



Instituto Politécnico de Coimbra
Instituto Superior de Contabilidade
e Administração de Coimbra

Majed Razouk

Expanding occidental food companies towards oriental markets

Internationalization of the H3 company in the Dubai market
(Case Study)

Coimbra, July 2021



Instituto Politécnico de Coimbra

Instituto Superior de Contabilidade
e Administração de Coimbra

Majed Razouk

Expanding occidental food companies toward oriental markets
Internationalization of the H3 company in the Dubai market
(case study)

Dissertation submitted to the Higher Institute of Accounting and Administration of Coimbra to fulfill the requirements necessary to obtain the Master's degree in Marketing and International Business conducted under the guidance of Professor Victor Manuel Oliveira Cruz dos Santos

Coimbra, July 2021

STATEMENT OF RESPONSIBILITY

I declare to be the author of this project, which is an original and unpublished work, which has never been submitted to another higher education institution to obtain an academic degree or another license. I further certify that all citations are properly identified and that I am aware that plagiarism constitutes a serious lack of ethics, which may result in the annulment of the dissertation.

Acknowledgments

This dissertation was the culmination of a lot of hard work and time, but I couldn't have completed it without the invaluable assistance of the many people who have been so helpful and supportive of me over the last few months.

First of all, I would like to express my deep appreciation and sincere gratitude for the monitoring and support of my academic supervisor, Professor Victor Santos, who gave me basic advice and guidance over the months and was always available to help in whatever way possible, without his help and support I could not finish this thesis.

Secondly, I would also like to extend my sincere thanks to all the teachers and staff of the ISCAC school for the cooperation and the wonderful education. also, I am very grateful to Instituto politécnico de Coimbra, especially Dar. Ana Ferreira for the endless support during my school years.

Third, my gratitude to Nuno Costa, in charge of Marketing and Communications at h3, for providing some email support despite great difficulties and the ongoing lockdown due to the Corona pandemic.

Fourth, I am deeply grateful to the "Global Platform for Syrian Students" and especially Dra. Helena Barroco and President Jorge Sampaio for believing in me and giving me this opportunity to continue my studies

Fifth, I'd like to highlight some special words of gratitude to my parents for their guidance and encouragement over the years, which have helped me get to where I am now. Also, my friends have played an important role in my academic career, as their patience and support have been unwavering

Finally, conducting my thesis for a Portuguese brand, for extending my sincere gratitude to the wonderful country of Portugal which allowed me to complete my academic studies

Abstract

In recent years, there has been increasing globalization and competitiveness of fast food companies. The continued growth and prosperity of these types of companies, brought the challenge of internationalization, also leading to the inherent consideration of cultural considerations to reflect local traditions and cultural diversity of societies and markets.

In this framework, European food companies that were primarily focused on local customers and did not directly profit from the strong growth in demand outside the European Union began to expand into international markets, especially to the rich Middle East region, to compete with American and Asian food companies' dominance there.

The United Arab Emirates (UAE), with its oil wealth and diverse economy, is the best area in the Middle East for doing business since expatriates account for two-thirds of the population, and thousands of foreign companies are based there.

The H3 Hamburger company is a famous Portuguese brand that started its business in Portugal and spread to other countries like Spain, Brazil, and Poland. Now it prepares to go global and to challenge the big players in both malls and street restaurants virtually everywhere.

The purpose of this research is to study the famous and rich Dubai market in an attempt to internationalize the h3™ brand and cross it to the Arab world and to present it as a competitor to hamburger restaurants there.

A qualitative and quantitative analysis approach was used to collect data. The qualitative research was performed using cross-communication with people who work and live in Dubai (through online interviews), to accurately understand consumer's behavior and preferences.

The quantitative research was performed using an online survey, to test the conceptual framework of the ancestors and the results of consumer participation in society. To ensure the accuracy of the results, the survey was published in Arabic, which is the official and national language of the UAE. The internationalization strategy used for the case of Dubai steers the course of the company into its international expansion in the Middle East based on its identity, in addition to enhancing competitive advantages, so that the H3 company can find its growth and sustainability. Finally, this study helps new Western brand managers expand and succeed in the UAE.

Keywords: Internationalization, h3, fast food, UAE, Dubai city, Dubai market, Marketing strategy

Resumo

Nos últimos anos, tem havido uma crescente globalização e competitividade das empresas de fast food. O contínuo crescimento e prosperidade deste tipo de empresas, trouxe o desafio da internacionalização, levando também à consideração inerente de considerações culturais para refletir as tradições locais e a diversidade cultural das sociedades e mercados. As empresas europeias de alimentos que se concentravam principalmente nos clientes locais e não lucravam diretamente com o forte crescimento da procura fora da União Europeia começaram a expandir-se nos mercados internacionais, especialmente na região rica do Médio Oriente, competindo assim com o domínio das empresas alimentícias americanas e asiáticas nessa zona.

Os Emirados Árabes Unidos, com a sua riqueza em petróleo e a sua economia diversificada, são a melhor região do Médio Oriente para fazer negócios, com os expatriados representando dois terços da população e milhares de empresas estrangeiras.

A h3company Hamburger é uma marca portuguesa de renome que se prepara para conquistar o mundo e desafiar os grandes players tanto em centros comerciais como em restaurantes de rua. A empresa começou em Portugal e espalhou-se por outros países como Espanha, Brasil, Polónia, etc. O objetivo desta pesquisa é estudar o famoso e rico mercado de Dubai na tentativa de internacionalizar a marca h3™ e cruzá-la com o mundo árabe no Oriente, apresentando-a, desta forma, como concorrente às hamburguerias locais.

Uma abordagem de análise qualitativa e quantitativa foi usada para recolher os dados.

A pesquisa qualitativa foi realizada através de (entrevistas online) comunicação cruzada com pessoas que trabalham e moram no Dubai para entender com precisão o comportamento e as preferências dos consumidores.

A pesquisa quantitativa foi realizada através de estudos online para testar a estrutura conceptual dos antecessores/ empresas anteriores e os resultados da participação dos consumidores na sociedade. A estratégia de internacionalização utilizada no Dubai ajuda a organização a perspetivar a sua expansão internacional no Médio Oriente a partir da sua identidade, para além de potencializar vantagens competitivas para que a h3 encontre o seu crescimento e a sua sustentabilidade

Finalmente, este estudo pretende ajudar/incentivar novas marcas ocidentais a expandirem os seus negócios e a terem sucesso nos Emirados Árabes Unidos.

Palavras-chave: Internacionalização, h3, fast food, UAE, cidade de Dubai, mercado de Dubai, Estratégia de marketing

Abbreviations

Abbreviation	Explanation
UAE	United Arab Emirates
MENA	The Middle East and North Africa
IFA	International Franchise Association
FTZ	Free Trade Zones
WIPO	World Intellectual Property Organization
<i>i18n</i>	internationalization
FME	Franchise in the Middle East
FTSE	"Footsie" indicator
FDI	foreign direct investment
IDF	International Diabetes Federation
MoCCAEE	Ministry of Climate Change and the Environment
IMF	International Monetary Fund
AED	The UAE dirham(Currency)
VAT	Value-added tax
CGSMC	Cost of goods sold and materials consumed
SES	Supplies and external services
EBT	Earnings before taxes,
CFTA	Cash Flow at a certain time,
NPV	Net Present Value

Contents

Acknowledgments	III
Abstract	IV
Resumo	V
Abbreviations	VI
CHAPTER 1: Introduction of the thesis	6
1.1 Introduction	6
1.2 Research aims	7
1.3 The Methodology of research	7
1.4 Research problem	7
1.5 Research questions	7
1.6 Organization of thesis	8
CHAPTER 2: Description of h3– Hamburgology	8
2.1 Café 3 is a trial run of the h3	8
2.2 The rise of the healthy fast food concept (h3 new Hamburgology)	9
2.3 The Brand	10
2.4 Product and Price	11
2.5 Place and Process	13
2.6 Promotion and Communication	14
2.7 People (Clients, Human resources)	15
2.8 Internationalization Strategies for H3	17
2.8.1 Expansion within the borders of the homeland	17
2.8.2 Internationalization of H3 (Beyond Domestic Success: Going Global)	20
CHAPTER 3: Literature Review	23
3.1 Internationalization Strategies	23
3.2 International market entry strategies	24
3.2.1 Market entry strategy by arranging franchisees	25
3.2.2 Market entry strategy through licensing and setting up a business- Direct Investment	26
3.2.3 Market entry strategy - Joint venture (JV) with a local Partner	27

3.2.4 Market entry strategy by Free Trade Zones (FTZs) -Direct Investment	29
3.2.5 Market entry strategy by licensing of food trucks - direct investment	30
3.3 International Development Strategy.....	31
3.4 International Digital Marketing Strategy.....	32
3.5 International Strategy Implementation.....	34
3.6 Cross-cultural customer service.....	35
3.6.1 Dimension of Culture (Hofstede) for Portugal and UAE	38
CHAPTER 4: Market UAE.....	34
4.1 Dubai Food Service Market.....	37
4.2 PESTLE analysis for UAE	39
4.3 SWOT analysis for market	46
4.4 potential competitors.....	47
4.4.1 Competitors analysis.....	58
4.5 Market size and trends	59
4.6 Possible restrictions on import, production, or sale of the products of interest	62
4.6.1 Imports	62
4.6.2 Production or Sales	63
4.6.3 Pricing laws and regulations	65
4.7 Movement of capital or repatriation of profits restrictions	65
4.7.1 Corporation Tax.....	65
4.7.2 Repatriation of profits	67
4.7.3 Licensing restrictions	67
4.8 Marketing and advertising regulations.....	69
4.9 Characteristics of existing distribution and communication channels.....	70
4.9.1 Food Supplier	70
4.9.2 Operations Management and Restaurant Layout	72
4.9.3 Channels Communication	73
CHAPTER 5: Internationalization Strategy of H3 in Dubai	77
5.1 Mission	77
5.2 The vision	77
5.3 Strategic goals.....	78

5.4 SWOT analysis of the h3 bran.....	79
5.5 Marketing Strategy	80
5.5.1 Target Market Segment.....	80
5.5.2 Customer’s choosing criteria.....	81
5.5.3 Positioning and differentiation	82
5.5.4 Marketing mix	83
5.5.4.1 Product.....	84
5.5.4.2 Price.....	86
5.5.4.3 Place	88
5.5.4.4 Promotion.....	90
5.5.4.5 People	93
5.5.4.6 Process.....	94
5.5.4.7 Physical Evidence	94
5.5.4.8 Productivity and quality	95
5.5.5 Assumption of initial capital valuation.....	95
CHAPTER 6: Conclusions, Recommendations, Limitations, and Future research	97
6.1 Research conclusions	97
6.2 Research Recommendations.....	98
6.3 Research Limitations and future	99
Bibliography.....	101
Appendix A_ h3 Restaurants and Growth	118
Appendix B: A map showing the locations of the free zones in Dubai and other areas of the spread of food trucks	120
Appendix C: survey results, Gender, Age. Education, Job, and Income, Consumer Segmentation	122
Appendix D: Questionnaire	124

Tables

Table 1:Market Entry Positions	25
Table 2: The advantages and Benefits of Joint Venture in Dubai.....	28
Table 3: Important Free Zones in Dubai.....	29
Table 4:Marketing Mix 8ps	32
Table 5: Difference Hofstede indicator between UAE and Portugal	39
Table 6: Political Factors	40
Table 7: Food Safety Practices In Dubai	64
Table 8: Types and rates of taxes in the Dubai	66
Table 9: Agreements to avoid double taxation	67
Table 10: types of licenses to open a restaurant in Dubai	69
Table 11:list of the highest five food suppliers in Dubai, UAE.....	71
Table 12:The number of active users of social networking websites 2020	76
Table 13: Expected financial position for investment	96
Table 14:Gender, Age Education, Job, Income	122
Table15: descriptive statistics of the customer's behavior.....	124

Figures

Figure 1:h3-Hambúrguer logotype.....	10
Figure 2:h3 Menu	12
Figure 3:Pictures of h3 Chiado Lisbon.....	14
Figure 4:General organization chart of the h3-Hamburger Gourmet.....	16
Figure 5:: chart summary - Income / Expenses / Profits or Losses / Markets	19
Figure 6:Rating Raciús - a chart showing the company's indicators h3.....	19
Figure 7:Financial analysis of the h3 company- Adopted by the author, Retrieved from	22
Figure 8: UAE Hofstede indicator.....	38
Figure 9: Portugal Hofstede indicator	38
Figure 10:Gross domestic product (GDP) growth from 2015 to 2025.....	34
Figure 11:Growth rate of the real gross domestic product (GDP) from 2015 to 2025	35

Figure 12:comparing GDP Growth Rate for Portugal and UAE	36
Figure 13: Dubai Location: Source: Google map 2021.....	37
Figure 14:Graphic representation of kind of food do you prefer	38
Figure 15:Khalifa tower shows space exploration trip date.....	44
Figure 16:Graphic representation of Consumption preferences in eating fast food	61
Figure 17:Graphic representation to effect of social media marketing on customer buying decisions.....	75
Figure 18: Ages of sample	81
Figure 19: Graphic representation of the intention to consume fast food	82
Figure 20: Perceptual map of major brands the direct competitors in the Dubai market (Price versus Quality, with h3 positioning)-	83
Figure 21:Graphic representation to order a burger as an extra option	85
Figure 22:Graphic representation to prefer having a special kid’s meal (a small plate of burgers	86
Figure 23:A Graphic representation of the number of times people intend to go to the restaurant / versus the budget people are willing to spend per meal	87
Figure 24: image from Google Maps for the Jumeirah Beach Residence, and Jumeirah Beach Road:.....	88
Figure 25: image from Google Maps for the Dubai Marina and Business Bay.....	89
Figure 26:image from Google Maps of Dubai Mall and Mall of the Emirates	89
Figure 27:Graphic representation of the most used social media	91
Figure 28: Graphic representation of use discount coupons to buy fast food.....	92
Figure 29:Graphic representation of traditional marketing tools	93

CHAPTER 1: Introduction of the thesis

1.1 Introduction

Nowadays, the internationalization of business and the conduct of international operations have become vital strategies for companies (Räsänen, 2010). On the other hand, internationalization is an essential pillar for their long-term stability and sustainability (Bagheri et al., 2019). also represents a pivotal moment in multinational companies' economic life cycle (Lavra et al., 2015).

Despite wars and international struggles, the Middle East has been famous for thousands of years as a link between East and West (Lewis, 2014). In addition to the geographical location where travel, tourism, and trade intersect at the global level (Jameel, 2020). This area of the world is attempting to turn itself from a set of rather conservative, closed, and authoritarian countries center of international business attraction in the modern age (Aisawa, 2019). Strong foundations, abundant opportunities, abundant investment ingredients, strong demographics, the government's willingness to improve growth prospects, ambitious cohesive people, and the resolve of its promising youth are the main characteristics that companies see most when they decide to invest in the Middle East region (Horizons, 2018). With comfortable entry rules and friendly policies, the UAE has emerged as a favorite player in the Middle East which is preferred by international companies to establish their base in the region (Adel Maniar, 2019). Through large investments in infrastructure, transportation, technology, and logistical capabilities, Dubai, one of the semi-autonomous city-states that make up the United Arab Emirates, has become the main regional trade gateway and re-export of goods in Europe / East Asia Trade Route. Dubai market is a global market, it is targeted by large, medium, and small international food companies To establish their main base in the region (Ziadah, 2018).

h3 is a Portuguese fast food restaurant chain that is mostly found in shopping mall dining halls. It serves a variety of menus with one product (hamburgers). As competition is growing in the Portuguese saturated market, the company has been developing different internationalization strategies in some countries and it thrived and grew in the Brazilian and Angolan markets.

This study is a company project, proposed for the h3 brand to expand internationally in the Middle East, particularly in Dubai city.

The reasons for choosing this company are as follows: firstly, h3 is a popular Portuguese business

with a creative culture that introduces a new fast food concept. Secondly, it is targeted at health-conscious consumers, many of whom have started to change their eating patterns in Dubai, so the brand is expected to keep pace with their new needs.

1.2 Research aims

- ✚ The main objective of this study is to prepare a strategic marketing plan for the Portuguese brand h3 Hamburgology to specifically enter the Middle East region Dubai city in the UAE, by studying the market, competitors, distribution channels, potential distributors, customers, strengths, and weaknesses. These are key points for building an internationalization plan and understanding the dynamics of penetrating this developing market.
- ✚ highlighting the concept of h3 Hamburgology. In addition to Exploring the Dubai market, which serves as the primary entry point for Western foreign companies looking to expand into the Middle East and North Africa (MENA) area and the rest of the world.

1.3 The Methodology of research

For this study, the survey was designed as a straightforward research methodology that would allow an exploratory study of the target consumer, the potential differentiation factors between different food chain restaurants, and consumer preferences. (Appendix D: Questionnaire). The online questionnaire was sent by (e-mail, Facebook, WhatsApp, Instagram..... etc.), in addition to conducting online interviews with people who live, work, in Dubai on social media sites.

1.4 Research problem

The difficulty of spreading occidental companies in the oriental markets. thus, the research problem relates to how h3 directs its strategy to achieve success and prosperity in the Dubai market, a new market, a different culture, very competitive, which includes large and old companies such as McDonald's and Burger King, and others. In addition to the difficulty of assessing the needs and requirements of consumers in light of the continuous change in their behavior.

1.5 Research questions

- What is the appropriate strategy for expanding and penetrating the market?
- What are the critical factors that affect the success of the H3 brand in the Dubai Market?

- Does company h3 have the characteristics and strategy that are needed for success in Dubai and long-term growth in the Middle East?
- Is the study likely to attract other Portuguese brands to enter the Middle East market? Because this type of content is also a corporate project.

1.6 Organization of thesis

The following is a presentation of the structure of this thesis:

The first chapter includes Introduction to the research, objectives, and methodology, the problem, and the research questions.

The chapter 2 presents the concept of Portuguese brand h3, explains its marketing mix, and addresses the countries in which internationalization has taken place, as well as the reasons for success and failure in each of them.

The chapter3 reviews the literature on various internationalization strategies, as well as the most important ways to enter markets and the characteristics of entering the Dubai market, in addition to the differences between the people of the UAE and Portugal.

The chapter 4 provides an insight into the Dubai market by analyzing (SWOT, PESTLE, potential competitors, communication and distribution channels, market trends, Procedural rules, and regulations).

The chapter 5 introduces the proposed marketing strategy for implementation in the Dubai market, including Survey results, SWOT analysis, target consumers, brand positioning, and marketing mix, as well as a preliminary analysis of capital required for investment.

Finally, in chapter 6, we will be able to draw some conclusions and Recommendations on whether the h3 brand will find a niche in the Dubai market, with a summary of the most important limitations and future research.

CHAPTER 2: Description of h3– Hamburgology

2.1 Café 3 is a trial run of the h3

In May 2004, Construction of the Café 3 restaurant, located on Avenida da Liberdade in Lisbon began. When three friends: Antonio Cuna Araujo (lawyer), Miguel Van Odin (consultant), and Albano Homem de Mello (one of the advertisers) decided to create their businesses and invest Their savings to complete their professional activity. Willpower to build something from scratch

in the three friends, Café 3 was a bold move that would change their lives and revolutionize the Portuguese fast food market.

From the start, Cafe 3 had aimed to provide good, quality food at reasonable prices. Chef Victor Lorenzo was the man behind the menu, make sure all foods are carefully prepared. Cafe 3 was born without any professional marketing or managerial financial expectations, where market research or market tests were not conducted because they did not believe it would be necessary, as a result, they will not lose any money, although they will not make any profit at all.

Over time, Café 3 has been a hit mainly at lunchtime, serving until 4 pm, dinner until 12:30 am. Also serving 3 fast high-quality meals at reasonable prices, so much so that customers have had to pre-book for hamburgers at Café 3, It was a business that has a similar process to a traditional restaurant Because the vast majority of its clients were people who worked in that area of town, which means he has maintained relatively acceptable sales(Morais, 2016).

2.2 The rise of the healthy fast food concept (h3 new Hamburgology)

Although the restaurant has achieved Success and recognition, However, the invoices were not commensurate with the expectations and aspirations of the partners. Based on this, the three partners collaborated and they started the innovation process by changing the strategy and developing a new approach that includes the best-selling product for the restaurant which will be able to succeed and thrive in a very competitive fast-food market.

Friends discovered that the gourmet hamburger menu (which was served on a plate with rice and fresh potatoes and fried at the time) was the most popular and most customers resorted to it in the cafe after observing and studying customer behavior(Teixeira & Correia, 2012).

From the perspective of the intersection between fast food and healthy food, the concept of "hamburgers" was created, which consists of a simple burger with a more sophisticated twist. The burgers came with a variety of side dishes and toppings, including fried spinach, boiled eggs, porcini mushrooms, and a variety of other choices. This was a brand-new idea in Portugal, and it was an instant hit. On the other hand, they began to improve the new concept based on Café 3, which has been expanded to include dining halls in malls across the region. The entrepreneurial spirit of the three friends led to the creation of the h3 concept, which opened its first store on 7/7/2007, in the midst of one of Portugal's worst economic crises (Carvalho, 2011).

2.3 The Brand

As a result of the impact of Café 3, the h3 brand was born, with the same logic of combining the concept name with the number of business partners.

Initially, originally intended to use "hc3" (Hambúrguer Café 3), but the brand name was changed to "h3" because the previous restaurant's popularity was still present and did not add value to the new brand, On the other hand ,the image became simpler and the name more attractive (Fernandes, 2015).

Concerning the logo, the same "3" pattern used for the Café 3 symbol (the three founders) has been used, and the "g" can be considered a gourmet image. The colors blue, white, and burgundy were chosen to differentiate, innovate, and build contrast with the colors typically used in fast food logos (red, black, yellow, green, etc.). These colors were adopted because they are degrees that were not present in the dining halls. Reliability and productivity (blue), transparency and cleanliness (white), quality and richness (burgundy) (Saraiva, 2014). [Figure 1](#) introduces the h3™ logotype.



Figure 1:h3-Hambúrguer logotype - Source:(www.h3.com, 2021) logotype

According to Miguel & Nunes, (2014) the h3-Hambúrguer Gourmet trademark and logo are already registered in Portugal and within the European Union, the terms "New Hamburgology" and "Not so fast food" are registered as trademark patents in the World Intellectual Property Organization (WIPO).

✚ Not so fast food

It's meaning opposed to the traditional fast food way, where Its definition does not refer to the pace at which a meal is served or the amount of time spent consuming it; rather, it refers to the feeling we feel when we enjoy a good meal. The new concept shares with the traditional concept the ability to provide low-cost meals in a short period. It sets itself apart by rejecting the common belief that fast food is unhealthy and low-quality(H3, 2021).

✚ New Hamburgology

According to a new doctrine, the Burgers should not be fluffy, frozen, tasteless, or eaten between two slices of bread. It was developed in 2007 by h3 and originated in Europe(H3, 2021).

2.4 Product and Price

The main Plate for h3 consists of gourmet hamburgers, made with 200g of lean beef from an exclusive Portuguese product, grilled with pure sea salt, accompanied by Thai rice or fresh French fries. We have many different specialties for burgers (grilled, with sauce, mushrooms, toga, Benedict, cheese, French bread, and fine bread). The product is served on hot plates and metal cutlery(H3, 2021).

Additions: fresh spinach salad and bread required

Drinks: Industrial drinks (Coca-Cola, Sprite, Fanta, beer, wine in the glass), lemonade, and iced tea are also available, which are prepared daily in the store.

Desserts: profiterole or coolant chocolate, ice cream, and other sweets.

The company's strategy to maintain the high quality and flavor of these healthy hamburgers is the specialty, since the company only sells one item (hamburgers), there is a greater need to enhance the ingredient (one product strategy). This level of consistency would have been difficult to sustain if there were 20 different items. As a result, the company focuses on a single product and is constantly searching for ways to develop it(Pessoal, 2011).

for the price, Customers have to pay 5.50€ to 11€ mainly for the menu, while the price for desserts ranges from 1.95€ to 2.75 EUR. The average meal per person is around 8.60€.

it notices that the prices of h3 products are slightly higher than the competitors, this is due to the pricing strategy of h3 in providing high-quality fast food, and thus creating a value-for-money proposition, the high price also consists of the character of the brand, which differs from other fast-food restaurants with a tangible differentiation ,based On the high quality of their products (using fresh and high-quality ingredients, such as foie gras, sun-dried tomatoes, and fresh mushrooms(José Crespo de Carvalho & Marco Vera-Cruz, 2012). Figure 2 introduces the h3 Menu.



Figure 2:h3 Menu - Sources: pull-ups from the H3 website, Instagram, and Facebook

2.5 Place and Process

The place is beautiful, new, and funky: where a white space wide welcomes you, square tables enclosed in designer chairs in pink and white tones.

