

GLOCALIZATION IN FOOD BUSINESS: STRATEGIES OF ADAPTATION TO LOCAL NEEDS AND DEMANDS

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ABSTRACT

Food industry, the world over, is witnessing unprecedented increase in the number of multinational enterprises. These multinational enterprises, when deciding to expand their operations to a new country, have to make a choice between following uniform business strategies as in their home country or modify their strategies to suit the host country socio-economic and political environment. Given the economic cost of modification of business strategies, the choice has widespread implications for the sustainability of multinational enterprises. The present paper argues that this decision-making is particularly critical in the case of multinational food enterprises because of large scale variability in food habits across countries and even within a country. Drawing from case studies of three multinational food enterprises in India, the paper points out that, in order to operate successfully in their host countries, the multinational food enterprises must adopt Glocalized strategies in marketing, product development, advertisement etc.

Keywords: *Glocalization; Multinational Food Enterprises; India; Food*

1.0 INTRODUCTION

Attracted by mere size and growth potential of emerging economies' food sector, a number of multinational food enterprises (MNFEs) have entered or are in the process of entering these markets either through FDI or joint ventures. Strategic alliances between local food enterprises and multinational food companies have also increased manifold in the recent past. This increasing globalization process has altered the international competitive dynamics in the food industry. The dynamism in competitive global markets calls for fundamentally different vision and strategic thinking in the food companies.

In their host countries, the multinational enterprises have the option of choosing two fundamental strategies of marketing their products and services: globalized strategies or localized strategies. Globalized strategies or globalization involves developing marketing strategies as though the world is a single entity. This means marketing of standardized

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products using standardized marketing mix in the same way everywhere. Organizations employ the standard products, promotional campaigns, prices and distribution channels across all markets considering the world to be a single market. Localized strategies or localization, on the other hand, involves marketing strategies for a specific region according to its cultural, regional and national uniqueness. However, some multinational enterprises apply hybrid strategies, commonly referred to as Glocalization. This group of strategies combines the globalization and localization strategies by emphasizing on the fact that globalization of a product will succeed when the product or service is adapted specifically to that region.

In this paper, based on learning from three cases of MNFEs in India, we argue that in the food industry, the multinational enterprises can be successful in their host countries, only if they adopt glocal strategies of marketing mix. This is because food habits develop very early in life and these vary significantly across cultures. The MNFEs need to understand the unique food needs of their consumers and serve the global market accordingly.

We elaborate the concept of glocalization in the next section. In section 3, we present why Lucknow has taken as peripheral area adopting localization. Section 4 elaborates some food chains in Lucknow. Section 5 discusses about key learning from these cases followed by concluding remarks in section 6 along with comparative food chains in section 7.

II.0 “GLOCALIZATION” – DIFFERENT PERSPECTIVES

According to the dictionary meaning, the term “glocal” and the process noun “glocalization” are “formed by telescoping global and local to make a blend” (*The Oxford Dictionary of New Words*, 1991 quoted in Robertson, 1995). The term was modeled on Japanese word *dochakuka*, which originally meant adapting farming technique to one’s own local condition. In the business world the idea was adopted to refer to global localization. The word as well as the idea came from Japan (Robertson, 1995). According to the sociologist Roland Robertson, glocalization describes the tampering effects of local conditions on global pressures. At a 1997 conference on "Globalization and Indigenous Culture," Robertson said that the term

glocalization means “the simultaneity (co-presence) of both universalizing and particularizing tendencies (Raimi, 2003).” Glocalization is a concept that explains the interactions between global and local dimensions in any strategy i.e. political governance strategies, business marketing Strategies, media and communication strategies etc. This concept also explains the failure of some strong strategies, as they do not consider the effect of cultural diversity and strength of local dimensions. It is considered as creation or distribution of products or services intended for a global or trans - regional market, but customized to suit local laws or culture. James D. Wolfensohn (World Bank president 1995-2005), stated: “Glocalization is of enormous importance because it brings us down from the global question to the issues at the human scale, and to the issues of humanity and people”. Ritzer has added another term “grobalization” while discussing glocalization. He refers to it as “growth imperative for organizations and nations to expand globally and to impose themselves on the local”, for him globalization is sum total of glocalization and “grobalization” (Khondker, 2004).

