extiende-su-menu-de-5-dolares-pero-con-un-detalle-nid23072024/">https://www.lanacion.com.ar/estados-unidos/mcdonalds-extiende-su-menu-de-5-dolares-pero-con-un-detalle-nid23072024/</a>
Página 12		Elecciones en EEUU: Trump se "burla" de Kamala Harris trabajando en McDonald's	20/10/2024	15/06/2025	<a href="https://www.pagina12.com.ar/776210-elecciones-en-eeuu-trump-se-burla-de-kamala-harris-trabajand">https://www.pagina12.com.ar/776210-elecciones-en-eeuu-trump-se-burla-de-kamala-harris-trabajand</a>
		EE.UU.: Donald Trump está obsesionado con el paso de Kamala Harris por McDonald's	18/10/2024	15/06/2025	<a href="https://www.pagina12.com.ar/775541-ee-uu-donald-trump-esta-obsesionado-con-el-paso-de-kamala-ha">https://www.pagina12.com.ar/775541-ee-uu-donald-trump-esta-obsesionado-con-el-paso-de-kamala-ha</a>
Crónica		¡VIDEOS! En el Día de la Hamburguesa a los "tortazos" en McDonald's: descuentos con la app colapsaron los locales y hubo múltiples disturbios	30/05/2025	15/06/2025	<a href="https://www.cronica.com.ar/sociedad/VIDEOS-En-el-Dia-de-la-Hamburguesa-a-los-tortazos-en-McDonalds-descuentos-con-la-app-colapsaron-los-locales-y-hubo-multiples-disturbios-20250530-0086.html">https://www.cronica.com.ar/sociedad/VIDEOS-En-el-Dia-de-la-Hamburguesa-a-los-tortazos-en-McDonalds-descuentos-con-la-app-colapsaron-los-locales-y-hubo-multiples-disturbios-20250530-0086.html</a>
		Donald Trump hizo un inesperado acto de campaña para desacreditar a Kamala Harris	21/10/2024	15/06/2025	<a href="https://www.cronica.com.ar/mundo/Donald-Trump-hizo-un-inesperado-acto-de-campana-para-desacreditar-a-Kamala-Harris-20241021-0056.html">https://www.cronica.com.ar/mundo/Donald-Trump-hizo-un-inesperado-acto-de-campana-para-desacreditar-a-Kamala-Harris-20241021-0056.html</a>
		"McDonald's ruso" prueba robots de reparto y de limpieza en sus restaurantes	30/09/2024	15/06/2025	<a href="https://www.cronica.com.ar/agencias/McDonalds-ruso-prueba-robots-de-reparto-y-de-limpieza-en-sus-restaurantes-20240930-0179.html">https://www.cronica.com.ar/agencias/McDonalds-ruso-prueba-robots-de-reparto-y-de-limpieza-en-sus-restaurantes-20240930-0179.html</a>
		Prime Video: Michael Keaton arrasa con la película que te muestra cómo nació el imperio McDonald's	03/06/2025	15/06/2025	<a href="https://www.diariouno.com.ar/series-y-peliculas/prime-video-michael-keaton-arrasa-la-pelicula-que-te-muestra-como-nacio-el-imperio-mcdonalds-n1442971">https://www.diariouno.com.ar/series-y-peliculas/prime-video-michael-keaton-arrasa-la-pelicula-que-te-muestra-como-nacio-el-imperio-mcdonalds-n1442971</a>
		Banco Nación y Mc Donald's: descuento del 30% y \$10.000 de reintegro en tu compra	14/05/2025	15/06/2025	<a href="https://www.diariouno.com.ar/sociedad/banco-nacion-y-mc-donalds-descuento-del-30-y-10000-reintegro-tu-compra-n1436235">https://www.diariouno.com.ar/sociedad/banco-nacion-y-mc-donalds-descuento-del-30-y-10000-reintegro-tu-compra-n1436235</a>
		McDonald's Run 2025: la emblemática carrera de mujeres llega a Mendoza	12/05/2025	15/06/2025	<a href="https://www.diariouno.com.ar/espacio-marca/mcdonalds-run-2025-la-emblematica-carrera-mujeres-llega-mendoza-n1434798">https://www.diariouno.com.ar/espacio-marca/mcdonalds-run-2025-la-emblematica-carrera-mujeres-llega-mendoza-n1434798</a>
		McDonald's sumó la Inteligencia Artificial en sus cocinas de Estados Unidos y lo extenderá al mundo entero	12/03/2025	15/06/2025	<a href="https://www.diariouno.com.ar/sociedad/mcdonalds-sumo-la-inteligencia-artificial-sus-cocinas-estados-unidos-y-lo-extendera-al-mundo-entero-n1411880">https://www.diariouno.com.ar/sociedad/mcdonalds-sumo-la-inteligencia-artificial-sus-cocinas-estados-unidos-y-lo-extendera-al-mundo-entero-n1411880</a>
		Respira profundo antes de conocer la fortuna que gana un trabajador de McDonald's en Argentina todos los meses	09/03/2025	15/06/2025	<a href="https://www.diariouno.com.ar/sociedad/respira-profundo-antes-conocer-la-fortuna-que-gana-un-trabajador-mcdonalds-argentina-todos-los-meses-n1410615">https://www.diariouno.com.ar/sociedad/respira-profundo-antes-conocer-la-fortuna-que-gana-un-trabajador-mcdonalds-argentina-todos-los-meses-n1410615</a>
		Vuelve un clásico de McDonald's: nuevo año, nueva cosecha, nuevo menú Sabores Mendocinos	05/03/2025	15/06/2025	<a href="https://www.diariouno.com.ar/espacio-marca/vuelve-un-clasico-mcdonalds-nuevo-ano-nueva-cosecha-nuevo-menu-sabores-mendocinos-n1409292">https://www.diariouno.com.ar/espacio-marca/vuelve-un-clasico-mcdonalds-nuevo-ano-nueva-cosecha-nuevo-menu-sabores-mendocinos-n1409292</a>



COUNTRY	MEDIA	TITLE	PUBLICATION DATE	CONSULTATION DATE	LINK
ARGENTINA	Diario Uno (Mendoza)	Estados Unidos: te sorprenderán las bajas ganancias de las franquicias de McDonald's	18/02/2025	15/06/2025	<a href="https://www.diariouno.com.ar/estados-unidos/estados-unidos-te-sorprenderan-las-bajas-ganancias-las-franquicias-mcdonalds-n1404717">https://www.diariouno.com.ar/estados-unidos/estados-unidos-te-sorprenderan-las-bajas-ganancias-las-franquicias-mcdonalds-n1404717</a>
		El secreto del hombre de 94 años que vive con una dieta a base de Coca-Cola y desayunos en McDonald's	29/01/2025	15/06/2025	<a href="https://www.diariouno.com.ar/sociedad/el-secreto-del-hombre-94-anos-que-vive-una-dieta-a-base-de-coca-cola-y-desayunos-mcdonalds-n1398432">https://www.diariouno.com.ar/sociedad/el-secreto-del-hombre-94-anos-que-vive-una-dieta-a-base-de-coca-cola-y-desayunos-mcdonalds-n1398432</a>
		Un estudio revela los alimentos con mayor cantidad de químicos plásticos	01/01/2025	15/06/2025	<a href="https://www.diariouno.com.ar/sociedad/un-estudio-revela-los-alimentos-mayor-cantidad-quimicos-plasticos-n1388963">https://www.diariouno.com.ar/sociedad/un-estudio-revela-los-alimentos-mayor-cantidad-quimicos-plasticos-n1388963</a>
		Vuelve el menú más amado por los clientes de McDonald's a Estados Unidos	09/12/2024	15/06/2025	<a href="https://www.diariouno.com.ar/sociedad/vuelve-el-menu-mas-amado-los-clientes-mcdonalds-estados-unidos-n1381728">https://www.diariouno.com.ar/sociedad/vuelve-el-menu-mas-amado-los-clientes-mcdonalds-estados-unidos-n1381728</a>
		El increíble lanzamiento de McDonald's: velas con aroma a papas fritas	03/12/2024	15/06/2025	<a href="https://www.diariouno.com.ar/sociedad/el-increible-lanzamiento-mcdonalds-que-se-agoto-48-horas-velas-aroma-papas-fritas-n1379652">https://www.diariouno.com.ar/sociedad/el-increible-lanzamiento-mcdonalds-que-se-agoto-48-horas-velas-aroma-papas-fritas-n1379652</a>
		Cómo será el nuevo menú que implementará McDonald's para recuperar los clientes perdidos en el 2024	01/12/2024	15/06/2025	<a href="https://www.diariouno.com.ar/estados-unidos/sociedad/como-sera-el-nuevo-menu-que-implentara-mcdonalds-recuperar-los-clientes-perdidos-el-2024-n1377365">https://www.diariouno.com.ar/estados-unidos/sociedad/como-sera-el-nuevo-menu-que-implentara-mcdonalds-recuperar-los-clientes-perdidos-el-2024-n1377365</a>
		El Grinch se roba la Navidad en McDonald's y es la nueva imagen de la Cajita Feliz	30/11/2024	15/06/2025	<a href="https://www.diariouno.com.ar/estados-unidos/sociedad/el-grinch-se-roba-la-navidad-mcdonalds-y-es-la-nueva-imagen-la-cajita-feliz-n1378150">https://www.diariouno.com.ar/estados-unidos/sociedad/el-grinch-se-roba-la-navidad-mcdonalds-y-es-la-nueva-imagen-la-cajita-feliz-n1378150</a>
		Esta es la oferta generosa con la que McDonald's espera recuperar clientes después de las bajas en las ventas	26/11/2024	15/06/2025	<a href="https://www.diariouno.com.ar/estados-unidos/sociedad/esta-es-la-oferta-generosa-la-que-mcdonalds-espera-recuperar-clientes-despues-las-bajas-las-ventas-n1377520">https://www.diariouno.com.ar/estados-unidos/sociedad/esta-es-la-oferta-generosa-la-que-mcdonalds-espera-recuperar-clientes-despues-las-bajas-las-ventas-n1377520</a>
		Un Gran Día para cambiar historias junto a McDonald's	26/11/2024	15/06/2025	<a href="https://www.diariouno.com.ar/espacio-marca/un-gran-dia-cambiar-historias-junto-mcdonalds-n1377293">https://www.diariouno.com.ar/espacio-marca/un-gran-dia-cambiar-historias-junto-mcdonalds-n1377293</a>
		Puedes comer a un precio realmente único en McDonald's con esta genial propuesta del menú	12/11/2024	15/06/2025	<a href="https://www.diariouno.com.ar/estados-unidos/puedes-comer-un-precio-realmente-unico-mcdonalds-esta-genial-propuesta-del-menu-n1372112">https://www.diariouno.com.ar/estados-unidos/puedes-comer-un-precio-realmente-unico-mcdonalds-esta-genial-propuesta-del-menu-n1372112</a>
		Casa Ronald logró recaudar más de \$55 millones de pesos en su evento anual "Celebremos" en Mendoza	12/11/2024	15/06/2025	<a href="https://www.diariouno.com.ar/estados-unidos/sociedad/casa-ronald-logro-recaudar-mas-55-millones-pesos-su-evento-anual-celebremos-mendoza-n1372548">https://www.diariouno.com.ar/estados-unidos/sociedad/casa-ronald-logro-recaudar-mas-55-millones-pesos-su-evento-anual-celebremos-mendoza-n1372548</a>
		McDonald's y Junior Achievement: Juntos impulsando a los jóvenes de Cuyo	01/11/2024	15/06/2025	<a href="https://www.diariouno.com.ar/sociedad/mcdonalds-y-junior-achievement-juntos-impulsando-los-jovenes-cuyo-n1369111">https://www.diariouno.com.ar/sociedad/mcdonalds-y-junior-achievement-juntos-impulsando-los-jovenes-cuyo-n1369111</a>
		McDonald's relanza una edición especial de Halloween en su menú	21/10/2024	15/06/2025	<a href="https://www.diariouno.com.ar/estados-unidos/mcdonalds-relanza-una-edicion-especial-halloween-su-menu-n1365953">https://www.diariouno.com.ar/estados-unidos/mcdonalds-relanza-una-edicion-especial-halloween-su-menu-n1365953</a>
		McDonald's rompe el silencio tras brote de E. coli y quita tradicional hamburguesa de sus restaurantes	23/10/2024	15/06/2025	<a href="https://www.diariouno.com.ar/estados-unidos/mcdonalds-rompe-el-silencio-brote-e-coli-y-quita-tradicional-hamburguesa-sus-restaurantes-n1366066">https://www.diariouno.com.ar/estados-unidos/mcdonalds-rompe-el-silencio-brote-e-coli-y-quita-tradicional-hamburguesa-sus-restaurantes-n1366066</a>
		McDonald's sacude el mercado de los Estados Unidos con su Big Mac de pollo: ¿una revolución saludable?	16/10/2025	15/06/2025	<a href="https://www.diariouno.com.ar/estados-unidos/mcdonalds-sacude-el-mercado-los-estados-unidos-su-big-mac-pollo-una-revolucion-saludable-n1362820">https://www.diariouno.com.ar/estados-unidos/mcdonalds-sacude-el-mercado-los-estados-unidos-su-big-mac-pollo-una-revolucion-saludable-n1362820</a>
		La franquicia de McDonald's que ofrece trabajo para obtener green card	14/10/2024	15/06/2025	<a href="https://www.diariouno.com.ar/estados-unidos/la-franquicia-mcdonalds-que-ofrece-trabajo-obtener-green-card-n1362578">https://www.diariouno.com.ar/estados-unidos/la-franquicia-mcdonalds-que-ofrece-trabajo-obtener-green-card-n1362578</a>
		La única hamburguesa de McDonald's hecha con carne fresca y no congelada: una explosión de sabor	08/10/2024	15/06/2025	<a href="https://www.diariouno.com.ar/sociedad/la-unica-hamburguesa-mcdonalds-hecha-carne-fresca-y-no-congelada-una-explosion-sabor-n1360883">https://www.diariouno.com.ar/sociedad/la-unica-hamburguesa-mcdonalds-hecha-carne-fresca-y-no-congelada-una-explosion-sabor-n1360883</a>
	McDonald's celebra una década de Puertas Abiertas, el recorrido por sus cocinas que inspira por la calidad	01/10/2024	15/06/2025	<a href="https://www.diariouno.com.ar/espacio-marca/mcdonalds-celebra-una-decada-puertas-abiertas-el-recorrido-sus-cocinas-que-inspira-la-calidad-n1358547">https://www.diariouno.com.ar/espacio-marca/mcdonalds-celebra-una-decada-puertas-abiertas-el-recorrido-sus-cocinas-que-inspira-la-calidad-n1358547</a>	
	McDonald's te lleva a la Fórmula 1: la marca lanza una promoción y el ganador podrá vivir una experiencia única en Brasil	12/09/2024	15/06/2025	<a href="https://www.diariouno.com.ar/espacio-marca/mcdonalds-te-lleva-la-formula-1-la-marca-lanza-una-promocion-y-el-ganador-podra-vivir-una-experiencia-unica-brasil-n1352381">https://www.diariouno.com.ar/espacio-marca/mcdonalds-te-lleva-la-formula-1-la-marca-lanza-una-promocion-y-el-ganador-podra-vivir-una-experiencia-unica-brasil-n1352381</a>	
	La pyme mendocina Félix logró un acuerdo con McDonald's para vender puré de fruta en la Cajita Feliz	12/09/2024	15/06/2025	<a href="https://www.diariouno.com.ar/economia/el-combo-mcdonalds-sumo-un-pure-fruta-hecho-mendoza-n1352128">https://www.diariouno.com.ar/economia/el-combo-mcdonalds-sumo-un-pure-fruta-hecho-mendoza-n1352128</a>	
	McDonald's, sponsor de la AFA, celebra junto a los bicampeones de América	18/07/2024	15/06/2025	<a href="https://www.diariouno.com.ar/espacio-marca/mcdonalds-sponsor-la-afa-celebra-junto-los-bicampeones-america-n1335639">https://www.diariouno.com.ar/espacio-marca/mcdonalds-sponsor-la-afa-celebra-junto-los-bicampeones-america-n1335639</a>	
	Los Andes (Mendoza)	McDonald's Run 2025: la emblemática carrera de mujeres llega a Mendoza por primera vez	12/05/2025	15/06/2025	<a href="https://www.losandes.com.ar/empresas-y-negocios/mcdonalds-run-2025-la-emblematica-carrera-mujeres-llega-mendoza-primer-vez-n5948001">https://www.losandes.com.ar/empresas-y-negocios/mcdonalds-run-2025-la-emblematica-carrera-mujeres-llega-mendoza-primer-vez-n5948001</a>
		McDonald's celebra el Día de la Hamburguesa con una promoción imperdible: ¡50% OFF en toda tu compra!	28/05/2025	15/06/2025	<a href="https://www.losandes.com.ar/empresas-y-negocios/mcdonalds-celebra-el-dia-la-hamburguesa-una-promocion-imperdible-50-off-toda-tu-compra-n5949933">https://www.losandes.com.ar/empresas-y-negocios/mcdonalds-celebra-el-dia-la-hamburguesa-una-promocion-imperdible-50-off-toda-tu-compra-n5949933</a>
		Día de la Hamburguesa 2025: descuentos de hasta el 50% en estas 3 famosas marcas	28/05/2025	15/06/2025	<a href="https://www.losandes.com.ar/sociedad/dia-la-hamburguesa-2025-descuentos-el-50-estas-3-famosas-marcas-n5949915">https://www.losandes.com.ar/sociedad/dia-la-hamburguesa-2025-descuentos-el-50-estas-3-famosas-marcas-n5949915</a>
		Nuevo año, nueva cosecha, nuevo menú Sabores Mendocinos: vuelve un clásico de McDonald's	26/02/2025	15/06/2025	<a href="https://www.losandes.com.ar/empresas-y-negocios/nuevo-ano-nueva-cosecha-nuevo-menu-sabores-mendocinos-vuelve-un-clasico-mcdonalds-n5939864">https://www.losandes.com.ar/empresas-y-negocios/nuevo-ano-nueva-cosecha-nuevo-menu-sabores-mendocinos-vuelve-un-clasico-mcdonalds-n5939864</a>
		Este viernes McDonald's celebra el "Gran Día"	28/11/2024	15/06/2025	<a href="https://www.losandes.com.ar/economia/este-viernes-mcdonalds-celebra-el-gran-dia">https://www.losandes.com.ar/economia/este-viernes-mcdonalds-celebra-el-gran-dia</a>
		Un Gran Día para cambiar historias junto a McDonald's	27/11/2024	15/06/2025	<a href="https://www.losandes.com.ar/espacio-de-marca/un-gran-dia-para-cambiar-historias-junto-a-mcdonalds">https://www.losandes.com.ar/espacio-de-marca/un-gran-dia-para-cambiar-historias-junto-a-mcdonalds</a>
		McDonald's y Junior Achievement: Juntos impulsando a los jóvenes de Cuyo	1/11/2024	15/06/2025	<a href="https://www.losandes.com.ar/espacio-de-marca/mcdonalds-y-junior-achievement-juntos-impulsando-a-los-jovenes-de-cuyo">https://www.losandes.com.ar/espacio-de-marca/mcdonalds-y-junior-achievement-juntos-impulsando-a-los-jovenes-de-cuyo</a>
		Acciones de McDonald's se hundieron casi 10% tras decenas de intoxicados con sus "Cuarto de Libra" en EE.UU.	22/10/2024	15/06/2025	<a href="https://www.losandes.com.ar/mundo/acciones-de-mcdonalds-se-hundieron-casi-10-tras-decenas-de-intoxicados-con-sus-cuarto-de-libra-en-eeuu">https://www.losandes.com.ar/mundo/acciones-de-mcdonalds-se-hundieron-casi-10-tras-decenas-de-intoxicados-con-sus-cuarto-de-libra-en-eeuu</a>
		Por qué Donald Trump trabajó en un McDonald's	21/10/2024	15/06/2025	<a href="https://www.losandes.com.ar/mundo/por-que-donald-trump-trabajo-en-un-mcdonalds">https://www.losandes.com.ar/mundo/por-que-donald-trump-trabajo-en-un-mcdonalds</a>
		McDonald's celebra una década de Puertas Abiertas, el recorrido por sus cocinas que inspira por la calidad	2/10/2024	15/06/2025	<a href="https://www.losandes.com.ar/espacio-de-marca/mcdonalds-celebra-una-decada-de-puertas-abiertas-el-recorrido-por-sus-cocinas-que-inspira-por-la-calidad">https://www.losandes.com.ar/espacio-de-marca/mcdonalds-celebra-una-decada-de-puertas-abiertas-el-recorrido-por-sus-cocinas-que-inspira-por-la-calidad</a>
	MDZ Online (Mendoza)	McDonald's te lleva a la Fórmula 1®: la marca lanza una promoción y el ganador podrá vivir una experiencia única en Brasil	12/09/2024	15/06/2025	<a href="https://www.losandes.com.ar/espacio-de-marca/mcdonalds-te-lleva-a-la-formula-1-la-marca-lanza-una-promocion-y-el-ganador-podra-vivir-una-experiencia-unica-en-brasil">https://www.losandes.com.ar/espacio-de-marca/mcdonalds-te-lleva-a-la-formula-1-la-marca-lanza-una-promocion-y-el-ganador-podra-vivir-una-experiencia-unica-en-brasil</a>
		Así es la empresa mendocina que llegó a la cajita feliz de McDonald's	06/09/2024	15/06/2025	<a href="https://www.losandes.com.ar/economia/conoce-a-la-empresa-mendocina-que-llego-a-mcdonalds">https://www.losandes.com.ar/economia/conoce-a-la-empresa-mendocina-que-llego-a-mcdonalds</a>
		McDonald's, sponsor de la AFA, celebra junto a los bicampeones de América	17/07/2024	15/06/2025	<a href="https://www.losandes.com.ar/espacio-de-marca/mcdonalds-sponsor-de-la-afa-celebra-junto-a-los-bicampeones-de-america">https://www.losandes.com.ar/espacio-de-marca/mcdonalds-sponsor-de-la-afa-celebra-junto-a-los-bicampeones-de-america</a>
	Zona Norte Diario Online	Cayó la app en el Día de la Hamburguesa y terminaron a las trompadas	29/05/2025	15/06/2025	<a href="https://www.mdzol.com/sociedad/cayo-la-app-el-dia-la-hamburguesa-y-terminaron-las-trompadas-n1255953">https://www.mdzol.com/sociedad/cayo-la-app-el-dia-la-hamburguesa-y-terminaron-las-trompadas-n1255953</a>
		Joan Kroc, la mujer que donó tanto dinero con la fortuna del fundador de McDonald's que fue apodada "Santa Juana de los Arcos Dorados"	18/05/2025	15/06/2025	<a href="https://www.mdzol.com/mundo/2025/5/18/joan-kroc-la-mujer-que-dono-tanto-dinero-con-la-fortuna-del-fundador-de-mcdonalds-que-fue-apodada-santa-juana-de-los-arcos-dorados-1210202.html">https://www.mdzol.com/mundo/2025/5/18/joan-kroc-la-mujer-que-dono-tanto-dinero-con-la-fortuna-del-fundador-de-mcdonalds-que-fue-apodada-santa-juana-de-los-arcos-dorados-1210202.html</a>
		Un Gran Día para cambiar historias junto a McDonald's	30/04/2025	15/06/2025	<a href="https://www.mdzol.com/mdz-lab/2024/11/26/un-gran-dia-para-cambiar-historias-junto-mcdonalds-1169219.html">https://www.mdzol.com/mdz-lab/2024/11/26/un-gran-dia-para-cambiar-historias-junto-mcdonalds-1169219.html</a>
		Qué es el sebo de res, el ingrediente impulsado por Robert F. Kennedy Jr. para cocinar las Big Mac	18/02/2025	15/06/2025	<a href="https://www.mdzol.com/mundo/2025/2/18/que-es-el-sebo-de-res-el-ingrediente-impulsado-por-robert-f-kennedy-jr-para-cocinar-las-big-mac-1188704.html">https://www.mdzol.com/mundo/2025/2/18/que-es-el-sebo-de-res-el-ingrediente-impulsado-por-robert-f-kennedy-jr-para-cocinar-las-big-mac-1188704.html</a>
		McDonald's y Junior Achievement: juntos impulsando a los jóvenes de Cuyo	01/11/2024	15/06/2025	<a href="https://www.mdzol.com/mdz-lab/2024/11/1/mcdonalds-junior-achievement-juntos-impulsando-los-jovenes-de-cuyo-1163512.html">https://www.mdzol.com/mdz-lab/2024/11/1/mcdonalds-junior-achievement-juntos-impulsando-los-jovenes-de-cuyo-1163512.html</a>
	Vicente López Hoy	Así se hacen las papas de McDonald's: la receta que todos quieren saber	20/08/2024	15/06/2025	<a href="https://www.mdzol.com/estilo/2024/8/20/asi-se-hacen-las-papas-de-mcdonalds-la-receta-que-todos-quieren-saber-452266.html">https://www.mdzol.com/estilo/2024/8/20/asi-se-hacen-las-papas-de-mcdonalds-la-receta-que-todos-quieren-saber-452266.html</a>
		Disfrutar de McDonald's desde la comodidad de tu casa nunca fue tan fácil	08/12/2024	15/06/2025	<a href="https://www.zonanortediario.com.ar/08/12/2024/disfrutar-de-mcdonalds-desde-la-comodidad-de-tu-casa-nunca-fue-tan-facil/">https://www.zonanortediario.com.ar/08/12/2024/disfrutar-de-mcdonalds-desde-la-comodidad-de-tu-casa-nunca-fue-tan-facil/</a>