- the walls are covered in bits of pink, white, and beige.
- The counter: well-lit with 3 blue lights and decorated with signs of all filed sheets with beautiful pictures.
- The roof is covered with white wood and decorated with blue plastic circles, on the walls, you can read the Hamburg flag along with its definition.

Restaurants are designed according to the space available for cash registers and the front length of the unit, the main concerns when deciding on the layout of each store are to keep customers waiting to a minimum, as customers must keep their trays until giving them the meal.

The average wait time per customer is around 30 seconds, but a record time of 17 seconds has been reached! However, the time varies greatly from restaurant to restaurant and this process is not adequately controlled(H3, 2021).

According to Crespo et al (2017), Initially, the scarcity of space in large malls for an unfamiliar brand posed a barrier to h3 restaurants being placed in the best locations, as it was difficult to persuade them that h3's presence would benefit both parties, given the abundance of burgers restaurants. However, after huge success, now, h3 is available in all major shopping centers in Portugal. As a result, h3 considered opening more street restaurants, it debuted in Lisbon, for example, two restaurants opened in Parque das Nações and Chiado, the city's historic district.

Due to the unique characteristics of the street store and the need for more variety, this new model was followed by several new menu items (more deserts and additions), to reach more people, h3 worked with a partner called No Menu (www.nomenu.pt) and Central Menu(www.centralmenu.com.pt) For indirect distribution, Companies specialize in-home delivery to several regions in Portugal .also, The company contracts with the most important delivery companies in Portugal, for example (Uber eats, Bolt food, Glvo... etc.). [Figure 3](#) presents images of the h3 Chiado Lisbon store.



Figure 3: Pictures of h3 Chiado Lisbon - Source: (Zomato, 2021)

2.6 Promotion and Communication

According to Andrey Oliver, Delilah Pereira, (2015), Initially, since h3 had a limited marketing budget at that time, it decided to devote the majority of its marketing budget to internal communications rather than external communications, and it also believed strongly in word of mouth as a weapon of communication.

On the external level, most of the external communication with the consumer is made via the Internet through the company's website (www.h3.com) and social networks such as Facebook, Instagram, to view all products and maintain the goal, let the public know the latest news. Also, h3 has (an application) for smartphones, to know all List updates, information in digital format, the customer downloads the application for free and enters his data, where every time the customer buys a meal, the application is accessed, a QR code is generated, also the number of meals in the customer's application is updated and the sales invoice automatically. Loyalty campaigns and offers are also launched on this app, for example, "The Greater Tuga in Portugal", a customer who eats all kinds of burgers on the menu (10 items) will get a free meal. Occasionally, the company runs area-specific advertisements in malls to announce the opening of an h3 restaurant (the announce the brand's arrival). The corporation has decided against investing in other forms of advertisement, such as newspapers or television.

Internally, h3 partners acknowledge that their employees are the keys to their success, thus, the company's policy includes investing in communicating with its employees as internal customers who need support with many types of information to understand the company's vision and mission

and to make employees feel deeply involved in the business. Internal communication is a vital aspect of company effectiveness, so theme parties are organized for all employees (Informal parties with an open bar in some of the Lisbon clubs, to provide a moment to relax, meet with friends and colleagues and have fun, an example of this activity is the celebration of the third anniversary of the brand (on July 7, 2010), in which all 550 employees were invited)(Diego Marques Malhão, 2014). Also, the Company partners believe are a large part of their success due to employees, they are part of the organization, they have a great responsibility for marketing and they have to feel they convey a good image of the brand. Thus internal communication and professional training is a central issue that aims to ensure employee happiness and pride in working in h3.

2.7 People (Clients, Human resources)

Human resources are one of the aspects of the company's daily operations that it values highly, where investing significant resources in its planning because h3 finds its workers to be a major part of its organizational success. All store employees undergo a month of training, which was jointly developed by the company's training center and stores, during which they learn all procedures and practice any kind of routine they may encounter(Cruz, 2011).

According to Teresa & Fernandes (2015), Particular attention is given here to the aspect of contact with the customer, so training is provided to improve friendship, service, speed, friendliness, sympathy, caution, and careful attention while handling food and the personal offer. The company motivates employees and compensates them for their efforts, that is through a point-based rating system for example (employees who get better grades at the end of the year get monetary rewards). Due to their need to understand supply chain processing, store managers are trained over a longer time intensively. also for the future of the organization, always some departments are renewed, developed, and expanded, with emphasis on (the marketing department to help with internationalization, the Food Security and Control Department to follow up on implementation and adherence to food safety and hygiene rules). Besides, all employees have health insurance.

(António Araújo, 2010) one of the partners said in an interview that, unlike traditional hamburger restaurants, which have a strong influence on the youth market, the buyer of h3 is extremely diverse. Although this concept is consumed by different age groups, the typical h3 consumer is an adult who wants a nutritious meal delivered quickly and at a reasonable price. He also said that they did not intend to limit their products to a specific market segment to distinguish themselves

from other international hamburger chains, as such, our clients are all the people who travel to commercial places and consume different concepts there, so some days they prefer h3 and other days they don't(Mota, 2012). Figure 4 introduces us to the h3 hierarchical organizational structure

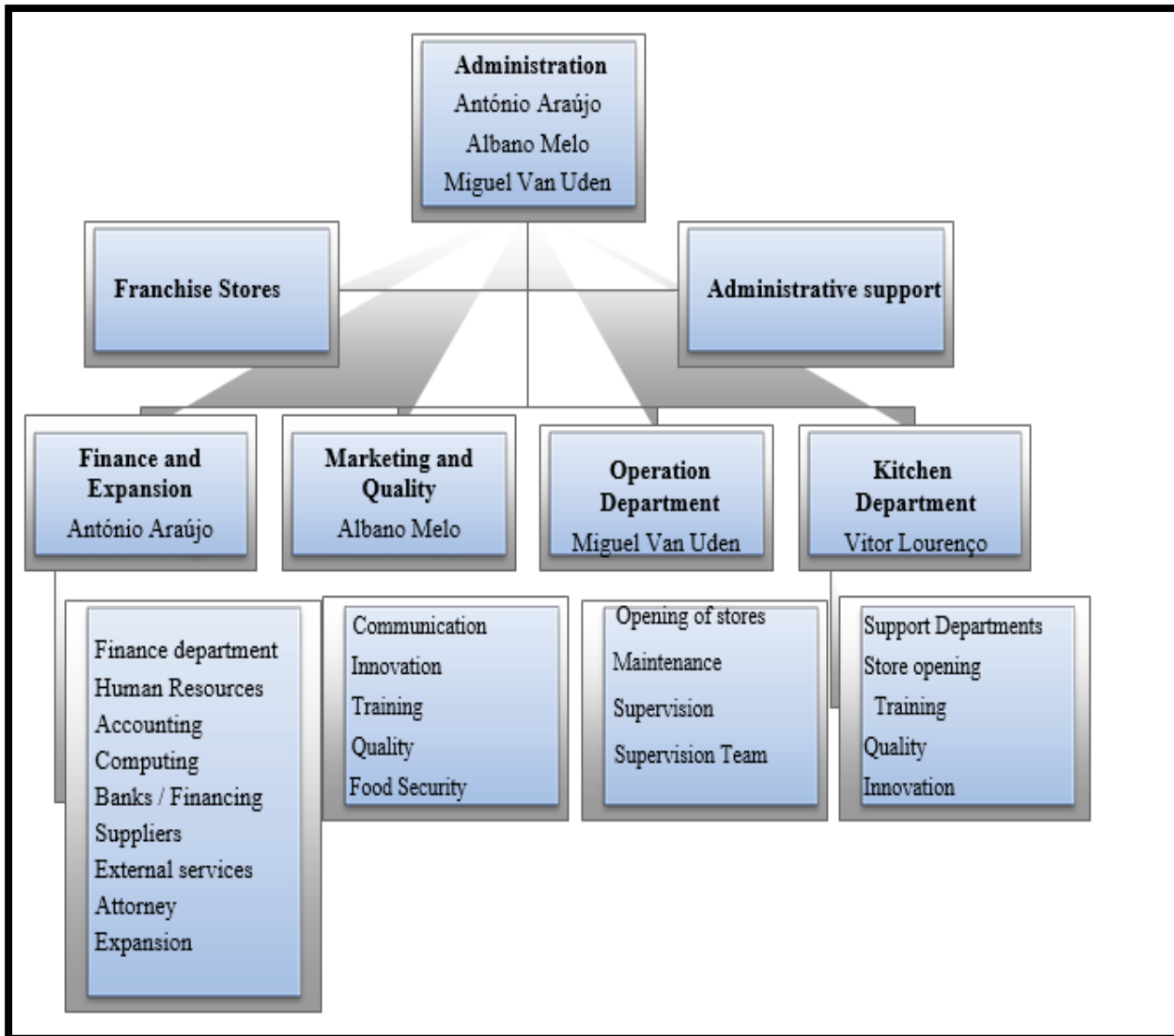


Figure 4:General organization chart of the h3-Hamburger Gourmet-: Source:h3

2.8 Internationalization Strategies for H3

Internationalization and exports, according to an increasing number of businesses, have become a more appealing strategy than focusing solely on the domestic market (Couto & Ferreira, 2017). The globalization and growth of foreign markets resulting from the removal of tariff barriers, technological changes, and liberalization of international trade, led to a decrease in costs, stagnation in domestic markets, besides a significant increase in competition, which led to companies moving to the global arena (Siddiqui, 2017).

According to (Fervença Rocha de Almeida et al., 2016) the reasons why the company decides to start its activities outside its local market are:

- ❖ Interest in reaching new consumers while trying to increase revenues and profits.
- ❖ Reducing costs and increasing the competitiveness of the company.
- ❖ Discovery of their core competencies and working to improve performance and profitability in the next day.
- ❖ Access to resources and capabilities found in external markets, such as employment, natural resources, distribution networks, and technical knowledge.
- ❖ The distribution of risks associated with different activities across different markets, because when implementing operations in different countries, the risks are less than complete dependence on the local market

"Internationalization(i18n) is the design and development of a product, application, or document content that enables easy localization for target audiences that vary in culture, region, or language(Ishida, 2021)".

2.8.1 Expansion within the borders of the homeland

Initially, the owners of h3 planned to open their chain of restaurants, with a focus on the Downtown area, However, due to the rapid success of the h3 brand, sales were steadily rising and New possibilities for opening and expanding into other Portuguese regions started to emerge.

The initial plan was to expand to the north of the country with the opening of two stores, although these restaurants were well received by the public, management quickly discovered that they lacked the capital, structures, and means to closely track operations in the north.

From above, the partners decided to abandon this scheme in favor of a franchise in the north. According to Antonio Araujo (2010), CFO stated that they did not want to grant the franchise and that convincing them to follow this policy was difficult, Therefore, they have given the privilege to people who they trust and who are essential partners.

João Ventura is responsible for expanding h3 in the northern region of Portugal (over Coimbra), The first concessionaire assumed ownership of existing stores in the north, as well as the right to open new restaurants throughout Coimbra's territory, this franchisee demonstrated excellent organization and made a significant contribution to the group's overall performance.

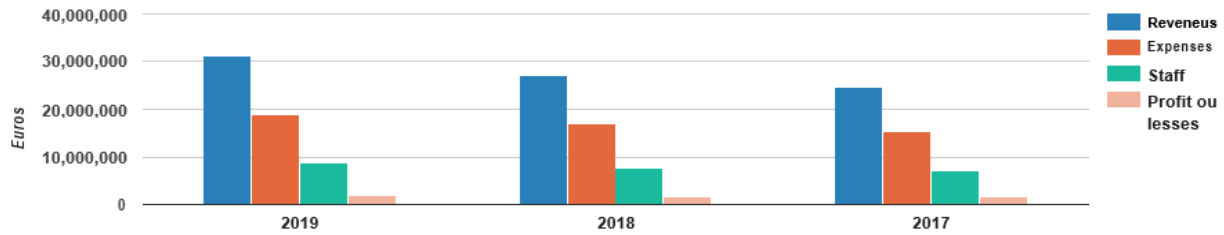
Concerning the Portuguese continental territories, the company abstained to offer the concession, this decision was because h3 continued to expand internally and was able to gain the ability to control operations in the remaining regions. Furthermore, the profits recorded provided enough financial flexibility to fund the opening of new stores.

However, the franchise model was open to planned expansion into the autonomous regions of the Azores and Madeira, with the brand's first restaurant opened in December 2010 through another responsible franchisor.

Since opening its first store in 2007, h3 has taken chances by opening 6 more stores in 2008 and 13 more in 2009 and This remarkable expansion has been followed by a very high acceptance rate, enabling the opening of 12 additional stores in 2010. By 2012, H3 was in food halls in malls all over Portuguese territory.

At the moment, we have 54 local for h3 stores in Portugal, it costs around 250,000 euros to set up a store. [See Appendix A_ h3 Restaurants and Growth Portugal h3 deployment map.](#)

In Figure 5, The chart illustrates, a brief analysis - income/expenses/profits or losses/markets - we can see the success and rapid growth of the h3 fast food restaurant chain in Portugal in the last three



	2019	2018	2017
Revenue - Invoicing Volume	€ 31.234.660,80	€ 26.933.958,01	€ 24.615.106,94
Expenses - Costs and Losses	€ 19.082.573,28	€ 16.803.433,59	€ 15.243.570,23
staff - Remuneration and Other Expenses	€ 8.816.618,25	€ 7.643.466,81	€ 7.000.507,63
Profits or Losses - Net Result	€ 1.881.427,97	€ 1.676.501,02	€ 1.592.726,08

Figure 5:: chart summary - Income / Expenses / Profits or Losses / Markets- **Source:**(Racius, 2021)

years preceding covid_19, we can see an increase in income of 24.6€ million in 2017 To 31.2€ million for 2019. profitable h3 company since its inception.

Also According to the Racius rating (2021) rating, modern company indicators give high points for (Net results 9/10, and Liquidity 7/10, maturity 10/10)(look Figure 6)

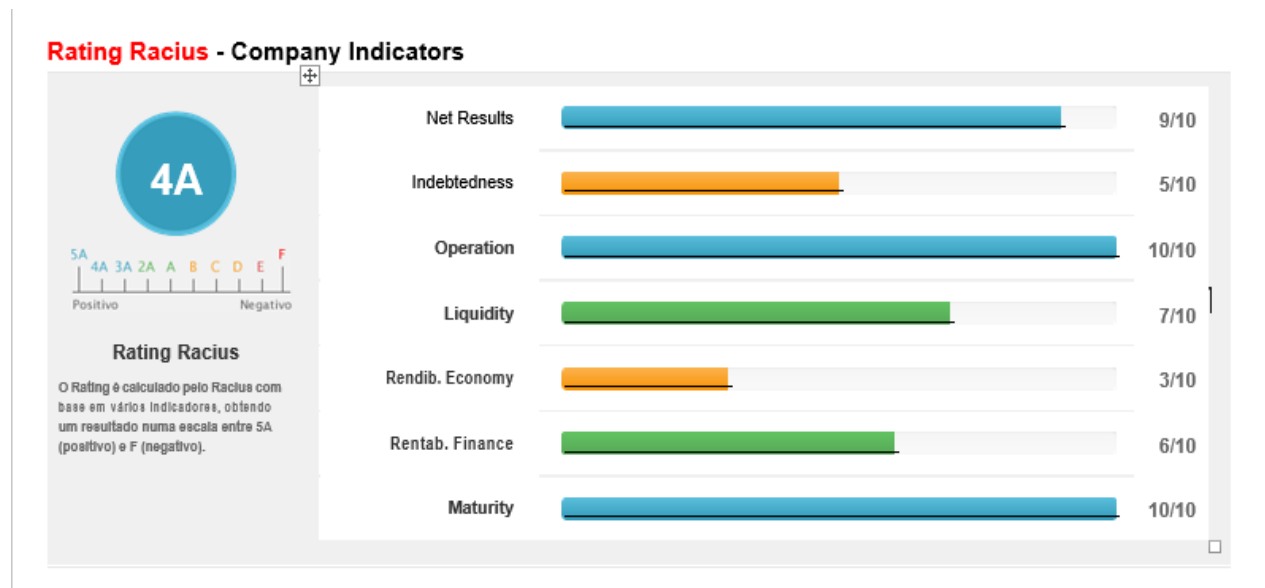


Figure 6:Rating Racius - a chart showing the company's indicators h3- **Source:** (Racius, 2021)

2.8.2 Internationalization of H3 (Beyond Domestic Success: Going Global)

It is not possible to talk about h3 without mentioning its internationalization strategies.

From the start, three friends (Antonio, Albano, and Miguel) have expressed their desire for h3 to become the largest burger chain in the world.

During its early years, H3 experienced phenomenal development, However, due to concerns about the saturation of the Portuguese market, the company attempted various internationalization strategies, because growth rates of around 100% soon began to stagnate at 30 percent and lower.

❖ Poland

H3 began the process of internationalization with the opening of its first store in Poland, in the Warsaw region in December 2010, more precisely in a shopping center called Mokotów Gallery, this mall is located in the middle of an upscale residential area.

Poland is the country chosen by H3 as its first international experiment, H3 chose this country because it believed it was a market that responded well to the brand. Poland was a highly developed country with a shopping center culture similar to Portugal as its population increased to 40 million, and it had high economic and political stability.

Although h3 entered the Polish market with high expectations, this internationalization step failed. Many reasons were identified, the most important of which is the result of the lack of knowledge of the Polish local market (for example, the additional costs of building and designing the store through lack of knowledge of the local law) and The inability of Polish customers to correlate the value of meals with the premium price of the products(Diana & Saraiva, 2014).

❖ Spain

H3 has also noticed a significant chance for expansion and growth in the adjacent country of Portugal, the Spanish market. H3 has opened two stores in Madrid shopping malls, Kinépolis de Pozuelo de Alarcon and Diversia Shopping Center, under a licensed franchisee of the Vips Group, Spain's market leader in the restaurant industry, which was interested in the h3 brand and its strategies. As in the Polish case, the Spanish market was not the same as the Portuguese market at all. The second failure of internationalization is attributed to a flawed analysis of the Spanish market and the failure of h3 to pass its core message to this audience. Also, Spaniards have a habit

of taking a lunch break to go home and take a regular siesta, which normally lasts two hours, so having lunch at malls is frequent, but not as frequent as it is in Portugal. In addition, Spanish customers prefer to eat in street restaurants (Lopes Raimundo, 2016).

❖ Brazil

According to (José Carvalho, 2018) It seems that internationalization in Brazil and North America has been present at the head of the administration since the beginning of the h3 internationalization step.

Strategic reasons for choosing Brazil:

- ✚ H3 concluded that the culture of the Brazilian shopping center is very similar to that of the Portuguese shopping center, indicating that it is a mature fast food market, reinforced by the lack of a language barrier.
- ✚ the large size of the Brazilian population, as more people enter the middle class.
- ✚ Meat consumption is very high, compared to other countries, specifically European countries.

The internationalization of the h3 group in Brazil began with the opening of two stores in Morumbi Shopping, Vila Olímpia, in São Paulo in 2011, and seven more in 2012. In 2013, they opened 3 more stores in Recife, Salvador, São Paulo, followed by the opening of the first restaurant in Rio de Janeiro in 2014. To this day, h3 has managed to achieve tremendous success and growth in the Brazilian market, through the model used in current Brazilian stores, which is a joint venture model with its Brazilian partners as the master franchisor, it was the most successful method of rapidly expanding into the area and ensuring that competitors did not, in addition to the strategy of investing in wholly-owned local stores (In Brazil there are more than 20 restaurants between a wholly-owned and a franchisee).

Miguel, one of the three founders, revealed that the investment in the first store in São Paulo amounted to 2.5 million Brazilian reals (about one million euros).

Albano Homem de Melo, António Araújo, and Miguel Van Uden said After opening a store in Angola in 2015, Shortly, we see the h3 brand present in “many countries around the world (Dionysus, 2015).

At the moment, the partners are conducting numerous studies in an attempt to enter the UK and USA markets.

The fact is that Portugal remains the most important source of income for the brand and its stability, which provides it with the necessary cash for expansion and growth in foreign markets.

From Figure 7, it is evident that the net income increased from 1.59€ million in 2017 to 1.88 € million in 2019. We note a decrease in the total assets owned by the company from 8,29 € million in 2017 to 6,65€ million in 2019, while the capital increase is owned by the company. Shareholders (total equity) from € 1.77 in 2017 to 2,061€ million, Finally, we could see a good increase in cash flow from 558€ million in 2017 to 975€ million euros in 2019.

From the above, it notes the good financial health of the company, which enables us to say that H3 is strong enough for growth and expansion in the Middle East region.

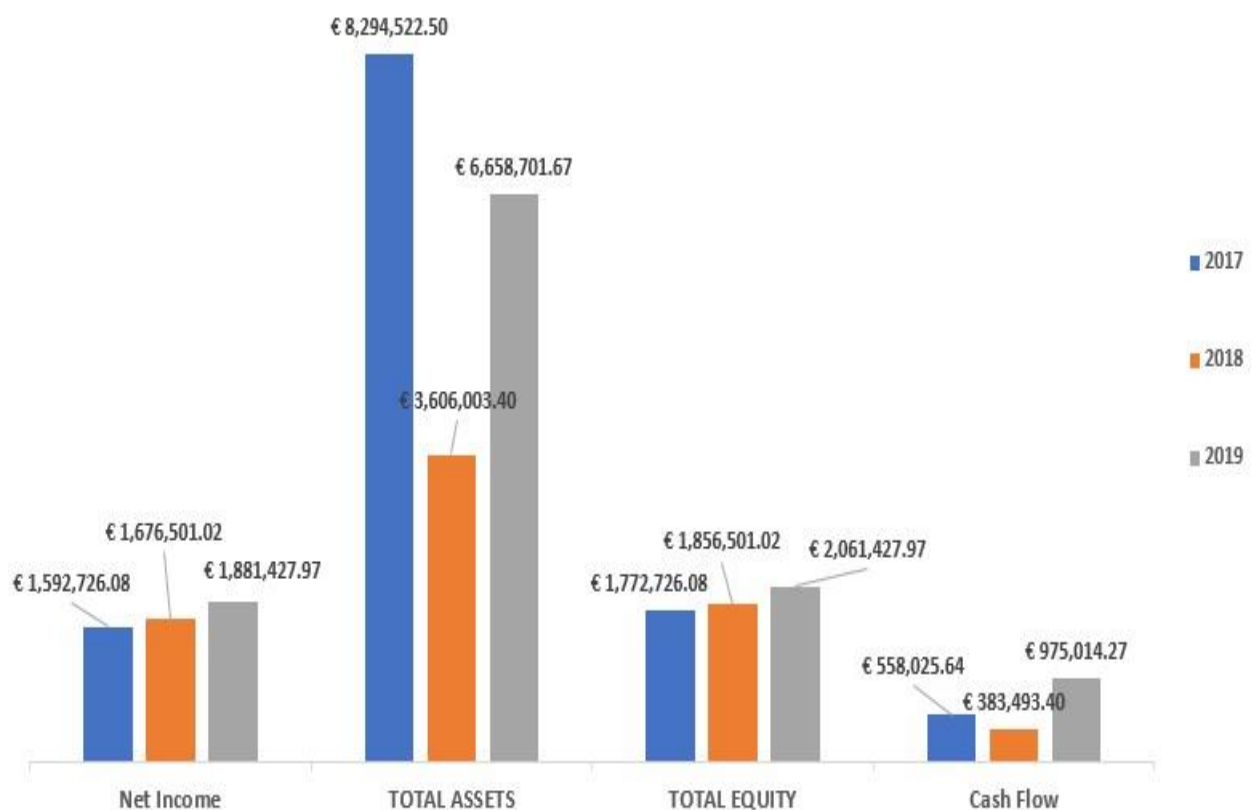


Figure 7: Financial analysis of the h3 company- Adopted by the author, Retrieved from <https://www.racius.com/relatorio-financeiro-detalhado/h3-portugal-s-a/#report-2019>

CHAPTER 3: Literature Review

3.1 Internationalization Strategies

It is the strategy through which the company aims to create a competitive advantage by being present in several markets outside its home country (Harvard Business Review, 2018). Thinking globally and understanding international cultures are what companies interested in internationalizing their businesses need to survive and thrive (Hitt et al., 2016). Research and literature also indicate that companies' search for external expansion can be driven by their search for other important resources and assets, such as technological knowledge, research, and development capacity, raising and updating management skills, and compete with the most advanced brands in the world (Eisingerich et al., 2010). One of the most critical and nuanced decisions to be taken by business leaders is internationalization (Cakmak, 2018).

According to Tupura et al., (2008) Companies who plan to realize internationalization must make several strategic decisions, the most important of which are:

- ✚ Path to internationalization.
- ✚ Selection of entry modes.
- ✚ the choice between geographic focus and diversification.