Glocalization is important in all types of businesses from automobiles to comic books and from mass merchandisers to fast food restaurants. Comics on Spiderman were launched in India by modifying the original version to suit the Indian markets. The real life name has been changed from Peter Parker to Pavitra Prabhakar; he wears a loincloth worn by Hindu men in India. The other aspects of the comic book have also been modified (The Hindu, 2004). These modifications help consumers in the host country relate with the character in a much better and effective way. Similarly a recent Indian movie “KRISH” portrayed a superhero, which can be considered a glocalized version of Batman or Superman. In Germany, Ayurveda style of medication has been glocalized and has been successfully implemented by Maharishi Mahesh Yogi Group. He has softened the harsh Indian purgation therapy and concentrated on nutrition advices, on massages and oil applications (Stollberg, 2005). Cultural differences affect efficient working of digital networking environment and several localized communities are formed. These communities are being managed with the help of glocalized strategies to facilitate the working of the digital environment (Boyd, 2006).

The concept of glocalization is particularly important to the food industry because of the seamless challenges this industry faces due to the typical differences that exist in the food habits of people belonging to various regions/religions/cultures across the globe. There are numerous examples of companies doing extremely well in their local markets, but when they go global, these fail completely. One of the reasons that can be cited is not adhering to the challenges put forward by cultural and regional differences. Like some animals are considered sacred in one region and are consumed heavily in some others. Availability of fruits, vegetables, food grains and other resources is also a hindrance in the globalization process of the food companies.

Glocalization is seen in the communication aspect of marketing strategy as well, like Coca-Cola airing different advertisements in India with actor Amir Khan in different characters, i.e. Hyderabadi, Punjabi, Lucknowi, and Bombay-Bhai and as a Gorkha as well. Glocalization is indeed the most important concept that is being taken up by the MNFEs. In fact, the success of any food firm, to a large extent, is determined by the trust that it is able to gain from the residents of a region.

III.0 PERIPHERAL AREA

Universe of this research are the organizations operating in the Hospitality Industry in Lucknow city. The Lucknow market was considered for the sampling purposes as the city has been a seat of learning and culture for long with hospitality being an integral part of the culture of the city.

On the basis of the research objectives, the executives, hoteliers, front officer manager, hotel or restaurant manager, food beverage manager, chefs from hotels, resorts, guest houses and restaurant services based in Lucknow were surveyed and interviewed.

III.1 Why Lucknow and peripheral area has been taken for the Study?

Few places in the world are endowed with such rich cultural traditions as this normative city of Nawabs. Whether it is history, architecture, music, dance, handicrafts, etiquette or sports, Lucknow has its own story to tell.

Occupancy level in Lucknow increased marginally by 0.6% in 2004-05 and rate increases by 10% over the previous year. Lucknow has a very stable market and is witnessing a rise in average occupancy rate for the last two years. Lately, Lucknow has also seen increased retail activity (Express Hospitality 2006).

IV.0 GLOCALIZATION – OUTLETS IN LUCKNOW

After economic liberalization in early 90s, India has emerged as one of the fastest growing economies in the world. The country has registered over 8 per cent growth in GDP in the last few years. The biggest attraction for international food players is perhaps the sheer numbers that provide them turnovers that corporate dream of. With 700 million Indians under the age of 35, India is one of the youngest nations in the world (Euro monitor, 2004). The increase in disposal income coupled with changing lifestyle of the urban Indian consumers is bound to create huge opportunities for the food industry especially processed food industry. Realizing the market potential, many MNFEs have set up their business activities in India. We decided to undertake case studies of three of these enterprises to examine glocalization strategies adopted by them.

Next, we present these seven cases.

IV.1 MCDONALD’S IN LUCKNOW

India opened its doors to McDonald’s in October 1996 via 2 joint venture companies- Connaught plaza restaurant and Hard castel restaurants. Connaught plaza restaurant led by Vikram Bakshi manages operations and expansions across North India (Delhi, Jaipur and Punjab)- -and Hard castle restaurants, which is headed by Amit Jatia, manages operations and expansion across western India (Mumbai, Pune, and Gujarat). In Amit Jatia’s words, “customers are generally not forgiving.”

- First McDonald’s outlet was opened in East End Mall on 23 Sep 2004
- Second in Sahara Ganj on 26th March ,2006
- Third in Fun Republic in 2008
- Fourth in Phoenix Mall on 18th December ,2010

IV.1.1 OFFERING

A brand is an offering from a known source. McDonald's carries many associations in the minds of people. Hamburger, fun, children, fast food, Golden Arches. These associations make up the brand image.