COUNTRY	MEDIA	TITLE	PUBLICATION DATE	CONSULTATION DATE	LINK	
FRANCE	Le Nouvel Obs	United States: One dead and dozens sickened by bacteria in McDonald's burgers	23/10/2024	16/06/2025	<a href="https://www.nouvelobs.com/monde/20241023.OBS95354/etats-unis-un-mort-et-des-dizaines-de-malades-a-cause-d-une-bacterie-dans-des-burgers-a-mcdonald-s.html">https://www.nouvelobs.com/monde/20241023.OBS95354/etats-unis-un-mort-et-des-dizaines-de-malades-a-cause-d-une-bacterie-dans-des-burgers-a-mcdonald-s.html</a>	
		US Presidential Election: Why Did Donald Trump Choose McDonald's for His Campaign?	22/10/2024	16/06/2025	<a href="https://www.nouvelobs.com/monde/20241022.OBS95298/presidentielle-americaine-pourquoi-donald-trump-a-t-il-choisi-mcdonald-s-pour-faire-campagne.html">https://www.nouvelobs.com/monde/20241022.OBS95298/presidentielle-americaine-pourquoi-donald-trump-a-t-il-choisi-mcdonald-s-pour-faire-campagne.html</a>	
		Donald Trump serves fries to McDonald's customers: a well-oiled PR operation	21/10/2024	16/06/2025	<a href="https://www.nouvelobs.com/videos/x97vqq.DMT/donald-trump-sert-des-frites-aux-clients-d-un-mcdonald-une-operation-de-com-bien-huilée.html">https://www.nouvelobs.com/videos/x97vqq.DMT/donald-trump-sert-des-frites-aux-clients-d-un-mcdonald-une-operation-de-com-bien-huilée.html</a>	
	Libération	Tesla, McDonald's, Coca-Cola... Against Trump, French consumers ready to boycott American products	25/03/2025	16/06/2025	<a href="https://www.liberation.fr/lifestyle/consommation/tesla-mcdco-coca-contre-trump-les-consommateurs-francais-prets-a-boycotter-les-produits-americains-20250325_M5F7O34TWJDLFH3626L1UOUBXO4/">https://www.liberation.fr/lifestyle/consommation/tesla-mcdco-coca-contre-trump-les-consommateurs-francais-prets-a-boycotter-les-produits-americains-20250325_M5F7O34TWJDLFH3626L1UOUBXO4/</a>	
		Tesla, McDonald's, Coca-Cola... Boycotts are popular	25/03/2025	16/06/2025	<a href="https://www.liberation.fr/economie/transports/tesla-mcdco-coca-contre-trump-se-met-en-scene-chez-mcdco-20250325_BII7SDXRFJHKZACU7FGDA7IVWY/">https://www.liberation.fr/economie/transports/tesla-mcdco-coca-contre-trump-se-met-en-scene-chez-mcdco-20250325_BII7SDXRFJHKZACU7FGDA7IVWY/</a>	
		Budget and 49.3, a death at McDonald's, detention of Paul Watson... This Wednesday morning's news	23/10/2024	16/06/2025	<a href="https://www.liberation.fr/international/europe/budget-et-49-3-un-mort-chez-mcdco-detention-de-paul-watson-lactu-de-ce-mercredi-matin-20241023_MDZAB7YAMJC7ZLFFEAVCZ2IL4/">https://www.liberation.fr/international/europe/budget-et-49-3-un-mort-chez-mcdco-detention-de-paul-watson-lactu-de-ce-mercredi-matin-20241023_MDZAB7YAMJC7ZLFFEAVCZ2IL4/</a>	
		Donald Trump stages a McDonald's appearance to attack Kamala Harris	21/10/2024	16/06/2025	<a href="https://www.liberation.fr/international/amerique/donald-trump-se-met-en-scene-chez-mcdco-pour-attaquer-kamala-harris-20241021_2G3QDJMDXNEIBDXLCQ7T44L3TI/">https://www.liberation.fr/international/amerique/donald-trump-se-met-en-scene-chez-mcdco-pour-attaquer-kamala-harris-20241021_2G3QDJMDXNEIBDXLCQ7T44L3TI/</a>	
		McDonald's fine is equivalent to "France's investment in the next Olympic Games"	16/06/2024	16/06/2025	<a href="https://www.liberation.fr/economie/lamende-de-mcdco-equivaut-a-linvestissement-de-la-france-dans-les-prochains-jo-20220616_2GQXFEJEFAD5ZDB25UFEAKY/">https://www.liberation.fr/economie/lamende-de-mcdco-equivaut-a-linvestissement-de-la-france-dans-les-prochains-jo-20220616_2GQXFEJEFAD5ZDB25UFEAKY/</a>	
	Les Echos	How McDonald's plans to innovate faster to boost sluggish sales	01/05/2025	16/06/2025	<a href="https://www.lesechos.fr/industrie-services/tourisme-transport/comment-mcdonalds-compte-ennover-plus-vite-2163035">https://www.lesechos.fr/industrie-services/tourisme-transport/comment-mcdonalds-compte-ennover-plus-vite-2163035</a>	
		KFC, McDonald's, Wendy's: The 6 Commercial Recipes of the Kings of Fast Food	21/02/2025	16/06/2025	<a href="https://www.lesechos.fr/industrie-services/tourisme-transport/kfc-mcdonalds-wendys-les-6-recettes-commerciales-des-rois-du-fast-food-2150164">https://www.lesechos.fr/industrie-services/tourisme-transport/kfc-mcdonalds-wendys-les-6-recettes-commerciales-des-rois-du-fast-food-2150164</a>	
		McDonald's pays the price for its health problems in the United States	10/02/2025	16/06/2025	<a href="https://www.lesechos.fr/industrie-services/tourisme-transport/mcdonalds-paie-le-prix-de-ses-problemes-sanitaires-aux-etats-unis-2147768">https://www.lesechos.fr/industrie-services/tourisme-transport/mcdonalds-paie-le-prix-de-ses-problemes-sanitaires-aux-etats-unis-2147768</a>	
		VIDEO - McDonald's secret weapon to fill its coffers	04/04/2025	16/06/2025	<a href="https://www.lesechos.fr/industrie-services/conso-distribution/video-larme-secrete-de-mcdco-pour-remplir-ses-caisses-2146490">https://www.lesechos.fr/industrie-services/conso-distribution/video-larme-secrete-de-mcdco-pour-remplir-ses-caisses-2146490</a>	
		McDonald's, Burger King, KFC...: when fast food restaurants get bogged down in the price war	11/12/2024	16/06/2025	<a href="https://www.lesechos.fr/idees-debats/edits-analyses/mcdco-burger-king-kfc-quand-les-fast-foods-senlisent-dans-la-guerre-des-prix-2137086">https://www.lesechos.fr/idees-debats/edits-analyses/mcdco-burger-king-kfc-quand-les-fast-foods-senlisent-dans-la-guerre-des-prix-2137086</a>	
		VIDEO - How McDonald's covered France	24/11/2024	16/06/2025	<a href="https://www.lesechos.fr/industrie-services/conso-distribution/video-comment-mcdco-a-quadrille-la-france-2133552">https://www.lesechos.fr/industrie-services/conso-distribution/video-comment-mcdco-a-quadrille-la-france-2133552</a>	
		McDonald's wants to reassure after cases of poisoning in the United States	29/10/2024	16/06/2025	<a href="https://www.lesechos.fr/industrie-services/tourisme-transport/mcdonalds-veut-rassurer-apres-des-cas-d-intoxication-aux-etats-unis-2128602">https://www.lesechos.fr/industrie-services/tourisme-transport/mcdonalds-veut-rassurer-apres-des-cas-d-intoxication-aux-etats-unis-2128602</a>	
		McDonald's hamburgers kill one and sicken dozens in the United States	23/10/2024	16/06/2025	<a href="https://www.lesechos.fr/industrie-services/conso-distribution/des-hamburgers-de-mcdonalds-font-un-mort-et-des-dizaines-de-malades-aux-etats-unis-2127113">https://www.lesechos.fr/industrie-services/conso-distribution/des-hamburgers-de-mcdonalds-font-un-mort-et-des-dizaines-de-malades-aux-etats-unis-2127113</a>	
	McDonald's: power to restore	29/07/2024	16/06/2025	<a href="https://www.lesechos.fr/idees-debats/crible/mcdonalds-pouvoir-a-restaurer-2111068">https://www.lesechos.fr/idees-debats/crible/mcdonalds-pouvoir-a-restaurer-2111068</a>		
	Le Monde	European households are willing to forego American brands, the emblems of Trumpism'	02/05/2025	16/06/2025	<a href="https://www.lemonde.fr/en/opinion/article/2025/05/02/european-households-are-willing-to-forego-american-brands-the-emblems-of-trumpism_6740837_23.html?search-type=classic&amp;ise_click_rank=8">https://www.lemonde.fr/en/opinion/article/2025/05/02/european-households-are-willing-to-forego-american-brands-the-emblems-of-trumpism_6740837_23.html?search-type=classic&amp;ise_click_rank=8</a>	
		Coffee multinationals profit from forced labor in Brazil, NGO alleges in US complaint	28/04/2025	16/06/2025	<a href="https://www.lemonde.fr/en/economy/article/2025/04/28/coffee-multinationals-profit-from-forced-labor-in-brazil-ngo-alleges-in-us-complaint_6740713_19.html?search-type=classic&amp;ise_click_rank=1">https://www.lemonde.fr/en/economy/article/2025/04/28/coffee-multinationals-profit-from-forced-labor-in-brazil-ngo-alleges-in-us-complaint_6740713_19.html?search-type=classic&amp;ise_click_rank=1</a>	
		75 sickened as McDonald's severe E. Coli outbreak expands	25/10/2024	16/06/2025	<a href="https://www.lemonde.fr/en/united-states/article/2024/10/25/75-sickened-as-mcdonald-s-severe-e-coli-outbreak-expands_6730507_133.html?search-type=classic&amp;ise_click_rank=2">https://www.lemonde.fr/en/united-states/article/2024/10/25/75-sickened-as-mcdonald-s-severe-e-coli-outbreak-expands_6730507_133.html?search-type=classic&amp;ise_click_rank=2</a>	
		One death and dozens sick after E. coli outbreak linked to McDonald's Quarter Pounder in several US states	23/10/2024	16/06/2025	<a href="https://www.lemonde.fr/en/international/article/2024/10/23/one-death-and-dozens-sick-after-severe-e-coli-outbreak-linked-to-mcdonald-s-quarter-pounder-in-several-us-states_6730171_4.html?search-type=classic&amp;ise_click_rank=3">https://www.lemonde.fr/en/international/article/2024/10/23/one-death-and-dozens-sick-after-severe-e-coli-outbreak-linked-to-mcdonald-s-quarter-pounder-in-several-us-states_6730171_4.html?search-type=classic&amp;ise_click_rank=3</a>	
		With 16 days until election, Harris urges Black churchgoers to vote in Georgia while Trump serves fries in Pennsylvania McDonald's	21/10/2024	16/06/2025	<a href="https://www.lemonde.fr/en/international/article/2024/10/21/with-16-days-until-election-day-harris-urges-black-churchgoers-to-vote-in-georgia-while-trump-visits-a-fast-food_6729961_4.html?search-type=classic&amp;ise_click_rank=1">https://www.lemonde.fr/en/international/article/2024/10/21/with-16-days-until-election-day-harris-urges-black-churchgoers-to-vote-in-georgia-while-trump-visits-a-fast-food_6729961_4.html?search-type=classic&amp;ise_click_rank=1</a>	
	JAPAN	Yomiuri Shimbun	McDonald's Store Traffic Falls Unexpectedly as Diners Grow Uneasy about Economy	02/05/2025	16/06/2025	<a href="https://japannews.yomiuri.co.jp/news-services/ap/20250502-252268/">https://japannews.yomiuri.co.jp/news-services/ap/20250502-252268/</a>
			Japan McDonald's Hamburger Price to Be Hiked to ¥190; Around 40% of All Items to See Increase, Including Small Fries	11/03/2025	16/06/2025	<a href="https://japannews-yomiuri-co-jp.translate.goog/business/companies/20250311-242735/?_x_tr_sl=en&amp;_x_tr_tl=es&amp;_x_tr_pto=tc">https://japannews-yomiuri-co-jp.translate.goog/business/companies/20250311-242735/?_x_tr_sl=en&amp;_x_tr_tl=es&amp;_x_tr_pto=tc</a>
		Asahi Shimbun	Make room Starbucks and McDonald's. China's Mixue and other brands win fans in Southeast Asia	15/03/2025	16/06/2025	<a href="https://www.asahi.com/ajw/articles/15670199">https://www.asahi.com/ajw/articles/15670199</a>
			Man arrested over stabbing at McDonald's outlet in Kyushu	19/12/2024	16/06/2025	<a href="https://www.asahi-com.translate.goog/ajw/articles/15556464?_x_tr_sl=en&amp;_x_tr_tl=es&amp;_x_tr_pto=tc">https://www.asahi-com.translate.goog/ajw/articles/15556464?_x_tr_sl=en&amp;_x_tr_tl=es&amp;_x_tr_pto=tc</a>
15-year-old girl fatally stabbed in McDonald's; suspect flees			15/12/2024	16/06/2025	<a href="https://www.asahi.com/ajw/articles/15551026">https://www.asahi.com/ajw/articles/15551026</a>	
The Japan Times		43-year-old man arrested over Kitakyushu McDonald's stabbings	19/12/2024	16/06/2025	<a href="https://www.japantimes.co.jp/news/2024/12/19/japan/crime-legal/japan-kitakyushu-murder-arrest/">https://www.japantimes.co.jp/news/2024/12/19/japan/crime-legal/japan-kitakyushu-murder-arrest/</a>	
		Fatal knife attack in Kitakyushu McDonald's took less than 30 seconds	16/12/2024	16/06/2025	<a href="https://www.japantimes.co.jp/news/2024/12/16/japan/crime-legal/japan-student-stabbing/">https://www.japantimes.co.jp/news/2024/12/16/japan/crime-legal/japan-student-stabbing/</a>	
		Fast-food chains hold the onions after McDonald's E. coli outbreak	25/10/2024	16/06/2025	<a href="https://www.japantimes.co.jp/business/2024/10/25/companies/mcdonalds-ecoli-outbreak/">https://www.japantimes.co.jp/business/2024/10/25/companies/mcdonalds-ecoli-outbreak/</a>	
Sankei Shimbun		McDonald's brings back "Grand Fries" and "Grand Coke" for the first time in six years, larger than the large size	15/05/2025	16/06/2025	<a href="https://www.sankei.com/article/20250515-2A2FH5TB4JJXVAYHOXQ4NVPDFM/">https://www.sankei.com/article/20250515-2A2FH5TB4JJXVAYHOXQ4NVPDFM/</a>	
		Food poisoning at McDonald's in the US spreads to 75 people; onions may be contaminated with O157	26/10/2024	16/06/2025	<a href="https://www.sankei.com/article/20241026-PLXBPX272PN7PHUJWGZ5KKZA2/">https://www.sankei.com/article/20241026-PLXBPX272PN7PHUJWGZ5KKZA2/</a>	
		One person dies from O157 food poisoning at McDonald's in the US; onions in Quarter Pounder may be to blame	23/10/2024	16/06/2025	<a href="https://www.sankei.com/article/20241023-APYMER7YFNDGBIR5S4SUWNAZ7/">https://www.sankei.com/article/20241023-APYMER7YFNDGBIR5S4SUWNAZ7/</a>	
	McDonald's suspends operations at 900 stores; 30% of stores affected by system failure; no prospect of recovery	19/07/2024	16/06/2025	<a href="https://www.sankei.com/article/20240719-JZCYLIQTJJP6XH3DUP3IUASMTY/">https://www.sankei.com/article/20240719-JZCYLIQTJJP6XH3DUP3IUASMTY/</a>		