These three decisions are to some extent interrelated, and it can be said that it is indispensable features of any international strategy.

but according to Kubíčková & Toulová (2013) Participation in the process of internationalization cannot be understood as simply an opportunity to gain greater profits and competitive advantage. The possible risks associated with this process need to be taken into account because engaging in the process of internationalization will bring many different real risks to businesses. The biggest barrier to international expansion is the lack of knowledge of foreign markets (Figuroa-de-Lemos et al., 2011). Also, there are economic risks such as (exchange rate fluctuations, trade exchange (import and export), financial procedures for the facility (loans and investments) ... etc. and political risks such as (political stability of the host country, foreign currency exchange procedures, protectionist measures such as customs tariffs, Restrictions on transferring profits and capital abroad ... et) (StarTimes, 2020).

International companies' research, review, and understanding of the target market decreases possible risks and improves the likelihood of successfully entering the market by a significant percentage (Tariq Khan, 2017).

3.2 International market entry strategies

Globalization forces are pushing businesses to go to the foreign market, so when a company thinks of extending its business beyond the local market, it needs to explore the type of mechanism through which it reaches the global market (Barua, 2014).

Choosing the optimum entry position is one of the most critical issues in the foreign market entry strategy (Zhao & Decker, 2015). It determines whether the company has complete control over the foreign unit or must share control with a partner (Schellenberg, 2015).

International research on the entry method is important because the chosen entry position has substantial performance implications, also the decision on the entry position has long-term repercussions for the organization because it is difficult to alter once it is formed (Ulrich et al., 2012). The literature review indicates that there are at least six main dimensions of the external environment associated with the option of entry mode: cultural distance, business attractiveness, host country environment instability, host country legal environment, host country competitiveness, and home country culture. For most of these six dimensions, different facets are used and different variables are investigated (Vidal-Suárez et al., 2013).

Above all, Morschett (2010, p. 60) defined the entry mode as *“a structural agreement that allows a firm to implement its product market strategy in a host country either by carrying out only the marketing operations (i.e., via export modes), or both production and marketing operations there by itself or in partnership with others (contractual modes, joint ventures, wholly-owned operations)”*.

Multiple entry strategies take into account the different levels of commitment and risk that the organization is willing to take (Buckley et al., 2020).

The following [Table 1](#) shows the classification of entry positions

Table 1: Market Entry Positions

Modes Entry	Concept	Forms
Non-property rights situations	They are situations that do not involve investment in the capital by a foreign expatriate	<ul style="list-style-type: none"> • Export (direct export and indirect export). • Contractual agreements (licensing, strategic alliances)
Status of property rights	They are partially or wholly-owned operations	<ul style="list-style-type: none"> • Direct investment • Joint venture • Wholly owned subsidiary (green fields, acquisitions).

SOURCE: Adopted by the author retrieved from (Morschett et al., 2010)

In this particular case of h3 internationalization, the brand started to expand with a direct investment strategy, franchising, and a transactional strategy was introduced in some cases due to the insights acquired over the years and the rapid growth of restaurants.

Among these different types of entry positions, some relevant entry positions are discussed below, it well as specific methods of penetration into the target market.

3.2.1 Market entry strategy by arranging franchisees

Franchising is a strategy for entry into the international market where a semi-independent business owner (the franchisee) pays the franchiser fees and royalties to use the name of a corporation to sell its goods or services (Kotler and Armstrong, 2012).

The main advantage of the franchise is the ease of independent work and the most common benefits of franchising are that it capitalizes on an already successful strategy (Bereznov, 2020).

The franchisee typically has local expertise, it is less costly than foreign entry modes dependent on equity (David, 2016). The franchisor is not exposed to risks associated with the foreign market (Franzetti, 2015).

A franchisor has many advantages of franchising approval, it can use the franchisee assets such as money, time, communications, ideas, and other people's resources to expand and increase collective purchasing power and research and development for new products and services (Advisor, 2012).

The brand can be featured in exhibitions of franchise companies in the Middle East (FME), the largest international franchise exhibition in the Middle East, supported by IFA (International Franchise Association), held annually in Dubai and facilitates direct communication between entrepreneurs and potential buyers from the region and beyond. The exhibition gained a reputation for being the ideal networking opportunity for international franchisees, to reach the booming Middle East and North African markets, and to unleash their franchise concepts (Agreement & Combined, 2015).

In 2019, the fair hosted 80 brands and more than 1,600 investors and participants, and the fair enjoys active participation from several new countries such as Croatia, Latvia, and Estonia (Dias Center, 2019). Concept of franchising in the United Arab Emirates, there is no specific law for companies, as franchising is subject to commercial and agency regulations (Ahmad Bin Hezeem, 2019). While franchising is a low-risk way of expanding the brand and sharing costs and experiences, there are also downside risks, said Sari Hamway, World Franchise Associates COO who says that although franchising generates revenue, it also generates additional work and additional workers (Scott, 2017). Franchising allows for rapid expansion that is unlikely to be used by other forms of international entry (Abrams, 2019). Dubai remains the preferred base for franchising operations in the region due to its tax situation, the relative stability of its legal and regulatory systems, and its openness to foreign investment

3.2.2 Market entry strategy through licensing and setting up a business- Direct Investment

The main advantage of retaining the whole or the majority of restaurants is to allow them to control and manage their brand in the Dubai market, as the company demonstrates its commitment to the market by promoting in this way a better image of itself, especially deeper relationships with customers, suppliers and local distributors, allowing the company to better design its products to

meet local needs, and, they will have strict control over the process and will not lose their technology to others (Pedro et al., 2012).

The detailed pricing for the individual items shown may vary depending on the licensing authority, rental value, and suppliers used. However, the average cost of opening a small independent restaurant ranges from 0.5 million dirhams to 1.25 million dirhams (125,000€ to 400,000€) depending on the size of the restaurant and the rental costs and doubles this value for a higher-level restaurant.

Starting a restaurant business in Dubai and running a successful business requires careful planning, experience, and adherence to the law because food habits are an integral part of the country, so one strategy is to contact consultants based in Dubai, which may help in adapting the offer (in terms of menu, pricing, and brand) with the Local market. Example The Consultants at Commitbiz Business Setup Consultants Dubai provide solutions and information that can save time and capital.

The new Foreign Direct Investment Law (2018), provides several incentives and advantages including (100% ownership percentage, guaranteeing the right to use real estate, making financial transfers outside the country, and ensuring the confidentiality of technical, economic, and financial information and investment initiatives), as, before the issuance of this law, foreign investors were entitled to own only 49% Off the capital of companies incorporated in the Emirates.

Entering the market alone can be difficult, due to the lack of knowledge of this new market and the required initial investment, and is risky in terms of restricted and devalued currencies, bear markets, or government changes (Kotler & Armstrong, 2008).

3.2.3 Market entry strategy_- Joint venture (JV) with a local Partner

There are many different reasons why a company might seek to enter into a joint venture, they may wish to leverage their joint venture partner's expertise, access new markets, develop new products, or share risks and resources (Haden & Partners, 2019). also, an effective local partner for a joint venture can have a huge effect on a company's competitiveness because it can serve as a cultural bridge between the producer and the market (Citeman, 2017).

A joint venture in Dubai is an agreement between a foreign party and a local party licensed to carry out the required activity. Participation in the local capital in the joint venture must be at least 51% but the distribution of profits and losses shall be determined (Depierreffe, 2020). also, the two parties agree to work with each other in a joint venture and the term of a joint venture may be

specified or opened, Specific deadlines and targets are usually decided by the parties to the joint venture agreement. Dubai has become a site of attraction for tourists due to its investment in a large group of shopping centers that provide access to retail stores of world-class luxury brands, which makes it one of the most important retail destinations in the world, so we can choose restaurants and retailers as potential partners in a business agreement, reducing the investment risk and sharing their expertise in local retail operations (Economical Development Department, 2019).

Because of the versatility, the process offers, joint ventures as a legal entity are among the most favored choices globally. Under the UAE Commercial Companies Rule, this form of corporate company in the UAE is recognized and regulated.

According to some Dubai government officials, it will the prerequisite for local ownership is being phased out.

In the following [Table2](#), we will explain the most important features and benefits.

Table 2: The advantages and Benefits of Joint Venture in Dubai

	advantage	Benefits
Joint Venture in Dubai	<ul style="list-style-type: none"> • One of the greatest advantages of starting a joint venture is no compulsion of licensing as the local partner will have a business license to carry out the activity. • The local contribution coming from your partner will be very beneficial by giving your company increased access to the new market • When entering the Dubai market, the joint venture would be safe for companies. 	<ul style="list-style-type: none"> • No personal income and capital taxes • No corporate taxation • 100% repatriation of capital and profits • No currency restrictions • Competitive import duties (5% with many exemptions) • Abundant and economic energy supply • Competitive freight charges

SOURCE: Adopted by author retrieved from (Lantceva, 2020)

3.2.4 Market entry strategy by Free Trade Zones (FTZs) -Direct Investment

More than 20,000 businesses are located in the UAE Free Zones. Free Trade Zones allow 100% foreign ownership, expedited registration, and advanced logistical support, mostly organized along sectoral lines. also, Capital repatriation at a 100 percent rate of benefit, multi-year rentals, convenient access to the sea and airports, rented houses, electricity connections (often at subsidized rates), employee recruiting assistance. Besides, significant support services are offered by the free zone authorities, such as funding, worker accommodation, jobs, and protection(International Trade Administration[ITA], 2020).

Free trade zone companies must share 51% of the business with local distributors, sponsors, or agents who are citizens of the UAE (outside the free trade zone structure) to access the local UAE market, However, the main attraction of free zones remains the waiver of local ownership requirement to the majority with 100% renewable tax exemptions for 50 years. (Judith Baker, 2019). In the United Arab Emirates, there are more than 38 free zones in operation; Table (3) lists the most significant free zones in Dubai, also see Appendix B:: Distribution of free zones in Dubai (Google Map)

Table 3: Important Free Zones in Dubai

Free Zones in Dubai	
Dubai Internet City	Dubai Knowledge Village (DKV)
Dubai International Academic City	Dubai Production City (DPC)
Dubai Media City	Dubai Energy and Environment Park (EnPark)
Dubai Studio City (DSC)	Dubai Outsource City (DOC)

Dubai Gold and Diamond Park (GDP)	Dubai Silicon Oasis Authority (DSOA)

Source Adopted by the author retrieved from (International kotsomitis FBS, 2020)

3.2.5 Market entry strategy by licensing of food trucks - direct investment

There is also another way to enter the market that the region is witnessing in the QSR (Quick Service Restaurant) sector, which are concepts like mobile food trucks and pop-up kiosks especially in the UAE where operators take advantage of the country's international flavor and spread local food options, also helping to create some brand awareness and looking for a partner in the market(Nisreen, 2021).

This type of restaurant represents an innovative idea that attracts visitors, Tourists, and investors. It is also an opportunity to provide food and beverage supply services during festivals and external events, especially with the diversity of social, official, and specialized activities in Dubai.

Last Exit is one of the most popular places that provide food trucks in Dubai, with its branches located in several regions in the emirate, including Al Khawaneej, Jebel Ali, the South, Al Qudra area, and every cart, It has a decorative pattern that distinguishes it from the cars spread in other areas(Sami, 2021).

according to(Sami, 2021), General Manager(Last Exit), the most important feature offered to tenants and entrepreneurs is the option to agree on a short-term lease contract, which gives them the knowledge to evaluate and study their offered products, Before committing to long-term contracts. It is worth noting that all Last Exit venues are not limited to serving food, but also provide places to sit in a fun and enthusiastic atmosphere

Kite Beach and La Mer: These are two of Dubai's best beaches, where there are food trucks, and Which attract individuals and families greatly to spend the most enjoyable times.

Although food trucks in Dubai are seasonal, meaning they are associated with festivals and celebrations, the places mentioned above have food trucks available throughout the year.

Appendix B: A map showing the locations of the free zones in Dubai and other areas of the spread of food trucks (Google Map) showing the food truck locations.

3.3 International Development Strategy

expansion can lead to the risk of disrupting the company's current business operations, but with the formulation of an international growth strategy through analysis, planning, and adequate vision, and a clear pre-implementation understanding of the target market, It is possible to improve the private expansion strategies of multinational companies (Velocityglobal, 2018).

To assess and study a potential market, we need to collect information on:

- + Demographics (demographics - age, gender, education level, income, profession, behavior - loyalty, attitude, willingness to buy, usage rates, Lifestyle, social class, personality, and personal values)
- + PESTLE analysis (political, social, cultural, environmental, and technological factors)
- + SWOT analysis (strengths, weaknesses, opportunities, and threats)
- + Analysis of competitors
- + Existing distribution and communication channels
- + Barriers to entry
- + Knowing the regulations

The main topics to be considered regarding the regulations:

- ❖ Licensing restrictions, labor laws, wage levels, and the most important social legislation
- ❖ What is the assistance provided by the government and political forces?
- ❖ Capital movement and knowledge of the restrictions imposed on profits
- ❖ Pricing regulations, marketing, and advertising laws.

Finally, the major challenge for companies that do planning and research before implementing the international strategy is to ensure that the elements of the marketing mix work together to achieve the marketing objectives.

In the past, the marketing mix was taken to encompass four 4PS elements: (Product, Price, Promotion, and Location). In recent years, three new elements have been added to the marketing mix to form the so-called 7ps (Extended Marketing Mix).

In some areas of thinking, there are 8 elements in the marketing mix, and the final component is (productivity and quality) (8 PS).

This came from the old service marketing mix and has been folded into the extended marketing mix by some marketers. So far, the marketing mix is still largely applicable to the day-to-day

business of a marketer. So a good marketer will learn to adapt the theory to fit not just the modern era but the company's business model

Marketing elements are illustrated in the following [Table 4](#)

Table 4:Marketing Mix 8ps

Marketing Mix	Concept
Product	The good or service the consumer purchases
Price	The amount that the consumer pays for the item
Place	How the product is distributed to the customer
Promotion	are all the means used to educate and sell consumers about products
People	People who interact with consumers in introducing the product
Process	They are all the processes and systems that affect how employees handle goods and deliver them to consumers
Physical	The tangible thing relating to the product or the physical environment in which the consumers receive the service
Productivity & Quality	The company's ability to provide services in a timely and cost-effective manner while retaining quality characteristics, how to pass that on to its customers.

Source: Adopted by the author retrieved from (Lahtinen et al., 2020)

3.4 International Digital Marketing Strategy

Over the past decade, technology and the way it is used have changed dramatically, As the digital revolution affected consumers and businesses alike, the Internet has become from a source of information to a place where people come together to share their stories and experiences, In addition to displaying and selling their marketing products(Tarnovskaya et al., 2010).

Digital technology has become increasingly integrated into the corporate identity, As a result, digital marketing has become a key component of the company's overall marketing plan(Zucker, 2020). According to Niemisto(2018), the complexity of your digital marketing strategy mainly depends on the size of your business and your long-term goal. international Digital marketing is the most effective way to attract customers, as it helps in the brand development process, is marked by enthusiasm, innovation, continuity, and allows things to move in the right direction(Bates, 2018). Nowadays, the digital sphere appears to be a real and rapidly expanding phenomenon that affects the majority of people and businesses all over the world, this means that the company's

website also needs to be part of the global mix (Ryan & Damian, 2020). Companies need a strong international digital marketing strategy if they want to concentrate on trading and exporting their goods and services globally (Commentator, 2017).

According to Nasser (2021) There are many ways for a company to choose the best digital marketing strategy, but some methods are considered fundamental, which means that they should always be used regardless of the type of business it is running.

First: Search engines are the best friend of the public with all their characteristics and interests, so no individual does not own a mobile phone and uses it when wanting to search or inquire about anything or any information or any place. Where we can say the most famous of them is Google, as everyone has the conviction that the famous search engine Google knows everything! That is why we resort to Google when we want to learn about new information or search for a new place to hike or search for a product that we want to acquire or search for a service that we would like to benefit from. All these motives were the reason for Google becoming one of the most important types of electronic marketing that can be applied to achieve the highest rates of sales and revenue for brands. Search engine marketing includes many techniques that help you improve, market, and promote the product or service that the company provides to the public, the most important of which is SEO, Search Engine Optimization (SEO) is a must for all companies looking to build an online presence, it's not just about topping the search engine result rankings, It is mainly about gathering the right information about internet businesses to let search engines and human viewers know what you have to offer.

Secondly: Marketing through different social media platforms (Facebook, Instagram, Twitter, YouTube, LinkedIn, Pinterest, Snapchat, WhatsApp...etc.) is also essential, due to the role it plays in the consumer market. Almost every potential customer has a social media account, so companies use it as a platform to deliver the marketing message, promoting their activity and branding whatever product, good, or service they offer, It also helps you achieve more important goals than selling, which is documenting the brand with the target audience of the company, this is a result of direct communication with them with different types of content, the language, behavior that resembles their behavior and interest.

For a strong international digital marketing strategy that relies on additional types of e-marketing, according to international market requirements and consumer behavior there such as (Content

Marketing, Search Engine Optimization (SEO), Pay Per Click (PPC) Ads, Affiliate Marketing, Email Marketing, Radio Advertising, traditional marketing, Pay-Per-View Advertising, Mobile Application Marketing) .

Besides the above, we cannot overlook the importance of traditional marketing such as (TV ads, print, newspaper, and magazine ads, billboards scattered in the streets and public places) and it is one of the types of marketing that can be used today as well. But with the development of consumer behavior now as we mentioned, it was The marketing method must also evolve to suit the behavior and thinking of the now-consuming audience, whose interests have shifted to the Internet only.

3.5 International Strategy Implementation

Companies need to constantly update their business strategy to stay ahead(Alexander, 2015). in today's rapidly changing global environment, traditional boundaries are disappearing and technologies change rapidly(Saleh Ibrahim, 2016).

Strategy implementation is the last stage in the business transformation process that begins with formulating strategic initiatives, where the successful implementation of strategy, acquires more importance as the need for organizations to adapt to the new reality increases (Yaprak et al., 2011).

The implementation process can entail essential changes in the structure, culture, and systems of the organization(Kruger, 2012). The volatile nature of the world today makes the execution of the strategy more complicated(Kosiom, 2013).

Back in the 1980s, it was said that the global market had become so homogeneous that, through similar tactics, multinational corporations could market uniform goods and services worldwide,(Global Strategy).

Levitt(1983)was one of the first to defend this standardization strategy in the monolithic market in his Harvard Business Review paper. Levitt argued that marketers are faced with an "A homogeneous global village," He recommends that companies create standardized, high-quality global goods and sell them through standardized advertising, pricing, and worldwide distribution.

According to Yalcin & Cimendag(2012) Nowadays, many companies have learned that the standardized approach is ineffective, Certain consumer needs may be universal, but there are different behaviors, motives, and expressions of needs, Consumer behavior often does not converge on a global scale, rendering the global marketing approach suggested by Levitt highly doubtful.

So companies began to take into account locally relevant issues in the performance of commercial activities, by meeting the needs and requirements of local markets around the world by customizing their products and services with local tastes, (Multidomestic Strategy).

Companies seek a compromise between the multi-company strategy and the global strategy, to achieve a balance between the desire for efficiency and the need to adapt to local preferences within different countries(Expansion, 2020). (Transnational strategy)

Brand name, product, packaging, and labelling are the easiest variables for the marketing mix for standardization, so the strategy needs to be combined Countries by social, cultural, technological, political, and economic similarities(Bernier & Meyer, 2010).

Large fast-food chains, such as McDonald's and KFC (Kentucky Fried Chicken), rely on the same brand names and the same basic menu items around the world, but These companies make some concessions to local tastes too(Stock, 2020)

3.6 Cross-cultural customer service

language, culture, lifestyle, faith, and customs give rise to cross-cultural threats, Language service levels Differences may trigger communication difficulties, and employee conduct at work and buying behavior can be greatly influenced by culture and lifestyles(Hollsten, 2016).

The difference in culture is one of the considerations that must be taken seriously when selecting an international marketing strategy for a particular food service company since culture is an important factor in affecting the consumer market and shopping behavior, so international marketing managers should at least be careful about ensuring they understand cultural differences(Cui & Ting, 2009).

From above, if the company is not aware of the country's religious customs and beliefs, this may cause the company to do marketing, which the locals may find offensive. For example, if the company is going to a peaceful country and does not care about Islamic culture in marketing, then the company can offend its customers and get a very negative image and in the worst case, it may withdraw from the market

According to Hofstede (2001), he states that to define a cross-cultural customer service strategy, one must take into account the differences in cultures, thinking, feelings, and behaviors in different countries, which are acquired during their childhood and are then shaped by their social environment.

Therefore, Hofstede (2001) identified five dimensions of culture with the addition of a sixth dimension later:

❖ Power Distance Index (PDI)

Power distance is the degree to which less powerful members of organizations and institutions (such as the family) accept that power is unevenly distributed. In countries with a high distance of power, less strong people accept the power relations that are recognized by subordinates based on their position in a formal hierarchical position, and as such, Hofstede's (strength) distance index does not reflect an objective difference in the distribution of power, rather, it reflects the way people perceive power differences.

❖ Individualism (IDV) versus collectivism

The extent of the integration of individuals into groups. In individual societies, the focus is on personal achievement and individual rights, and people are expected to stand up for their rights, the rights of their families, and the choice of their affiliations. In contrast, in collective societies, individuals often act as members of a cohesive and lifelong organization.

❖ The Uncertainty Avoidance Index (UAI)

It indicates the extent to which members of a culture feel threatened by various, unknown situations and vague beliefs, which they try to avoid or adapt to this basic fact of human life.

❖ Masculinity (MAS) versus femininity

The distribution of emotional roles between social groups. The values of male cultures reside in competition, assertiveness, materialism, ambition, and strength, while female cultures place more value on relationships and quality of life.

❖ Long-term orientation (LTO), versus short-term orientation

It describes the time horizon of societies. Long-term-oriented societies attach more importance to the future. These societies foster real, reward-oriented values, including sustainability, savings, and resilience. In short-term oriented societies, underpinned values are linked to the past and the present, including constancy, respect for traditions, preservation of face, reciprocity, and fulfillment of social obligations.

❖ Indulgence encounter self-control (IND)

This dimension is defined as the extent to which people try to control their desires and impulses, based on the way they were raised. Relatively weak control is called Indulgence and relatively strong control is called Restrain

3.6.1 Dimension of Culture (Hofstede) for Portugal and UAE

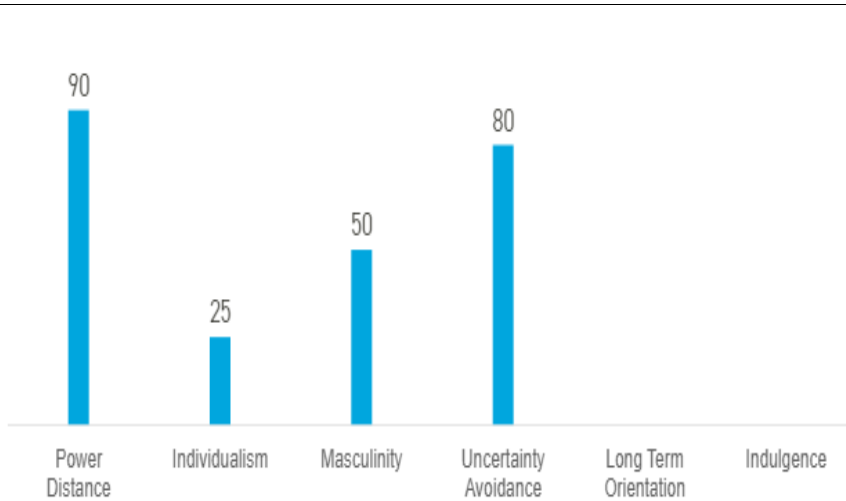


Figure 8: UAE Hofstede indicator

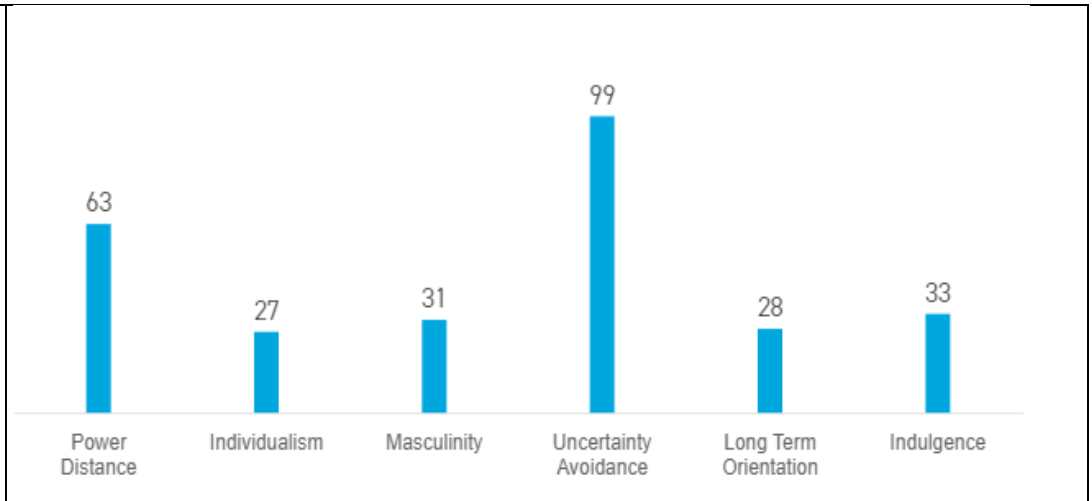


Figure 9: Portugal Hofstede indicator

Table 5: Difference Hofstede indicator between UAE and Portugal

	UAE	Portugal
PDI	In this dimension, the United Arab Emirates scores high (a score of 90), which means that people embrace a hierarchical structure in which everyone has a position. Hierarchy in the organization is seen as representing inherent inequality, centralism is prevalent, subordinates expect to be told what to do, and the ideal boss is a benevolent despot	The score of Portugal in this dimension (63) represents the acceptability of the hierarchical gap and the permission of those in the most important positions to provide compromises for their positions. Controls of management, that is, the manager needs input from his subordinates and their boss, these are expected to be controlled by their boss
IDV	The United Arab Emirates, with a score of 25 is considered a collectivistic society. This manifests itself in a close, long-term commitment to a group of members, Loyalty in a group culture is critical and transcends most other societal rules and regulations, Everyone has responsibility for fellow members of their group, and employer/employee relationships are viewed ethically (such as a family bond), Hiring and promotion decisions take into account the employee's group within the group, and management is the group management	Portugal, in comparison with the rest of the European countries, is collective (due to its score in this dimension: 27). This manifests itself in a close, long-term commitment to the group of members. In a group culture, loyalty is paramount and transcends most other community rules and regulations. Everyone takes responsibility for the fellow members of their group. In group societies, employer/employee relationships are viewed ethically (such as a family bond), hiring and promotion decisions take into account the employee's group within the group, and management is the management of groups.