IV.1.2 FOCUS ON PHILOSOPHY

“We take the burger business more seriously than anyone else.” When McDonald's founder, Ray Kroc made that memorable statement, he was letting the world think about the philosophy and the secret behind McDonald's phenomenal success.

IV.1.3 QUALITY, SERVICE, CLEANLINESS AND VALUE

It is an unflinching McDonald's ideology that the customer must always get quality products, served quickly and with a smile, in a clean and pleasant environment and all at a fair price.”

IV.2 MCDONALD'S INDIA'S EXPANSION PLANS

IV.2.1 RESPECT FOR LOCAL CULTURE

McDonald's Lucknow has developed a special menu with vegetarian selection to suite tastes and preferences. McDonald's does not offer any Beef or Pork items in Lucknow. Only the freshest chicken, fish and vegetable products find their way into Lucknow restaurants.

IV.2.2 MEETING THE NEEDS OF KEY AUDIENCES

To build long-term business it is essential to retain people once they have become customers. Customers are not all the same. Market research identifies different types of customers. For example:

- A Parent with two children might visit. Visits McDonald's to give the children a treat.
- Children want to visit McDonald's. As it is a fun place to eat.
- A Business Customer visits McDonald's during the work day. As service is quick, the food tastes great and can be eaten in the car, without affecting a busy schedule.

- Teenagers' visit McDonald's as the menu is affordable, and there is internet access in some restaurants.
- These examples represent just a few of McDonald's possible customer profiles. Each has different reasons for coming to McDonald's.

IV.2.3 SWOT ANALYSIS OF MCDONALD'S

Strengths

- Strong Brand, strong recognition
- Growth afforded by franchise model allows McDonald's to retain control of brand while building a corporation with significant capital infusion from franchisees.
- Fast food model---standardized food preparation methods ensuring standardized quality, centralized procurements leading to higher profits.

Weaknesses

- Perceived lower food standards due to fast food model.
- Profit margins can become slim due to customer's expectation of "inexpensive menu" and higher food costs.

Opportunities

- New global markets continually opening.
- Economic downturn may force people to opt for less expensive "fast food", rather than restaurant quality.

Threats

- Nutritional issues. People are becoming more aware of the quality of the food they eat, and more people are looking for "organic", natural and vegetarian alternatives.
- Obesity Fast food is continually blamed for obesity in children and adults.
- A lengthy recession could hurt fast food chains when pricier chains begin to offer competitively priced menus with the perception of better quality.

IV.2 .4 MCDONALD'S MARKETING STRATEGY: They consider 3 basic areas.

- The total eating out market gives the broadest competitive context and includes all Restaurants, Hotels, Pubs, and any other outlet where people eat.

- They also focus on the Quick Service Restaurant Sector. This includes all the obvious competition and also fish and sandwich shops-any other outlet where food is served quickly.
- The final sector that they focus on is defined as the Burger House Sector. This looks only at restaurants serving hamburgers including Burger King, Wimpy, Wendy's and all independent Burger bars.

IV.2.5 MARKETING OBJECTIVE

A Marketing plan must be created to meet clear objectives. Long-term objectives are broken down into short-term measurable targets, which McDonald's uses as milestones along the way. Results can be analyzed regularly to see whether objectives are being met. This type of feedback allows the company to change plans. It also gives flexibility.

IV.2.6 THE 7 P's Of Mc DONALDS'

IV.2.6.1 PRODUCT:

They have re-formulated some of their products using spices favored by Lucknowites. Among these are McVeggie burger, McAloo Tikki Burger, Veg Pizza, McPuff and Chicken McGrill. Vegetarian products are prepared separately, using dedicated equipment and utensils. Employees in the vegetarian and non vegetarian sections of the restaurants can be identified by the different colored aprons that they wear.

IV.2.6.2PRICE:

McDonalds vegetarian burgers are priced from Rs 20 to Rs 48. Wrap paneer salsa is priced at Rs 45-50. There were many advertisements made by McDonald's emphasizing on the schemes, the prices and various other aspects. Some of them were:

The 'Itch Karo' Schemes: This advertisement was to promote the scheme of Mc Donald's where in you could win prizes right from a small Cadbury to a television or a bike.