COUNTRY	MEDIA	TITLE	PUBLICATION DATE	CONSULTATION DATE	LINK
U.S.A.	New York Times	<i>In an Uncertain Economy, McDonald's Sees Sales Decline</i>	01/05/2025	17/06/2025	<a href="https://www.nytimes.com/2025/05/01/business/mcdonalds-earnings.html?searchResultPosition=1">https://www.nytimes.com/2025/05/01/business/mcdonalds-earnings.html?searchResultPosition=1</a>
		<i>McDonald's E. Coli Outbreak Declared Over</i>	03/12/2024	17/06/2025	<a href="https://www.nytimes.com/2024/12/03/health/ecoli-mcdonalds-onions.html?searchResultPosition=5">https://www.nytimes.com/2024/12/03/health/ecoli-mcdonalds-onions.html?searchResultPosition=5</a>
		<i>McDonald's Ice Cream Machines May Get Quicker Fix After Copyright Ruling</i>	01/11/2024	17/06/2025	<a href="https://www.nytimes.com/2024/11/01/us/mcdonalds-ice-cream-machine-fix-exemption.html?searchResultPosition=7">https://www.nytimes.com/2024/11/01/us/mcdonalds-ice-cream-machine-fix-exemption.html?searchResultPosition=7</a>
		<i>McDonald's Seeks to Resolve E. Coli Crisis and Return Focus to Value</i>	29/10/2024	17/06/2025	<a href="https://www.nytimes.com/2024/10/29/business/mcdonalds-earnings-e-coli-outbreak-sales.html?searchResultPosition=10">https://www.nytimes.com/2024/10/29/business/mcdonalds-earnings-e-coli-outbreak-sales.html?searchResultPosition=10</a>
		<i>McDonald's Says Tests Rule Out Beef Patties as Source of E. Coli Outbreak</i>	27/10/2024	17/06/2025	<a href="https://www.nytimes.com/2024/10/27/health/mcdonalds-ecoli-quarter-pounders.html?searchResultPosition=6#">https://www.nytimes.com/2024/10/27/health/mcdonalds-ecoli-quarter-pounders.html?searchResultPosition=6#</a>
		<i>Yelp Disables Comments for McDonald's Where Trump Donned Apron</i>	22/10/2024	17/06/2025	<a href="https://www.nytimes.com/2024/10/22/us/yelp-mcdonalds-trump-reviews.html?searchResultPosition=8">https://www.nytimes.com/2024/10/22/us/yelp-mcdonalds-trump-reviews.html?searchResultPosition=8</a>
		<i>E. Coli Outbreak Linked to McDonald's Quarter Pounders</i>	22/10/2024	17/06/2025	<a href="https://www.nytimes.com/2024/10/22/health/ecoli-outbreak-mcdonalds-hamburgers.html?searchResultPosition=9">https://www.nytimes.com/2024/10/22/health/ecoli-outbreak-mcdonalds-hamburgers.html?searchResultPosition=9</a>
		<i>As Trump Served Up McDonald's Fries, Vitriol Boiled Outside</i>	21/10/2024	17/06/2025	<a href="https://www.nytimes.com/2024/10/21/us/elections/donald-trump-mcdonalds-protesters.html?searchResultPosition=11">https://www.nytimes.com/2024/10/21/us/elections/donald-trump-mcdonalds-protesters.html?searchResultPosition=11</a>
		<i>Trump, Slinging Fries and Smearing Harris, Takes Turn Behind a McDonald's Counter</i>	20/10/2024	17/06/2025	<a href="https://www.nytimes.com/2024/10/20/style/donald-trump-mcdonalds.html?searchResultPosition=12">https://www.nytimes.com/2024/10/20/style/donald-trump-mcdonalds.html?searchResultPosition=12</a>
	<i>French Cuffs and French Fries at Donald Trump's McDonald's Gig</i>	20/10/2024	17/06/2025	<a href="https://www.nytimes.com/2024/10/20/style/donald-trump-mcdonalds.html?searchResultPosition=9">https://www.nytimes.com/2024/10/20/style/donald-trump-mcdonalds.html?searchResultPosition=9</a>	
	Washington Post	<i>McDonald's and Krispy Kreme is the combo meal absolutely no one needs</i>	12/03/2025	17/06/2025	<a href="https://www.washingtonpost.com/food/2025/03/12/mcdonalds-krispy-kreme-burgers-doughnut/">https://www.washingtonpost.com/food/2025/03/12/mcdonalds-krispy-kreme-burgers-doughnut/</a>
		<i>The McDonald's Double Big Mac is too much of a good (bad) thing</i>	25/01/2025	17/06/2025	<a href="https://www.washingtonpost.com/food/2024/01/25/double-big-mac-mcdonalds-review/">https://www.washingtonpost.com/food/2024/01/25/double-big-mac-mcdonalds-review/</a>
		<i>McDonald's ending some DEI practices, joining growing list of companies</i>	07/01/2025	17/06/2025	<a href="https://www.washingtonpost.com/food/2024/01/25/double-big-mac-mcdonalds-review/">https://www.washingtonpost.com/food/2024/01/25/double-big-mac-mcdonalds-review/</a>
		<i>What to know about E. coli causes, symptoms amid McDonald's-linked outbreak</i>	23/10/2024	17/06/2025	<a href="https://www.washingtonpost.com/nation/2024/10/23/ecoli-causes-symptoms-mcdonalds-quarter-pounder/">https://www.washingtonpost.com/nation/2024/10/23/ecoli-causes-symptoms-mcdonalds-quarter-pounder/</a>
		<i>McDonald's where Trump served fries hit with flurry of bad Yelp reviews</i>	23/10/2024	17/06/2025	<a href="https://www.washingtonpost.com/politics/2024/10/23/mcdonalds-trump-yelp-reviews/">https://www.washingtonpost.com/politics/2024/10/23/mcdonalds-trump-yelp-reviews/</a>
		<i>E. coli outbreak linked to McDonald's Quarter Pounders in 10 states</i>	22/10/2024	17/06/2025	<a href="https://www.washingtonpost.com/health/2024/10/22/mcdonalds-e-coli-cdc-quarter-pounder/">https://www.washingtonpost.com/health/2024/10/22/mcdonalds-e-coli-cdc-quarter-pounder/</a>
		<i>No, McDonald's didn't confirm Trump's baseless claim about Kamala Harris</i>	21/10/2024	17/06/2025	<a href="https://www.washingtonpost.com/politics/2024/10/21/trump-harris-worked-at-mcdonalds/">https://www.washingtonpost.com/politics/2024/10/21/trump-harris-worked-at-mcdonalds/</a>
		<i>Trump serves McDonald's fries to supporters in stage-managed campaign stop</i>	20/10/2024	17/06/2025	<a href="https://www.washingtonpost.com/politics/2024/10/20/trump-mcdonalds-minimum-wage/">https://www.washingtonpost.com/politics/2024/10/20/trump-mcdonalds-minimum-wage/</a>
		<i>McDonald's new Chicken Big Mac is a bland, beige mess</i>	16/10/2024	17/06/2025	<a href="https://www.washingtonpost.com/food/2024/10/16/mcdonalds-chicken-big-mac-review/">https://www.washingtonpost.com/food/2024/10/16/mcdonalds-chicken-big-mac-review/</a>
	<i>McDonald's knows the best leaders are not born or made. They're both</i>	09/10/2024	17/06/2025	<a href="https://www.washingtonpost.com/opinions/2024/10/09/trump-harris-mcdonalds-leaders/">https://www.washingtonpost.com/opinions/2024/10/09/trump-harris-mcdonalds-leaders/</a>	
	<i>McDonald's sues major beef producers for price-fixing</i>	08/10/2024	17/06/2025	<a href="https://www.washingtonpost.com/food/2024/10/08/mcdonalds-beef-lawsuit-price-fixing/">https://www.washingtonpost.com/food/2024/10/08/mcdonalds-beef-lawsuit-price-fixing/</a>	
	The Wallstreet-Journal	<i>McDonald's Revamps Ranks to Speed Burger Breakthroughs</i>	11/03/2025	17/06/2025	<a href="https://www.wsj.com/business/hospitality/mcdonalds-revamps-ranks-to-speed-burger-breakthroughs-8786631e">https://www.wsj.com/business/hospitality/mcdonalds-revamps-ranks-to-speed-burger-breakthroughs-8786631e</a>
		<i>McDonald's Bids Goodbye to CosMc's, Its Space Alien-Themed Spinoff</i>	23/05/2025	17/06/2025	<a href="https://www.wsj.com/business/hospitality/mcdonalds-cosmcs-close-abff5d25">https://www.wsj.com/business/hospitality/mcdonalds-cosmcs-close-abff5d25</a>
		<i>McDonald's U.S. Sales Decline in Shaky Economy</i>	01/05/2025	17/06/2025	<a href="https://www.wsj.com/business/hospitality/mcdonalds-mcd-q1-earnings-report-2025-76b4d394-9b782952">https://www.wsj.com/business/hospitality/mcdonalds-mcd-q1-earnings-report-2025-76b4d394-9b782952</a>
		<i>McDonald's Gives Its Restaurants an AI Makeover</i>	05/03/2025	17/06/2025	<a href="https://www.wsj.com/articles/mcdonalds-gives-its-restaurants-an-ai-makeover-2134f01e">https://www.wsj.com/articles/mcdonalds-gives-its-restaurants-an-ai-makeover-2134f01e</a>
		<i>Forget McDonald's. This Chinese Fast-Food Chain Is Now the World's Biggest</i>	03/03/2025	17/06/2025	<a href="https://www.wsj.com/business/retail/forget-mcdonalds-this-chinese-fast-food-chain-is-now-the-worlds-biggest-24b911b9">https://www.wsj.com/business/retail/forget-mcdonalds-this-chinese-fast-food-chain-is-now-the-worlds-biggest-24b911b9</a>
		<i>McDonald's U.S. Sales Drop as Customers Spend Less</i>	10/02/2025	17/06/2025	<a href="https://www.wsj.com/business/earnings/mcdonalds-mcd-q4-earnings-report-2024-84dafb01">https://www.wsj.com/business/earnings/mcdonalds-mcd-q4-earnings-report-2024-84dafb01</a>
		<i>McDonald's Sued Over Latino Scholarships, One Week After Retreating on Diversity</i>	13/01/2025	17/06/2025	<a href="https://www.wsj.com/business/mcdonalds-sued-over-latino-scholarships-one-week-after-retreating-on-diversity-dc7a2438">https://www.wsj.com/business/mcdonalds-sued-over-latino-scholarships-one-week-after-retreating-on-diversity-dc7a2438</a>
		<i>McDonald's Drops Diversity Targets for Employees, Suppliers</i>	06/01/2025	17/06/2025	<a href="https://www.wsj.com/livecoverage/stock-market-today-dow-sp500-nasdaq-live-01-06-2025/card/mcdonald-s-drops-diversity-targets-for-employees-suppliers-8HY6qot7rVPxODSQu">https://www.wsj.com/livecoverage/stock-market-today-dow-sp500-nasdaq-live-01-06-2025/card/mcdonald-s-drops-diversity-targets-for-employees-suppliers-8HY6qot7rVPxODSQu</a>
		<i>McDonald's Pumps Money Into Marketing to Move Past Outbreak</i>	15/11/2024	17/06/2025	<a href="https://www.wsj.com/livecoverage/stock-market-today-dow-sp500-nasdaq-live-11-15-2024/card/mcdonald-s-pumps-money-into-marketing-to-move-past-outbreak-RJdihHEIAGxmeu5yugx8">https://www.wsj.com/livecoverage/stock-market-today-dow-sp500-nasdaq-live-11-15-2024/card/mcdonald-s-pumps-money-into-marketing-to-move-past-outbreak-RJdihHEIAGxmeu5yugx8</a>
		<i>McDonald's Execs Seek to Rebuild Trust After E. Coli Threatens Sales Rebound</i>	29/10/2024	17/06/2025	<a href="https://www.wsj.com/business/earnings/mcdonalds-mcd-q3-earnings-report-2024-f2f87fbd">https://www.wsj.com/business/earnings/mcdonalds-mcd-q3-earnings-report-2024-f2f87fbd</a>
	<i>McDonald's Finds an Unlikely Savior to Finally Fix Its McFlurry Machines</i>	28/10/2024	17/06/2025	<a href="https://www.wsj.com/business/mcdonalds-mcflurry-machines-copyright-office-9219c60b">https://www.wsj.com/business/mcdonalds-mcflurry-machines-copyright-office-9219c60b</a>	
	<i>McDonald's Quarter Pounders Linked to Deadly E. Coli Outbreak</i>	23/10/2024	17/06/2025	<a href="https://www.wsj.com/business/mcdonalds-quarter-pounders-linked-to-deadly-e-coli-outbreak-4477bde8">https://www.wsj.com/business/mcdonalds-quarter-pounders-linked-to-deadly-e-coli-outbreak-4477bde8</a>	
	<i>The New Coveted Résumé Line: Flipping Burgers</i>	10/10/2024	17/06/2025	<a href="https://www.wsj.com/lifestyle/careers/business-leaders-fast-food-jobs-mcdonalds-e528ea07">https://www.wsj.com/lifestyle/careers/business-leaders-fast-food-jobs-mcdonalds-e528ea07</a>	
	<i>McDonald's Is Bringing Chicken to the Big Mac</i>	09/10/2024	17/06/2025	<a href="https://www.wsj.com/business/hospitality/mcdonalds-is-bringing-chicken-to-the-big-mac-cd4f70fb">https://www.wsj.com/business/hospitality/mcdonalds-is-bringing-chicken-to-the-big-mac-cd4f70fb</a>	
	CNN	<i>McDonald's says it plans to hire 375,000 people this summer</i>	12/05/2025	17/06/2025	<a href="https://edition.cnn.com/2025/05/12/business/mcdonalds-hiring-announcement/">https://edition.cnn.com/2025/05/12/business/mcdonalds-hiring-announcement/</a>
		<i>McDonald's just had its worst quarter since Covid. It said customers are getting nervous</i>	01/05/2025	17/06/2025	<a href="https://edition.cnn.com/2025/05/01/investing/mcdonalds-earnings-first-quarter-2025/">https://edition.cnn.com/2025/05/01/investing/mcdonalds-earnings-first-quarter-2025/</a>
		<i>McDonald's introduces its first new permanent addition to its menu in four years</i>	24/04/2025	17/06/2025	<a href="https://edition.cnn.com/2025/04/24/food/mcdonalds-crispy-chicken-strips-return/">https://edition.cnn.com/2025/04/24/food/mcdonalds-crispy-chicken-strips-return/</a>
		<i>McDonald's was having a rough 2024. An E. coli outbreak made it worse</i>	10/02/2025	17/06/2025	<a href="https://edition.cnn.com/2025/02/10/food/mcdonalds-fourth-quarter-earnings-2024/">https://edition.cnn.com/2025/02/10/food/mcdonalds-fourth-quarter-earnings-2024/</a>
		<i>McDonald's biggest menu shakeup in years rolls out Tuesday</i>	07/01/2025	17/06/2025	<a href="https://edition.cnn.com/2025/01/07/food/mcdonalds-new-value-menu-mcvalue/">https://edition.cnn.com/2025/01/07/food/mcdonalds-new-value-menu-mcvalue/</a>
<i>McDonald's is ending some of its DEI practices</i>		06/01/2025	17/06/2025	<a href="https://edition.cnn.com/2025/01/06/business/mcdonalds-dei/">https://edition.cnn.com/2025/01/06/business/mcdonalds-dei/</a>	
<i>McDonald's has a plan to win back customers after visits plunge</i>		29/10/2024	17/06/2025	<a href="https://edition.cnn.com/2024/10/29/investing/mcdonalds-e-coli-stock-earnings/">https://edition.cnn.com/2024/10/29/investing/mcdonalds-e-coli-stock-earnings/</a>	
<i>McDonald's didn't give Trump permission to serve fries. It didn't need to</i>		23/10/2024	17/06/2025	<a href="https://edition.cnn.com/2024/10/23/investing/mcdonalds-e-coli-outbreak-stock/">https://edition.cnn.com/2024/10/23/investing/mcdonalds-e-coli-outbreak-stock/</a>	
<i>McDonald's president says its food is safe to eat after E. coli outbreak</i>		23/10/2024	17/06/2025	<a href="https://edition.cnn.com/2024/10/23/investing/mcdonalds-e-coli-outbreak-stock/">https://edition.cnn.com/2024/10/23/investing/mcdonalds-e-coli-outbreak-stock/</a>	
<i>McDonald's is finally selling the Chicken Big Mac in the US</i>		03/10/2024	17/06/2025	<a href="https://edition.cnn.com/2024/10/03/food/mcdonalds-chicken-big-mac/">https://edition.cnn.com/2024/10/03/food/mcdonalds-chicken-big-mac/</a>	
<i>Americans keep turning their backs on McDonald's</i>	29/07/2024	17/06/2025	<a href="https://edition.cnn.com/2024/07/29/investing/mcdonalds-earnings/">https://edition.cnn.com/2024/07/29/investing/mcdonalds-earnings/</a>		