UAI	The UAE scores 80 in this dimension and thus has a high preference for avoiding uncertainty. Countries with a high level of uncertainty keep avoiding strict codes of belief and behavior and do not tolerate unorthodox behavior and ideas.	If there is a factor that quite specifically distinguishes Portugal, it is the avoidance of ambiguity. In this dimension, Portugal scores 99 and thus has a very high preference for avoiding uncertainty. Countries with high ambiguity avoidance maintain strict standards of belief and behavior and are intolerant of unorthodox conduct and thoughts.
MAS	The Arab Emirates scores 50 on this dimension and can be considered to be neither Masculine nor Feminine	Portugal ranks 31 on this scale and is a nation where consensus is the keyword. So polarization is not well-considered or excessive competitiveness appreciated.
LTO	There is currently no score available for the United Arab Emirates on	The low score of 28 shows that Portuguese culture prefers normative thinking over realism thinking.
IND	There is currently no score available for the United Arab Emirates on this dimension	A relatively low score of 33 indicates that Portugal has a culture of Restraint

Source : (Hofstede Insights, 2020)

CHAPTER 4: Market UAE

The Emirates or (officially: The United Arab Emirates - UAE) is a federated Arab state located in the east of the Arabian Peninsula in the southwest of the continent of Asia overlooking the southern shore of the Arabian Gulf, the southeast with the Sultanate of Oman.

UAE Population in 2020 is 9.89 Million according to the data provided by the World Bank, While Dubai Population in 2020 is 3.38 Million according to the official Dubai Government website (Blogger, 2020). There is a large number of expatriates in the United Arab Emirates, where expatriates make up two-thirds of its population there are more than 200 nationalities and thousands of foreign and international companies.

No conversation about the UAE market is complete without talking about the amazing changes that the country has undergone in recent decades, the UAE has witnessed in a very short time rapid development and change, has been able to be a regional centered trade and business due to its oil resources, Open market economy, and rational management (Kirat, 2016).

according (Statista, 2021), The statistics show the growth of the gross domestic product of the United Arab Emirates during the period from 2015 to 2019, as the GDP decreased to 1.29% in 2018, followed by a good increase in 2019 of about 1.68% compared to the previous year. But we have a sharp decline due to the Covid-19 crisis 2020 to -6.57%, according to the report, there is expected growth and improvement to 2.57% in 2025, as the chart shows in Figure 10.

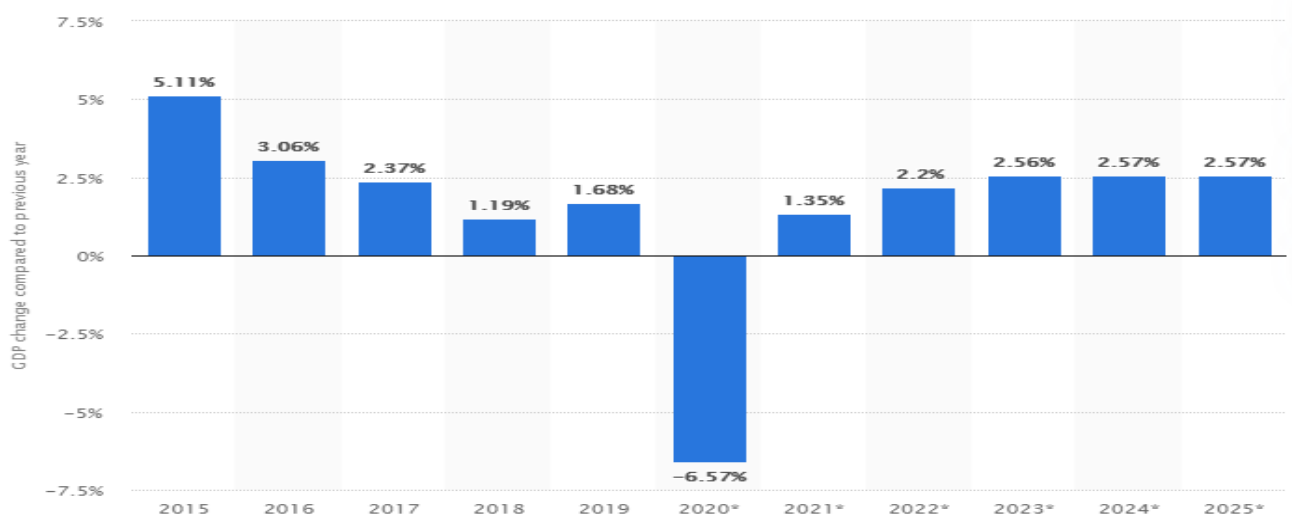


Figure 10:Gross domestic product (GDP) growth from 2015 to 2025:Sources:(Statista,2021)

Portugal has a current population of 10 million, roughly the same as the population of the UAE(World meters, 2021) .but in Portugal, the economic situation differs greatly from that of the UAE economy, the services sector is currently the most important component of the Portuguese economy, as it represents 75.8% of the total value added (GVA) and employs 68.1% of the employed population. It is followed by the industry sector which accounts for 21.9% of total value-added, proving 24.5% of jobs. It saw fisheries and agriculture only 2.4% of GDP while employing 7.5% of the working population Tourism should be emphasized as well, taking advantage of Portugal's geographic position, environment, and long coastline,(Wikipedia, 2019).

Following the negative effects of the financial crisis on the Portuguese economy in the period 2007-2008, the Portuguese economy has remained stable, with an acceptable change from 2015 to 2019, with a GDP growth of 2.17 % in the year 2019. However, due to the Covid-19 crisis in 2020, we have a steep drop to -10%, according to the report, there is a growth and improvement of 6.5 percent GDP in 2021, as shown in the graph in Figure 11(Statista, 2021).

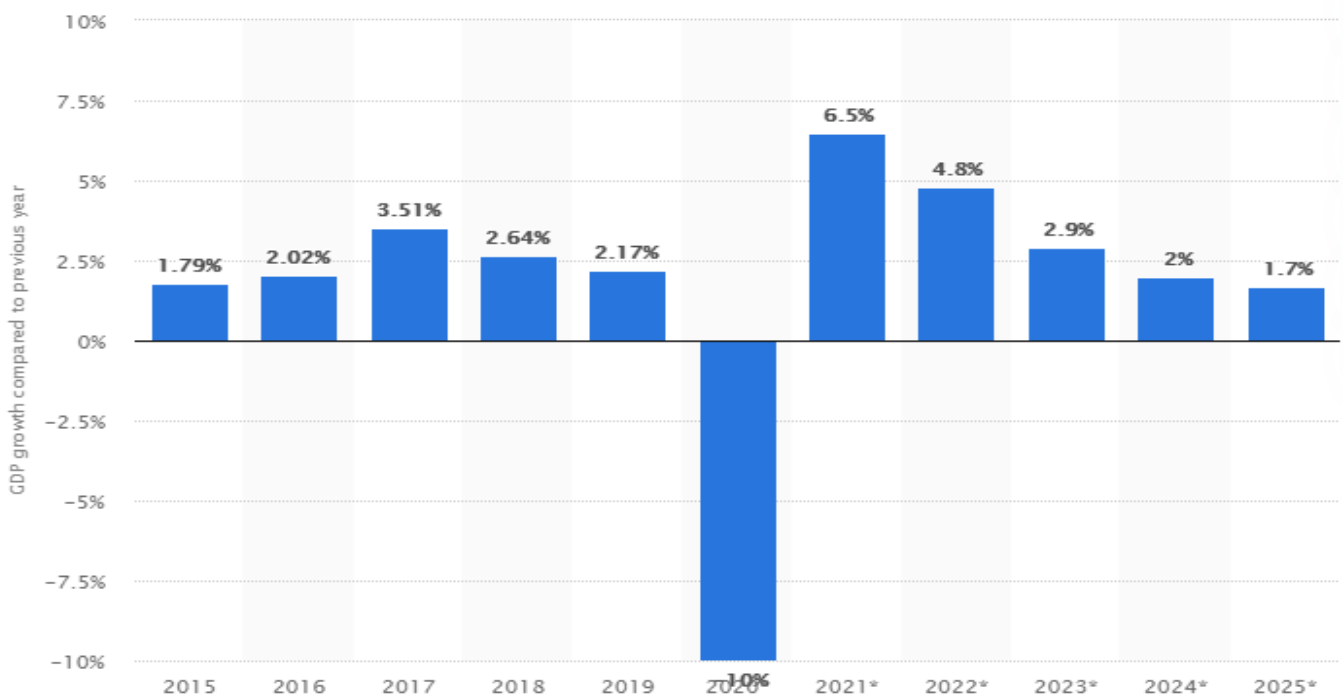


Figure 11:Growth rate of the real gross domestic product (GDP) from 2015 to 2025

Sources:.(Statista, 2021)

Figure 12 comparing GDP Growth Rate for Portugal and UAE

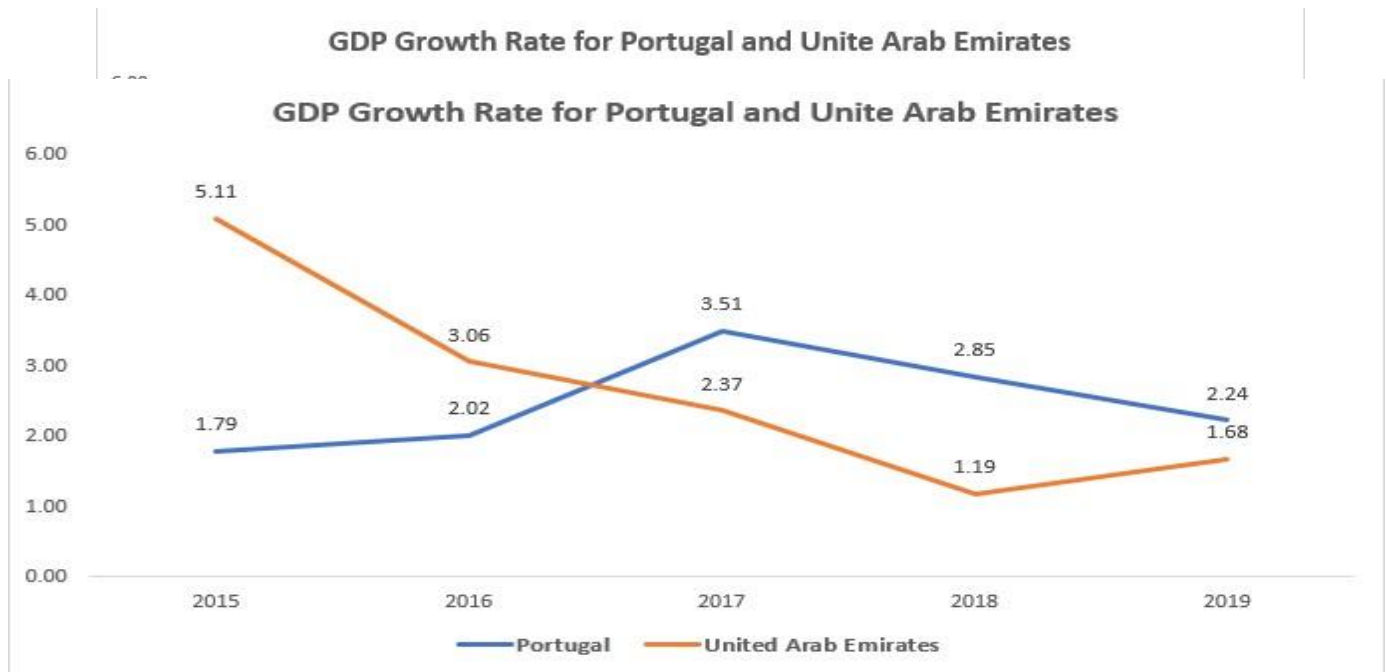


Figure 12: comparing GDP Growth Rate for Portugal and UAE: Source: Adopted by the author, Retrieved from (Statista, 2021). <https://cutt.ly/Kc2ALyC> <https://cutt.ly/xc9IYt8>

According to KPMG (2019), the UAE continues to lead the food and beverage market in the Middle East, driven by a growing number of foreign direct investments, tourists, and local companies.

In addition, the sector's growth was supported by the introduction of new global and regional brands, especially Dubai, which continues to attract global and local food and beverage brands, the report also made clear that the restaurant footprint in the United Arab Emirates, specifically in Dubai - is measured by the number of restaurants and food outlets and Drinks per million people, compares well with other global food and drink markets, which include Paris, London and New York.

The foodservice market in UAE is segmented by type as foodservice outlets such as full-service restaurants, fast food restaurants (QSR), cafe/bars, 100% home delivery service, and street kiosks.

4.1 Dubai Food Service Market

It is one of the seven emirates that make up the state, Dubai is the most populous city in the U AE, it is located on the northern coast of the emirate, its population in 2020 is 3.38 million people. equivalent to 90.5% of the total population are foreigners. Dubai has emerged as a global city and business center in the Middle East and has been named the Capital of Arab Media for 2020. *Figure 13* Map showing the location of Dubai



Figure 13: Dubai Location: Source: Google map 2021

Dubai is a global city and a commercial, financial, and tourism center, on the other side, it is growing into a center of space, defense, and information technology, attracting green environmental industries, expanding outside the petrochemical center.

The food services market in Dubai consists of a large number of regional and international players such as McDonald's and other local companies.

Some USA fast-food chains still dominate the fast-food restaurant segment market in Dubai, with major chains such as Kentucky Fried Chicken, McDonald's, Pizza Hut, Burger King, Hardee's, and Domino's Pizza. Additionally, competition among food service providers is intense, based on costs, quality of food service, calories per meal, and healthy menu options.

The restaurant sector is the busiest in Dubai with all food and kitchens represented. Despite the huge influx of new concepts, there is a constant flow of newcomers and current residents, and of course the great impact of tourism throughout the year.

Dubai restaurants make up a large part of the social culture, which means that despite the presence of a large number of restaurants, they are profitable and have a Consistent customer base, as long as they provide a high standard of food and most importantly the service.

According to a report issued by the Commercial Registration and Licensing Sector in the Department of Economic Development in Dubai (2020), the total number of restaurants and cafes operating in the Emirate of Dubai until the end of 2019 reached about 12,000 restaurants and cafes, with a total increase of 1051by 641 restaurants and 410 cafes, with a growth rate of 9.7%.

Burgers continue to be the most common food item among Dubai residents, according to the results of this study survey, when customers asked what types of restaurants they prefer, restaurants serve burgers at a rate of 69.4 %.and salad restaurants came second of 50.5 %, followed by sandwich restaurants with 28.5 % (figure 14).

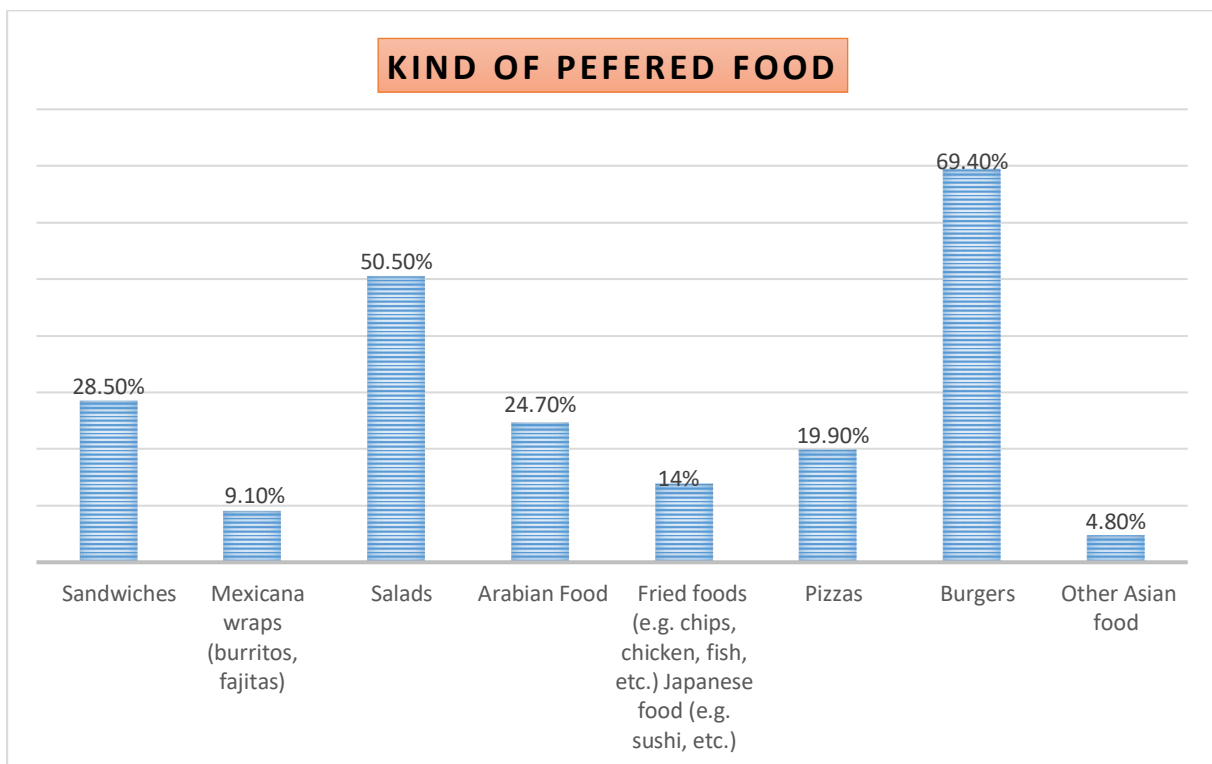


Figure 14:Graphic representation of kind of food do you prefer- Source: Adopted by the author from the survey

4.2 PESTLE analysis for UAE

The Middle East is a region with great diversity, not only in terms of religions, customs, traditions, languages, and ethnicities but also in terms of political, economic, and cultural systems. Despite the need to develop specific strategies to enter the Middle East market, multinational companies (MNEs) are strongly attracted to this region, especially the Arab Gulf states, also these companies are already facing some problems when trying to cross and work in the Middle East, this is due to the internal and international political situations, such as wars and conflicts. The Middle East is home to many of the largest multinational companies in the world, most of which enjoy sustainable profitability from their operations in the region (Mellahi et al., 2011).

A restaurant chain that wants to enter a new market will have internal controllable environmental factors, for example, salaries, employees, finances, recipes, and furniture. On the other hand, external environmental factors cannot be controlled, for example, safety guidelines, tax reforms, consumer taste, income, technology, etc. Therefore, PESTLE analysis will allow us to get a better understanding of the target Dubai market, which developed through institutional and other websites mentioned in the references, World Bank, United Nations, UAE law.

- **Political**

In 1971, seven kingdoms (Abu Dhabi (the capital), Sharjah, Fujairah, Ajman, Ras Al-Khaimah, Umm Al-Quwain, and Dubai) formed a federation that made the UAE Estate. The Supreme Council for Legislation was established and a president and vice president are elected every 5 years. The ruler of Abu Dhabi is the president of the UAE, and the ruler of Dubai is the prime minister, and since then the country has cooperated in creating a stable economic and political environment. Also, The Maktoum family leads Dubai and today Sheikh Mohammed Rashid Al Maktoum, the ruler of Dubai, is the prime minister and vice president of the UAE, however, each emirate still maintains great independence (Zahlan, 2016).

In the United Arab Emirates, both the UAE and the federal government have put in place regulations regarding economic activity. Over the past years, political decisions have been taken to create a market-oriented economy with a well-regulated and unrestricted business environment like many western economies. However, little was done to try to establish democracy as power and influence remained concentrated in the ruling family. Sheikh

Mohammed Rashid Al Maktoum's liberal outlook and determination to transform Dubai into a center of economic and social progress played a major role in development(Adel, 2021).

Since the integration of Dubai into the United Arab Emirates, the Kingdom has not engaged in any major conflict. There are no major violent domestic opposition activities in Dubai like the rest of the Arab countries. The United Arab Emirates maintains active diplomatic relations with more than 60 countries, most of the European and Asian. But relations with Iran are strained due to the nuclear agreement concluded by the United States of America and Iran(BBC, 2017).

The following table was created to find out some of the necessary political points for the UAE that must be looked at: (corruption, political stability, support for political forces).

Table 6: Political Factors

<p>Corruption</p>	<p>According to the analysis of Transparency International (2020), the UAE ranks first in transparency and anti-corruption in the Arab world and regionally with 71 points and 21 among the best countries in the world. Being part of the United Arab Emirates, Dubai is seen as having a transparent political environment Extremely.</p>
<p>Political stability</p>	<p>The UAE represents a distinct model of political stability at the regional and international levels, and this political stability that the Emirates is witnessing is the other side of the active and pioneering development policy adopted by its wise leadership that makes the citizen a higher target(Stiftung, 2020).</p>

<p>Trade policies (Supporting political power)</p>	<p>Government policies encourage foreign direct investment in Dubai. Over the past decade, Dubai (and the UAE) has continued to improve its business environment by building infrastructure and enacting business-friendly laws and policies aimed at making it competitive in the region. These efforts increased the flow of investment, according to the FTSE 2019 Index, Dubai ranked third in the ranking of the most attractive locations for investment, confirming its position as a global investment environment that keeps pace with the aspirations of investors, technology shifts, and the aspirations of entrepreneurs and innovators in the region and the world.</p> <p>According to the Foreign Direct Investment Confidence Index 2020, the UAE ranks 19th in the world, a leap from the 21st place it achieved in the latest 2017 ranking(Khan, 2020).</p>
--	--

Source: Adopted by the author

- **Economical**

The economy has witnessed remarkable growth in recent years. since the discovery of oil in the 1960s, the country enjoys a very strong international standing as a natural result of its policies based on an open economy and free trade, Dubai at present is only directly dependent on about 4% of its GDP on oil revenues.

Today, everywhere visitors look, they will find evidence of a large number of spending on infrastructure, roads, airports, residential areas, hotels, and attractions (Adamkasi, 2017).

The service sector is the main driver of the economy, as the main sources of income are related to public utilities, oil, state-owned enterprises, government-owned properties, including industries such as real estate, transportation, financial services, restaurants, and hotels.

The UAE is one of the richest countries in the world in terms of per capita income, according to World Bank data, the per capita share in the UAE has jumped by 8% since 2015, which amounted to \$ 65.22 thousand per person, to \$ 70.24 thousand in 2019, and it has achieved remarkable economic progress over the years. The factors that mostly contributed to this are abundant natural resources, economic diversification, innovation, and the influx of FDI (Rahman, 2019).

According to Santander (2019), Companies and individuals in the UAE do not pay any income or wealth taxes. However, major oil and gas companies and subsidiaries of foreign banks are subject to corporate tax of a maximum of 55%. Since the United Arab Emirates has one of the highest levels of per capita income in the world and a highly developed welfare system, it has one of the lowest unemployment rates in the Middle East (while Dubai has the lowest unemployment level in the world, at around 0.5%) and relies heavily on foreign labor (More than 85% of the workforce).