Soft Serve Cone: There were many advertisements focusing on the RS.7 soft serve cone. One of them was of a traffic policeman who gets tired of directing the customers to the Mc Donald's outlet.

Happy Meal: There are various advertisements relayed during children programmes on the television and also children channels emphasizing on the happy meals and the toys one get with them.

IV.2.6.3PROMOTION

At Mc Donald's the prime focus is on targeting children. In happy meals too which are targeted at children small toys are given along with the meal. Apart from this, various schemes for winning prizes like the lucky draws and also scratch cards are given when an order is placed on the various meal combos.

IV.2.6.4PLACE

Mc Donald's outlets are very evenly spread throughout the Lucknow region. Mc Donald's does not offer home delivery but its outlets are very readily accessible. Mc Donald's also offers take away drive through facilities.

IV.2.6.5PEOPLE

The employees in McDonalds have a standard uniform and McDonalds specially focuses on friendly and prompt service to its customers from their employees.

IV.2.6.6PROCESS

The food manufacturing process at Mc Donalds is completely transparent i.e. the whole process is visible to the customers. In fact, the fast food joint allows its customers to view and judge the hygienic standards at Mc Donalds by allowing them to enter the area where the process takes place.

IV.2.6.7PHYSICAL EVIDENCE

McDonalds focuses on clean and hygienic interiors of its outlets and at the same time the interiors are attractive and the fast food joint maintains a proper decorum at its joints.

IV.3 GROWTH STRATEGY OF MCDONALD'S IN LUCKNOW

Stage 1: Building the Brand

Stage 2: Awareness of the Products

Stage 3: Gunning for Market Share

IV.4 MANPOWER PLANNING:

The scheduling manager is in charge of the manpower planning in the outlet. They have full timers who work for 9 hours and part timers who work for 3-4 hours. If they expect more customers (during holidays etc) then more part timers are recruited.

Recruitment: Done by reference of the employees in the outlet or other outlets.

IV.5 TRAINING AND DEVELOPMENT:

McDonald's world class training inputs have been implanted in India. Training is a continuous process at McDonalds. The training squad maintains logs of the employees, which clearly states that which employees are to be trained, and on what station.

The 3/30 Plan: According to this plan, the training squad has to train 3 people on three different stations in a month. One employee is trained on one station.

IV.6 PERFORMANCE APPRAISAL:

After a period of 3 months, the employees are checked for the health safety, cleanliness and sanitation after which he is given the yellow Badge. After receiving the Yellow Badge, there are 5 stations that the employees have to be proficient in: Backroom Cleaning, Fried Products, Buns, Dress and Grill (BDG), Counter, and Personality.

IV.7 HIGH EMPLOYEE TURNOVER

McDonald's in India faces a huge problem of high employee turnover recruiting and training employees is an ongoing process, which never stops at any of the outlets. In an interview with one of the ex-employees, it was found that the main reasons for the high employee turnover are:

- The profile of the employees mainly consists of college students who want to use their spare time and get some fast money.
- The employees feel that there is very slow growth in the company. It takes one 3 months just to get the yellow badge, and even after that, the promotions come very slow.
- The salary packages are not very attractive.

Host and hostesses, Mystery Diner, Meter Rule, and Served in 60 Seconds standarsition:

They follow a 6 step rule. As soon as the customer comes to the counter they have to:

- Welcome the customer.
- Take the order.
- Repeat the order.
- Take money.
- Give the ordered products
- Greet the customer.

IV.8 MCDONALD’S COMPETITORS IN LUCKNOW

McDonald’s competes with fast food chains like Pizza Hut, Domino’s Pizza, Nirula’s and KFC in India.

IV.9 SOCIAL MARKETING

McDonald’s believes in giving back to the community in which they do business. Besides commercial marketing McDonald’s also undertakes many social drives to build brand loyalty among the customers. Ronald McDonald House Charities (RMHC) work to improve the health and well being of children by awarding grants to organizations and supporting 206 Ronald McDonald houses worldwide.

IV.10 HOW MCDONALD’S MANAGES TO KEEP ITS PRICES DOWN?