### 13.03. Suppliers

SUPPLIER	CONTENT	PUBLICATION ORIGIN	PUBLICATION DATE	CONSULTATION DATE	LINK	
Interbake	Media article	La Cuarta	27/7/2019	17/08/2025	<a href="https://www.lacuarta.com/cronica/noticia/la-ruta-del-pan-para-ser-un-big-mac-tattan-fotos/391422/">https://www.lacuarta.com/cronica/noticia/la-ruta-del-pan-para-ser-un-big-mac-tattan-fotos/391422/</a>	
	"About us" section	Interbake homepage	n.d.	17/08/2025	<a href="https://interbake.cl/">https://interbake.cl/</a>	
	"Yo soy de aquí" video campaign	Arcos Dorados Youtube Page	19/12/2024	17/08/2025	<a href="https://www.youtube.com/watch?v=OUfCfDFvUic&amp;list=PL3qy4W1sKkUBZodN9KWp9TCWLvLzIFe3&amp;index=10">https://www.youtube.com/watch?v=OUfCfDFvUic&amp;list=PL3qy4W1sKkUBZodN9KWp9TCWLvLzIFe3&amp;index=10</a>	
The Coca-Cola Company	Media article	Diario Libre	25/7/2025	17/08/2025	<a href="https://www.diolibre.com/revista/sociales/2025/07/25/coca-cola-y-mcdonalds-70-anos-de-una-alianza-que-sabe-a-historia-73193929">https://www.diolibre.com/revista/sociales/2025/07/25/coca-cola-y-mcdonalds-70-anos-de-una-alianza-que-sabe-a-historia-73193929</a>	
	"About us" section	Coca-Cola Company homepage	n.d.	17/08/2025	<a href="https://www.coca-colacompany.com/content/dam/company/us/en/about-us/purpose-vision/coca-cola-company-purpose-summary.pdf">https://www.coca-colacompany.com/content/dam/company/us/en/about-us/purpose-vision/coca-cola-company-purpose-summary.pdf</a>	
	Coca-Cola lidera por quinto año el ranking de marcas más elegidas en Argentina	Infobae	6/09/2025	6/09/2025	<a href="https://www.infobae.com/economia/networking/2025/09/06/coca-cola-lidera-por-quinto-ano-el-ranking-de-marcas-mas-elegidas-en-argentina/">https://www.infobae.com/economia/networking/2025/09/06/coca-cola-lidera-por-quinto-ano-el-ranking-de-marcas-mas-elegidas-en-argentina/</a>	
	Coca-Cola invertirá más de US\$1400 millones en la Argentina	La Nación	27/03/2025	06/09/2025	<a href="https://www.lanacion.com.ar/economia/negocios/coca-cola-invertira-mas-de-us-1400-millones-en-la-argentina-nid27032025/">https://www.lanacion.com.ar/economia/negocios/coca-cola-invertira-mas-de-us-1400-millones-en-la-argentina-nid27032025/</a>	
	Coca-Cola invirtió 40 millones de dólares en Argentina con una nueva y moderna línea de producción en Mendoza	Clarín	09/12/2024	6/09/2025	<a href="https://www.clarin.com/brandstudio/coca-cola-invirtio-40-millones-dolares-argentina-nueva-moderna-linea-produccion-mendoza_0_dW8WEpGOG.html">https://www.clarin.com/brandstudio/coca-cola-invirtio-40-millones-dolares-argentina-nueva-moderna-linea-produccion-mendoza_0_dW8WEpGOG.html</a>	
	Coca Cola lanzó una nueva edición de la campaña "Juntos en todas"	Infobae	27/02/2025	6/09/2025	<a href="https://www.infobae.com/economia/networking/2025/02/27/coca-cola-lanzo-una-nueva-edicion-de-la-campana-juntos-en-todas/">https://www.infobae.com/economia/networking/2025/02/27/coca-cola-lanzo-una-nueva-edicion-de-la-campana-juntos-en-todas/</a>	
	Coca-Cola Andina y su camino circular en Mendoza: reactivó su planta embotelladora con una inversión de 40 millones de dólares	Infobae	22/11/2024	6/09/2025	<a href="https://www.infobae.com/economia/2024/11/22/coca-cola-andina-y-su-camino-circular-en-mendoza-reactivo-su-planta-embotelladora-con-una-inversion-de-40-millones-de-dolares/">https://www.infobae.com/economia/2024/11/22/coca-cola-andina-y-su-camino-circular-en-mendoza-reactivo-su-planta-embotelladora-con-una-inversion-de-40-millones-de-dolares/</a>	
	Una multinacional de consumo masivo inauguró una línea de producción con una inversión de USD 18,5 millones	Perfil	08/05/2025	6/09/2025	<a href="https://www.perfil.com/noticias/economia/una-multinacional-de-consumo-masivo-inauguro-una-linea-de-produccion-con-una-inversion-de-usd-185-millones-phmj">https://www.perfil.com/noticias/economia/una-multinacional-de-consumo-masivo-inauguro-una-linea-de-produccion-con-una-inversion-de-usd-185-millones-phmj</a>	
	Sergio Londoño Zurek: "Coca-Cola en su esencia es magia y eso es lo que logra una campaña como Juntos en Todas"	Forbes Argentina	03/06/2025	6/09/2025	<a href="https://www.forbesargentina.com/innovacion/sergio-londono-zurek-coca-cola-su-esencia-magia-eso-lo-logra-una-campana-como-juntos-todas-n-73289">https://www.forbesargentina.com/innovacion/sergio-londono-zurek-coca-cola-su-esencia-magia-eso-lo-logra-una-campana-como-juntos-todas-n-73289</a>	
	Coca Cola está buscando a quienes quieran trabajar en la empresa: qué perfiles pueden postularse	La Voz	20/11/2024	6/09/2025	<a href="https://www.lavoz.com.ar/negocios/coca-cola-esta-buscando-a-quienes-quieran-trabajar-en-la-empresa-que-perfiles-pueden-postularse/">https://www.lavoz.com.ar/negocios/coca-cola-esta-buscando-a-quienes-quieran-trabajar-en-la-empresa-que-perfiles-pueden-postularse/</a>	
	De Asia a la Argentina, las experiencias que trae el nuevo CEO de Coca Cola para crecer en el mercado local	El Cronista	15/05/2025	6/09/2025	<a href="https://www.cronista.com/apertura/empresas/de-asia-a-la-argentina-las-experiencias-que-trae-el-nuevo-ceo-de-coca-cola-para-crecer-en-el-mercado-local/">https://www.cronista.com/apertura/empresas/de-asia-a-la-argentina-las-experiencias-que-trae-el-nuevo-ceo-de-coca-cola-para-crecer-en-el-mercado-local/</a>	
	Javier Milei se reunió con el CEO de Coca Cola en Davos y le pidió que invierta en Argentina	C5N	23/01/2025	6/09/2025	<a href="https://www.c5n.com/politica/javier-milei-reunion-davos-ceo-coca-cola-james-quincey-23-enero-2025">https://www.c5n.com/politica/javier-milei-reunion-davos-ceo-coca-cola-james-quincey-23-enero-2025</a>	
	ARGENTINA	El Broquel - Estancia La Dorita	LinkedIn profile	Company's LinkedIn	n.d.	17/08/2025
Media article			Informedigital	02/09/2025	6/09/2025	<a href="https://informedigital.com.ar/precios-en-aumento-y-oferta-limitada-en-el-mercado-agroganadero-de-canelas/">https://informedigital.com.ar/precios-en-aumento-y-oferta-limitada-en-el-mercado-agroganadero-de-canelas/</a>
Media article			Gobierno de la Provincia de Buenos Aires	09/10/2024	6/09/2025	<a href="https://gba.gob.ar/desarrollo_agrario/Noticias/el_ministro_javier_rodriguez_entreg%C3%B3_dos_combis_escuelas_agrarias">https://gba.gob.ar/desarrollo_agrario/Noticias/el_ministro_javier_rodriguez_entreg%C3%B3_dos_combis_escuelas_agrarias</a>
McCain		"Quiénes somos" section	McCain homepage	n.d.	17/08/2025	<a href="https://mccain.com.ar/quienes-somos/">https://mccain.com.ar/quienes-somos/</a>
		Media article about long-term partnership with McDonalds	PotatoPro.com	23/04/2024	17/08/2025	<a href="https://www.potatopro.com/es/news/2024/mccain-y-mcdonalds-una-sociedad-de-largo-plazo">https://www.potatopro.com/es/news/2024/mccain-y-mcdonalds-una-sociedad-de-largo-plazo</a>
		McCain, una historia de compromiso, calidad y crecimiento	La Vanguardia	28/06/2025	6/09/2025	<a href="https://www.diariolavanguardia.com/empresas-y-anguardia/18787-mccain-una-historia-de-compromiso-calidad-y-crecimiento/">https://www.diariolavanguardia.com/empresas-y-anguardia/18787-mccain-una-historia-de-compromiso-calidad-y-crecimiento/</a>
		La estrategia de McCain para desembarcar en el mercado asiático a pesar del dólar atrasado	Forbes Argentina	30/03/2025	6/09/2025	<a href="https://www.forbesargentina.com/negocios/la-estrategia-mccain-desembarcar-mercado-asiatico-apesar-dolar-atrasado-n69832">https://www.forbesargentina.com/negocios/la-estrategia-mccain-desembarcar-mercado-asiatico-apesar-dolar-atrasado-n69832</a>
		McCain celebra 30 años en Argentina y anuncia inversiones	Revista Mercado	1/08/2025	6/09/2025	<a href="https://mercado.com.ar/protagonistas/mccain-celebra-30-anos-en-argentina/">https://mercado.com.ar/protagonistas/mccain-celebra-30-anos-en-argentina/</a>
		Papas congeladas: McCain anunció una inversión de US\$100 millones en su planta de Balcarce	La Nación	30/07/2025	6/09/2025	<a href="https://www.lanacion.com.ar/economia/negocios/papas-congeladas-la-batalla-global-por-los-freezers-llega-al-mercado-argentino-nid30072025/">https://www.lanacion.com.ar/economia/negocios/papas-congeladas-la-batalla-global-por-los-freezers-llega-al-mercado-argentino-nid30072025/</a>
		Sustentabilidad: McCain obtuvo la certificación de Empresa B por sus operaciones en la Argentina	Ámbito Financiero	21/03/2025	6/09/2025	<a href="https://www.ambito.com/sustentabilidad/mccain-obtuvo-la-certificacion-empresa-b-sus-operaciones-argentina-n6125995">https://www.ambito.com/sustentabilidad/mccain-obtuvo-la-certificacion-empresa-b-sus-operaciones-argentina-n6125995</a>
		Así opera el gigante de las papas congeladas que lidera el mercado argentino y anunció una inversión de US\$100 millones	A24	31/07/2025	6/09/2025	<a href="https://www.a24.com/actualidad/asi-opera-el-gigante-las-papas-congeladas-que-lidera-el-mercado-argentino-y-anuncio-una-inversion-us-100-millones-n1461646">https://www.a24.com/actualidad/asi-opera-el-gigante-las-papas-congeladas-que-lidera-el-mercado-argentino-y-anuncio-una-inversion-us-100-millones-n1461646</a>
		Fuerte apuesta de McCain por la Argentina, invertirá US100 millones en su planta de Balcarce	El Cronista	30/07/2025	6/09/2025	<a href="https://www.cronista.com/negocios/fuerte-apuesta-de-mccain-por-la-argentina-invertira-us-100-millones-en-su-planta-de-balcarce/">https://www.cronista.com/negocios/fuerte-apuesta-de-mccain-por-la-argentina-invertira-us-100-millones-en-su-planta-de-balcarce/</a>
		Una emblemática fábrica bonaerense cumple 30 años: cuál es su rol en el desarrollo comunitario	Infobae	5/08/2025	6/09/2025	<a href="https://www.infobae.com/inhouse/2025/08/05/una-emblematica-fabrica-bonaerense-cumple-30-anos-cual-es-su-rol-en-el-desarrollo-comunitario/">https://www.infobae.com/inhouse/2025/08/05/una-emblematica-fabrica-bonaerense-cumple-30-anos-cual-es-su-rol-en-el-desarrollo-comunitario/</a>
McCain celebra un "Verano bien acompañado" en Villa Carlos Paz	La Voz	27/01/2025	6/09/2025	<a href="https://www.lavoz.com.ar/espacio-publicidad/mccain-celebra-un-verano-bien-acompanado-en-villa-carlos-paz/">https://www.lavoz.com.ar/espacio-publicidad/mccain-celebra-un-verano-bien-acompanado-en-villa-carlos-paz/</a>		





## 13.04. Employees

### 13.04.01. Contact information

A R G E N T I N A	EMPLOYEE INVOLVED	PUBLICATION ORIGIN	CONSULTATION DATE	LINK
	Chief Executive Officer	LinkedIn	17/08/2025	<a href="https://www.linkedin.com/in/luis-raganato-606397b8/">https://www.linkedin.com/in/luis-raganato-606397b8/</a>
	Chief Operating Officer	LinkedIn	17/08/2025	<a href="https://www.linkedin.com/in/carlos-gonzalez-arcos-dorados/">https://www.linkedin.com/in/carlos-gonzalez-arcos-dorados/</a>
	Divisional President for SLAD	LinkedIn	17/08/2025	<a href="https://www.linkedin.com/in/esteban-sequeira-498417170/">https://www.linkedin.com/in/esteban-sequeira-498417170/</a>
	General Director	LinkedIn	17/08/2025	<a href="https://www.linkedin.com/in/eduardolopardo/">https://www.linkedin.com/in/eduardolopardo/</a>
	Operational Director	LinkedIn	17/08/2025	<a href="https://www.linkedin.com/in/lucio-dardes/">https://www.linkedin.com/in/lucio-dardes/</a>
	Corporate Communications Manager	LinkedIn	17/08/2025	<a href="https://www.linkedin.com/in/fernando-arango-73a57610/">https://www.linkedin.com/in/fernando-arango-73a57610/</a>
	Corporate Human Resources Director	LinkedIn	17/08/2025	<a href="https://www.linkedin.com/in/fabi%C3%A1n-bukschtein/">https://www.linkedin.com/in/fabi%C3%A1n-bukschtein/</a>
	Finance Director	LinkedIn	17/08/2025	<a href="https://www.linkedin.com/in/federicofossaluzza/">https://www.linkedin.com/in/federicofossaluzza/</a>
	Marketing Manager	LinkedIn	17/08/2025	<a href="https://www.linkedin.com/in/victoriafernandezacuna/">https://www.linkedin.com/in/victoriafernandezacuna/</a>
	Operations and Training Development Manager	LinkedIn	17/08/2025	<a href="https://www.linkedin.com/in/silvina-saud-13149310/">https://www.linkedin.com/in/silvina-saud-13149310/</a>
	People & Culture Manager	LinkedIn	17/08/2025	<a href="https://www.linkedin.com/in/diego-grieco-0628999/">https://www.linkedin.com/in/diego-grieco-0628999/</a>

### 13.04.02. Media mentions

EMPLOYEE INVOLVED	PUBLICATION ORIGIN	CONSULTATION DATE	PUBLICATION DATE	LINK
General Director	Forbes Argentina	5/10/2025	23/10/2024	<a href="https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina-n35021">https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina-n35021</a>
	Forbes Argentina	5/10/2025	23/10/2024	<a href="https://www.forbesargentina.com/negocios/eduardo-lopardo-estos-anos-crucio-empleo-informal-publico-ahora-necesitamos-lo-haga-privado-n61488">https://www.forbesargentina.com/negocios/eduardo-lopardo-estos-anos-crucio-empleo-informal-publico-ahora-necesitamos-lo-haga-privado-n61488</a>
	Cadena 3	5/10/2025	17/10/2024	<a href="https://www.cadena3.com/noticia/ahora-pais/el-ceo-de-arcos-dorados-apoyo-la-reforma-laboral-en-su-paso-por-el-coloquio-idea_398975">https://www.cadena3.com/noticia/ahora-pais/el-ceo-de-arcos-dorados-apoyo-la-reforma-laboral-en-su-paso-por-el-coloquio-idea_398975</a>
	Agro Empresario	5/10/2024	4/12/2024	<a href="https://agroempresario.com/publicacion/96185/arcos-dorados-estrategia-y-sostenibilidad-en-tiempos-desafiantes/">https://agroempresario.com/publicacion/96185/arcos-dorados-estrategia-y-sostenibilidad-en-tiempos-desafiantes/</a>
	Infobae	5/10/2024	1/02/2025	<a href="https://www.infobae.com/movant/2025/02/01/comidas-rapidas-pasion-y-energia-positiva-para-liderar-equipos-que-marcan-la-diferencia/">https://www.infobae.com/movant/2025/02/01/comidas-rapidas-pasion-y-energia-positiva-para-liderar-equipos-que-marcan-la-diferencia/</a>
	Perfil	5/10/2024	12/08/2025	<a href="https://www.perfil.com/noticias/economia/premio-fortuna-mejor-empresa-compromiso-con-el-medio-ambiente.phtml">https://www.perfil.com/noticias/economia/premio-fortuna-mejor-empresa-compromiso-con-el-medio-ambiente.phtml</a>
	Agro Empresario	5/10/2024	5/08/2025	<a href="https://agroempresario.com/publicacion/110354/mcdonalds-acelera-su-expansion-en-argentina-tras-sortear-la-crisis-con-eficiencia-tecnologia-y-precios-accesibles/">https://agroempresario.com/publicacion/110354/mcdonalds-acelera-su-expansion-en-argentina-tras-sortear-la-crisis-con-eficiencia-tecnologia-y-precios-accesibles/</a>
Operational Director	Forbes Argentina	5/10/2025	23/10/2024	<a href="https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina-n35021">https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina-n35021</a>
	BACAP	5/10/2025	20/01/2025	<a href="https://bacap.com.ar/2025/01/20/mcdonalds-celebro-30-anos-en-mar-del-plata-con-una-cena-inolvidable/">https://bacap.com.ar/2025/01/20/mcdonalds-celebro-30-anos-en-mar-del-plata-con-una-cena-inolvidable/</a>
Corporate Communications Manager	Forbes Argentina	5/10/2025	23/10/2024	<a href="#">Quiénes están detrás de Arcos Dorados Argentina - Forbes Argentina</a>
	Info Pymes	5/10/2025	12/11/2024	<a href="https://www.infopymes.com.ar/premieron-a-las-mejores-campanas-de-comunicacion-institucional/">https://www.infopymes.com.ar/premieron-a-las-mejores-campanas-de-comunicacion-institucional/</a>
	Social Media Day Argentina	5/10/2025	19/11/2024	<a href="https://www.youtube.com/watch?v=_aRU2TAM5xU">https://www.youtube.com/watch?v=_aRU2TAM5xU</a>
	Mejor correr	5/10/2025	5/09/2025	<a href="https://www.youtube.com/watch?v=pFm8xZLwP8">https://www.youtube.com/watch?v=pFm8xZLwP8</a>
	Infobae	5/10/2025	11/07/2025	<a href="https://www.infobae.com/inhouse/2025/07/11/como-una-empresa-global-promueve-la-sostenibilidad-y-la-inclusion-en-la-industria-gastronomica/">https://www.infobae.com/inhouse/2025/07/11/como-una-empresa-global-promueve-la-sostenibilidad-y-la-inclusion-en-la-industria-gastronomica/</a>
	Clarín	5/10/2025	11/11/2024	<a href="https://www.clarin.com/brandstudio/premieron-mejores-campanas-comunicacion-institucional_0_XDF7uXRIKp.html">https://www.clarin.com/brandstudio/premieron-mejores-campanas-comunicacion-institucional_0_XDF7uXRIKp.html</a>
	Cadena 3	5/10/2025	22/09/2024	<a href="https://www.cadena3.com/noticia/rony-en-vivo/miles-de-mujeres-participaron-de-la-carrera-de-10-kilometros-de-mcdonalds_397221">https://www.cadena3.com/noticia/rony-en-vivo/miles-de-mujeres-participaron-de-la-carrera-de-10-kilometros-de-mcdonalds_397221</a>
	La capital mdp	5/10/2025	13/01/2025	<a href="https://www.lacapitalmdp.com/mcdonalds-muestra-el-origen-de-sus-alimentos1/">https://www.lacapitalmdp.com/mcdonalds-muestra-el-origen-de-sus-alimentos1/</a>
	Punto Biz	5/10/2025	30/04/2025	<a href="https://puntobiz.com.ar/actualidad/del-pepino-a-la-lechuga-de-donde-vienen-los-alimentos-de-mcdonalds-2025430900">https://puntobiz.com.ar/actualidad/del-pepino-a-la-lechuga-de-donde-vienen-los-alimentos-de-mcdonalds-2025430900</a>
BillBoard Ar	5/10/2025	24/03/2025	<a href="https://billboard.ar/lollapalooza-argentina-2025/mcdonalds-llego-a-lollapalooza-argentina-con-su-nueva-hamburguesa-tasty-feat-cuarto/#google_vignette">https://billboard.ar/lollapalooza-argentina-2025/mcdonalds-llego-a-lollapalooza-argentina-con-su-nueva-hamburguesa-tasty-feat-cuarto/#google_vignette</a>	