After the retreat in GDP and the increase in inflation rates, due to the Covid-19 crisis, Sheikh Mohammed bin Rashid confirmed in a tweet on his official account on "Twitter" that the United Arab Emirates is seeking to achieve economic leaps through quality projects and exceptional ideas.

Shortly after, the UAE's development strategy for fifty years was launched, which includes a plan to lay down a new economic map for the country and develop exceptional economic projects and policies to achieve qualitative leaps with the help of citizens and residents in the public and private sector(Almasar, 2020).

The UAE is a member of some international economic and political forums such as the United Nations, the World Bank, the International Monetary Fund, the League of Arab States, the Organization of Islamic Conference, OPEC, and the Gulf Cooperation Council countries. It is the 27th largest economy in the world (Vision, 2020).

- **Socio-cultural**

As mentioned previously, the total population of the United Arab Emirates is around 9.8 million as of October 2019, with Emiratis making up only 20% of the total population, making the country home to one of the highest immigrants in the world. There are no recent official data available for broader details of the population mix in a country where expatriates (non-citizens) make up the overwhelming majority of its population, as there are more than 200 nationalities in the UAE that reside and work on the country's territory (World Meters, 2019).

The average life expectancy for men is 76 years and 78 years for women, the official language of the United Arab Emirates is Arabic, and other languages such as English, Farsi, Hindi, and Urdu are also spoken. The predominant religion is Sunni Islam (BBC, 2018).

Although the citizens of the UAE are deeply rooted in the traditions of the Middle East, they live a cosmopolitan Western lifestyle with a very high standard of living, sustainable with their wealth which has continuously increased over time. also, Emiratis are very social people,

families love to live together, Religious, tribal, and traditional ties and values of cooperation and care are practiced (Ezzeddine, 2019).

Lunch is the main family meal and is eaten at home at around two o'clock, it usually consists of fish, rice, meat, and a vegetable dish, Many Emiratis prefer the traditional style of right-handed eating, Also, Emiratis are famous for their hospitality, they feel proud when welcoming visitors and interacting with friends and relatives, Guests are welcomed with coffee and dates that are new, Incense is passed on so that the scent in the headgear is picked up by visitors. Restaurants emerged with the immigrant community offering a variety of ethnic foods, and fast-food restaurants became popular (Salem, 2019).

From a social and cultural point of view, Dubai has a culture strongly shaped by the Islamic religion, however, Dubai law is very tolerant towards other religions as immigrants from other religions are allowed to have their places of worship.

the majority of Dubai residents are allowed to drink alcohol and wear a bikini On the beaches when compared to the rest of the world.

Dubai is an important regional trade Center and ranks first as one of the most advanced Emirates in the Gulf region. Dubai citizens lead a Western, cosmopolitan lifestyle with a very high standard of living, supported by their wealth (Barghouthi, 2015).

- **Technological**

In today's world, technological variables are becoming more prominent than ever before, in the United Arab Emirates, the number of internet users is constantly increasing, Emiratis are very keen to use social media. They spend, on average, 2.56 hours on social media per day. Almost 82% of the UAE population has Facebook profiles while YouTube penetration is also at 82%. Other social media used are Twitter, Linked In, Pinterest, Instagram, and Tumblr (Al-Essawi, 2020).

Dubai is known as the center of innovation. it is also a pioneer in various technological sectors, Dubai's stated ambition is to transform 80% of government services into smart services with a focus on health, education, safety, innovation, retail, tourism, and hospitality.

to make life better and easier, the new Artificial Intelligence (AI) lab will soon begin training government officials to apply AI in a variety of tasks and technologies such as deep machine learning, neural networks, and natural language processing (S. Dubai, 2020).

In Dubai already working government working to give restaurant owners more ways to use data, by offering a more advanced AI analytical tool that helps restaurants identify problem areas faster and with more detail. Not only that, AI capabilities allow our clients to discover new opportunities by analyzing thousands of reviews, which in turn provide insight into

consumer trends such as new menu items, service delivery, and new outlet expansion (Eshani, 2020). Over the years, the UAE government has invested heavily in space sciences, life sciences, nuclear sciences, and information and communication technology, and as of now, the UAE is the most attractive ICT market in the world and the Middle East.

On Tuesday, February 9, 2021 (Figure 15), the United Arab Emirates achieved a big surprise for itself and the Arab nation by announcing the success of the space exploration trip to Mars. tower Khalifa in Dubai, the tallest man-made building on Earth, has begun to count down to the most important moments of the news announcement (Amos, 2021).



Figure 15: Khalifa tower shows space exploration trip date: Source: (Skynews, 2021)

- **Legal**

The United Arab Emirates is a federal constitutional monarchy. All workers, regardless of their nationalities, are protected by the labor law. Maximum working time of eight hours a day for an employee (48 hours per week) (Law, 2020).

With low crime rates, the United Arab Emirates is one of the safest countries in the world, It seems that the laws and regulations in the country are very strictly applied (Phil Sylvester, 2019). The law includes articles covering labor issues such as employee rights, labor contracts, settlement of labor disputes, disciplinary rules, labor inspection, protection of workers' wages, and others. On the other hand, the state has signed many international agreements that have been ratified by the UAE government to promote workers' rights like (Concerning equal wages between male and female workers for work of equal value, cancellation the forced labor, the issue of working at night (women), kids work)

Employers in the UAE are required to pay employees' salaries once a month on their due dates, which must be on the day following the end of the period specified for salary entitlement, and provided that payment is not later than ten days from the due date (Federal Labor Law does not provide for a minimum wage but it has general indications that wages must meet the basic needs of employees).

The national government has not issued any tax legislation leaving each emirate to determine how to tax individuals and resident companies registered in the state.

The tax system in Dubai is based on a set of tax decrees issued in 1969, but several tax laws were issued in 2018 by the government of the United Arab Emirates. The implementation of value-added tax and excise tax was alluded to in these rules (Sunil Thacker and George SK, 2020).

The UAE Food Law was founded in 2013 to help restaurant owners or food businesses to comply with important food safety rules and regulations. In other words, the general food safety requirements in the United Arab Emirates apply to the security of the health of customers and the safety of the environment, which must be issued by all restaurants until the documents relating to this matter have been accepted.

So to legally open a restaurant in the United Arab Emirates, a food license issued in compliance with the Department of Economic Development's rules and regulations must be taken into account (S. up an R. in UAE, 2018).

- **Environmental**

The United Arab Emirates is situated near several coastal areas, making it easier to trade by sea. The UAE has a hot and dry climate, but it is cooler in the mountains and long periods of sunshine (about eight hours a day in winter and 11 hours in summer) where the hottest months are July and August, it may surpass the average maximum temperatures of 48 ° C in the coastal plain, so labor productivity may not be as high and agriculture may not produce as much (G. of the UAE, 2020).

The United Arab Emirates is one of the most visited countries in the world, some of the factors that attract millions of tourists every year are the perfect balance between traditional religious culture and modernity, luxury hotels, stunning shopping malls, skyscrapers, crystal-clear beaches, historical monuments, covered gardens, and varied cuisine, It should also be noted that the UAE is particularly safe for individual female travelers (Hinai, 2018).

The United Arab Emirates is struggling to diversify its sources of revenue and give up the oil. In January 2012, Sheikh Mohammed launched the Green Economy Initiative under the slogan: Green Economy for Sustainable Development, which aims to create a green economy in the United Arab Emirates. This initiative aims to position the country, through policies in the fields of energy, agriculture, investment, and transportation, as an export center for green products and technologies(Allen & Clouth, 2012).

The UAE is now facing some environmental threats the environmental impact of persistent building noise, invasive species, carbon footprints, small water supplies, overfishing, waste production, air pollution, land degradation, and desertification is massive(Government, 2019)

4.3 SWOT analysis for market

Conducting a SWOT analysis for the fast-food industry where the strengths, weaknesses, opportunities, and threats are analyzed helps in better understanding the marketing strategies that the company can use to maintain its competitiveness in the market(Simerson, 2011)

Strengths	Weaknesses
<ul style="list-style-type: none"> • Political stability • A tolerant, stable, progressive, and relatively liberal society • A healthy and robust economy, with a stable and freely convertible currency, as there are no foreign exchange controls. • Global/progressive business environment. • global recognition as a marketing and investment destination for global and regional companies. • Free Trade Zones, relatively easy to start a business. • No trade barriers, competitive labor costs. • Advanced communication services, IT infrastructure, and connections to major sea routes, highly developed ports • Attractive climate (winter sun) with wonderful desert views • MICE (Meetings, Conferences, and Events) is well established 	<ul style="list-style-type: none"> • High living costs in the main area of the Emirate • Low frequency of visitors • Per capita consumption is still very low compared to Western Countries • Strong consumer loyalty towards known brands • One needs a network of people to expand opportunities.

Opportunities	Threats
<ul style="list-style-type: none"> • Income and population levels are growing • Consumer trends towards the consumption of healthier, natural, and organic products • Entering Dubai is a chance to reach MENA. • Missions and trade agreements with major industrialized countries. • The market is open to quality goods and provides significant margins • Tourism industry (such as the largest arch bridge in the world, Dubai skyscrapers, hotels, towers). • Hosting the most important international exhibitions every year, such as hosting Expo 2020. • Economic wealth and investment in the infrastructure of the world-class <ul style="list-style-type: none"> • Government support for investors 	<ul style="list-style-type: none"> • Being part of a dynamic region, the risk profile of a country could be influenced by regional and international relations issues. (Regional armed groups and the nuclear program of Iran) • Increasing competition in the fast-food sector in the UAE especially Dubai, where international brands have existed for a long time • Political instability prevailing in the Middle East • Continued rapid tourism development may cause supply to exceed demand • Large international companies dominate the market • Competition from both domestic and foreign companies

4.4 potential competitors

The foundation of a powerful marketing campaign is strategic analysis, After all, you'll fail to distinguish yourself and your product from the crowd if you can't recognize your rivals and their marketing strategies(Biggart, 2018).

We have three types to consider when identifying competitors in your target market: direct, indirect, and alternative.

- ✚ Direct competitors are businesses that sell the same products to the same audience and are competing for the same potential market (These are the competitors we will think about).
- ✚ Indirect competitors are businesses that sell products or services that are not necessarily the same but that meet the same consumer needs.
- ✚ Alternative competitors (also called "virtual competitors") are companies that sell a product or service that is different in category and type, but your customers can choose to spend their money instead(Khattab, 2020).

According to Carroll (2020) Identifying competitors (and communicating who they are to your entire team) provides several benefits:

You can identify the parameters that need improvement, in addition to tracking the movements of your competitors, you can also anticipate them and you can better understand your limits or limitations that may cost you potential sales.

also Researching and studying potential competitors also enables us to understand:

- current clients;
- future clients;
- opportunity for business;
- The strengths and vulnerabilities of rivals.

To establish a successful strategy, collecting this information is important, with this knowledge, the most significant competitive risks and threats will begin to be assessed.

Direct Competitors



Product Strategy

In the UAE market, and especially in the city (Dubai), McDonald's restaurants are achieving tremendous success, as evidenced by market penetration and customer acceptance.

the description:

Quick Service Restaurants (Take-out / Delivery) 115g burger (beef or chicken), fish fingers, bread/wrap

Additions: sirloin cheese. bacon; Tomatoes; Lettuce; Jalapeno. Barbecue sauce with one onion; mayonnaise; mustard; ketchup.

Kids menu: coffee salads, breakfast, desserts - ice cream, muffins, fruit, muffins, biscuits, apple pie, milkshake.

- McDonald's attaches great importance to developing products and providing a menu of dishes that suit all members of society because it is constantly changing over time, so every time you add new dishes to the menu and delete others.

-McDonald's in Dubai has some things on the menu that I haven't seen anywhere else (they have the Mac Arabia sandwich, which looks like regular beef or chicken with flatbread instead of bread).

-They also sell chicken fillets which are similar to what you see at Long John Silvers, only boneless chicken fillets and no sandwiches.

McDonald's fast-food restaurant in Dubai offers a Mac meal that is not natural or strange, but rather it resembles fictional meals because it is a meal sprinkled with 24 karat gold water and edible and its value, according to activists, is \$ 650

. Also, MAC applies a strategy that includes several products in one dish and gives special names according to the target

promotion Strategy

Advertising campaigns are one of the most popular methods used by McDonald's

. The company uses television, radio, advertisements via social media (Facebook, Instagram, ...), newspapers, and publications for their advertisements.

On the other hand, sales offers are used to attract more customers to the company's restaurants. McDonald's also relies on discount offers to obtain more customers, and do not forget also the free discount coupons for some products, as a way to get new consumers.

Also, the company uses direct marketing, such as events, community parties, and national holidays in Dubai.

With developing

- A special application for delivery of orders (McDelivery)

- McDonald's Rewards Program

- New order receipt service


-additional services:

Entering into contracts with well-known food delivery companies (Uber Eats, Talabat, Zomato).

Car Shuttle Service: McDonald's was the first restaurant to establish this fast-moving service.


McDonald's Arabia, "The Open Door"):


The restaurant maintains an open-door policy that allows its customers to gain knowledge about how food is prepared in the kitchen.

 <p>MACDONALD'S</p>	<p>Place Strategy</p> <p>The restaurant pays due attention to customer comfort, by ensuring that its outlets are equipped with advanced technologies and care services, such as parking lots, outdoor seating services, and party rooms. It also provides online delivery services to its customers in Dubai (McDonald's Arabia, “the sites”). In Dubai, there are also restaurants dedicated to cars and drivers only, and others to provide coffee, ice cream, and other drinks, and restaurants for vegetarians only, in addition to comprehensive restaurants that offer all forms of Meals, and don't forget some makeshift booths for sporting competitions and other seasonal events.</p> <p>This diversity gives McDonald's - McDonald's great power in targeting customers and opening places according to the culture of each location.</p>	<p>Price Strategy</p> <p>Price setting strategy:</p> <p>There is no doubt that anyone who visits McDonald's restaurants will notice a big difference in prices compared to those of other restaurants, the goal is to use prices to increase profit margins and increase sales volume.</p> <p>McDonald's uses a combination of the following pricing strategies:</p> <p>Meal Pricing Strategy: (In Meal Pricing Strategy, McDonald's - McDonald's offers meals and other products at reduced prices, compared to purchasing each product separately.</p> <p>Psychological pricing strategy: (The company uses rates that seem reasonable, like 19 instead of 20.</p> <p>This pricing strategy helps in encouraging consumers to buy the company's products as they turn out to be a discount or something similar).</p> <p>McDonald' price list ranges from 8 AED to 40 AED [2€ to 11€]</p>
---	--	---

Source: (ALI, 2020)

Direct Competitors

 <p style="font-size: 24px; font-weight: bold; letter-spacing: 2px;">BURGER KING</p>	<p>Product Strategy</p> <p>Burger King - serves the burgers as the main product 115 grams (beef or chicken, vegetarian). In addition to some other products such as (chicken and fish, salads and vegetables, drinks and sweets, nuggets, French fries, ice cream, some appetizers, and many other items, Besides, the company collects its products as individual valuable meals and also there are meals for children).</p> <p>Burger King gives great importance to developing products and providing a list of dishes that suit all members of society.</p> <p>S Burger King brought Rebel Whopper made with vegan waffles to Dubai, after introducing a new no-meat option, and it comes at a time when the mainstream food industry is facing greater demand from its customers to make their menus environmentally friendly.</p> <p>Also, a strategy is applied that includes several products in one dish and gives special names according to the target customer group</p>	<p>promotion Strategy</p> <p>Burger King uses different tactics to promote its products and advertising campaigns are one of the most popular methods the company uses.</p> <p>The company mainly uses promotional advertising to promote its products. The company always advertises on the Internet, on television, and social media (Facebook, Instagram, ...),</p> <p>And do not forget also that it uses promotional offers for sales by providing discount coupons and other offers through the website and the application (Burger King Arabia) and Entering into contracts with well-known food delivery companies (Uber Eats, Talabat, Zomato).</p> <p>Restaurant staff also use personal selling to encourage customers to buy more products from the menu, such as sweets when the customer orders.</p> <p>About advertising through public relations, the company provides scholarships and financial aid in educational programs, which helped it strengthen the brand.</p> <p>Burger King has successfully combined different merchandising methods and this is one of the reasons for its success in the UAE</p>
---	---	--

 <p style="font-size: 24px; font-weight: bold; margin: 0;">BURGER KING</p>	<p>Place Strategy</p> <p>Place strategy is essential, and employing it to serve the target group is very important; Customers can reach the restaurant and complete the order there.</p> <p>customers can use the application to order through it, they can also get some free offers, customers can use the company's website to order from and to the home.</p> <p>the restaurant pays due attention to customer's comfort through modern and advanced technologies, parking and services, comfortable and spacious seats indoor and outdoor</p>	<p>Price Strategy</p> <p>Burger King's pricing strategy is mainly based on its overall cost leadership strategy, which reduces costs and prices.</p> <p>In this component of the marketing mix, appropriate pricing of products is considered, where Burger King pricing strategies are as follows:</p> <p>Market-oriented pricing strategy & Meal or quantity pricing strategy: Burger King uses a market-oriented pricing strategy as its primary approach to pricing, Pricing strategy involves setting prices based on market conditions. Including supply and demand terms in addition to competitor pricing.</p> <p>Another approach that this company takes, is the meals pricing strategy, For example, customers can purchase generic meals and meals for children at lower prices than purchasing each product separately.</p> <p>Burger King price list ranges from 5 AED to 40 AED</p> <p style="text-align: center; color: green; font-weight: bold;">[8€ to 11€]</p>
---	---	---

Source : (ALI, 2020)

Direct Competitors



SHE BURGER

Product Strategy

The brainchild of Emirati entrepreneur Sheikha Issa is (She Burger), which makes her burger unique in that it adds chopped potatoes to provide a friendly taste and a good crunchy texture. The menu is divided between appetizers/ burgers, sides, salads, and desserts. There is also an array of soft drinks, milkshakes, and cocktails, and there's one vegan burger on the menu plus several vegetarian and healthy salads.

- Beef burger with crispy fries, onions, cheese, and short rib slider
- Bread and Butter Made with She Berger

-Red secret sauce

Eissa said it's her secret sauce that makes She Burger stand out from competitors. "I love experimenting with different flavors and creating my sauces. Sometimes you have to be bold and follow your gut," she said as she made us run through her menu which offers eight burger choices including their best sellers - Mad Chicken which comes with Santa Fe sauce, and Damn Burger - a cheddar infused black Angus patty with homemade sauce, crispy beets onion, and caramelized shallots.

Cost: Dh35 for a burger, Dh18 for Cajun Fries

promotion Strategy

Ms. Eissa has a knack for catching the public's attention, her main method of marketing her business has so far been via social media – Facebook, Twitter, and, most importantly, Instagram, where she has more than 25,000 followers

Place Strategy

The atmosphere at She Burger at Dar Al Wasl Mall is elegant and urban, and relaxed. There are circular booths for intimate lunches and dinners, as well as tables for small groups and an outdoor seating area when the weather permits. Valet parking and an underground car park are available


Price Strategy

Cost: 35 AED for a burger, 18 AED for Cajun Fries

{9€ burger & 5€ Batata}



Source:(Gutcher, 2018)

Direct Competitors

 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">MEAT ME THERE</p>	<p>Product Quick-Service Restaurants (Take-away / Delivery) Their burger patty is made with black Australian onyx beef, rather than regular cow beef which I think works to its advantage, it gives it such a different flavor and it's succulent and juicy. They also have a very unique white bread bun, sprinkled with black sesame seeds. Their cheese fries are served with melted gruyere cheese, rather than that plastic stuff that comes out of a pump. The Meet Me There Dubai burger is no ordinary one, from a burger mill. This burger is made from pure black onyx, which is cooled & dispatched from the best suppliers and farms in Australia. There are only three types of burgers on offer: the ME burger (salad and sauce only), the Meat Me (cheese), or the Juicy Double (double slice with cheese). Hand-cut French fries are fresh daily and available loaded, plain, or with paprika for a little bit of garlic. It's the perfect burger for many consumers in Dubai</p>	<p>promotion The restaurant uses modern technologies and advanced technology in its work -Uses social networking sites (Twitter, Facebook, Instagram ...) for offers and rewards -Contracting with the most famous food delivery apps in Dubai (Talabat, Zomato, Uber Eats)</p> <p>Place Overlooking a wonderful view of the sea and Burj Al Arab for the outdoor seating, and its attractive wooden décor available</p> <p>Price Dubai Cost: 38 AED for the Meat Me Burger and 25 AED for the fries</p> <p style="text-align: center; color: purple;">{11€ Burger & 6€ fries}</p>
---	--	--

Source: (Mazhar, 2020)

Direct Competitors

 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">PICKL. DUBAI</p>	<p>This burger has hit Dubai by storm.</p> <p>Anytime you eat, you will find a large number of delivery drivers waiting to take orders, as well as a group of people ordering to eat there. You can't deny that their burgers are really good. They ship their beef especially from the USA, and they use potato cakes to soak up all their sauces, meat juices, and cheese so it's a delicious burger.</p> <p>Their fried chicken is one of the best in town, it tastes high quality, every dish is served with a side of sliced pickle depending on your preference.</p> <p>Alcohol-free, the drinks menu offers shakes and soft drinks. The free Wi-Fi on offer and plethora of seating options make this a great casual spot to get some work done and grab a late lunch, and the family-friendly vibes mean you can also bring the whole crew for a casual weeknight dinner.</p> <p>Dubai Cost: 35 AED Burger and 20 AED for the fries { 9€ burger & 5€ Batata }</p>
 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">BITE ME BURGER</p>	<p>Bringing the most delicious London burgers to Dubai, Bite Me Burger Co offers 15 delicious burgers, from lamb and duck to beef and vegan, each mini burger with a fun homemade sauce.</p> <p>The Bite Me Burger Co is perfect for lunch hour in the DIFC, it also offers office delivery services and sharing boxes of 12 to 24 mini burgers (perfect for team meetings). You can sit inside the quirky themed restaurant or outside on the spacious patio</p> <p>Bite Me Burger uses (Uber Eats, Zomato) ... to deliver their delicious burgers across Dubai.</p> <p>Cost: 42 AED for a box of 2 mini burgers (DUO) and 18 AED for regular fries. { 12€ burger & 5€ fries }</p>

Source: (Huntr, 2020)

Source: (Fletcher, 2020)

Direct Competitors



UGLY BURGER

a new burger company in Dubai.

Ugly Burger stands out because it offers delicious messy burgers that may not match the aesthetics.

The recently launched burger restaurant offers different types of burgers, including juicy wagyu beef, shrimp katsu, crunchy fried chicken burger, truffle burgers, and their latest addition, Bulgogi Burger, which lends a distinctive touch to Korea's favorite dish.

. In addition to the side sides, it includes spicy chicken nuggets and shrimp balls. The restaurant also has an assortment of truffle and kimchi fries, which you can season with the popular hot sauce range from Ugly Burger.

Ugly Burger runs delivery from 11.45 am until 10 pm daily and operates out of Dubai Media City.

Cost:: 18 AED to 38 AED { 5€ to 10€ }



BURGER PIT DUBA

Burger Pit is a quintessentially classic American burger place, located at Dubai's Last Exit. The venue draws its inspiration from the retro 1950s but combines an old-fashioned concept with the fast-paced life in Dubai. This gourmet food truck's motto is simple — good quality food, done well. Classic beef burgers are paired with fries and the classic all-American shakes are there to wash it all down.

Burger Pit also serves a vegetarian special 'Portobello' burger made of crispy mushrooms, garlic butter, beetroot slaw, rocket, and tarragon butter.

Cost: 30 AED for the original, 20 AED for loaded cheese fries. { 8€ burger & 5€ fries }

Source:(Mathieson, 2020)

Source:(Chesters, 2020)

Direct Competitors



SMOKIN'9

Smokin'9 - the burger is one of the most popular fast food in Dubai. They sell intense mini burgers with specialties.

The menu contains beef, chicken, and veggie burger options, burgers: Agnes, The Great, French, Don Gonzola, Classic, Paneer, Grinch, Kenny, there is a small mozzarella vegan burger with some basil, very Italian.

On the sides of the menu, there are two options of Hand Cut Potato Fries and Sweet Potato Fries, which are both crunchy fresh and hot potatoes.

The most amazing thing is the place's interiors. Super fluffy and elegant with very minimal style and few chairs and tables make it comfortable too. The kitchen and staff can be seen preparing the food.

The menu is small but has many varieties of burger

Cost: 35 AED { 9€ }



SHAKE SHACK

Shake Shack is a modern restaurant chain specializing in burgers and hotdogs prepared from 100% natural Angus meat, all characterized by simple and high-quality fresh food and interesting and environmentally friendly decor; Shake Shack is famous for its wonderful and distinctive atmosphere as it offers its customers the most delicious burgers.

combining Shack Stack Burger is between two classic burgers, Shack Burger and Shrimp Burger, to make one delicious burger, chicken burger, hot dog sandwiches, crinkle fries, frozen custard, lemonade with different flavors. Shake Shack is the favorite place for many in Dubai who want to have their meals with family and friends in a distinctive and wonderful atmosphere.