Fast-food chains face a tough time balancing between margin pressures and hiking prices which can hurt volumes. Consequently, the chains have to increase rates or rework their strategies. Affordability has been the cornerstone of McDonald’s global strategy. Some of its

measures to achieve this include – *Bulk buying, long-term vendor contracts, and manufacturing efficiencies.*

V.0 DOMINOS

Domino's Pizza India Ltd. was incorporated in March 1995 as the master franchisee for India and Nepal, of Domino's Pizza International Inc., USA. Moreover, the company holds the master franchisee rights for Sri Lanka and Bangladesh through its wholly owned subsidiary. Mr. Shyam S. Bhartia and Mr. Hari S. Bhartia of the Jubilant Organosys Group were the promoters of the company. Like most corporate success stories, Domino's started out small - with just one store in 1960. Now, **Domino's Pizza** is celebrating over forty years of delivering food, fun and innovation.

First Dominos outlet was opened at Faizabad road in 2004

- Second at Saharaganj in 2005
- Third at Ashiyana in 2008
- Fourth at Engineering College chauraha, Aliganj in 2010
- Fifth at Phoenix Mall on 24th December, 2010

V.1 DOMINO'S PRODUCT AND SERVICE

Domino's Pizza is a pizza delivery service. Domino's are not a fast food joint (we deliver good, fresh food fast), and Domino's are not a restaurant (our stores don't have eat-in facilities). Domino's exists to fulfill a basic need for customers - to provide a high quality, freshly prepared, hot meal delivered on time, every time. Delivering a freshly baked pizza within 30 minutes is a pretty big challenge!

V.2 MISSION, CULTURE AND PRIORITIES

At Domino's Pizza, our mission is to be the best pizza delivery company in the world. Our culture is best summed up in a chant that's sung in our stores: "Sell More Pizza, Have More Fun!" Domino's priorities are to:

- recruit, recognise and retain the best people
- deliver consistently high quality food on time
- take great care of our customers

- innovate ways that matter to our team members and customers
- ensure high image standards at our stores
- treat others how we'd like to be treated
- take time out to enjoy ourselves

V.3 WORKING AT DOMINO'S

A Domino's store is the nerve centre of a time critical food delivery service where a team of passionate people aims to deliver a hot and fresh pizza on time, every time. Delivering a made-to-order pizza within 30 minutes or so is a pretty tall order! And if one consider that their ingredients are fresh, one can see why people call them *the pizza delivery experts*.

V.4 ACCESSIBILITY

This website has been created to conform to the Web Accessibility Initiative (WAI). The WAI initiative allows web site makers to build websites that are easily accessible by people with disabilities.

V.5 FOOD GUIDE

This guide is designed to help customers learn more about the food, ingredients, origins and nutritional values. The pizzas listed in this guide are the nation's favourites and the majority is made with their classic ingredients: Original Fresh Dough, Vine-Ripened Tomato Sauce and Traditional Mozzarella Cheese

VI.0 PIZZA HUT

As a matter of fact, they are rooted in family—literally. Two brothers, mom, and \$600 turned into the recipe for the world's largest pizza company in 1958, when a family friend with the idea of opening a pizza parlor approached the two college-age brothers in Kansas.

- First Pizza Hut outlet was opened Opposite Raj Bhawan in 1999
- Second at East End Mall in 2005
- Third at Sahara Ganj in 2006

VI.1 HOW TO BE THE BEST

The reason is family ties. Another important step in their growth came in 1977 when Pizza Hut was acquired by one of the true giants of international business: PepsiCo, Inc. as part of the PepsiCo corporate family. The food service industry today is one of the fastest growing industries in the carryout procedures to provide faster, more efficient service and rapidly expanded their delivery operations throughout the country.

VI.2 INTEGRITY IS CORE VALUE

During the past four decades Pizza Hut has built a reputation for excellence that has earned the respect of consumers and industry experts alike. Building a leading pizza company has required relentless innovation, commitment to quality and dedication to customer service and value. Through the strength of their heritage, our culture, our people and franchisees, they are looking forward to even more success in the decades ahead.

VII.0 NIRULA'S, IN LUCKNOW

Nirula's, a reputed name in the hospitality industry, is a pioneer in the family style restaurant business in India having set up the first outlet in Connaught Circus, New Delhi in 1940s. Recently Navis Capital Partners and Managing Director, Samir Kuckreja acquired the Nirula's Group of Companies.