A R G E N T I N A	Operational Director	Forbes Argentina	5/10/2025	23/10/2024	<a href="https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina-n35021">https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina-n35021</a>
		BACAP	5/10/2025	20/01/2025	<a href="https://bacap.com.ar/2025/01/20/mcdonalds-celebro-30-anos-en-mar-del-plata-con-una-cena-inolvidable/">https://bacap.com.ar/2025/01/20/mcdonalds-celebro-30-anos-en-mar-del-plata-con-una-cena-inolvidable/</a>
	Corporate Communications Manager	Forbes Argentina	5/10/2025	23/10/2024	<a href="https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina-n35021">Quiénes están detrás de Arcos Dorados Argentina - Forbes Argentina</a>
		Info Pymes	5/10/2025	12/11/2024	<a href="https://www.infopymes.com.ar/premieron-a-las-mejores-campanas-de-comunicacion-institucional/">https://www.infopymes.com.ar/premieron-a-las-mejores-campanas-de-comunicacion-institucional/</a>
		Social Media Day Argentina	5/10/2025	19/11/2024	<a href="https://www.youtube.com/watch?v=aRU2TAM5xU">https://www.youtube.com/watch?v=aRU2TAM5xU</a>
		Mejor correr	5/10/2025	5/09/2025	<a href="https://www.youtube.com/watch?v=pfm8xZLwP8">https://www.youtube.com/watch?v=pfm8xZLwP8</a>
		Infobae	5/10/2025	11/07/2025	<a href="https://www.infobae.com/inhouse/2025/07/11/como-una-empresa-global-promueve-la-sostenibilidad-y-la-inclusion-en-la-industria-gastronomica/">https://www.infobae.com/inhouse/2025/07/11/como-una-empresa-global-promueve-la-sostenibilidad-y-la-inclusion-en-la-industria-gastronomica/</a>
		Clarín	5/10/2025	11/11/2024	<a href="https://www.clarin.com/brandstudio/premieron-mejores-campanas-comunicacion-institucional_0_XDf7uXRiKp.html">https://www.clarin.com/brandstudio/premieron-mejores-campanas-comunicacion-institucional_0_XDf7uXRiKp.html</a>
		Cadena 3	5/10/2025	22/09/2024	<a href="https://www.cadena3.com/noticia/rony-en-vivo/miles-de-mujeres-participaron-de-la-carrera-de-10-kilometros-de-mcdonalds_397221">https://www.cadena3.com/noticia/rony-en-vivo/miles-de-mujeres-participaron-de-la-carrera-de-10-kilometros-de-mcdonalds_397221</a>
		La capital mdp	5/10/2025	13/01/2025	<a href="https://www.lacapitalmdp.com/mcdonalds-muestra-el-origen-de-sus-alimentos1/">https://www.lacapitalmdp.com/mcdonalds-muestra-el-origen-de-sus-alimentos1/</a>
		Punto Biz	5/10/2025	30/04/2025	<a href="https://puntobiz.com.ar/actualidad/del-pepino-a-la-lechuga-de-donde-vienen-los-alimentos-de-mcdonalds-2025430900">https://puntobiz.com.ar/actualidad/del-pepino-a-la-lechuga-de-donde-vienen-los-alimentos-de-mcdonalds-2025430900</a>
		BillBoard Ar	5/10/2025	24/03/2025	<a href="https://billboard.ar/lollapalooza-argentina-2025/mcdonalds-llego-a-lollapalooza-argentina-con-su-nueva-hamburguesa-tasty-feat-cuarto/#google_vignette">https://billboard.ar/lollapalooza-argentina-2025/mcdonalds-llego-a-lollapalooza-argentina-con-su-nueva-hamburguesa-tasty-feat-cuarto/#google_vignette</a>
	Corporate Human Resources Director	-	-	-	-
	Finance Director	Forbes Argentina	5/10/2025	23/10/2024	<a href="https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina-n35021">https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina-n35021</a>
	Marketing Manager	El Cronista	5/10/2025	5/06/2025	<a href="https://www.cronista.com/negocios/mcdonalds-busca-unificar-la-experiencia-del-cliente-en-todos-los-canales/">https://www.cronista.com/negocios/mcdonalds-busca-unificar-la-experiencia-del-cliente-en-todos-los-canales/</a>
		Mass Negocios	5/10/2025	31/03/2025	<a href="https://massnegocios.com/mimcdonalds-el-nuevo-programa-de-fidelizacion-para-sumar-puntos-y-canjarlos-por-tus-productos-favoritos/">https://massnegocios.com/mimcdonalds-el-nuevo-programa-de-fidelizacion-para-sumar-puntos-y-canjarlos-por-tus-productos-favoritos/</a>
		InfoFranquicias	5/10/2025	3/10/2025	<a href="https://infofranquicias.ar/productos-y-promociones/mcdonalds-revive-un-sabor-clasico-y-suma-la-salsa-cbo-a-la-nueva-mccrispy-chicken-legend">https://infofranquicias.ar/productos-y-promociones/mcdonalds-revive-un-sabor-clasico-y-suma-la-salsa-cbo-a-la-nueva-mccrispy-chicken-legend</a>
		La Voz	5/10/2025	1/10/2025	<a href="https://www.lavoz.com.ar/espacio-publicidad/un-clasico-renovado-desembarca-en-cordoba-mcdonalds-lanza-la-mccrispy-chicken-legend/">https://www.lavoz.com.ar/espacio-publicidad/un-clasico-renovado-desembarca-en-cordoba-mcdonalds-lanza-la-mccrispy-chicken-legend/</a>
		Mercado	5/10/2025	25/06/2025	<a href="https://mercado.com.ar/protagonistas/mcdonalds-pisa-el-acelerador-con-el-regreso-del-menu-f1/">https://mercado.com.ar/protagonistas/mcdonalds-pisa-el-acelerador-con-el-regreso-del-menu-f1/</a>
		Minuto Motor	5/10/2025	26/06/2025	<a href="https://minutomotor.com.ar/los-aullidos-de-f1-ya-estran-en-mcdonalds/">https://minutomotor.com.ar/los-aullidos-de-f1-ya-estran-en-mcdonalds/</a>
Bariloche Opina		5/10/2025	19/03/2025	<a href="https://www.barilocheopina.com/noticias/2025/03/19/79186-mcdonalds-presenta-su-nueva-hamburguesa-tasty-feat-cuarto-la-fusion-de-dos-de-sus-exitos-en-argentina">https://www.barilocheopina.com/noticias/2025/03/19/79186-mcdonalds-presenta-su-nueva-hamburguesa-tasty-feat-cuarto-la-fusion-de-dos-de-sus-exitos-en-argentina</a>	
Total Medios		5/10/2025	12/03/2025	<a href="https://www.totalmedios.com/nota/59439/mcdonalds-lanza-una-campana-para-su-tasty-feat-cuarto-con-eduardo-feinmann-y-tiago-pzk">https://www.totalmedios.com/nota/59439/mcdonalds-lanza-una-campana-para-su-tasty-feat-cuarto-con-eduardo-feinmann-y-tiago-pzk</a>	
Punto Biz		5/10/2025	15/04/2025	<a href="https://puntobiz.com.ar/actualidad/mccaffe-suma-una-propuesta-salada-a-su-menu-llega-el-nuevo-bagel-con-palta-202541513310">https://puntobiz.com.ar/actualidad/mccaffe-suma-una-propuesta-salada-a-su-menu-llega-el-nuevo-bagel-con-palta-202541513310</a>	
Clarín		5/10/2025	28/03/2025	<a href="https://www.clarin.com/brandstudio/mimcdonalds-nuevo-programa-sumar-puntos-llevar-te-productos-favoritos_0_5tf9uA3WVm.html">https://www.clarin.com/brandstudio/mimcdonalds-nuevo-programa-sumar-puntos-llevar-te-productos-favoritos_0_5tf9uA3WVm.html</a>	
Los Andes		5/10/2025	21/04/2025	<a href="https://www.losandes.com.ar/empresas-y-negocios/mimcdonalds-el-nuevo-programa-fidelizacion-sumar-puntos-y-canjarlos-tus-productos-favoritos-n5945485">https://www.losandes.com.ar/empresas-y-negocios/mimcdonalds-el-nuevo-programa-fidelizacion-sumar-puntos-y-canjarlos-tus-productos-favoritos-n5945485</a>	
Norte		5/10/2025	5/04/2025	<a href="https://automundo.com.ar/mcdonalds-menu-f1-autos-coleccionables-precio-argentina/">https://automundo.com.ar/mcdonalds-menu-f1-autos-coleccionables-precio-argentina/</a>	
Diario Panorama		5/10/2025	1/10/2025	<a href="https://www.diariopanorama.com/noticia/530537/mcdonalds-revive-clasico-nueva-mccrispy-chicken-legend">https://www.diariopanorama.com/noticia/530537/mcdonalds-revive-clasico-nueva-mccrispy-chicken-legend</a>	
La Capital		5/10/2025	1/10/2025	<a href="https://www.lacapital.com.ar/novedades/un-clasico-renovado-llega-rosario-mcdonalds-lanza-la-mccrispy-chicken-legend-n10221767.html">https://www.lacapital.com.ar/novedades/un-clasico-renovado-llega-rosario-mcdonalds-lanza-la-mccrispy-chicken-legend-n10221767.html</a>	
Uno Santa Fe		5/10/2025	26/10/2025	<a href="https://www.unosantafe.com.ar/informacion-general/mcdonalds-pisa-el-acelerador-el-regreso-del-menu-f1-ahora-autos-coleccionables-n10203772.html">https://www.unosantafe.com.ar/informacion-general/mcdonalds-pisa-el-acelerador-el-regreso-del-menu-f1-ahora-autos-coleccionables-n10203772.html</a>	
La Voz		5/10/2025	25/03/2025	<a href="https://www.lavoz.com.ar/espacio-publicidad/conoce-la-nueva-hamburguesa-de-mcdonalds-la-tasty-feat-cuarto-ya-disponible-en-cordoba/">https://www.lavoz.com.ar/espacio-publicidad/conoce-la-nueva-hamburguesa-de-mcdonalds-la-tasty-feat-cuarto-ya-disponible-en-cordoba/</a>	
Filo news		5/10/2025	22/03/2025	<a href="https://www.filo.news/noticia/2025/03/22/nueva-hamburguesa-local-impone-nite-y-propuesta-sustentable-mcdonalds-en-lollapalooza-argentina">https://www.filo.news/noticia/2025/03/22/nueva-hamburguesa-local-impone-nite-y-propuesta-sustentable-mcdonalds-en-lollapalooza-argentina</a>	
	Río Negro	5/10/2025	22/03/2025	<a href="https://www.rionegro.com.ar/contenido-de-marca/mcdonalds-presenta-la-hamburguesa-tasty-feat-cuarto-una-fusion-de-dos-de-sus-exitos-en-argentina/">https://www.rionegro.com.ar/contenido-de-marca/mcdonalds-presenta-la-hamburguesa-tasty-feat-cuarto-una-fusion-de-dos-de-sus-exitos-en-argentina/</a>	
	InfoNegocios	5/10/2025	13/03/2025	<a href="https://infonegocios.info/y-ademas/mcdonalds-y-la-fusion-de-dos-mundos-tasty-y-cuarto-de-libra-una-combinacion-que-nos-convencio">https://infonegocios.info/y-ademas/mcdonalds-y-la-fusion-de-dos-mundos-tasty-y-cuarto-de-libra-una-combinacion-que-nos-convencio</a>	
	Diario Mendoza Today	5/10/2025	12/03/2025	<a href="https://mendoza.today.com.ar/2025/03/12/mcdonalds-presenta-su-tasty-feat-cuarto-con-eduardo-feinmann-y-tiago-pzk/">https://mendoza.today.com.ar/2025/03/12/mcdonalds-presenta-su-tasty-feat-cuarto-con-eduardo-feinmann-y-tiago-pzk/</a>	
	El Cronista	5/10/2025	15/10/2024	<a href="https://www.cronista.com/informacion-gral/cuenta-regresiva-para-el-medioday-2024/">https://www.cronista.com/informacion-gral/cuenta-regresiva-para-el-medioday-2024/</a>	
	La Nación	5/10/2025	26/11/2024	<a href="https://www.lanacion.com.ar/lifestyle/en-fotos-todos-los-invitados-al-lanzamiento-de-ln-1049-musica-la-nueva-radio-de-la-nacion-nid26112024/">https://www.lanacion.com.ar/lifestyle/en-fotos-todos-los-invitados-al-lanzamiento-de-ln-1049-musica-la-nueva-radio-de-la-nacion-nid26112024/</a>	
	Forbes Argentina	5/10/2025	23/10/2024	<a href="https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina-n35021">https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina-n35021</a>	
	Operations and Training Development Manager	Forbes Argentina	5/10/2025	23/10/2024	<a href="https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina-n35021">https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina-n35021</a>
People & Culture Manager	Forbes Argentina	5/10/2025	23/10/2024	<a href="https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina-n35021">https://www.forbesargentina.com/liderazgo/quienes-estan-detras-arcos-dorados-argentina-n35021</a>	
	Infobae	5/10/2025	16/12/2024	<a href="https://www.infobae.com/inhouse/2024/12/16/2024-el-ano-en-que-los-beneficios-corporativos-se-consolidaron-como-factor-clave-para-fidelizar-talento-en-las-empresas/">https://www.infobae.com/inhouse/2024/12/16/2024-el-ano-en-que-los-beneficios-corporativos-se-consolidaron-como-factor-clave-para-fidelizar-talento-en-las-empresas/</a>	
	El Cronista	5/10/2025	11/02/2025	<a href="https://www.cronista.com/brand-strategy/arcos-dorados-la-puerta-de-entrada-al-mundo-laboral-para-miles-de-jovenes/">https://www.cronista.com/brand-strategy/arcos-dorados-la-puerta-de-entrada-al-mundo-laboral-para-miles-de-jovenes/</a>	
	I Profesional	5/10/2025	17/10/2024	<a href="https://www.iprofesional.com/management/415427-mcdonalds-berca-la-pasion-para-promover-el-work-life-balance">https://www.iprofesional.com/management/415427-mcdonalds-berca-la-pasion-para-promover-el-work-life-balance</a>	
	Economia Sustentable	5/10/2025	8/10/2024	<a href="https://economiasustentable.com/noticias/arcos-dorados-entrega-60-becas-a-sus-colaboradores-en-argentina/">https://economiasustentable.com/noticias/arcos-dorados-entrega-60-becas-a-sus-colaboradores-en-argentina/</a>	
	Mercado	5/10/2025	4/08/2025	<a href="https://mercado.com.ar/talento-y-liderazgo/diego-grieco-de-arcos-dorados/">https://mercado.com.ar/talento-y-liderazgo/diego-grieco-de-arcos-dorados/</a>	
Forbes Argentina	5/10/2025	10/08/2025	<a href="https://www.forbesargentina.com/summit/como-empresas-moldean-futuro-laboral-mas-inspirador-acompanar-el-viaje-empleado-n75103">https://www.forbesargentina.com/summit/como-empresas-moldean-futuro-laboral-mas-inspirador-acompanar-el-viaje-empleado-n75103</a>		



## 13.05. Community

COMMUNITY / VARIABLE		CONTENT	PUBLICATION DATE	CONSULTATION DATE	LINK	
A R G E N T I N A	Buenos Aires Province	Universidad Austral	-	-	-	
		Universidad de La Plata	-	-	-	
		Universidad de San Andrés	Job opportunity post	26/05/2025	18/08/2025	<a href="https://conectar.udesa.edu.ar/trabajar-en-arcos-dorados111/trabajos/udesa-career-camp-mayo-2025-dejanos-tu-cv/732035">https://conectar.udesa.edu.ar/trabajar-en-arcos-dorados111/trabajos/udesa-career-camp-mayo-2025-dejanos-tu-cv/732035</a>
			Job opportunities portal	n.d.	18/08/2025	<a href="https://conectar.udesa.edu.ar/trabajar-en-arcos-dorados111">https://conectar.udesa.edu.ar/trabajar-en-arcos-dorados111</a>
		Universidad de San Martín	-	-	-	-
	Ciudad Autónoma de Buenos Aires	Universidad Argentina de la Empresa	Employee benefits (scholarships)	n.d.	18/08/2025	<a href="https://www.uade.edu.ar/informacion-para/ingresantes/becas/">https://www.uade.edu.ar/informacion-para/ingresantes/becas/</a>
			Employee benefits (scholarships)	n.d.	18/08/2025	<a href="https://arcosdoradosdigital.com/arg/beneficiosad-lo-que-necesitas-saber-para-aprovecharlos-al-maximo/">https://arcosdoradosdigital.com/arg/beneficiosad-lo-que-necesitas-saber-para-aprovecharlos-al-maximo/</a>
		Universidad Católica Argentina	Internships	18/10/2024	18/08/2025	<a href="https://www.instagram.com/p/DBRnzaHMGZY/?hl=en&amp;utm">https://www.instagram.com/p/DBRnzaHMGZY/?hl=en&amp;utm</a>
			Internships	n.d.	18/08/2025	<a href="https://uca.edu.ar/es/institucional/alumnos/pasantias-y-ofertas-laborales/quienes-nos-acompanan/alimentos---bebidas">https://uca.edu.ar/es/institucional/alumnos/pasantias-y-ofertas-laborales/quienes-nos-acompanan/alimentos---bebidas</a>
			Employee benefits (discounts)	n.d.	18/08/2025	<a href="https://arcosdoradosdigital.com/arg/beneficiosad-lo-que-necesitas-saber-para-aprovecharlos-al-maximo/">https://arcosdoradosdigital.com/arg/beneficiosad-lo-que-necesitas-saber-para-aprovecharlos-al-maximo/</a>
		Universidad de Belgrano	Talk at the university	n.d.	18/08/2025	<a href="https://ub.edu.ar/ub-diseno-y-comunicacion/agenda/comunicaciones-corporativas-en-arcos-dorados-0">https://ub.edu.ar/ub-diseno-y-comunicacion/agenda/comunicaciones-corporativas-en-arcos-dorados-0</a>
			Lecture at the university	n.d.	18/08/2025	<a href="https://ub.edu.ar/ub-diseno-y-comunicacion/agenda/comunicaciones-corporativas-en-arcos-dorados-0">https://ub.edu.ar/ub-diseno-y-comunicacion/agenda/comunicaciones-corporativas-en-arcos-dorados-0</a>
		Universidad de Buenos Aires	Talk with CEO (UBA graduate)	22/04/2025	18/08/2025	<a href="https://www.instagram.com/reel/DlxCDu6JUI/">https://www.instagram.com/reel/DlxCDu6JUI/</a> <a href="https://x.com/UBAeconomicas/status/1912147881420603812">https://x.com/UBAeconomicas/status/1912147881420603812</a>
			Talk with CEO (UBA graduate)	15/04/2025	18/08/2025	<a href="https://www.instagram.com/secretariadegraduadosfceuba/reel/DlcYr4epQdV/">https://www.instagram.com/secretariadegraduadosfceuba/reel/DlcYr4epQdV/</a>
			Store discounts	06/08/2025	18/08/2025	<a href="https://credencialuniversitaria.psi.uba.ar/mcdonalds/">https://credencialuniversitaria.psi.uba.ar/mcdonalds/</a>
			Internships	14/03/2025	18/08/2025	<a href="https://transparencia.fi.uba.ar/uploads/rd_469_2025_67d46bc446c7e.pdf">https://transparencia.fi.uba.ar/uploads/rd_469_2025_67d46bc446c7e.pdf</a>
		Universidad de Palermo	Collaboration/educational visit to kitchens	10/08/2024	18/08/2025	<a href="https://www.instagram.com/p/DA9EQY1RQks/">https://www.instagram.com/p/DA9EQY1RQks/</a>
		Universidad Tecnológica Nacional	-	-	-	-
		Universidad Torcuato Di Tella	Employee benefits	n.d.	18/08/2025	<a href="https://arcosdoradosdigital.com/arg/beneficiosad-lo-que-necesitas-saber-para-aprovecharlos-al-maximo/">https://arcosdoradosdigital.com/arg/beneficiosad-lo-que-necesitas-saber-para-aprovecharlos-al-maximo/</a>



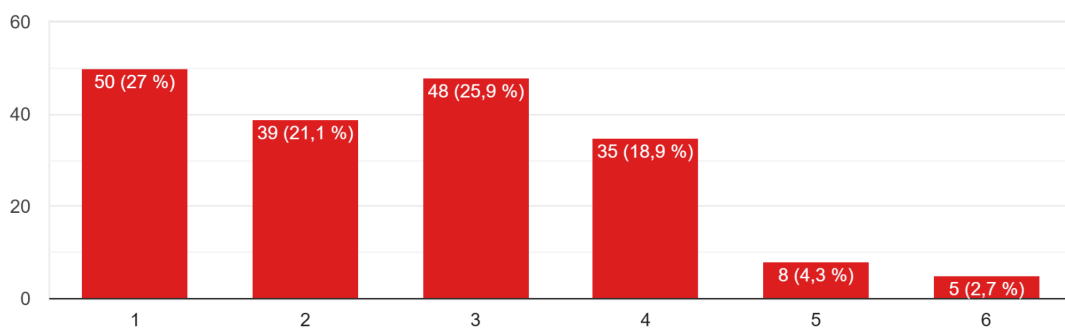
## 14. Perception Survey: McDonald's as an Employer results

The survey was conducted among university students from GBA between August 16 and August 19, 2025. It was administered digitally through a Google Forms questionnaire and consisted of seven questions on a 1–6 Likert scale. A total of 185 responses were collected.

### 14.01. McDonald's Attractiveness for Professional Development

McDonald's es un lugar atractivo para desarrollar mis habilidades profesionales.