Ccost:25 AED Burger 18 AED for FRIES

{ 7€ Burger & 5€ FRIES }

Source:(A. Dubai, 2019)

Source:(Ruchi, 2016)

Indirect competitors



Burak Restaurant in Dubai is one of the best restaurants in Dubai recently opened and it is supervised by the famous Turkish chef Burak who has a wide reputation on social media. The restaurant is located on Sheikh Mohammed bin Rashid Boulevard and offers a wide variety of Turkish food and grills of all kinds, and the restaurant is characterized by an attractive and elegant design with outdoor seating.

Cost: The list starts from 50 AED and above

{ 12€ }



The most famous Turkish restaurant in Dubai, located in the Four Seasons Resort, offers the most delicious steakhouse dishes, as well as burgers, kofta, and steaks, as well as salads of various kinds. The restaurant is owned by the famous Turkish chef, Nusrat Gökçe, and the Dubai branch was opened in 2010 to become one of the best restaurants in Dubai

Cost; The list starts from 50 AED and above. { 12€ }



Babel Restaurant is one of the best restaurants in the Dubai Mall, and the menu includes many varieties of Lebanese food such as tabbouleh, fattoush, kibbeh, shawarma, hummus, grills of all kinds, in addition to a variety of international sea dishes and a wide choice of delicious desserts.

The restaurant has a charming view of the Dubai Dancing Fountain and Burj Khalifa on the outdoor terrace, as well as a wonderful decor consisting of mirrors and columns made of sandstone and a design inspired by the ancient Lebanese monuments. Cost; start from 20 AED. { 5€ }






Al Safadi Restaurant is classified as one of the best Arab restaurants in Dubai, United Arab Emirates, and has several branches in various parts of the glittering city of Dubai, the most prominent of which is its branch on Sheikh Zayed Road, which has an outdoor terrace for sitting and dining in the open air.

The menu includes many traditional Lebanese food and dishes, and a wide variety of meat dishes, grilled chicken, cold and hot mezes, and spicy Lebanese omelets. Al Safadi Restaurant is one of Dubai's most famous restaurants, which many residents and tourists accept as it is the best Lebanese restaurant in Dubai.

Cost; start from 30 AED .

{7€}

Indirect competitors

	<p>A Syrian restaurant in Dubai that offers the most delicious meals that are characterized by unique Syrian cuisine. The menu of Al Shorfa Restaurant, which is one of the best restaurants in JBR Dubai, includes a variety of Aleppian dishes such as Samakia, Kebab, Sajja with chicken, meat, moussaka, and Mahashi, in addition to a wide variety of appetizers and sweets of various kinds that you can enjoy eating in the wonderful outdoor sessions of the restaurant.</p> <p>Cost; start from 30 AED. { 7€ }</p>
	<p>Yasmine Al-Sham Restaurant is located on Sheikh Mohammed bin Rashid Boulevard and it is considered the best Shami restaurant in Dubai. It offers chicken, beef, and broasted shawarma meals, and it is also one of the most famous fast-food restaurants in Dubai that offers authentic Syrian food. Laffah Restaurant owns many branches in both the emirate of Dubai and the city of Sharjah, and the restaurant is crowded with customers during weekends and public holidays.</p> <p>Cost; start from 40 AED. { 8€ }</p>
	<p>Kentucky Fried Chicken is the first quick-service restaurant chain in the Middle East, and the brand name has been associated in popular culture with the Arab world, especially in Dubai, thanks to the wonderful taste, varied options, delicious side dishes, and tempting desserts, in addition to the distinctive service, friendly handling and reliable delivery services that She established an authentic relationship with customers, of course, backed up in her secret delicious chicken recipe to be part of the famous Kentucky Fried Chicken chain. The menu (box meals, burgers, fried chicken, salads, wrap and burritos, children's menu, snacks, appetizers, and drinks. Meal: burger (includes fries and drink) / salad and drink)</p> <p>Cost; start from 25 AED to 50 AED. {7€ to 13€}</p>

Indirect competitors	
	<p>Pizza Hut Delivery recently announced the opening of its 11,000th international restaurant in Dubai. bringing the company's total number of branches in the UAE to 112, of which 53 are in Dubai. It provides integrated services, including fast, efficient, and high-quality delivery, and continues to develop its services to keep pace with the changes in consumer lifestyles. Menu (large / medium / industrial pizza (traditional, hot and spicy or vegetarian), Stuffed Crust, Cheesy Bites, gluten-free, thin, and fried. Accompanes, drinks and desserts. No alcohol served, Meal: individual pizza with soda.)</p> <p>Cost; start from 25 AED to 50 AED { 7€ to 13€ }</p>
	<p>Tasca Restaurant serves the first Portuguese brunch in Dubai. Portuguese dishes were prepared by the famous Portuguese chef Jose Aviles.</p> <p>Where: Mandarin Oriental Jumeirah Resort, Dubai The restaurant has two sessions, the first indoors with stunning views of the sparkling Dubai skyline on one side and the Arabian Gulf on the other, and the second on the open-air terrace with a sprawling swimming pool overlooking the Gulf The menu (A variety of seafood, grilled meats, delicious creamy desserts, creatively decorated dishes with fine drinks, a wide selection of delicious Portuguese appetizers)</p> <p>Prices: 30 AED with soft drinks and 400 AED with various drinks. {7€ to 100€}</p>

4.4.1 Competitors analysis

The UAE is not just one of the most profitable industries in the world, it is also one of the most competitive markets. There are no reliable figures on the number of restaurants in Dubai that serve hamburgers, but according to Dubai government records, there are 88 restaurants that

specialize in burgers. The unpleasant side is that the burgers are saturated in Dubai, and it faces many challenges. While, the upside is that service providers come up with more complex ideas, generate different trends.

Building a strong brand and identifying a unique location, in addition to strategic, physical, and digital advertisements that help attract new customers, the current trend in Dubai to face market saturation.

Based on this, we analyzed the marketing mix strategy of major companies in Dubai (McDonald's, and Burger King) as strong direct competitors.

Other direct competitors from the aforementioned local and international companies were able to attract consumers and build a strong brand that distinguishes them from others, by relying on unique products with more complex ideas

Indirect competitors are businesses that offer goods that aren't exactly similar to H3's but meet the needs of the same customers Who it is targeting:

- ✚ Turkish Chef Burak and Turkish Chef Nusrat were able to attract customers through promotions inside and outside the restaurant on the Internet, which had a great impact on consumers in Dubai.
- ✚ While international companies Pizza Hut and Kentucky are popular choices for consumers in Dubai
- ✚ Tasca for Chef Jose Aviles, a Portuguese restaurant, is an indirect rival in that it is a well-known Portuguese brand in Dubai, and it competes with H3 to draw Portuguese customers who work and live in UAE.
- ✚ Other indirect rivals are those who have the best local Arabic meals.

Competitors' strengths (unique burger ingredients, varied menu, and successful promotions).

While competitors' weaknesses (high price, small meal size)

The fact is that in this industry, regardless of the degree of competition, success can still be achieved if unique concepts are paired with the right promotion for the brand.

By analyzing and evaluating the competitors, we are taking advantage of their strengths and weaknesses in the Internationalization Strategy of H3 in Dubai.

4.5 Market size and trends

Over the past few decades, the United Arab Emirates has become a melting pot of ethnicities, resulting in a global destination for the foods and drinks we see today, especially fast food (Plaza, 2020).

size of the restaurant sector in the UAE amounts to 29.3 billion dirhams (6.5 billion euros), and fast-food restaurants account for 40% of the total sector, with a value of 11 billion dirhams (2.5 billion euros). The growth rate of the Middle Eastern fast-food chain is 5.6% year on year, while the overall fast-food restaurant services growth is 7% year on year (Al-Laithi, 2019).

The fast-food market can be divided into five sectors - burgers, pizza, fish, chips, chicken, fast food, and other fast food - and although all of them have recorded growth, their sales output varies widely.

According to a research study conducted by the global networking company KPMG to find out the latest food trends in the UAE, the most popular types of food outlets were quick-service restaurants and fast-food restaurants, and informal restaurants came in second. Although fine dining came last, the statistics saw an increase as income levels rose.

Burgers are still the largest sector in the United Arab Emirates, especially in Dubai, but they face strong competition from other fast food in recent years such as kebabs and outlets: Chinese and Indian home delivery, emerging Mexican fast-food chains (different and exotic flavors) and the chicken sector (It's based on the idea that chicken is healthier than red meat) (Arabian, 2017).

according to the International Diabetes Federation (IDF), approximately 32 % of the adult population (ages 20-79) of citizens and ex-pats in the UAE suffer from diabetes, with a predicted rise in the years to come(Haziq, 2020). statistics indicate 47.5% of UAE residents (66% of men and 60% of women, including children and adults, are overweight or obese, and this is, of course, The case carries a high risk of death and disease), The bulletin of the BMC Public Health Medical Center, the UAE ranks fifth in the world in terms of obesity rates, coming directly behind countries such as the United States of America, Kuwait, and Qatar(I. Saad, 2020).

Besides the growing awareness among the Emirati public of these health issues, many brands have considered these facts in their strategy by launching large numbers of new health products. The Middle East captured \$ 176.5 million in 2019 from the vegan meat market, with annual growth expected of 4 to 5 percent over the next four years(SMITH, 2021).

From the above, the market for plant-based burgers has witnessed an increase in demand, due to the development of customer tastes, as well as the desire to adopt sustainable and safe food options, as this trend is expected to continue in the future(Fmi, 2020). [future market insight]

In Dubai, several quick-service restaurants serving burgers have started adding vegan burgers to the menu (MacDonald recently announced the launch of a vegan meat alternative product

offering line called "McPlant" in 2021, through the acquisition of the popular vegan burger company "Beyond Meat"(AP, 2020)

food distribution sites and third-party meal delivery plans in the UAE have become important outlets for any foodservice operator in the country that seeks to sustain order volumes.

With major platforms such as Zomato and Talabat, which cater to existing customers, and UberEats and Deliveroo, targeting their particular community of consumers, competition has increased in the delivery sector itself(Sami, 2020).

According to analyses released by SEMrush (2020), searches for online food ordering in the UAE have increased by 560% since the first case of Covid-19 was reported in March, and delivery service and consumer goods providers have seen an increase in the number of searches, On Zomato, Uber Eats, and Amazon - 55%, 96%, and 44% respectively, While fast food websites saw an overall increase of 33% in the number of searches. The results of the survey showed that 30% of Dubai residents prefer delivery to work or home, Probably the increase was due to the Covid-19 crisis (See, Figure 16).

the culture of long working hours combined with a large number of ex-pats in the country means that regular visits to Quick Service Restaurant (QSR) operators are an inevitable part of the daily life of large segments of consumers, making QSR the largest foodservice channel in Dubai, Despite the Corona pandemic, the survey results showed 35% of Dubai residents prefer to consume the meal Eat-in the restaurant, and 34% prefer to take-away.

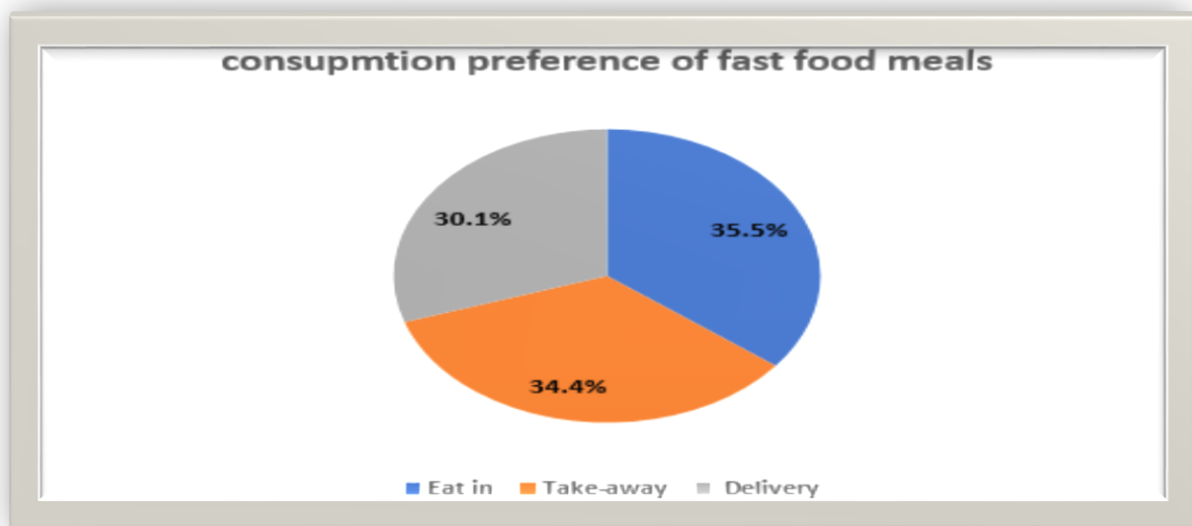


Figure 16: Graphic representation of Consumption preferences in eating fast food -Adopted by the author from the survey

4.6 Possible restrictions on import, production, or sale of the products of interest

4.6.1 Imports

Food safety is an essential component of food security, especially in the United Arab Emirates, which relies on imports to meet a significant proportion of its food requirements (Valaandern, 2018).

According to MoCCA (2021) In the UAE, at the federal level, the Ministry of Climate Change and the Environment (MoCCA) and its partners, through the National Food Safety Committee, are implementing Federal Law No 10 of 2015 on Food Safety and its implementing regulations, which provide controls and guidelines to ensure food safety across the food chain. (MoCCA) is responsible for sanitary and phytosanitary issues. so the Health Department is responsible for ensuring the implementation of federal food safety regulations, through the departments of food safety regulation and inspection operating at the level of the Emirates, which will apply to local and imported foodstuffs.

The main aspects of food law include:

- ✚ Foodstuff, including meat imports into the UAE, regardless of its purpose, whether it is final consumption, food processing, or re-export, are subject to national import regulations and standards, which aim to protect human health, and only allow products suitable for the purpose in the market.
- ✚ Special approvals are required for the import of alcoholic beverages, tobacco, and pork. All beef or poultry products must be accompanied by a health certificate from the country of origin and a halal slaughter certificate issued by an accredited Islamic center in the country of origin
- ✚ Inspection by the Dubai Central Food Laboratory or any other internationally accredited laboratory to assess the suitability of products for human consumption.

In 2018, the UAE presented the National Food Accreditation and Registration Scheme, this new scheme is an online food registration portal - commonly referred to as "Zad".

This system records all foodstuffs before they are sold in the United Arab Emirates and verifies that the product complies with the food laws in the country, the registration of food products in Zad is designed in addition to the import inspection procedures to ensure that they meet the following requirements:

1. UAE sanitary and phytosanitary requirements, regulations, technical standards, or any of the requirements mentioned in any bilateral agreement signed with the supplying country
2. The source should not be prohibited by the authorities in the supplying country for health reasons
3. The product complies with all other technical regulations such as food labels, shelf life, and Microbiological criteria, etc.
4. All laboratory test results conform to the UAE technical regulations and standards.
5. The product should be from an animal source from an approved facility in the country of origin.

4.6.2 Production or Sales

For some customers, particularly infants, pregnant women, the elderly, and those with compromised immune systems or allergies, foodborne illnesses may be very severe and even life-threatening (Sharif et al., 2018).

In controlling microbiological, chemical, and physical hazards, good product handling is essential, during all phases of handling to which the food is subjective processing, distribution, storage, preparation, show, and sale, great care must be taken to ensure that it is carried out as accurately as possible.

Food cleanliness, adequate temperature, good cooking of most foods, and personal cleanliness are among the Dubai government's key priorities in facilities where food is treated and prepared because their activities minimize the risk of harm to the customer.

Food poisoning may occur if the company fails to meet the safety requirements, leading to disease, death, and customer dissatisfaction, leading to lawsuits, loss of reputation, bankruptcy, and exposure to legal measures such as (imprisonment, closure, and fines)

According to Dubai Municipality (2021) Foodwatch is an advanced digital platform for food safety and nutrition anchored on the DM's vision to make Dubai a healthier, happier, and sustainable city. A Foodwatch platform has been created by the DM's Food Safety Department to promote the sharing of data between authorities, food producers, service providers, and consumers.

One of the most important aspects of it

❖ Digital ID

Everyone who uses the system including the Food Safety Responsible Persons (PIC) in every food establishment, food handlers, advisors, trainers, and auditors a unique and secure digital identity

❖ Food Monitor Use

Food safety checks are an important part of a good food safety management system.

❖ Responsible person role

The responsible person must ensure that food areas are clean and hygienic before starting food operations on the shift, this should include inspecting the entire area, cleaning equipment, floor, walls, ceiling, and surrounding areas, and checking food handlers before starting their work.

On the other hand, The Dubai government created the Food Code to help food companies and law enforcement officials recognize the ways and means of meeting the Gulf, Federal, and Local Food Regulations requirements and objectives.

The code also allows the Department of Food Control to assess compliance with these requirements and facilitates continuity in the understanding and implementation of regulations. The overarching purpose of the Code is to provide a high standard of human life and health protection and to protect the rights of consumers by protecting them from fraudulent or misleading activities, theft, and any other practices that may cause consumer illness or injury (Systems et al., 2020).

The following [table7](#) illustrates food safety practices in the food vending service in Dubai

Table 7: Food Safety Practices In Dubai

Food Safety Practices In Dubai	
<ul style="list-style-type: none"> ➤ Food Types ➤ Cooking ➤ Temperature Control ➤ Product Handling ➤ Stock Rotation ➤ Cleaning ➤ Chemical Control ➤ Personal Hygiene 	<ul style="list-style-type: none"> ➤ Display of Foods ➤ Pest Control ➤ Construction, Equipment, and Facilities ➤ Emergency Procedures ➤ Product Recall ➤ Transport ➤ Waste Disposal

Source: Adopted by the author, retrieved from (Safety, 2020)

4.6.3 Pricing laws and regulations

The most used metric in the efforts of businesses to measure and manage customer loyalty has become customer satisfaction. The assumption is simple and intuitive: highly satisfied customers are good for business (Timothy Keiningham, Sunil Gupta, 2014).

Stabilizing the pricing strategy is very critical in the internationalization strategy, where the price is a big decision that businesses have to make, it is the most important factor in deciding consumer satisfaction, this decision is important because the prices you set impact the profits, income, cash flow, and business results, a very important consideration for business growth (Melanie, 2017).

A firm's decision in setting the price for a particular market is influenced by internal and external factors described by Cant et al (2016).

Internal factors: Organisational objectives, Marketing Mix objectives, Cost of the Product Differentiation

External factors: market, Consumers, Demand curve, Competitors, Channels of distribution, Government regulatory.

According to Bobker (2016) The store, restaurants, and all food companies in the UAE and Dubai are obligated to set a price in UAE dirhams, and this must be accurate. Companies must ensure, according to Federal Law Number 24 of 2006, that ads or posters are not deceptive and that goods for sale must be accurately priced. This shows that the price quoted and the price paid for the item should be the same. The product must be offered to the buyer at the advertised price, and any store that violates these laws can report to the Consumer Protection Department of the Department of Economic Development with supporting evidence.

4.7 Movement of capital or repatriation of profits restrictions

4.7.1 Corporation Tax

The UAE currently has no system of federal income taxation, Instead, most of the emirates – including Dubai – enacted their corporate tax decrees in the late 1960s, on the other hand, Dubai is from the viewpoint of investors a major business hub in the Middle East and a tax haven with multiple benefits.

Companies incorporated in Dubai are required to pay taxes on their profits, but not all companies are required to do so. Corporate taxes in Dubai are limited to banks and oil companies only, Other types of companies in Dubai are not subject to corporate tax.

Even if Dubai is nowadays a preferred trade Center due to the lack of tax on profits, things have changed, since 2016, the financial authorities in the United Arab Emirates have imposed a selective tax on non-essential goods, some of which may reach 100% on tobacco products, energy drinks, luxury cars, soft drinks, due these products are considered unhealthy.

As mentioned earlier, since January 2018, Value Added Tax (VAT) has been imposed for the purchase of specific goods and services in Dubai, was determined at a rate of 5%, and was made as a recommendation from the International Monetary Fund (IMF) and local financial authorities in the UAE.

In Dubai, healthcare, education, and basic foodstuffs are subject to VAT.

Businesses that open in Dubai's free trade zones enjoy many advantages, among which is that none of the taxes are imposed, but the important thing is the full ownership allowed in these jurisdictions. Also, there are no income taxes for individuals who work and live in Dubai.

The following [Table 8](#) was made to know the types and rates of taxes in the Dubai market:

Table 8: Types and rates of taxes in the Dubai

Tax	Percentage	Type Of Companies
Income tax	55% 20%	<ul style="list-style-type: none"> ▪ Oil companies ▪ Branches of foreign banks
Excise tax	50% to 100%	Unnecessary goods(Tobacco, energy drinks, luxury cars, soft drinks)
VAT	5%	Necessary goods(Healthcare, education, and food
Personal income tax	0%	There is currently no personal tax system in the UAE
Indirect taxes	10% 50% 30%	<ul style="list-style-type: none"> ▪ hotels and leisure activities. ▪ import of alcoholic beverages ▪ purchases of alcohol
Tax exemption	0%	Free Zones
Capital gains tax	0%	There is no tax on capital gains in the UAE or There is no tax on capital gains in the UAE or Dubai
Withholding Taxes	0%	There are no withholding taxes in the UAE

Source: Adopted by the author retrieved from (The corporate group, 2020)

4.7.2 Repatriation of profits

Multinational corporations repatriate foreign profits through transactions with related parties (Firas Abdul Jalil, 2019).

Dividends, interest, technical fees, and service fees charged by international subsidiaries of the parent companies are the most common methods of repatriating profits. Most notably, depending on the tax regime of the multinational country of origin, the tax burden on foreign income repatriated through these transfers varies (Hasegawa & Kakebayashi, 2020).

As mentioned earlier, companies in the UAE and Dubai are generally not required to pay any direct taxes on corporate profits there are no restrictions on repatriating capital and profits. 100% of the return and capital gains can be made (Ibrahim, 2021).

Finally, the double taxation treaties signed by the UAE make it possible to profit from them. More than 100 double taxation deals have been signed by the UAE with countries around the world to avoid paying twice the income tax. There are numerous tax benefits in this direction, such as not taxing dividends, royalties and dividends repatriated.

The UAE and Portugal signed a double taxation agreement in January 2011, which came into effect a year later.

The object of the double taxation arrangement between the UAE and Portugal is clear and refers to payroll taxes, pensions, salaries, royalties, revenues, and benefits received only in one of the countries referred to above. It's good to note that withholding tax is set at 5 percent and is available in the UAE or Portugal for registered entries.

The important agreement between the UAE and Portugal protects corporate profits from double taxation when repatriating them.

Table 9, the list of agreements to avoid double taxation signed with the UAE

Table 9: Agreements to avoid double taxation

Country	Final signature	Cabinet Resolution Number	Federal Decree Number	Date of issuance of the decree	Date of endorsement
Portugal * UAE	17/1/2011	(94/6 and 10) of 2011	(67) for the year 2011	6/7/2011	22/5/2012

Source: Adopted by the author retrieved from (Ministry Finance, 2021)

4.7.3 Licensing restrictions

The Food Code contains the key provisions for creating restaurants in Dubai, help restaurant owners, and include guidelines for food safety and regulations to be followed when owning a food establishment in Dubai.

like the United States or Australia, the Dubai Food Code was created according to other food codes, the rules of law developed by the Department of Food Control are also included in the Dubai Food Code.

To ensure that clients go to restaurants in Dubai to have a healthy environment and to protect their health, the Food Code specifically sets out the requirements to be met:

The type of structure used for the company must first be chosen by an investor to open a restaurant or some other sort of food business in Dubai, It is then for the business owner to decide if the company will be licensed in mainland Dubai or one of its free zones.

The conditions for registration and licensing to open a restaurant are the same regardless of the place chosen

- A trade license from the Department of Marketing for Tourism and Commerce is required, The restaurant owner must also choose the required type of business suitable for the type of food establishment he/she wishes to open, as the license specifies the operation to be performed by the restaurant.

-The second step would be to seek permission, which must be according to certain requirements, for the construction plans. These requirements are developed in Dubai by the Food Control Department.

Restaurant blueprints must contain the following information:

- ✚ -the space for food processing and storage.
- ✚ The sanitary areas, such as toilets.
- ✚ The ventilation system and windows.
- ✚ The position of the machinery used to process the food.
- ✚ The passages for entry and exit.

The spot where the washing machines are located.

It is also important to note that the restaurant must be located at least 30 meters from waste disposal sites that could lead to pollution and must be kept clean at all times for at least 10 meters of the space around the restaurant.