- **USP: Lamb chops, Big Boys Burger, 21 ice-cream flavors** Nirula's 1st Outlet was launched on Shahnajaf Road on 25th May, 2005,
- Nirula's 2nd Outlet, Express at Spencers, launched on 29th June, 2007,
- Nirula's 3rd Outlet launched at Patrakarpuram on 15th July 2007
- Now all old outlets have been closed and recently NIRULA'S opened a new Restaurant in Sahara Ganj Mall, Lucknow. The Outlet Format is Nirula's Potpourri.

Nirula's failed in Lucknow due to the problem of not being able to adapt to the local conditions because of following reasons:

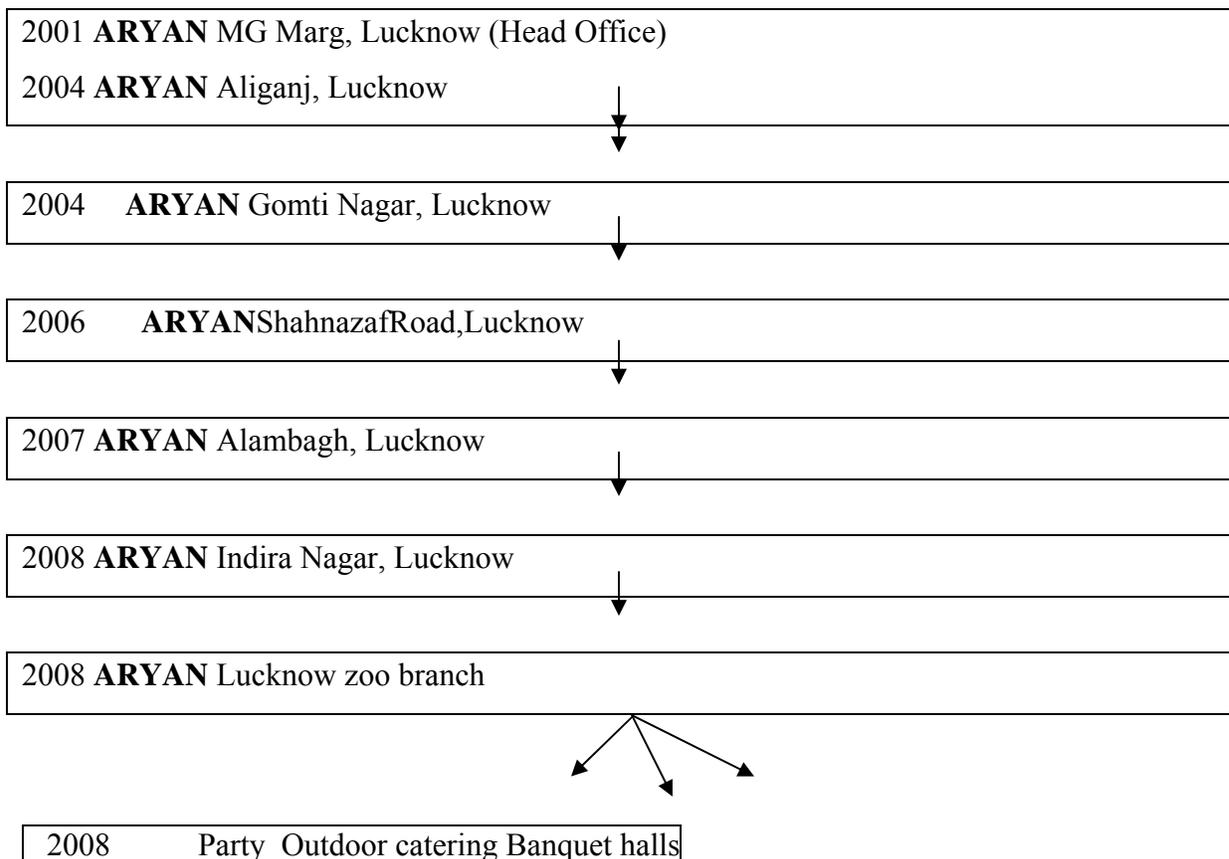
- ❖ Shortcomings in the marketing strategy
- ❖ Pricing Issues

- ❖ Despite outlets being located at prominent places, the focus of the strategy could not assimilate culture
- ❖ Not able to cater the local taste.

VIII.0 ARYAN FAMILY'S DELIGHT

Aryan is a Multi Cuisine Fine Dining Restaurant in Lucknow. It was established in Lucknow in 2001. It is owned by Mr Rahul khanna. Aryan having a chain of six branches (excluding Lucknow zoo branch) at Lucknow.