185 respuestas

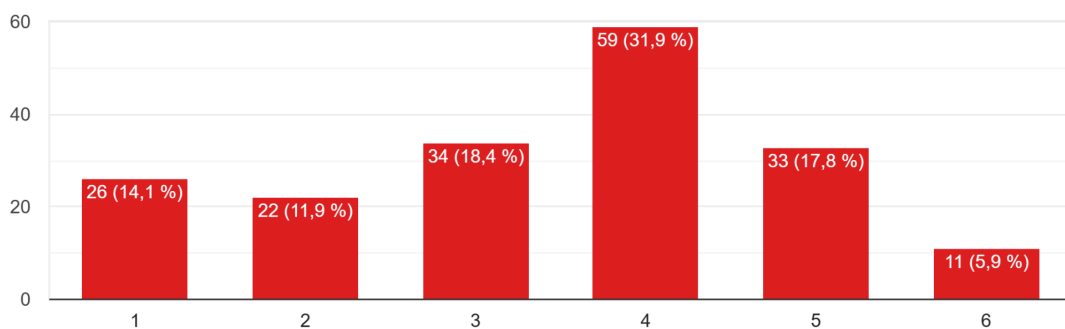


Extracted from the survey conducted between August 16 and 19, 2025. Question 1.

### 14.02. Transferable Skills Acquisition

Trabajar en McDonald's me permitiría adquirir competencias que puedo aplicar en otras áreas o empresas.

185 respuestas



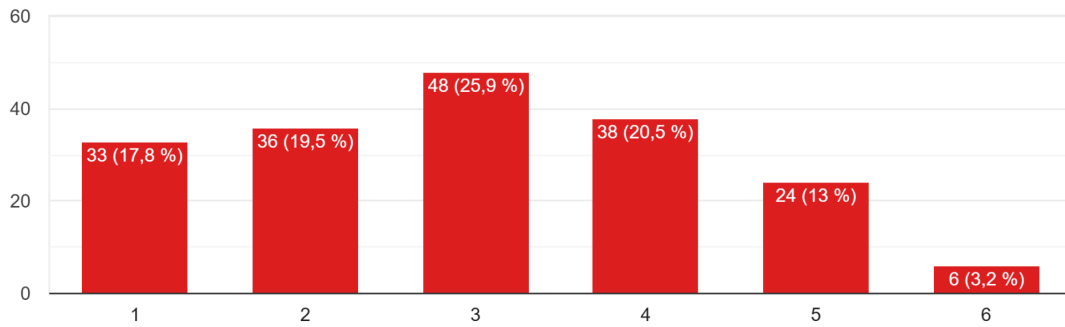
Extracted from the survey conducted between August 16 and 19, 2025. Question 2.



### 14.03. Learning and Growth Opportunities

McDonald's ofrece oportunidades claras de aprendizaje y crecimiento profesional.

185 respuestas

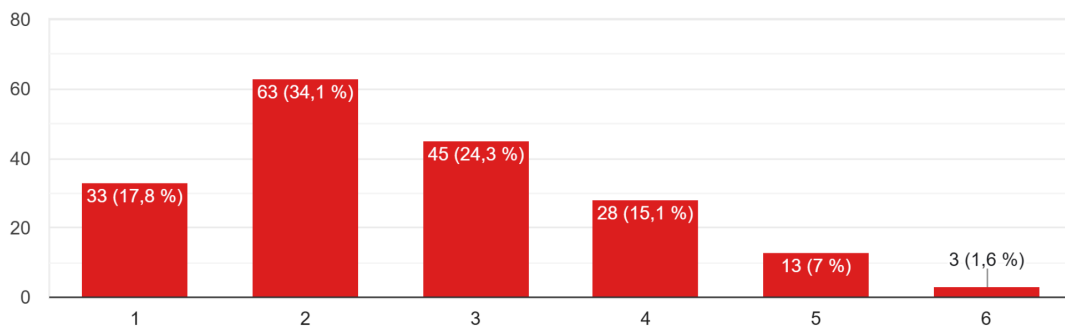


Extracted from the survey conducted between August 16 and 19, 2025. Question 3.

### 14.04. Positive and Motivating Work Environment

McDonald's tiene un ambiente de trabajo positivo y motivador.

185 respuestas



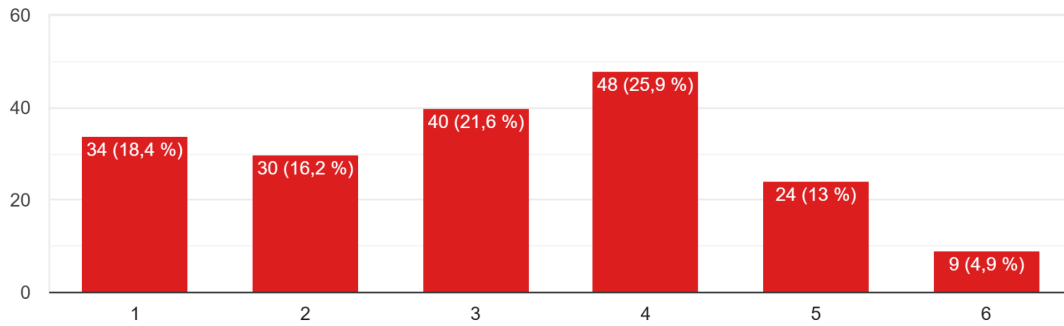
Extracted from the survey conducted between August 16 and 19, 2025. Question 4.



### 14.05. Future Employability Enhancement

La experiencia en McDonald's mejora mi empleabilidad futura.

185 respuestas

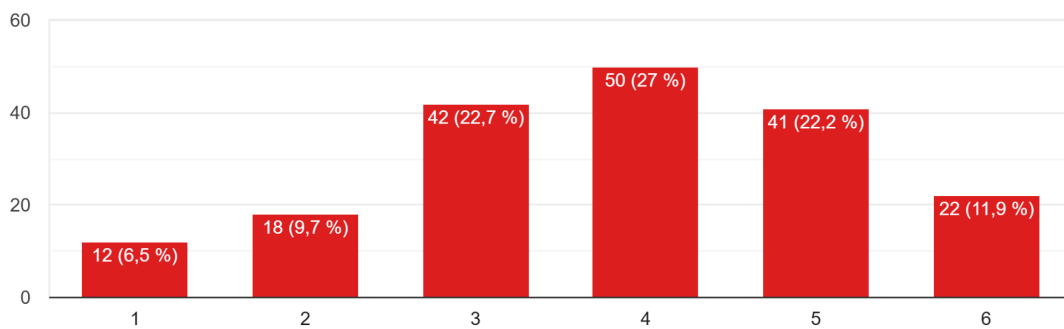


Extracted from the survey conducted between August 16 and 19, 2025. Question 5.

### 14.06. Diversity and Inclusion at McDonald's

McDonald's representa una empresa que valora la diversidad y la inclusión en su equipo.

185 respuestas

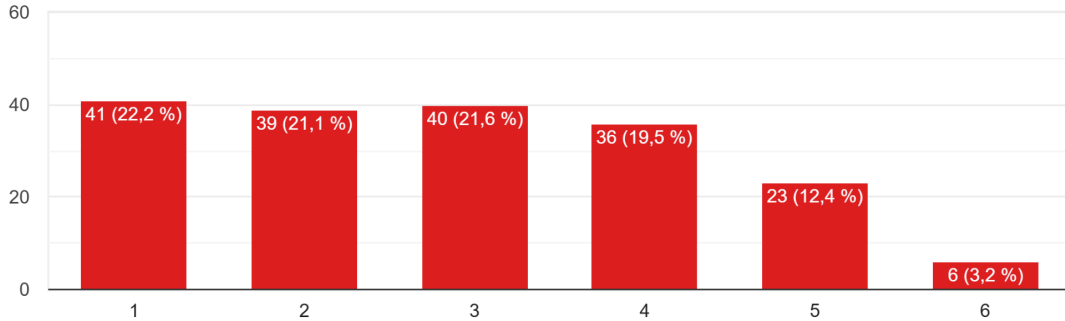


Extracted from the survey conducted between August 16 and 19, 2025. Question 6.



### 14.07. Pride in Working at McDonald's

Me sentiría orgulloso/a de trabajar en McDonald's durante mis estudios universitarios.  
185 respuestas



Extracted from the survey conducted between August 16 and 19, 2025. Question 7.

### 15. PR Data Lab Results on McDonald's + Tecnología

The PR Data Lab is an academic laboratory at UADE, aimed to gathered specific information concerning McDonald's and its engagement with technology in media articles.

MCDONALD'S + TECNOLOGÍA Jul 1 - Oct 1, 2025

#### Top Articles

Interactions are significantly higher than the previous 3 months

Social Interactions on Articles  
**976** ↑3.2k%

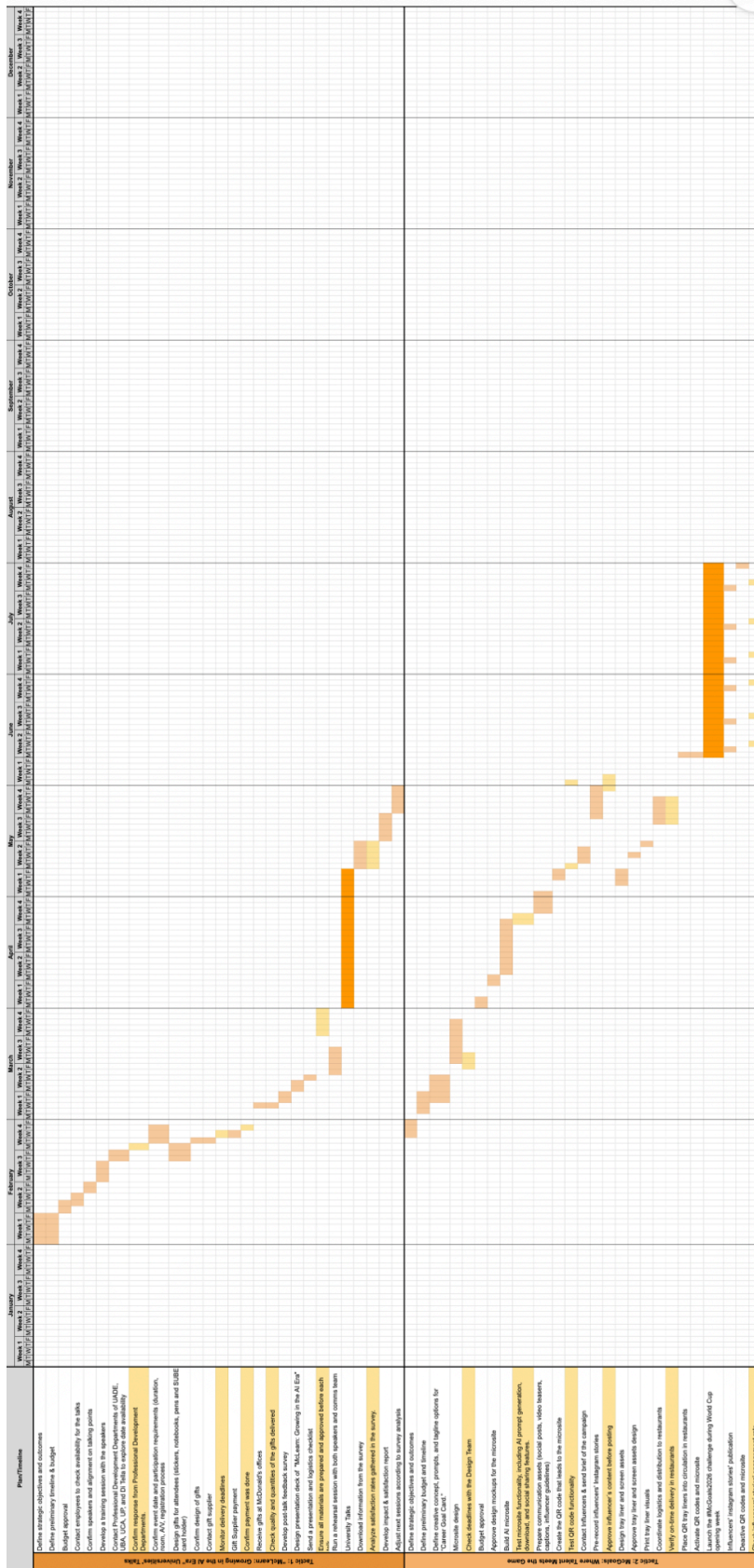
Article Count  
**31** ↑82%

	McDonald's llega a Tandil con un nuevo local sustentable y tecnología de última generación	Aug 15 eleco.com.ar	Interactions <b>637</b>
	McDonald's abre oportunidades para beneficiarios de Volver al Trabajo y Fomentar Empleo	Sep 26 iprofesional.com	Interactions <b>13</b>
	Lucrando con la muerte. Amazon, Google, Microsoft y McDonald's, multinacionales cómplices del genocidio en Gaza	Aug 1 laizquierdadiario.com	Interactions <b>58</b>
	Cómo la inteligencia artificial puede acelerar procesos creativos en las empresas: Google responde	Jul 3 infobae.com	Interactions <b>13</b>
	YPF abrirá tiendas Full por fuera de sus estaciones de servicio para destronar a McDonald's y Starbucks	Aug 12 iprofesional.com	Interactions <b>42</b>
	Así es el accesorio para Nintendo Switch 2 que te permite jugar y comer sin interrupciones	Aug 15 infobae.com	Interactions <b>4</b>
	El de Tandil será el restaurante N° 228 de McDonald's en Argentina - En Línea Noticias	Aug 14 enlineanoticias.com.ar	Interactions <b>26</b>
	Cuánto cobra un empleado de McDonald's: estos son los sueldos tras el último aumento	Jul 30 iprofesional.com	Interactions <b>2</b>
	La empresa argentina que ya desafía a McDonald's y Havana, también busca destronar a Mercado pago	Sep 16 iprofesional.com	Interactions <b>22</b>
	Qué son los Cedears y qué empresas reparten dividendos en dólares en Argentina	Sep 18 iprofesional.com	Interactions <b>1</b>

Powered by NewsWhip | Increase/decrease to the previous period. Top articles based on Total Interactions. [Learn More](#)



16. GANTT 670



670The complete GANTT is available in the following link: <https://docs.google.com/spreadsheets/d/1Ge-53H6rJ7vevbKCh5SyHM0-4szRTBkLmMBzJkg2UA/edit?usp=sharing>





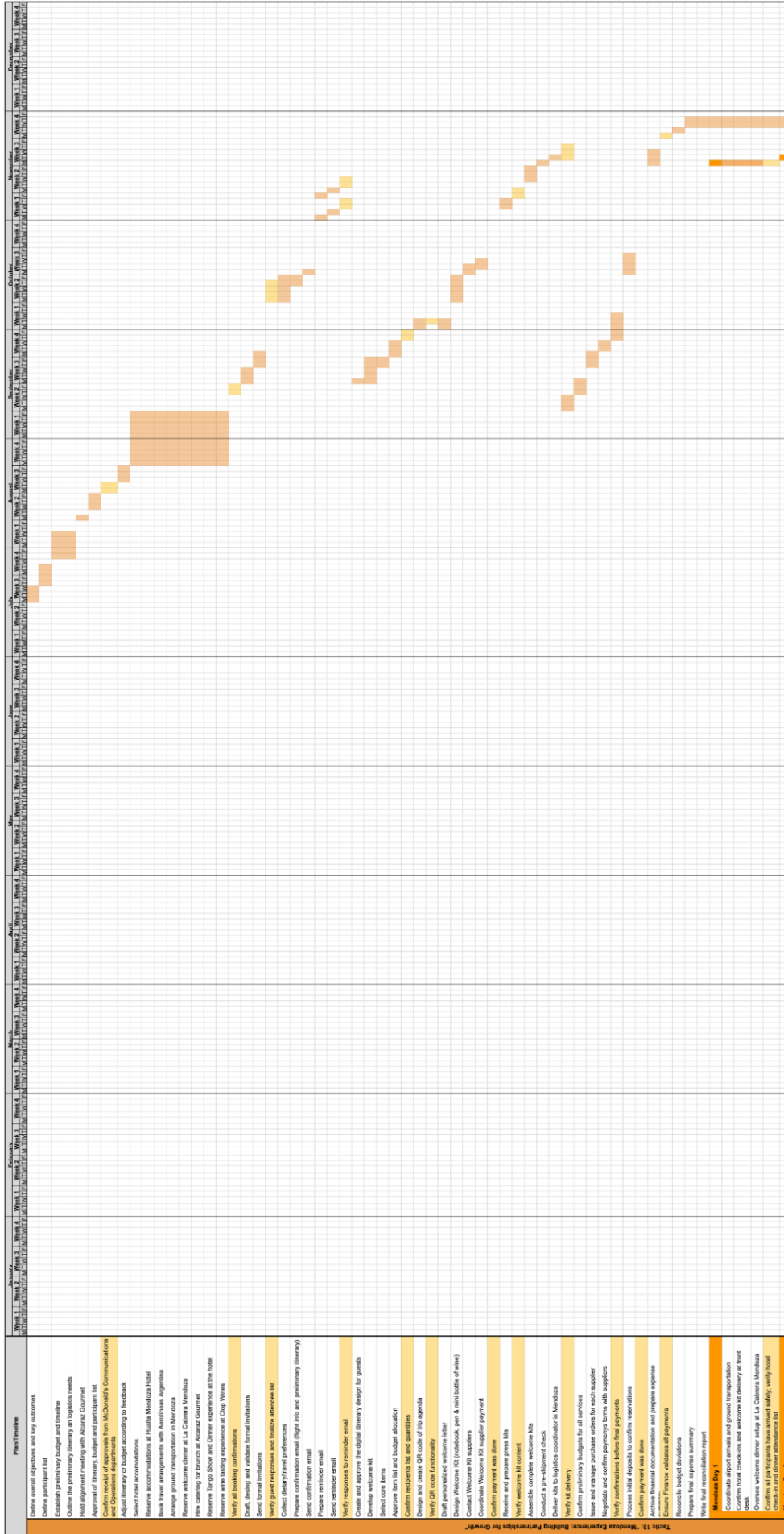


Project/Initiative	January		February		March		April		May		June		July		August		September		October		November		December	
	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4
<b>Tactic 6: Government Relations Newsletter</b>	<p><b>Project/Initiative</b></p> <ul style="list-style-type: none"> <li>Define strategic objectives and outcomes</li> <li>Schedule newsletter distribution calendar</li> <li>Design newsletter template and layout</li> <li>Review and approve newsletter design</li> <li> Gather key company updates, initiatives, and Argentina-related distribution schedule</li> <li>Ensure all information is collected on time according to the distribution schedule</li> <li>Review outcomes from the latest Roundtable Breakfast</li> <li>Draft Executive Message</li> <li>Write content for each section</li> <li>Conduct internal content review and approvals</li> <li>Finalize content</li> <li>Newsletter sending</li> <li>Monitor delivery and engagement metrics</li> </ul> <p><b>Tactic 6: Government Relations Newsletter</b></p> <ul style="list-style-type: none"> <li>Define objective, tone and scope of the profiles</li> <li>Select and prioritize suppliers</li> <li>Hold introductory meetings with key suppliers</li> <li>Hold introductory meetings with key suppliers</li> <li>Share the strategic brief for profile development</li> <li>Collect background information and existing materials</li> <li>Establish preliminary timeline</li> <li>Conduct interviews with selected supplier representatives</li> <li>Confirm all suppliers provided sufficient data</li> <li>Review and edit profiles for messaging, innovation, quality, and sustainability practices</li> <li>Design and edit visuals assets for each profile</li> <li>Share drafts with suppliers for fact validation</li> <li>Obtain final approval from the Communications Department</li> <li>Validate visual consistency and tone of all profiles before publishing</li> <li>Publish profiles on McDonald's official website</li> <li>Track engagement metrics</li> <li>Share the stories through the internal newsletter</li> <li>Complete a storying report</li> </ul>																							
<b>Tactic 7: Suppliers' stories on McDonald's website</b>	<ul style="list-style-type: none"> <li>Define strategic objectives and outcomes</li> <li>Identify participating suppliers for testimonial videos</li> <li>Confirm supplier availability and approval to participate</li> <li>Develop creative concept and video format (duration, structure, length)</li> <li>Hold briefing meetings to align on objectives and storytelling tone</li> <li>Coordinate with international suppliers to request existing testimonial material and align content guidelines with content guidelines</li> <li>Coordinate production logistics (locations, permits, filming crew)</li> <li>Check schedule and confirm all permits are secured</li> <li>File testimonial supplier to test videos</li> <li>Conduct interviews and film on-site footage</li> <li>Edit and produce each testimonial video</li> <li>Share and validate final versions to suppliers</li> <li>Publish videos on McDonald's social media channels</li> <li>Verify that posts display correctly and data function properly</li> <li>Monitor performance and collect feedback from suppliers</li> <li>Develop impact &amp; satisfaction report</li> </ul>																							