Table 10: types of licenses to open a restaurant in Dubai

Licenses type	concept
trade license	which is issued upon the registration of the company
food license	that grants the company the right to process and manage food
construction license	if the owner decides to run the restaurant in a new building.
a liquor license,	which requires special attention and must be obtained from the police department, a no objection letter from the Dubai municipality must also be obtained.
Other special licenses	-The food truck license that is issued for delivery services can be obtained, but this license is required most of the time for catering establishments. -In Dubai, a pork permit may also be given for serving pork meat and a Ramadan license. We remind investors that these are not obligatory licenses.

Source: Adopted by researcher retrieved from : (MSZ, 2019)

4.8 Marketing and advertising regulations

The Consumer Protection Law's Executive Regulations stipulate the right of consumers to provide them with information that assists them with acceptable transactions and consumption.

The executive regulations deal specifically with advertising, provided that:

(It is not permissible for any person to advertise any product or service in any medium in a way that leads to consumers being misled or confused)(Steyn, 2020).

Decree No. 06 of 2020 regarding the regulation of advertisements in the Emirate of Dubai was issued by Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, and Ruler of Dubai.

In general, the new decree seeks to preserve the visual appearance and beauty of the city and to ensure that advertisements are in harmony with the design of the buildings, The decree also seeks to maintain public and traffic safety and monitor advertisements to prevent misinformation and violations of public order, morals, and customs(D'Mello, 2020).

According to the new legislation and regulations in Dubai:

- ✚ Advertising cannot be placed on historic buildings, places of worship, cemeteries, traffic lights, signs, government buildings, trees, restricted areas, military zones, residential buildings, or any other place restricted by the competent authorities.
- ✚ the site to its original state when the approved time for showing the ad expires or the contract expires.
- ✚ All advertising shown in Dubai must be pre-approved by the competent authorities in Dubai, such as the Roads and Transport Authority (RTA), the Department of Economic

Development of Dubai (DED), and the relevant free zone authorities, in the form of authorization.

Finally, brands need to remember that their advertising activities are regulated in the United Arab Emirates through a complex web of laws and regulations that require them to maintain correct contact with consumers, The level of regulation rises greatly if the advertisement is about controlled goods and services, such as health care or tobacco, etc.(Suboh, 2020).

4.9 Characteristics of existing distribution and communication channels

To send goods, information, and finance to customers, most businesses use distribution and communication channels, where Creating and maintaining distribution and communication channels requires a lot of thought, effort, and money(Mulky, 2013).

According to Peter(2016)with the growth of specialization and improvements in transportation and communication methods, the channels of distribution have become longer and more complex, However, distribution channels have an important role to play in delivering the products/services provided by the company to the right people at the right time, with special consideration for profit and efficiency.

4.9.1 Food Supplier

Reliable access to equipment, and food suppliers/distributors, is the lifeblood of any restaurant or coffee shop and the first step in the distribution channels for restaurants(Ortiz-Barrios et al., 2020). When food companies decide to enter international markets, it is not an exaggeration to say that choosing suppliers for food may be the difference between success and failure(Kenton, 2020). Choosing quality suppliers aims to deliver products to the right place, at the right time, and at the lowest cost (Rifai, 2019). A good food supplier is one of the keys to obtaining a good reputation ,Having good local and international food suppliers for restaurants in the selected market is almost as important as having the best food (Fork, 2018).

According to Khaos(2020) and Steinfeld (2020)Some key points to consider when selecting a food supplier:

❖ Quality inspection

The restaurant must check the quality of the food supply before signing the contract (size, degree, and type). Also, various items on the menu necessitate different Quality of food supplies; for example, solid and fresh tomatoes are used in the main courses, while older and more mature tomatoes (not spoiled) are used to make tomato sauce.

❖ Timely delivery

The most important quality that a good supplier must possess is timely delivery of raw materials, since running out of items during business hours disrupts the restaurant's operations, resulting in lost customers.

❖ **Reliability and previous experience**

When an organization selects food suppliers, it must bear in mind that it is ultimately entering into a long-term partnership with them, they must have a strong reputation, business experience, and deal with trust when problems arise, the supplier who should be the reference the company returns to him.

❖ **Transportation and packaging**

The mode of transport must meet the requirements for the safe delivery of the components or goods, as well as a reasonable price.

Packaging should secure goods in transit, be easy to store and treat, and preferably be made of biodegradable and recyclable materials, also while purchasing packaging materials, we need to assess whether or not it blends with your brand identity.

❖ **Location and price**

Location is a big factor to consider, focus on finding a resource located nearby and shares your values, where business rules and regulations can be clarified, as well as shipping products easier. Since the prices of raw materials vary widely, especially perishable vegetables and meats, it is best to purchase goods at a fixed price on a weekly, monthly, quarterly, or yearly basis. Price fixing helps control and control food costs, for example, (it is better to have fixed prices for seasonal vegetables because vegetable prices vary widely throughout the year)

Ultimately, you have to search for a new supplier, it can take time to find the right relationship.

In [Table 11](#) we explain the most important and best food suppliers in Dubai

Table 11: list of the highest five food suppliers in Dubai, UAE

Supplier	description
SAFCO International General Trading.	Safeco is one of the best distributors, importers, and exporters of premium quality foodstuffs, as it operates in the Middle East and international markets.
Lamont Foods (international food distributor).	A company established in Dubai in 2006, has become a leader in the distribution of food products in the Emirates, and other countries of the world
Benchmark Foods Trading.	Founded in 2006 in Dubai, they are also known as the pioneers in the food field due to high-quality standards and customer satisfaction.
Greenhouse Foodstuff Trading Company.	Established in 1977, and is a comprehensive supplier of the foodservice channel in the UAE

food Emporium.	It deals in the trade, distribution, and operation of FMCG products in the GCC region. They cater to the retail, food service, and wholesale market sectors.
----------------	--

Source: Adopted by the author retrieved from, (DxbFirst, 2020)

4.9.2 Operations Management and Restaurant Layout

The goal or purpose of operations management and planning in most food organizations is to convert inputs (restaurant or factory facilities, equipment, ingredients, and personnel) into outputs (high-quality goods or services), The term operations include all activities required to create and deliver the goods or services of an organization to its customers.

The ancient literature appears to regard competitive advantage through quality service as an increasingly important weapon in business survival.

According to Bojanic & Rosen (1994), Worsfold and Jameson (1991) explain, the primary variables that contribute to customer satisfaction are restaurant meal quality, environment, and service - the previous two can easily be improved, but it is the service component that will ultimately provide the business with a sustainable competitive advantage.

One of the main advantages of service quality is the fact that it has been widely used in ancient and modern literature to measure customer expectations and perceptions about it, by setting attributes that the service should have as critical tasks in managing operations in services such as (consistency, attitude, experience, conditions, Convenience - easy access, quick customer service, food safety ... etc).

The quality of service has evolved in the modern literature, and after studying it we can mention 16 characteristics that the service must have, which can be considered critical tasks in managing operations in services, suitable for the Dubai market, it is a model for evaluating and classifying the quality of service provided by restaurants from the customer's point of view, Which was developed by (Paros, 2013) and referred to by Kuhn, Vitor Roslindo Benetti, Antônio Carlos et al (2018).

(reliability * acceptance * security * empathy * product quality * environmental conditions * hygiene * facilities * design * electronic equipment * sitting comfort * staff * tableware * environmental measures * Reaching people with special needs).

While we always focus on food and service. often overlook the restaurant design, which plays an important role in the overall customer experience, restaurant interior design is also known to influence customer ordering behavior, restaurant planning also plays an important role in restaurant operations and workflow(BluEntCAD, 2020).

- According (Alalmai et al., 2020) The interior and exterior design of the restaurant must be appropriate to the operation process, where is still an important aspect of the marketing strategy.
- Designing a space that contributes to the operational process and increases its efficiency and effectiveness, and reduces the distance between process information, equipment, components, and people who participate in the process so that the work noise in the kitchen and others is far from the ears of customers.
- Also, the restaurant design should meet customers' perceptions of wall decorations, hanging, paintings, seating arrangements, used linens, lighting, entry, dining, and waiting for space.

Current marketing concepts lie in understanding guest psyche and expectations such as simplicity, cleanliness, and good restaurant service, a satisfied guest is always a frequent guest or an oral announcer.

4.9.3 Channels Communication

Channels Communications, like conventional written communications, electronic communications, and communications through the Internet, is necessary to keep employees well aware of the organization's vision and business plan and to communicate, correct message to the customer from the company, and most recently from the customer to the company, in addition to helping everyone in the organization to work towards a common goal (Ean, 2010). However, good contact in the workplace is not easy to achieve, the key is to share with the right consumers the right content through their preferred platforms and devices at the right time (Smarp, 2020).

According to Genchev & Todorova, (2017) the main tools for promotion actions (advertising, sales promotion, public relations, and direct marketing).

The main channels that marketers use to reach their goals are:

Ancient Traditional marketing channels Marketing through TV advertising, SMS Marketing, Broadcast Marketing, Street sign marketing, Marketing through newspapers) (Matisse, 2017).

newly, expanding marketing platforms have been created, including (radio, television, magazines, newspapers, the Internet, the outdoors, product placement, sales promotion, personal sales, advertising, public relations, direct marketing communications, and points of sale). But nowadays the Internet, especially digital marketing, is the most important (Camilleri, 2018).

Digital Marketing Channels work much like traditional marketing channels by coordinating the delivery of products and services (Martin, 2017).

Online advertising has grown in importance, and social networks have become a new medium of communication in the field of marketing in recent years, also Social networking promotes increased targeting and plays a vital role in marketing operations (Chiang et al., 2019).

Social media marketing is a type of internet marketing that includes the social sharing of content, videos, and images to reach marketing goals (WordStream,2013).

.Social networking helps businesses and clients to connect in ways that were not possible in the past, Many platforms allow for this interconnection(Li et al., 2021). Some examples of social media platforms are Facebook, Instagram, Pinterest, Twitter, YouTube, Vine, Snapchat, etc.

Mobile marketing has opened new opportunities for companies to communicate and interact with their target audience more effectively, with the level of speed and personal interactions it provides, it is not possible to think of a more powerful platform and channel, Mobile devices are ubiquitous and the value they create for consumers is unparalleled (Smutkupt et al., 2018). also, Mobile marketing has a tremendous impact on all elements of the marketing mix, its main advantage lies in its unique ability to provide information in a personal and interactive way.

Some examples of mobile marketing tools: text messages (SMSs), instant alerts, QR codes, various phone applications, paid advertisements of all kinds, e-mail, social networking sites (Facebook - Instagram - YouTube ...), locating Geographical ... etc.

Sales promotion is a marketing communication tool to stimulate revenue or provide additional incentives or value to distributors, sales staff, or customers within a short period to increase sales(Locallux, 2019), So The company should take into account:(What is the cost of promotion - how well does sales promotion align with brand image, the resulting sales increase justifies the investment? Sales promotion will attract customers who will continue to purchase the product once it is finished.)

Examples of sales promotion tools (Discount coupons, contests, free giveaways, point collection systems, loyalty cards, sweepstakes, point-of-sale materials - such as posters and booths).

The personality, basis, and roles of personal sales and sales promotion vary significantly from other marketing communication tools and are thus regarded as separate marketing communication tools(Barbara, Fill & Jamieson, 2011).

The importance of digital marketing in UAE is increasing, According to the Media Lab report, the number of Internet users in the UAE is 9.52 million, and its population is about 9.6 million, This means that users of several cell phone lines are included, It makes digital marketing mandatory for any organization that aims to target the region and serve the citizens(Magenton,

2020). Facebook was the most popular social media platform in 2018, But in 2019, YouTube users have grown to the same level as the Facebook platform. The Facebook platform has found a preference among business entities, the political class as well as the country's masses.

The latest statistics for 2019 indicate that with 7.88 million users, Facebook is about to remain a force for many years to come, due to many famous brands using their Facebook profiles to reach out to fans and provide them with unique offers and messages.

But the 2020 statistics came against expectations. The YouTube platform, which has 8.65 million users, was the most used. The huge rise in YouTube usage due to the increased prevalence of fast internet connectivity.

The Facebook and YouTube platforms are facing stiff competition from Instagram, as a very large percentage of Instagram's 6.68 million users are young people, especially teenagers.

The most used and popular social media platforms and chat applications in the UAE are included in [Table 12](#) statistics 2020.

In Dubai, companies use social media extensively as a strategy to strengthen the relationship with customers, because it allows direct interaction with the audience, in addition to increasing its interaction with the brand, where you can respond to comments and provide relevant content in various formats, such as images, videos, and texts.

According to a survey in [Figure 17](#), 63 % of respondents, social media influenced their preferences for fast food restaurants.

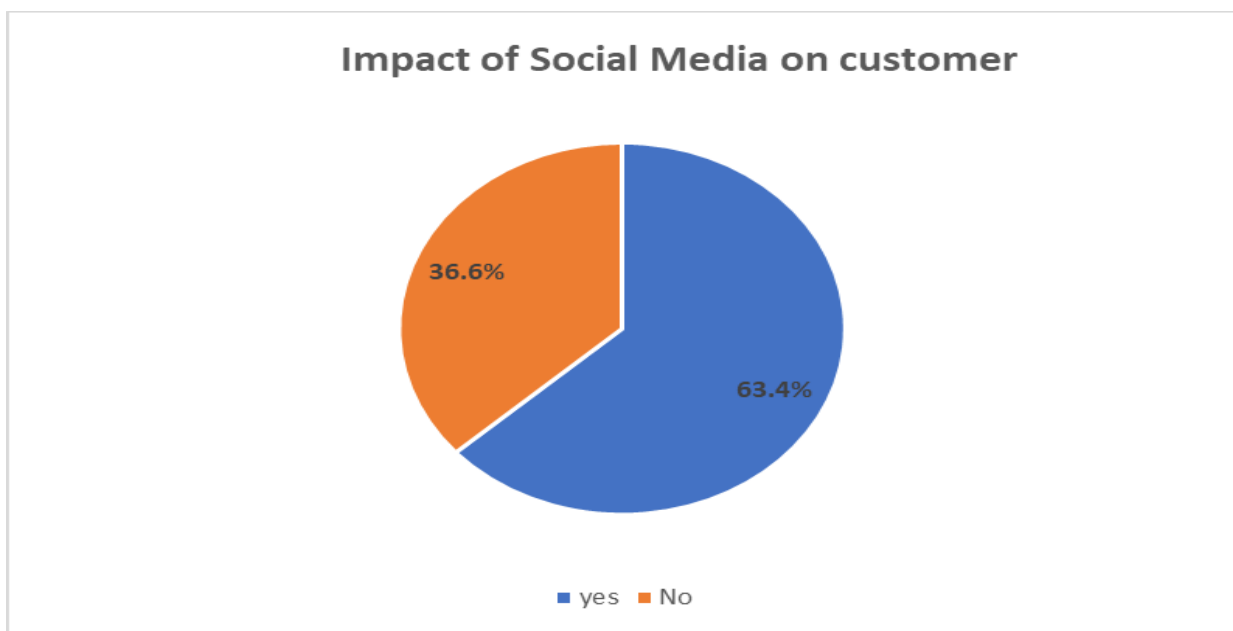












Figure 17: Graphic representation to effect of social media marketing on customer buying decisions- Source: Adapted by the author from the survey

Table 12: The number of active users of social networking websites 2020

Social media platform	Users	%
	8.65 million	88%
	7.77 million	79%
	6.68 million	68%
	5.21 million	53%
	4.42million	45%
Messenger Applications	Users	%
	7.77 million	79%
	6.09 million	62%
	3.24 million	33%
	2.95 million	30%
	2.85 million	29%

Source: Adopted by researcher retrieved UAE Social Media(Statistics, 2020)

CHAPTER 5: Internationalization Strategy of H3 in Dubai

5.1 Mission

Mission

The mission of this marketing strategy is to introduce the Portuguese brand h3 Gourmet Burger to the Middle East markets, starting from the United Arab Emirates, specifically Dubai. The plan is to present high-quality burgers in a friendly environment at a low price and with quick service while trying to adapt the product to consumers' tastes and preferences.

5.2 The vision

New Hamburgology

- A New doctrine which says we make real food for real people because we haven't seen a plastic customer yet, modern philosophy asserts that hamburgers do not have to be thin, frozen, or tasteless, nor do they have to be eaten between two slices of bread

Not so fast food

- A vision that rejects the widespread belief that fast food is unhealthy and of low quality

5.3 Strategic goals

Main Goal	Sub-goals
establish a Partnership with Local Businesses	<ul style="list-style-type: none"> • finding common ground • Building a cultural bridge between the product and the market • Using experience to help break into the market • Help to discover opportunities, risks, and challenges • Domestic legal legislation is simplified and better understood. • Build a supplier's network – guarantee reliable supplies and competitive prices.

Main Goal	Sub-goals
Adapt the offer to the Dubai market	<ul style="list-style-type: none"> • Adapt the ingredients to the taste of Dubai residents • Adaptation of services to meet the needs of Dubai's residents • Adapt the price according to the different income levels of Dubai residents

Main Goal	Sub-goals
Building a professional work team	<ul style="list-style-type: none"> • Building strong, long-term relationships with H3 clients • Maintain a happy and proud staff and reward the top performers. • A high level of dedication to achieving the goals and principles of h3 • A work team that has an entrepreneurial spirit and effective participation

Main Goal	Sub-goals
best location	<ul style="list-style-type: none"> • The abundance of various resources. • Reaching the largest segment of potential customers

	<ul style="list-style-type: none"> • Transport costs are lower, and resources are more easily accessible.
--	--

Main Goal	Sub-goals
<p>An effective digital marketing strategy</p>	<ul style="list-style-type: none"> • Create Brand Awareness • Promote customer loyalty • Using the most popular social media platform to keep in touch with consumers and attract them. • Knowing customer needs and perception

5.4 SWOT analysis of the h3 brand

Strengths	Weaknesses
<ul style="list-style-type: none"> • Quality products. • Use drinks and desserts unusual in the fast-food sector. • The brand image with its own identity, its concept that is different from the Competitors. • International experience. • Healthy food menu (healthy and delicious burger). • Internal contact and staff preparation are prioritized. • brand and logo registration at the Community level. 	<ul style="list-style-type: none"> • No other type of meat on the menu (only beef burger). • Weak digital marketing • The price is higher than competitors. • scarcity of media campaigns. • Little creativity in introducing new products. • The burger market in Dubai is saturated
Opportunities	Threats
<ul style="list-style-type: none"> • The continuous growth of the fast-food market around the world. • A rising trend among consumers to eat more healthily. • Consumption of hamburgers by all age categories. • Increase the number of people who eat out (work habits). • Regulating the movement of goods and capital between countries • Rice dishes with meat in Dubai have a long and illustrious history. 	<ul style="list-style-type: none"> • Currency risks, outside the Euro Zone. • The restaurant industry is very competitive • international financial, economic, and political crisis • Global pandemic crisis (covid -19) • Dubai's burger market is overcrowded

5.5 Marketing Strategy

A marketing strategy is a company's overall plan for reaching out to potential clients and converting them into customers of their goods or services (Barron, 2021).

A clear marketing strategy revolves around the company's value proposition, key brand messages, how it works, and data on the target customer's demographics, why their business is worth it, and other high-level elements (Marketing mix elements) (James, 2021). The ultimate aim of marketing strategy is to create and communicate a long-term competitive advantage over competitors' businesses.

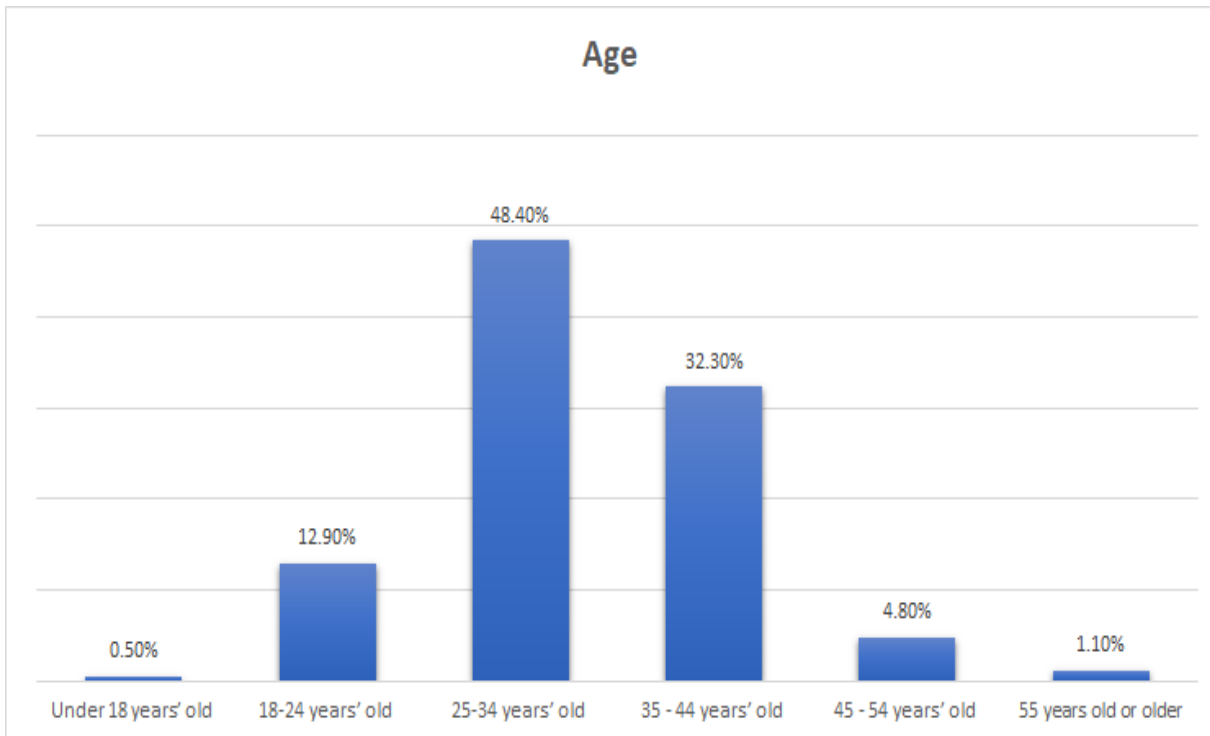
5.5.1 Target Market Segment

For marketing purposes, all demographics in Dubai (young and old) will be targeted, this increases the level of attractiveness. However, the unique feature is that the potential clients are (people of working age, students staying for study, visitors, and tourists to Dubai). In addition to the unemployed, as women account for a significant percentage of them due to Arab culture, but they regularly visit shopping centers with their children during the week to enjoy shopping and lunch, relying on their Emirati husband's high income.

According to government statistics, the rate of women's participation in the UAE labor market was about 58% during 2019, and it is continuously improving (Al Ain News, 2020).

Our target audience has a busy schedule, they have little time, prefer to eat lunch while at work, but they are still looking for a tasty and healthy food solution, and they have to eat many times a week, so the price of a meal is a point to focus on.

The demographics are attractive, as we have 14.45% of the total population under the age of 15, while 75.97% of the total population is in the 15-54 age group, and 9.58% are 55 years and over, the average age in Dubai is 33.5 years. Hence we have a young market that is open to fresh ideas (Dubai Statistics Center, 2021). Also,



the graph of the age of the survey sample (Figure. 18) shows, the largest proportion of respondents are young people between the ages of 25 and 34 years between the ages of 25 and 34.

In Appendix C: survey results, Gender, Age, Education, Job, and Income, Table 14 represents the research sample (job, education, gender, age) and Table 15 (Describe the customer's behavior) of the consumers who participated in the research survey.