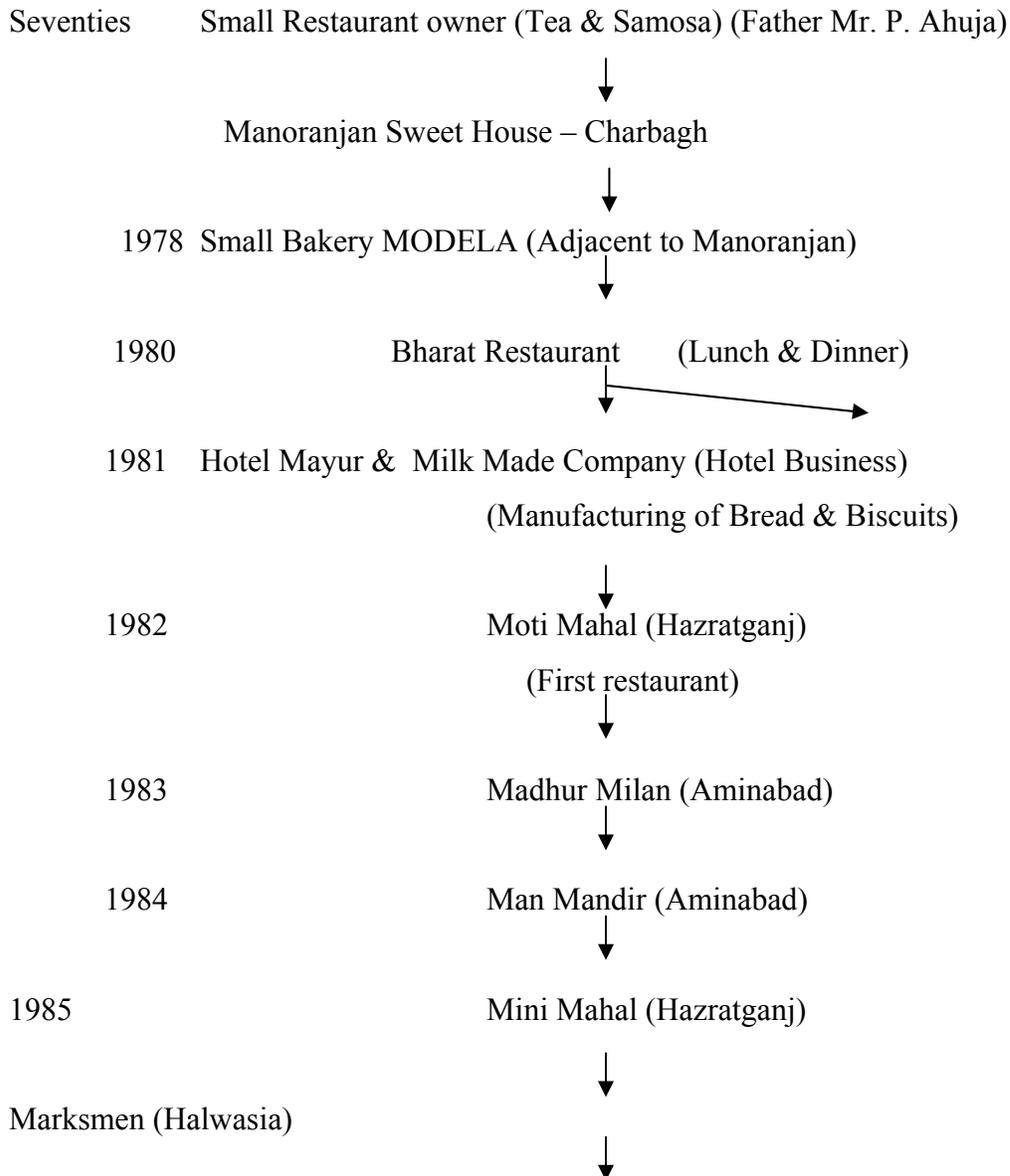
History Chart



4.6 ROYAL CAFÉ & MM Group

Royal café of Lucknow is the oldest and famous food outlet in Lucknow. It is owned by Mr. Murli Das Ahuja who is the Managing Director. There are other five brothers of M.D. Ahuja, who are equal partners. The main active member who manages all the catering and staff is Mr. K.L. Ahuja. Royal café is having two branches at Lucknow, one is at Saharaganj and the other is at Hazratganj opposite to Sahu cinema.