Partnerships	January		February		March		April		May		June		July		August		September		October		November		December	
	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4
<p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>Define strategic objectives and outcomes</li> <li>Develop preliminary budget and timeline</li> <li>Select the employees who will act as webinar hosts</li> <li>Develop the brief and agenda for each session</li> <li>Budget approval</li> <li>Train selected employees on how to moderate the webinars</li> <li>Planning and monitoring with the speakers</li> <li>Invitation of government representatives or thought leaders</li> <li>Send official email invitation to government representatives</li> <li>Monitor email responses</li> <li>Design the invitation for suppliers</li> <li>Send invitations to suppliers</li> <li>Check attendee confirmation</li> <li>Hold a pre-meeting with the government representatives to review the topics and presentation</li> <li>Create a branded visual identity for the webinar series</li> <li>Final identity review</li> <li>Final Q&amp;A to conduct a satisfaction survey after each session</li> <li>Final Q&amp;A to conduct a satisfaction survey after each session</li> <li>Technical Setup and Testing</li> <li>Send reminder email 1 week before the webinar</li> <li>Webinar 1</li> <li>Webinar 2</li> <li>Webinar 3</li> <li>Record and archive each webinar</li> <li>Check the audio quality of the recording</li> <li>Check the video quality of the recording</li> <li>Send the summary to the attendees of the webinar 4 Q&amp;A for a satisfaction survey</li> <li>Analyze survey results</li> <li>Develop impact &amp; satisfaction report</li> </ul>																								
<p><b>Table 11: Content Interviews: Placeholder/Content Builders Series</b></p> <ul style="list-style-type: none"> <li>Define strategic objectives and outcomes</li> <li>Identify key media outlets and authoritat programs</li> <li>Develop preliminary budget and timeline</li> <li>Confirm spokesperson availability and alignment with each media outlet</li> <li>Conduct interviews from each media outlet</li> <li>Verify interview confirmation</li> <li>Develop interview narratives and talking points</li> <li>Coordinate appearances and interviews with media</li> <li>Prepare spokes through media training</li> <li>Conduct interviews</li> <li>Confirm transcription options and bring plan to interview day</li> <li>Conduct and record interviews</li> <li>Review and approve final edits before publication</li> <li>Adapt interviews into social media formats</li> <li>Share resulting clips across McDonald's owned channels</li> <li>Verify correct caption, tags, and the functionality</li> <li>Measure impact and media performance</li> <li>Develop outcomes report</li> </ul>																								
<p><b>Table 12: Metrics of Success</b></p> <ul style="list-style-type: none"> <li>Define strategic objectives and outcomes</li> <li>Develop objectives, key messages, key themes, and publishing</li> <li>Develop the brief and content calendar</li> <li>Select the C-level employees who will participate in the campaign</li> <li>Confirm participant availability and alignment with campaign storytelling goals</li> <li>Establish preliminary timelines</li> <li>Conduct an onboarding meeting with selected employees</li> <li>Share personalized briefs of the campaign with them</li> <li>Post a rehearsal session with each participant</li> <li>Conduct the video recording session</li> <li>Conduct the video recording session</li> <li>Conduct the video recording session</li> <li>Conduct the video recording session</li> <li>Verify that subtitles, logos, and visual identity follow brand standards</li> <li>Publish the videos on McDonald's Argentina Instagram account</li> <li>Monitor engagement and audience reaction</li> <li>Review campaign performance vs. objectives</li> <li>Develop post-campaign report</li> </ul>																								









## 17. Tactic 1: “McLearn: Growing in the AI Era” Universities' Talks

### 17.01. Schedule

Tactic 1: “McLearn: Growing in the AI Era” Universities' Talks			
TIME	DURATION	ACTIVITY/CONTENT	RESPONSIBLE
<b>Day of the event</b>			
13:00	15'	Arrival to university	McDonald's Communication and HR representatives
13:15	15'	Presentation set up	McDonald's Communication and HR representatives
13:40	20'	Event accreditation	University representatives
<b>Session outline</b>			
14:00	10'	Presentation and opening	McDonald's Communication and HR representatives
14:10	10'	Why we are here	
14:20	15'	The AI Era and the Future of Work	
14:35	20'	MCampus and AI-Driven learning	
14:55	15'	Stories from Within	
15:10	15'	Q&As	
15:25	5'	Closing: Your Next Step	

### 17.02. Agenda

1. Presentation & Opening
  - Snapshot of McDonald’s presence in Argentina: employees, restaurants, impact on youth employment.
2. Why We’re Here
  - Short statement connecting McDonald’s role as an employer of choice and its commitment to youth development along with data points such as percentage of employees under 25, who access first employment through McDonald’s.
3. The AI Era and the Future of Work
  - Highlight skills needed in the AI era, compare traditional vs. future-ready skills.
4. MCampus & AI-Driven Learning
  - Overview of how MCampus develops talent regionally and short case studies of how AI or digital tools are used in training.
5. Stories from Within
  - Real examples of career growth stories of young people who started as crew and now lead teams or manage operations.
6. Q&A Slide
7. Your Next Step
  - How to join McDonald’s programs or apply through university channels, displaying QR code linked to the survey.



## 17.03. Materialization

### 17.03.01. Gifts



## 18. Tactic 2: McGoals: Where Talent Meets the Game

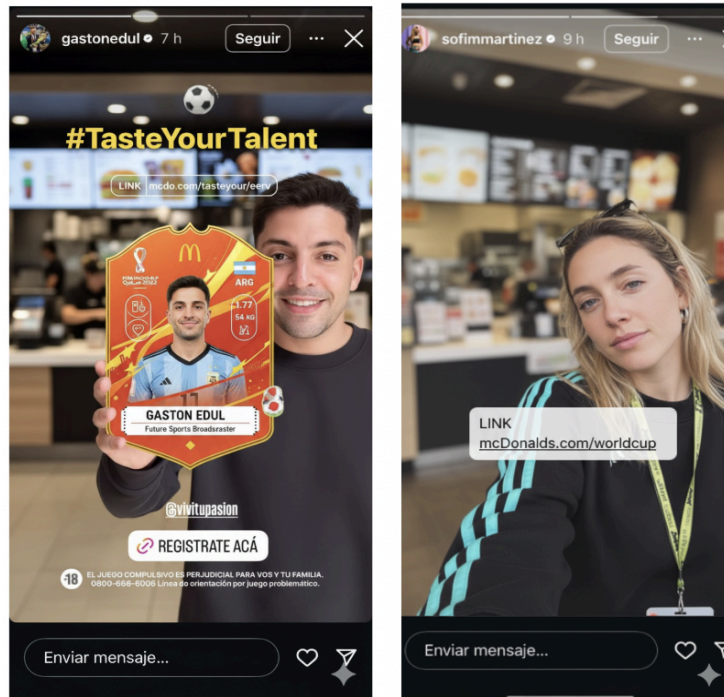
### 18.01. Materialization

#### 18.01.01. Microsite Landing Page





## 18.01.02. Influencers' Instagram stories



### 18.02. World Cup Digital Challenge: #TasteYourTalent vocational test

The following vocational test was designed as part of the interactive landing page proposed in the *#TasteYourTalent* tactic. It invites university students and young professionals to answer 4 to 6 short questions that assess their interests and strengths. Based on their answers, participants are matched with the McDonald's department that best fits their profile, highlighting the company's diverse career opportunities.

Each answer maps to one specific department, and the one with the highest score is the final recommended match. In case of a tie, the final result will consist of both departments as potential fits.

#### What is your favourite play on the field?

- Designing game-winning strategies and reading the crowd → **Marketing**
- Coordinating the team and optimizing performance → **Operations**
- Scouting talent and supporting teammates → **Human Resources**
- Building team spirit and promoting inclusion → **People & Culture**
- Managing the club's finances and planning ahead → **Finance**
- Crafting the team's story and shaping its voice → **Corporate Communication**

#### What's your star skill on the pitch?

- Creativity and trend awareness → **Marketing**



- Problem-solving and multitasking → **Operations**
- Empathy and conflict resolution → **Human Resources**
- Leadership and emotional intelligence → **People & Culture**
- Analytical thinking and precision → **Finance**
- Clear and persuasive communication → **Corporate Communication**

#### **What kind of impact do you want to make on your team?**

- Influence fan choices and brand perception → **Marketing**
- Make the game run smoother and more efficiently → **Operations**
- Help players grow and succeed → **Human Resources**
- Foster a positive and inclusive locker room → **People & Culture**
- Ensure the club's financial health and sustainability → **Finance**
- Strengthen internal and external communication → **Corporate Communication**

#### **What stadium do you thrive in?**

- Fast-paced and full of innovation → **Marketing**
- Structured and hands-on → **Operations**
- Supportive and people-focused → **Human Resources**
- Collaborative and values-driven → **People & Culture**
- Detail-oriented and data-driven → **Finance**
- Expressive and message-focused → **Corporate Communication**

#### **What would you love to captain?**

- A product launch or ad campaign → **Marketing**
- A restaurant or supply chain team → **Operations**
- A hiring or onboarding process → **Human Resources**
- A diversity and inclusion initiative → **People & Culture**
- A budget review or financial audit → **Finance**
- A press release or internal newsletter → **Corporate Communication**

#### **What's your ideal role in the squad?**

- The creative strategist → **Marketing**
- The efficient executor → **Operations**
- The people connector → **Human Resources**
- The culture builder → **People & Culture**
- The numbers expert → **Finance**
- The storyteller → **Corporate Communication**



## 19. Tactic 3: “Taste Your Talent” Event

### 19.01. Schedule

Tactic 3: Taste Your Talent Event			
TIME	DURATION	ACTIVITY/CONTENT	RESPONSIBLE
<b>Day prior to the event</b>			
15:30	90'	Activitie's stand set ups	McDonald's Communication representatives
<b>Event outline</b>			
10:30	30'	Event accreditation	McDonald's Communication representatives
11:00	10'	Welcome	
11:10	40'	Leading the Future: Powering Growth Through Innovation	McDonald's C-Level Executives
11:50	10'	<b>Break</b>	
12:00	40'	Your Digital Self: How to Thrive in the New Work Reality"	Mai Pistiner
12:40	45'	<b>Lunch Break + Experience Zones</b>	
13:30	45'	From Passion to Profession: Building a Career in the Age of AI"	Pato Jebesen & Agustina Provenzani
14:15	15'	Closing + Networking Session	McDonald's Communication representatives
15:30	90'	Activitie's stand dismount	McDonald's Communication representatives

### 19.02. Agenda

- **10:30 a.m.:** Arrival and registration
- **11 a.m.:** Welcome by a McDonald's representative
- **11:10 a.m. - 11:50 a.m.:** McDonald's C-Level executives Panel: *“Leading the Future: Powering Growth Through Innovation”*
- **11:50 a.m. - 12 p.m.:** Short break
- **12 p.m. - 12:40 p.m.** Mai Pistiner Talk: *“Your Digital Self: How to Thrive in the New Work Reality”*
- **12:40 p.m. - 1:25 p.m.:** Lunch break, networking, and exploration of Experience Zones
- **1:30 p.m. - 2:15 p.m.:** Pato Jebesen & Agustina Provenzani Talk: *“From Passion to Profession: Building a Career in the Age of AI”*
- **2:15 p.m. - 2:30 p.m:** Closing remarks and final networking session



## 19.03. Materialization

### 19.03.01. Invitation email



**Subject: Invitation to Taste Your Talent Event by McDonald's**

We're excited to invite you to McDonald's "Taste Your Talent" Event, an exclusive experience designed to connect innovation, creativity, and professional development.

After joining us at our university talks, you now have the chance to take this experience one step further alongside McDonald's leaders, industry experts, and inspiring creators.

- Date: August 2026
- Location: Arcos Dorados Offices, Olivos
- Time: 10:30 a.m - 2:30 p.m

During the event, you'll be able to:

- Attend talks from McDonald's C-level executives, Mai Pistiner, and digital creators Pato Jebsen and Agustina Provenzani.
- Explore our Experience Zones, including an AI-powered Career Coach, a VR simulation "A Day at McDonald's," and an interactive AR Mural.
- Enjoy the Taste the Talent Food Experience — a McDonald's lunch featuring our classic menu and veggie options.

Attendance is limited to 100 participants, and registration will close once all spots are filled.

Register here to secure your place and be part of this unique experience!



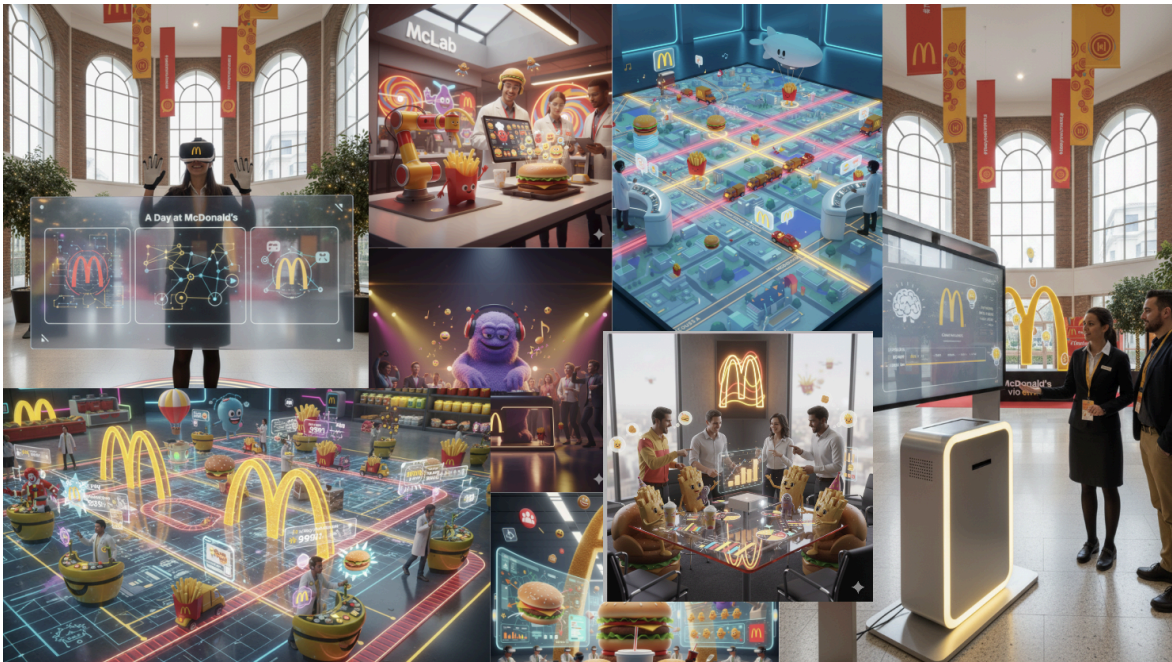
We can't wait to see you there,  
The McDonald's Argentina Team



### 19.03.02. Press Kit and Accreditations



### 19.03.03. Venue layout



### 19.04. Guest list

Guest speakers:

- Mai Pistiner



- Pato Jebsen
- Agustina Provenzani

**Media journalists:**

- Josefina Lanzi (La Nación's Technology Staff writer)
- Hernan Marmol (Clarín's Technology Staff writer)

**20. Tactic 4: Webinar “Enhancing your skills with AI”**

**20.01. Agenda**

**Welcome & Introduction (5 min)**

- Opening by McDonald's Communication team
- Brief overview of the webinar's purpose and McDonald's learning ecosystem (MCampus Community, Arcos Dorados University)

**Keynote: “AI as a Tool for Human Potential” (15 min)**

- Led by guest expert in AI and youth employability
- How AI enhances communication, teamwork, and creativity
- Quick demo of accessible AI tools

**McDonald's Panel: “How We Integrate AI into Professional Growth” (20 min)**

- HR and Communications representatives share internal best practices and real examples
- Focus on innovation, inclusion, and talent empowerment

**Interactive Q&A (15 min)**

- Moderated discussion with student questions via chat or live

**Closing & Survey (5 min)**

- Key takeaways and thanks
- Display QR code for feedback form and digital certificate download



## 20.02. Materialization

### 20.02.01. Satisfaction Survey

**Enhancing Your Skills with AI' Webinar Survey**

How would you rate your overall experience in the webinar?  
★★★★★

The topics discussed were relevant and useful for my professional development.

Strongly agree  Agree  Neutral  Disagree

---

How would you rate the speakers' ability to explain and engage the audience?

Excellent  Good  Fair  Poor

---

Would you be interested in participating in future McDonald's events or learning programs (e.g., M-Campus)?

Yes  Maybe  No

---

In one sentence, what did you enjoy most, or what would you improve?

**Submit Survey**

## 21. Tactic 5: Roundtable Breakfast

### 21.01. Schedule

Tactic 5: Roundtable Breakfast			
TIME	DURATION	ACTIVITY/CONTENT	RESPONSIBLE
<b>Day prior to the Session</b>			
16:00	25'	Set the room for the meeting	McDonald's Communication representatives
<b>Day of the session</b>			
9:00	20'	Check presentations	McDonald's Communication representatives
9:20	25'	Receive catering and display it	
9:45	15'	Welcome government representatives	
<b>Session outline</b>			
10:00	5'	Welcome and introductions	McDonald's Communication representatives
10:05	20'	Specific topics discussion	
10:25	25'	Collaboration opportunities	
10:50	10'	Closing and networking	
<b>Post-Session</b>			
11:10	20'	Room dismantling	McDonald's Communication representatives



## **21.02. Agenda**

### **Welcome and Introductions**

- Opening remarks and participant introductions.

### **Specific topics for each area of interest:**

- Agricultural: development of local suppliers within McDonald's value chain, sustainable sourcing and environmental impact reduction, use of digital tools by suppliers to boost efficiency and transparency, etc.
- Industry meeting: exchange on current trends in Argentina's economy and industry, McDonald's contribution to national industry and local production, strengthening of Small and Medium-sized Enterprises within McDonald's supply ecosystem, etc.
- Innovation and Technology meeting: such as, AI integration in logistics, operations, and customer experience, ethical innovation and inclusion in technological development, etc.

### **Collaboration Opportunities**

- Identification of potential joint initiatives between McDonald's and government bodies.

### **Closing and Networking**

- Informal discussion to encourage continuous engagement.

## **22. Tactic 7: Suppliers' stories on McDonald's website. "Behind Our Recipes"**

### **22.01. Materialization**

#### **22.01.01. Press Release**



## BEHIND OUR RECIPES: EL BROQUEL S.A.

### Brief story



Working with McDonald's provided El Broquel with the stability and scale needed to expand its operations. The consistent demand and high standards required by McDonald's encouraged the company to invest in infrastructure, increase production capacity, and adopt advanced technologies. Today, El Broquel produces millions of liters of dairy annually, with a significant portion dedicated to our restaurants across Argentina.

### Innovation and Sustainability

El Broquel S.A. is one of Argentina's most respected dairy producers, with a legacy that dates back to 1855. Located in the heart of Buenos Aires Province, the company has evolved from a traditional family-run farm into a forward-thinking agricultural enterprise. El Broquel has redefined dairy farming with a focus on animal welfare, sustainability, and technological advancement.

To meet McDonald's rigorous quality and sustainability standards, El Broquel implemented cutting-edge technologies such as automated milking systems, precision feeding, and real-time livestock monitoring. These innovations have not only improved efficiency but also enhanced animal welfare and reduced environmental impact, aligning with our main sustainability goals.

### A Trusted McPartner

El Broquel began supplying the company with dairy products in the early 2000s, marking a turning point in its business trajectory. What started as a local collaboration quickly evolved into a strategic partnership, with El Broquel becoming a key contributor to McDonald's dessert offerings, including the iconic soft-serve ice cream.

### A Shared Vision for the Future

This partnership is more than a business agreement, it's a shared commitment to quality, innovation, and local development. By investing in Argentine suppliers like El Broquel, we reinforce our dedication to building long-term relationships that benefit communities and elevate industry standards. We strive to be the best place for our partners to grow, innovate, and thrive professionally. El Broquel is a testament to how strong partnerships can drive meaningful progress across the entire industry.

PRESS RELEASE - BUENOS AIRES, ARGENTINA - MARCH 2026

## 22.01.02. Internal Newsletter

OFFICIAL NEWSLETTER

## BEHIND OUR RECIPES: EL BROQUEL S.A.

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### Brief story

El Broquel S.A. is one of Argentina's most respected dairy producers, with a legacy that dates back to 1855. Located in the heart of Buenos Aires Province, the company has evolved from a traditional family-run farm into a forward-thinking agricultural enterprise. El Broquel has redefined dairy farming with a focus on animal welfare, sustainability, and technological advancement.

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### A Trusted McPartner

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### A Shared Vision for the Future

This partnership is more than a business agreement, it's a shared commitment to quality, innovation, and local development. By investing in Argentine suppliers like El Broquel, we reinforce our dedication to building long-term relationships that benefit communities and elevate industry standards. We strive to be the best place for our partners to grow, innovate, and thrive professionally. El Broquel is a testament to how strong partnerships can drive meaningful progress across the entire industry.

For interview requests or more information about our programs, please contact: [communications@mcd.com.ar](mailto:communications@mcd.com.ar)



## 23. Tactic 9: “McIngredients”: AI dinner

### 23.01. Schedule

Tactic 9: “McIngredients”: AI dinner			
TIME	DURATION	ACTIVITY/CONTENT	RESPONSIBLE
<b>Day of the event</b>			
17:00	30'	Arrive and welcome chefs / catering team	McDonald's Communication representatives
17:30	30'	Room layout setup	Palacio Sans Souci employees
18:00	30'	Supervise layout and technical equipment performance	McDonald's Communication representatives
18:00	180'	Dinner preparation	Catering Service & Chefs
20:00	20'	Welcome German Martitegui & go over brief	McDonald's Communication representatives
20:30	30'	Guests Accreditation	
20:30	120'	Content creation	
<b>Dinner service</b>			
21:00	15'	Welcome and introduction	Eduardo Lopardo & German Martitegui
21:15	30'	AI live demonstration	German Martitegui
21:45	60'	Three-course menu experience	Catering Service & Chefs
22:45	15'	Networking session	McDonald's Communication representatives
23:00	10'	Closing	
<b>Post-Dinner</b>			
23:30	30'	Event wrap-up and venue check-out	McDonald's Communication representatives

### 23.02. Materialization

#### 23.02.01. Germán Martitegui





### 23.02.02. Three-course menu and ingredient storytelling card



The card features the McDonald's logo at the top, followed by the title "McDONALD'S COOKING WITH AI" in a stylized font. Below the title, it lists four courses under the heading "APPETIZERS":

- FLAVOR ALGORITHM**: Trio of croquettes, braised beef with aged cheddar, and deconstructed Caesar in shot form.
- DATA SPRING ROLLS SHOTS**: Cabbage roulade of marinated vegetables with lettuce hearts, pickled cucumbers, and aged cheddar pearls.
- BYTE-SIZED BURGER SLIDERS**: Filet mignon with caramelized shallots, cheddar mosaic, crisp romaine hearts, and sesame tulle.
- CREATIVE CODEx CONE**: Vanilla bean ice cream with warm caramel, pistachio dust, chocolate shards, and biscuit crumble.

At the bottom, it features the "EVOLVED FLAVORS" logo with a chef's hat icon.

### 23.03. Guest list

#### Argentinian Suppliers:

- The Coca-Cola Company: Leonardo García + 1
- El Broquel - Estancia La Dorita: Diego Héctor Biolcati + 1
- McCain: Diego Peña + 1
- Marfrig - Quickfood S.A. : Gustavo Kahl + 1
- Alcaraz Gourmet: Roberto Alcaraz + 1
- Cabrales: Martín Cabrales + 1

#### McDonald's C-Level executives:

- General Director: Eduardo Lopardo
- Operational Director: Lucio Dardes
- Corporate Communications Manager: Fernando Arango
- Corporate Human Resources Director: Fabián Bukschtein
- Finance Director: Federico Fossaluzza
- Marketing Manager: Victoria Fernandez Acuña
- Operations and Training Development Manager: Silvina Saud
- People & Culture Manager: Diego Grieco



**Media journalists:**

- Guillermo Tomoyose (La Nación's Technology Staff writer)
- Marcelo Bellucci (Clarín's Technology Staff writer)

**24. Tactic 10: “Upcoming Trends” Webinar**

**24.01. Agenda**

**Smart Agriculture & AI Integration agenda**

**Theme:** How technology and data analytics can improve efficiency, traceability, and sustainability in food production.

**Welcome & Opening Remarks (10min)**

*Speaker:* McDonald's Argentina Representative

- Introduction to the webinar's objectives
- McDonald's role as a connector between public and private sectors
- Importance of innovation in the food supply chain

**The Future of Agriculture in Argentina (35min)**

*Speaker:* Government Representative (Ministry of Agriculture or Innovation)

- National strategies for smart agriculture
- Public policies supporting AI and data integration in farming
- Opportunities for collaboration with private sector

**Panel Discussion: Building a Smarter Supply Chain (45min)**

*Speaker:* Government Representative (Ministry of Agriculture or Innovation)

- Challenges and opportunities in adopting smart technologies
- Role of data sharing and transparency
- How McDonald's can support supplier innovation

**Supplier Feedback & Collaboration Ideas (20min)**

*Speaker:* Government Representative (Ministry of Agriculture or Innovation)

- Interactive session for suppliers to share insights and ask questions
- Suggestions for future initiatives and support needs



### **Closing Remarks & Next Steps (10min)**

*Speaker:* McDonald's Argentina Representative

- Summary of key takeaways
- Invitation to join future working groups or pilot programs
- Thank you and contact information

### **Sustainable Supply Chains agenda**

**Theme:** New regulations and opportunities to reduce environmental impact across sourcing and logistics.

### **Welcome & Opening Remarks (10min)**

*Speaker:* McDonald's Argentina Representative

- Introduction to the webinar's objectives
- Introduction to McDonald's sustainability goals
- Quick recap of the last meeting

### **Regulatory Landscape & Policy Updates (30min)**

Government Representative (Ministry of Environment or Agriculture)

- Recent and upcoming regulations affecting supply chains
- Compliance expectations for food and logistics sectors
- Incentives and support programs for sustainable practices

### **Opportunities for Collaboration (30min)**

*Speaker:* Government Representative (Innovation Ministry)

- Public-private partnerships in sustainability
- Funding and innovation opportunities
- Ideas for collaboration and support

### **Q&A and Open Dialogue (30min)**

- Suppliers submit questions
- Focus on actionable insights and next steps

### **Closing Remarks & Next Steps (10min)**

*Speaker:* McDonald's Argentina Representative



- Summary of key takeaways
- Invitation to future workshops or pilot programs
- Contact info and follow-up resources

### **Public Policy and Market Foresight agenda**

**Theme:** Anticipating upcoming government initiatives that could impact agricultural practices and business innovation.

#### **Welcome & Opening Remarks (10min)**

*Speaker:* McDonald's Argentina Representative

- Introduction to the webinar's objectives
- Introduction to McDonald's role in market foresight and policy engagement
- Overview of the agenda

#### **Upcoming Government Initiatives (30min)**

*Speaker:* Government Representative (Ministry of Agriculture, Economy, or Planning)

- Overview of planned policies affecting agriculture and food systems
- Strategic goals behind these initiatives
- Timeline and expected impact on supply chains

#### **Policy Trends and Innovation Opportunities (30min)**

*Speaker:* Government Representative (Innovation or Economic Development Ministry)

- Emerging policy trends in sustainability, technology, and trade
- How businesses can align with future regulations
- Opportunities for innovation and investment

#### **Q&A and Open Dialogue (30min)**

- Suppliers submit questions
- Focus on clarity, collaboration, and future planning

#### **Closing Remarks & Next Steps (10min)**

*Speaker:* McDonald's Argentina Representative

- Summary of key insights
- Contact info and follow-up resources



## 24.02. Materialization

### 24.02.01. Invitation



#### Subject: Invitation to Lead the “Upcoming Trends” Webinar Series

Dear Secretary of Agriculture, Livestock, and Fishing, Sergio Iraeta,

McDonald's Argentina is honored to invite you to take part as a guest speaker in our “Upcoming Trends” Webinar Series, an initiative designed to foster constructive dialogue between the public and private sectors around innovation, sustainability, and technological development.

Through this series, to be held between August and October 2026, McDonald's seeks to create a shared space for exchange where government representatives can present key updates, policy perspectives, and forward-looking initiatives that shape the future of Argentina's food and agricultural landscape.

We would be privileged to have your participation in leading the session on “Smart Agriculture & AI Integration”, exploring how technology and data analytics can improve efficiency and sustainability in food production. Offering your expertise to suppliers, business leaders, and McDonald's representatives. Your contribution will help strengthen collaboration, transparency, and collective growth across Argentina's value chain.

Our team will coordinate with your office to align logistics, schedule, and key talking points for your participation.

We deeply appreciate your continued partnership and commitment to advancing innovation in Argentina.

Sincerely,  
Ornella Senarega

 Corporate Communications Team  
McDonald's Argentina



#### Subject: Join McDonald's “Upcoming Trends” Webinar Series: Shaping the Future Together

Dear Diego Héctor Biolcati,

McDonald's Argentina is pleased to invite you to participate in our “Upcoming Trends” Webinar Series, a space for dialogue and collaboration between the public and private sectors.

This series of three virtual sessions, scheduled for August, September, and October 2026, will bring together government representatives, industry experts, and members of McDonald's supply network to explore the latest developments in technology, sustainability, and innovation within Argentina's food and agricultural industries.

Each session will feature exclusive insights directly from government authorities and specialists on key topics such as:

- Smart Agriculture & AI Integration, led by the Secretary of Agriculture, Livestock, and Fishing
- Sustainable Supply Chains, with representatives from the Commission of Industry and Commerce
- Public Policy & Market Foresight, in collaboration with the Science, Technology, and Innovation standing commissions.

You will have the opportunity to engage directly with policymakers, share your perspective as a supplier, and strengthen your strategic alignment with emerging industry trends. We invite you to confirm your participation by registering through the following link:

A detailed agenda and access information will be shared prior to each session. Thank you for being part of our ongoing effort to build a more innovative, sustainable, and forward-looking value chain.

Warm regards,  
Camila Guerra

 Corporate Communications Team  
McDonald's Argentina



### 24.02.02. Satisfaction survey



## Webinar Satisfaction Survey

#### 1. How would you rate your overall experience during the webinar?

Excellent  Good  Fair  Poor

#### 2. The topics discussed were relevant to my professional area

Strongly agree  Agree  Disagree  Strongly disagree

#### 3. The speakers communicated the information clearly and effectively

Strongly agree.  Agree  Disagree  Strongly disagree

#### 4. The session encouraged participation and exchange between attendees and speakers

Strongly agree  Agree  Disagree  Strongly disagree

#### 5. The information shared will be useful for my work or organization

Strongly agree  Agree  Disagree  Strongly disagree

#### 6. The registration process, communication, and technical aspects of the webinar worked smoothly

Strongly agree  Agree  Disagree  Strongly disagree

#### 7. What topics would you like future webinars to address?

#### 8. Please share any additional comments or suggestions





### 24.03. Guest list

#### Government speakers:

- Secretary of Agriculture, Livestock, and Fishing: Sergio Iraeta
- Commissioner of Industry and Commerce: Laura Raquel Aira
- Commissioner of Industry: Ana Clara Romero
- Standing Commissioner of Science, Technology, and Innovation (Chamber of Deputies): Silvina Marcela García Larraburu
- Standing Commissioner of Science, Technology, and Innovation (Senate): Daniel Gollán

#### Argentinian Suppliers:

- The Coca-Cola Company: Leonardo García
- El Broquel - Estancia La Dorita: Diego Héctor Biolcati
- McCain: Diego Peña
- Marfrig - Quickfood S.A. : Gustavo Kahl
- Alcaraz Gourmet: Roberto Alcaraz
- Cabrales: Martín Cabrales

## 25. Tactic 12: McStories of Success

### 25.01. Example of the Brief given to each employee

#TasteYourTalent Interview Guide

**Tone:** Warm, authentic, inspiring, and professional

**Format:** Short-form video (90-120 seconds)

**Structure:** 3-part storytelling: *Beginning, Growth, Impact*

#### Beginning

- Name, current role, and how long you've been with McDonald's.
- How did your journey at McDonald's begin?
- What was your first role and what motivated you to join the company?
- What were your first impressions of the company culture and opportunities?

#### Growth

- What were some key moments or turning points in your career here? (Promotions, challenges, mentorship, training programs, etc.)



- How did McDonald's support your growth and development? (Mention any internal programs, leadership support, or learning experiences.)

### Impact

- What does working at McDonald's mean to you today?
- What advice would you give to someone starting their career at McDonald's?  
Encourage viewers to see McDonald's as a place to grow.

### Final message

- Finish you speech with #TasteYourTalent.

## 26. Tactic 13: Mendoza Experience: "Building Partnerships for Growth"

### 26.01. Schedule

Tactic 13: Mendoza Experience: "Building Partnerships for Growth"			
TIME	DURATION	ACTIVITY/CONTENT	RESPONSIBLE
<b>Day 1</b>			
12:45	15'	Arrival to AEP	McDonald's Communication representatives
13:00	30'	Welcome and assist arriving participants	
13:30	15'	Check-in and luggage drop-off	
15:00	120'	Flight to Mendoza	Aerolíneas Argentinas
17:00	40'	Arrival in Mendoza	
17:40	20'	Transfer to the hotel	Tours Mendoza
18:00	120'	<b>Rest period</b>	
20:00	80'	Dinner at La Cabrera	Hualta Mendoza Hotel
<b>Day 2</b>			
8:00	60'	Breakfast	Hualta Mendoza Hotel
9:00	30'	Transfer to Alcaraz Gourmet	Tours Mendoza
9:30	15'	Welcome and introduction	Alcaraz Gourmet
9:45	75'	Guided tour of the agro production site	
11:00	120'	Brunch	Alcaraz Gourmet & McDonald's Communication representatives
13:00	90'	Visit to the preserve food site	Alcaraz Gourmet
14:30	120'	Rountable discussion	
16:30	30'	Transfer to the hotel	Tours Mendoza
17:00	180'	<b>Rest period</b>	
20:00	120'	Tango dinner show	Hualta Mendoza Hotel
<b>Day 3</b>			
9:00	60'	Breakfast	Hualta Mendoza Hotel
10:00	30'	Transfer to Clop Wines vineyard	Tours Mendoza
10:30	90'	Wine tasting experience	Clop Wines Vineyard
12:00	30'	Transfer to the hotel	Tours Mendoza
13:00	45'	Lunch	Hualta Mendoza Hotel
13:45	60'	<b>Rest period</b>	
14:45	15'	Hotel check out	McDonald's Communication representatives
15:00	20'	Transfer to the airport	Tours Mendoza
15:20	20'	Check-in and luggage drop-off	Aerolíneas Argentinas
17:00	120'	Flight to Buenos Aires	
19:00	-	Arrival to Buenos Aires	



## 26.02. Materialization

### 26.02.01. Itinerary and trip map

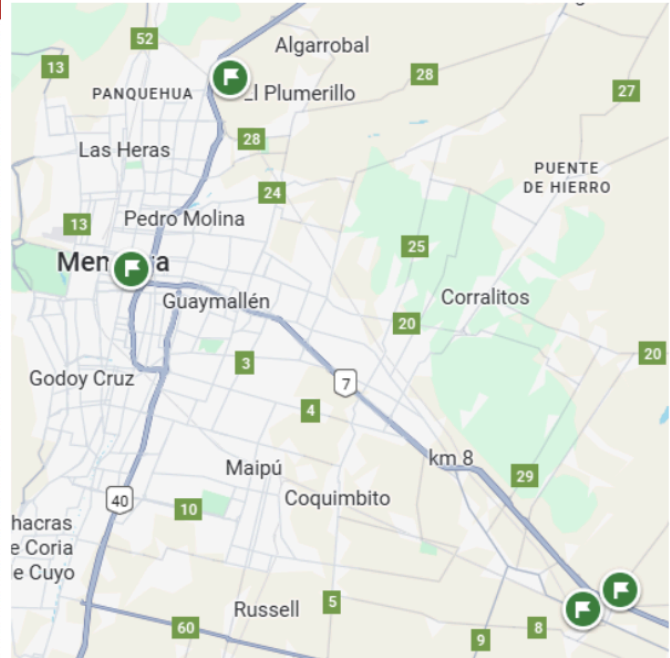
**THE EXPERIENCE** | Itinerary

**Day 1**  
Dinner at La Cabrera  
20:00

**Day 2**  
Breakfast  
08:00  
Alcaraz Gourmet  
09:00 - 16:30  
Tango Show + Dinner  
20:00

**Day 3**  
Breakfast  
08:00  
Clon Wines  
10:00 - 12:00  
Lunch  
13:00  
Check - out  
14:45

  **ALCARAZ GOURMET**  
Strengthening partnership, celebrating collaboration.



### 26.02.02. Alcaraz Gourmet Preserved Food





### 26.02.03. Thank You note

The Mendoza Experience

**Thank you for being part of the Mendoza Experience**

*We truly appreciate your participation and the time shared during these days in Mendoza.*

*Your presence helped make this experience a meaningful space for dialogue, connection, and collective growth.*

McDonald's Argentina

[View the Recap](#) [Complete the Survey](#)

   
Strengthening partnerships, celebrating collaboration.

### 26.02.04. Satisfaction Survey

Thank you for joining the Mendoza Experience: Building Partnerships for Growth. Your feedback helps us continue creating meaningful spaces for dialogue and collaboration.

Please rate the following statements from 1 (strongly disagree) to 6 (strongly agree).

1. The trip was well organized and managed efficiently.
2. The agenda offered a good balance between professional and social activities.
3. The activities helped strengthen relationships and foster collaboration.
4. The experience reflected McDonald's commitment to innovation and partnership.
5. The logistics (transportation, accommodation, communication) met my expectations.
6. The event provided valuable opportunities for exchange and learning.
7. I would participate again in a similar initiative organized by McDonald's.
8. In one sentence, how would you describe your overall experience? (*Open answer*)



### 26.03. Guest list

#### McDonald's C-Level executives:

- General Director: Eduardo Lopardo
- Operational Director: Lucio Dardes
- Corporate Communications Manager: Fernando Arango
- 2 representatives of the communication team

#### Government representatives:

- Secretary of Agriculture, Livestock, and Fishing: Sergio Iraeta
- Commissioner of Industry and Commerce: Laura Raquel Aira
- Commissioner of Industry: Ana Clara Romero
- Standing Commissioner of Science, Technology, and Innovation (Chamber of Deputies): Silvina Marcela García Larraburu
- Standing Commissioner of Science, Technology, and Innovation (Senate): Daniel Gollán
- Governor of Mendoza: Alfredo Cornejo
- Mayor of General Alvear: Alejandro Molero
- Mayor of Maipú: Matías Stevanato

#### Media journalists:

- Mariana Reinke (La Nación's Rural Staff writer)
- Héctor Huergo (Clarín's Rural Staff writer)
- Paola Ale (Diario UNO's Politics Staff writer)
- Miguel Angel Flores (Diario UNO's Economy Staff writer)
- Jorge Yori (Los Andes's Politics Staff writer)
- Sandra Conte (Los Andes's Economy Staff writer)
- Daniel Kaplanski (MDZ Online's Politics Staff writer)
- Sergio Lanzafame (MDZ Online's Economics Staff writer)

## 27. Tactic 14: #TasteYourTalent: VR Experience

### 27.01. Schedule

Tactic 14: #TasteYourTalent: VR Experience			
TIME	DURATION	ACTIVITY/CONTENT	RESPONSIBLE
10:30	15'	Arrival to university	McDonald's Communication representatives
10:45	30'	Activation setup	
11:15	90'	Performance with students	
12:45	30'	Activation dismount	



## 27.02. Materialization

### 27.02.01. 1 to 5 stars rate



### 27.02.02. Gifts





27.02.03. Flyer





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