HISTORY CHART



The year was 1991. A workaholic young man of 24 years came forward. Confident at heart & dreams in his eyes to change the manufacturing and marketing scenario in this trade. With the assistance of a few 'think-a-like' people, he started the ground work and gradually gave it a shape and thus emerged- chhappan bhog, the name that changed the concept of conventional selling in this trade.

The name '**Chhappan Bhog**' is an old mythological Hindu name derived from age old 'Mahabharat times, when a royal get together would take place with various delicacies, probably 56 in numbers, keeping the old term alive, it proceeded further.

IX.4 THE SHOP

The shop's interior is an amalgamation of new trendy design and age old Indian heritage projects, an inviting ambience to its customers.

A tempting range of exotic North, Indian & Bengali sweets, premium quality namkeens and Indian beverages are displayed in a very practical as well as elegant manner. Apart from sweets & namkeens, they offer mouthwatering chaat to their those customers who have an inclination towards (Chatpata) tingling taste.

A well equipped kitchen is the integral part of their shop. Their strictly follow the modern methods of preparation. A team of experienced karigars have been deputed to keep an eye on the process of manufacturing, so that no stone is left unturned. Hygiene is the 'mantra' among their kitchen staff.

X.0 KEY LEARNING

The cases above illustrate that MNFEs glocalized their products and processes when they go to foreign countries. As we know that trust is very important in Food industry since the risk attached with the industry is very high as compared to other industries like garments, electronic appliances etc. Glocalization has helped MNFEs to grow and gain trust of the people of a particular region. The other key learning from the above cases are.

- Globalization strategies need to deal with adaptation to specific taste requirements of various regions. It is very important as every region has different taste requirements and one food item may be popular in one region and completely rejected by some other region, for example spicy food of India may not be liked by Chinese people.
- The globalization strategies also should take into account various cultural and religious issues like McDonalds and Pizza Hut both modified their menu to take into account the religious beliefs of Hindus and Muslims in India, by not serving beef and pork.
- The end product should be appropriately modified so that it is according to the region's specific demands. This makes the product offering to be accepted by customers readily as they associate themselves with the brand and the product like "The Great Indian treat" of Pizza Hut was adopted successfully by the Indian public.
- Not only the food item has to be modified in terms of its ingredient or the cooking process to suit the taste buds of the local population but it also needs to be appropriately named so as to appeal the locals. For example, within India many south Indian dishes are now having hybrid names in north India: American Dosa, Chinese Dosa, Fried Dhokla, Fried Idlis etc.
- Another factor that MNFEs need to address is the modification in the process for the product or service development or production. This is a very important factor taken into consideration by McDonalds and they separated the burger preparation processes for Vegetarian and non-vegetarian burgers. This also helps the company to gain trust of consumers as well as the employees.
- Globalization strategies also include marketing strategies and campaigns used. Like using actors and celebrities of the region in the advertisements. McDonalds and Pizza Hut both have used this tool effectively as their advertisements and campaigns have Bollywood actors and themes.
- Globalization helps in connecting with the consumers of that region on an emotional level and also leveraging its global position. This is the most important aspect that leads to the success of the company. The global position of the company makes the customers to try the product for the first time and later the localization aspect and strategies make the customers to come again.

XI.0 CHANGES IN CUSTOMER PERCEPTION DUE TO GLOCALISATION

1999	2009
Serving burgers	ice-cream, fries, shakes and pizza
Bland western food	less spicy, non-oily, crisp, fresh and different
Expensive western restaurants	Affordable family restaurant, money well spent
Loud for youngsters	Mature, calm, cultured, straightforward for families
Childish	Childlike, and young at heart

XII.0 CONCLUSION

Glocalization should form a very important aspect in the expansion plans of the Global Food firms. Glocalization attributes the success of a global product completely to localization of the product according to the specific needs of that region. Many companies collapse, when a decision to launch in different locations simultaneously is taken without any prior estimation of the degree of adaptation needed. For example, **Nirula's failed in Lucknow due to the problem of not being able to adapt to the local conditions.** The food multinational enterprises have to be particularly sensitive to these issues because challenges faced in this industry due to the cultural differences are more critical and complex as compared to the other industries.

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