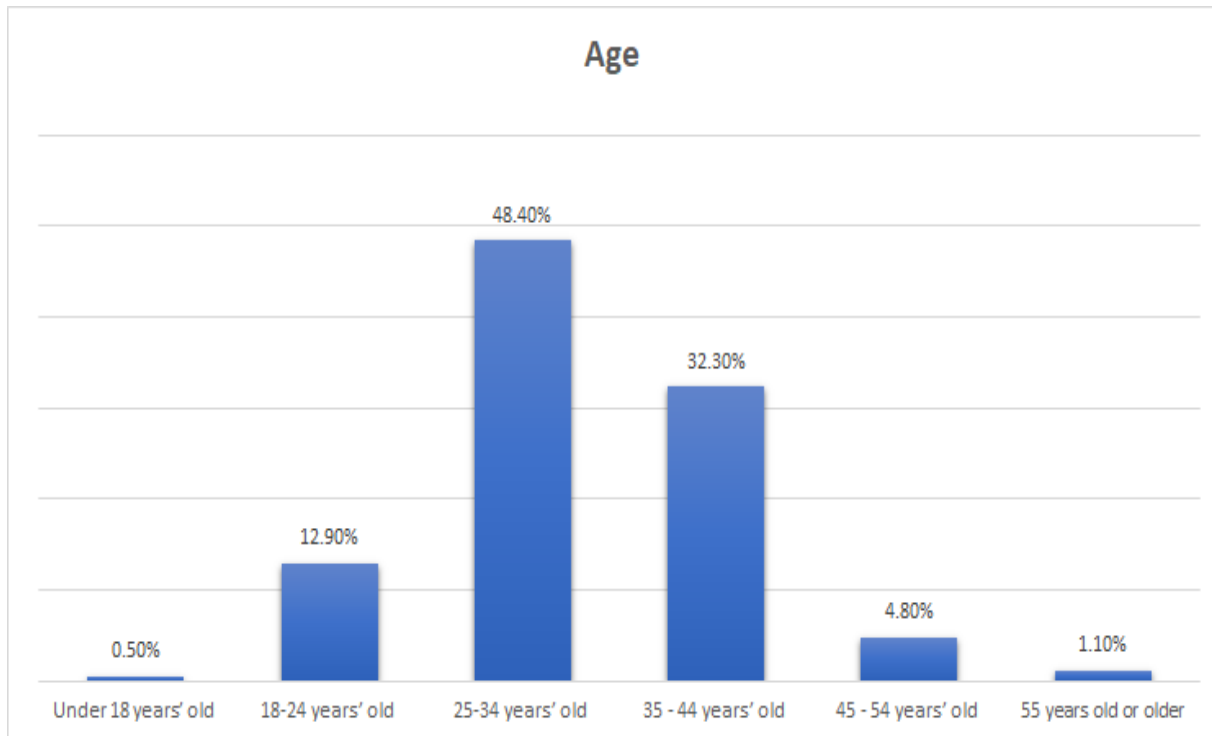


Figure 18: Ages of sample

Source: Adapted by the author from the survey

5.5.2 Customer's choosing criteria

By analyzing survey results and millennial trends (Figure 19) there was some convergence in the answers, but it appears that price is one of the most critical selection criteria.

it can explain this, by the fact that most Dubai residents rely on fast-food restaurants in their daily life rather than cooking at home.

According to Al-Marzouq (2019), studies and research indicate that Dubai residents eat outside more than ten times a week.

The second most important selection criteria are the taste and quality of the food

Due to the wide range of options available at the Dubai Fast Food Market, which includes brands from all over the world, both global and regional, the majority of potential customers in Dubai, are drawn to restaurants that provide high-quality, Delicious fresh food.

We can see results that are close to the food customers service and the calorie standard, Lack of time for lunch is one reason for the need for express service, as well as the preference of the majority of Dubai people for healthier food

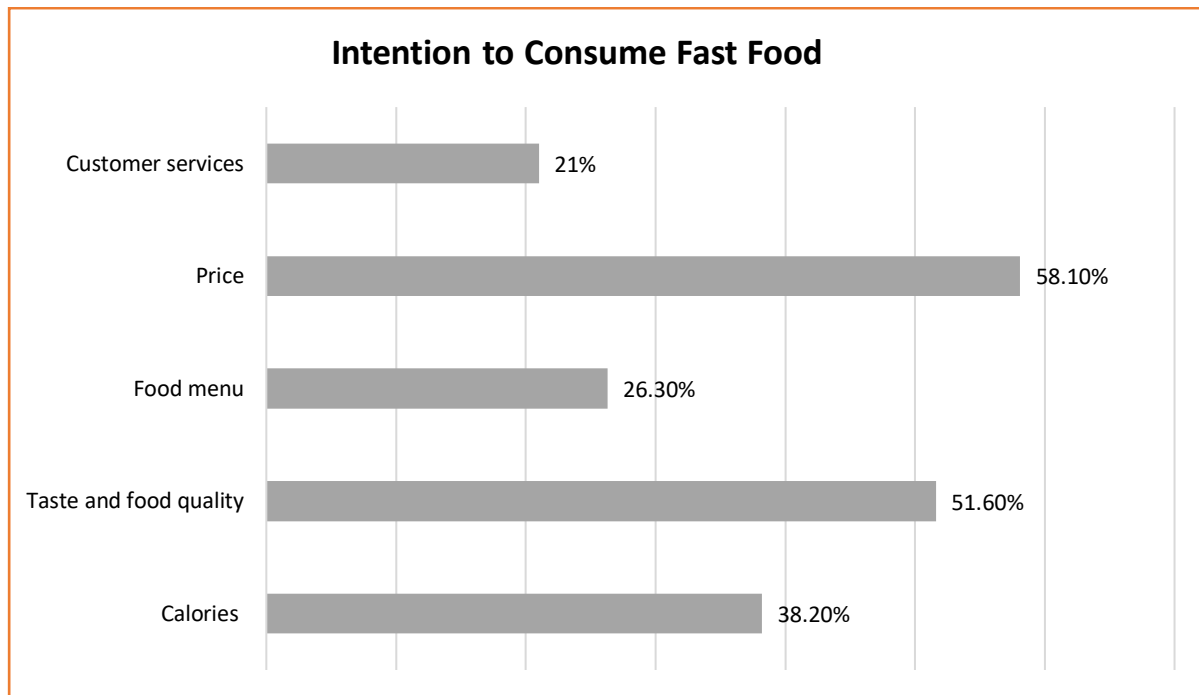


Figure 19: Graphic representation of the intention to consume fast food- Source: Adapted by the author from the survey

5.5.3 Positioning and differentiation

After defining the target segments of the company, and the criteria for choosing the customer, the need arises to determine how the company intends to position itself in the market, that is, the position that the company intends to hold in the minds of customers as when compared to the products of competing companies.

Positioning and differentiation is the basis of strategic marketing, as it defines the firm's value proposition to the consumer, the competitive advantage that can motivate the consumer to buy the company's product and not the competing product (Kotler, 2010).

H3 is a gourmet hamburger company, positioning itself in the market by advocating a new principle of hamburger for the fast-food market (burgers should not be thin, frozen, tasteless, or served between two slices of bread).

Thus, h3 distinguishes itself from its rivals by providing new, high-quality ingredients with a delectable taste at a low cost in a short period, (The burger is served in hot and fresh dishes, with premium Thai rice, Fried potatoes, natural iced tea ... etc.)

We can say that h3™ - Gourmet Burger has achieved differentiation in terms of quality, size, style, and use, ability to develop and supply a product different from the competition, (Differentiation based on product). In Figure 20 a perception map (price vs quality) to locate h3 between the big brands.



Figure 20: Perceptual map of major brands the direct competitors in the Dubai market (Price versus Quality, with h3 positioning)-

Source: Adopted by the author

5.5.4 Marketing mix

The marketing mix represents a set of coordinated tactical tools aimed at shaping company success in terms of revenue, earnings, and return on investment in the short and long term (Blut et al., 2018).

The marketing mix concept has been reached in the 1960s by Professor Jerome McCarthy, and then developed by the well-known economist (Philip Kotler), and it is a concept that takes into account four basic pillars that any marketing strategy should include (product, price, promotion, and place, or what is known as the 4 Ps. Like what we mentioned in the Literature Review, doubts have been raised about the concept of 4Ps, some modifications occurred over time, for example, marketing professionals in retail services proposed adding three additional elements - people, Process, and physical evidence - which contributed to the idea of the marketing mix. 7Psi, in the present time, a final variable has been added (productivity and quality) 8 PS (Kwok et al., 2020).

5.5.4.1 Product

The product is a commodity (tangible) or service (intangible) or anything that can be offered to the customer in the market for interest, acquisition, use, or consumption related to satisfying requirements or meets the needs (Mustapha, 2017).

For the product to be successful:

- ✚ The product must meet the needs of the consumers, and be able to function as promised.
- ✚ Current and prospective consumers should be informed about the product's functionality and benefits.
- ✚ The branding of the product is also important since it distinguishes it from other similar products on the market.
- ✚ Aside from the product itself, packaging, quality, services, choices, and warranty are other factors that attract consumers.

When entering a new market, the only product that consumers would like to purchase in this situation is the main product (Burgers and other foods are served - high-quality ingredients, healthy and delicious food). Furthermore, the current product can be enhanced, updated, and strengthened to differentiate itself from competitors and reach a broader audience, also for an account of the target market's social and cultural factors.

To adapt the product/menu to Dubai consumers, we must take into account that the Portuguese people's eating habits are different from those of the UA E. Although different, there are many similar behaviors, for example, The UAE has one of the highest rice consumption rates in the world and area, averaging 70 to 80 kg per person per year, this is because, the Emirati Society considers rice as one of the permanent food habits on the table (H. Saad, 2020). Also, Portugal is one of the European countries that have a high rice consumption, with a per capita consumption of about 20 kg per year.

Main product presentation should be preserved - 200gm burger of grilled fresh meat on a hot plate with pure sea salt. The burgers are served in warm dishes with Thai rice or freshly fried potatoes that are eaten with a metal fork and knife. Drink and side dish options can be preserved as well.

One of the changes that must be added to compete and ensure access to most consumers (chicken burgers and vegetarian burgers), according to the results of the survey that was conducted.

In Figure 21, when asked whether prefer another burger as an additional option, we can notice that the chicken burger gets 55.9% while the Vegetarian burgers at 45.2%.

These results can be explained by the fact that Emirati society considers chicken one of the permanent Food habits on the table, such as rice. Also the recent trends of Dubai people towards healthy lean foods.

Secondly, Families getting and going out to eat together is a tradition to enhance harmony have Emiratis(Nora, 2021). If there are people among the Emiratis who are vegetarians or prefer a different form of meat. They can change their destination to a more diverse restaurant.

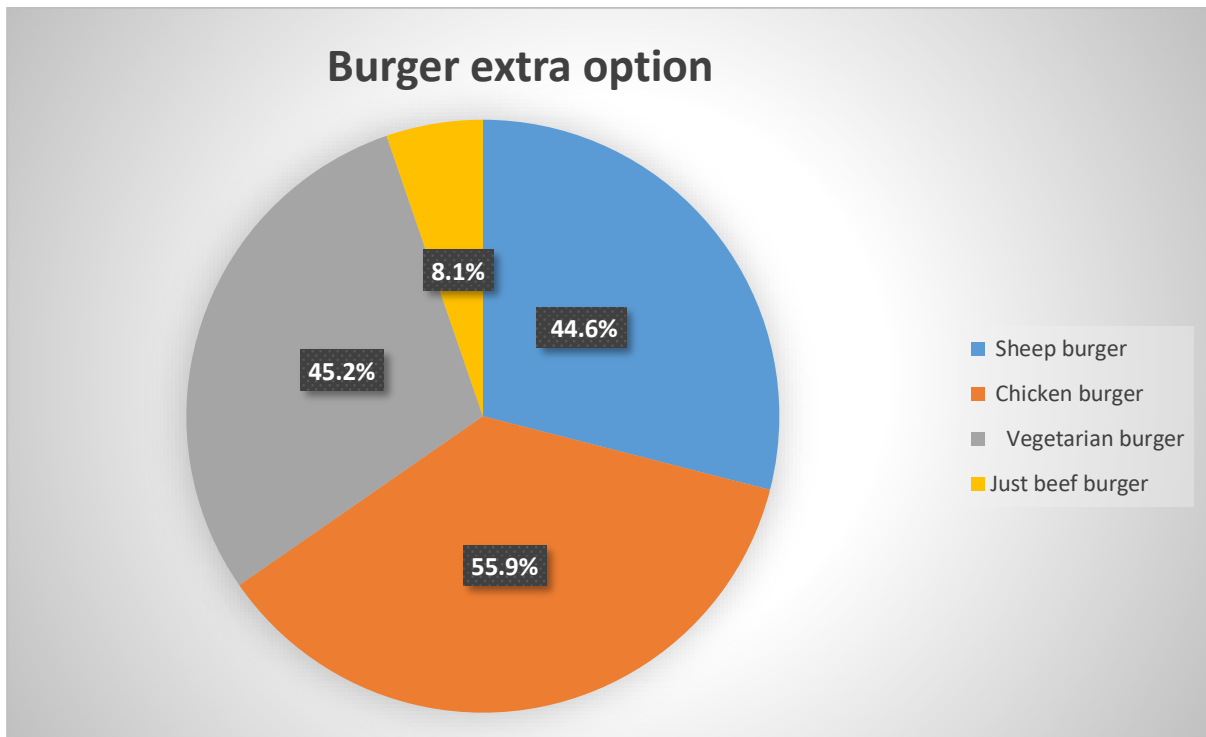


Figure 21:Graphic representation to order a burger as an extra option- Source: Adopted by the author from the survey

Getting a children's menu is one of the recommendations that enhance the attractiveness (a small plate containing 100 g of delicious gourmet burger with Thai rice or fried potatoes, where a special price can be set for this meal). According to the findings of our survey (Figure 22), a significant majority of The participants agreed with this viewpoint, at the rate of 70 %.

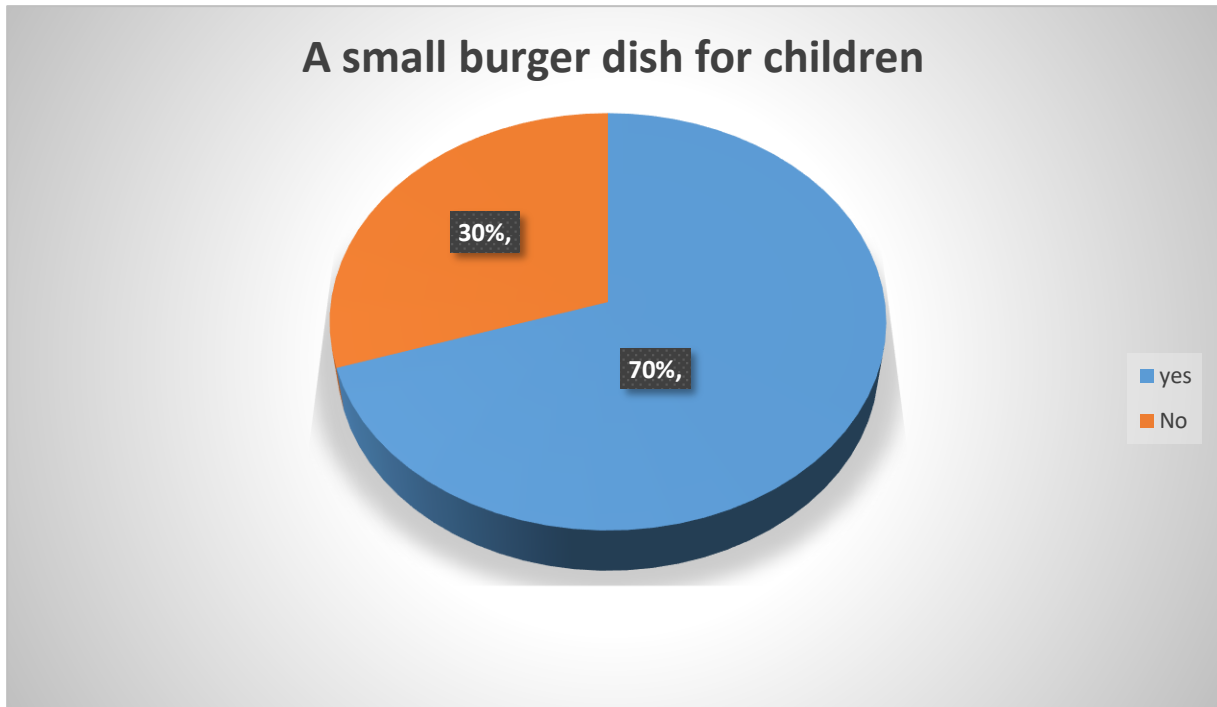


Figure 22: Graphic representation to prefer having a special kid's meal (a small plate of burgers)- Source: Adapted by the author from the survey

The culture of the Emirates is represented in hospitality with coffee and dates, due to the importance of this, you will notice the presence of a coffee dallah on the Emirati dirham(Currency)(Mybayut, 2021). Therefore, visitors can be welcomed in h3 by serving dates as well as Emirati coffee mixed with cardamom and saffron in small cups, (the cost is very low, so the coffee is provided free of charge).

These additional options will be the first step to move from a strategy of specialization to a strategy of diversification for the ability to grow and be sustainable in the Dubai market

5.5.4.2 Price

Price in the simple sense is the amount of money that is paid by the buyer in exchange for obtaining the product, in other words, it is the value that an individual sacrifices and is willing to exchange with the set of benefits, and advantages that are associated with his owning or using the product.

According to Loy et al(2020,) Price is the most important factor influencing buying behavior, as well as product and store selection, particularly when consumer income levels in the target area different. Price can be a good predictor of quality, but for regular purchases, the consumer will still wonder whether they have gotten their money's worth, as price perception has a direct impact on customer loyalty, turnover, and opportunities to suggest to friends(Kuhn et al., 2018).

Price, along with taste and food quality, is one of the most significant factors influencing consumer preference, according to the questionnaire conducted for this study (see, Figure 19). Also, according to the survey's findings (Figure 23), the proportions of people who visit fast-food restaurants two to three times per week are equal to the willingness of people to pay the usual fast-food price between 20 and 30 AED (5 € to 8 €), while we can see 39.2% of people are willing to pay between 30 and 40 AED (8 € to 11 €), the majority of the responses obtained offer a positive impression of the price option.

Since h3 uses quality ingredients in their products, the cost is slightly higher than other burger companies. As a result, the price should be slightly higher than other restaurants in Dubai, including well-known brands.

The prices on the menu should be - the main product: burgers, Thai rice and/or French fries or burgers in bread with French fries or salad) with the drink. differs from 25 to 40 AED the same applies to a chicken burger and a vegetarian burger with rice Thai and/or French fries). exchange approximately (6 € to 10 €).

Desserts vary from 10 to 20 AED. exchange approximately (2.50 € to 5 €).



Figure 23: A Graphic representation of the number of times people intend to go to the restaurant / versus the budget people are willing to spend per meal- Source: Adapted by the author from the survey

5.5.4.3 Place

In the field of marketing, the idea of place is sacred, and it is codified in the Marketing Mix Model as one of the four components (Rosenbaum et al., 2017).

marketers (Philip Kotler, Veronica Wong, John Saunders, Gary Armstrong, 2015) see the place defined as a set of acts or activities that make a product accessible to the target market.

Dubai is an emirate with a large number of "small towns" that make up its geographical composition. With more than 200 nationalities different populations, choosing a region for a restaurant depends on the target audience you are trying to introduce. As a result, we must keep in mind that the place must be ideal for establishing the company, provide enough room for people and equipment, and provide convenient access to wholesale food supplies.

According to Daryanani (2021), in addition to analyzing the locations of competitors, and conducted studies and research on the food and beverage sector in Dubai, the following three places are considered "hot spots" for new restaurant openings: (Business Bay, Jumeirah Beach Residence, Dubai Marina, and Jumeirah Beach Road) [Figure 24](#) and [Figure 25](#).

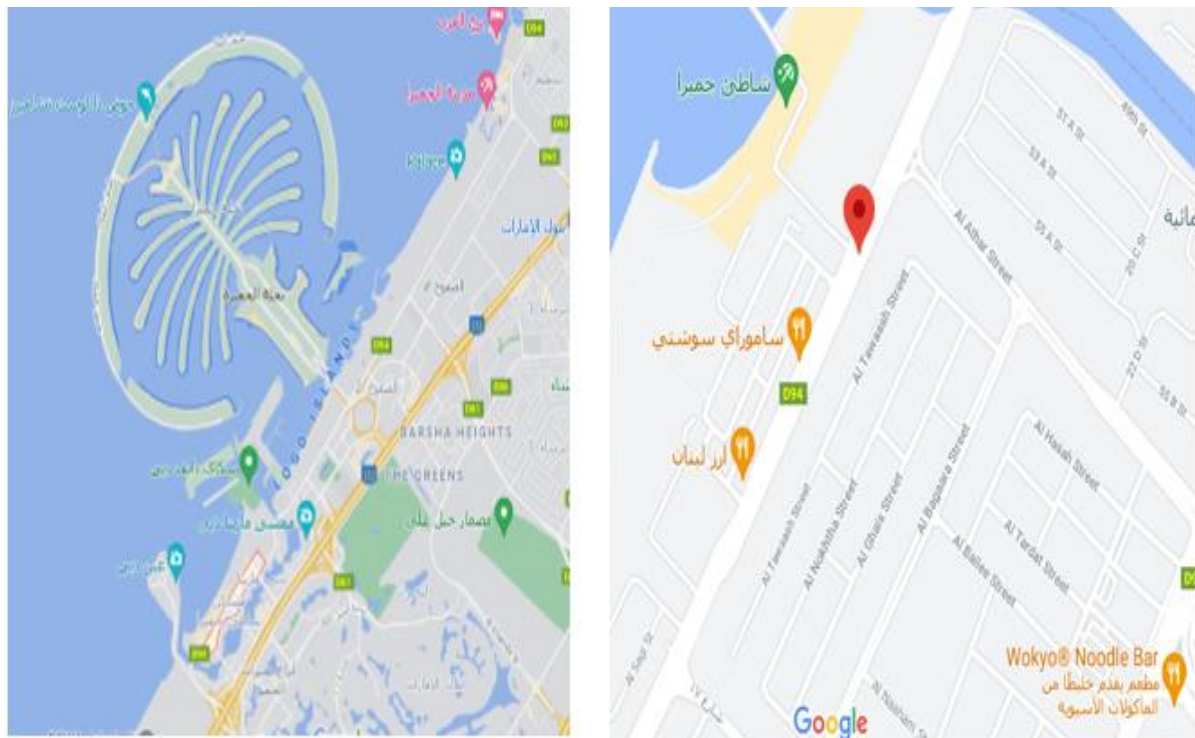


Figure 24: image from Google Maps for the Jumeirah Beach Residence, and Jumeirah Beach Road:

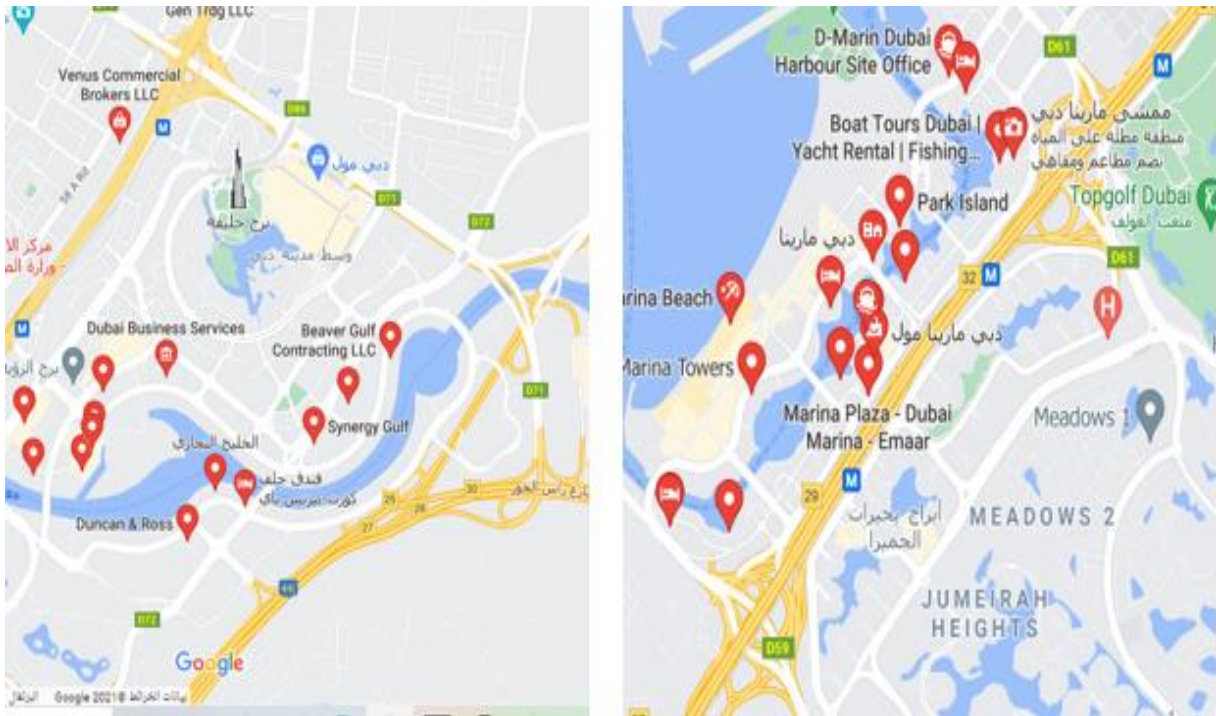


Figure 25: image from Google Maps for the Dubai Marina and Business Bay: *Source: Google Maps 2021*

can add (The Dubai Mall and Mall of the Emirates, Figure 26) to the list because they have a tremendous turnout from all Dubai society, indigenous people and foreigners residing and tourists, these shopping centers are a permanent destination for Dubai residents to enjoy eating fast food. Also, these centers have all the direct competitors mentioned in the search. We also have the option of free zones, which were discussed on page 28 of the search.

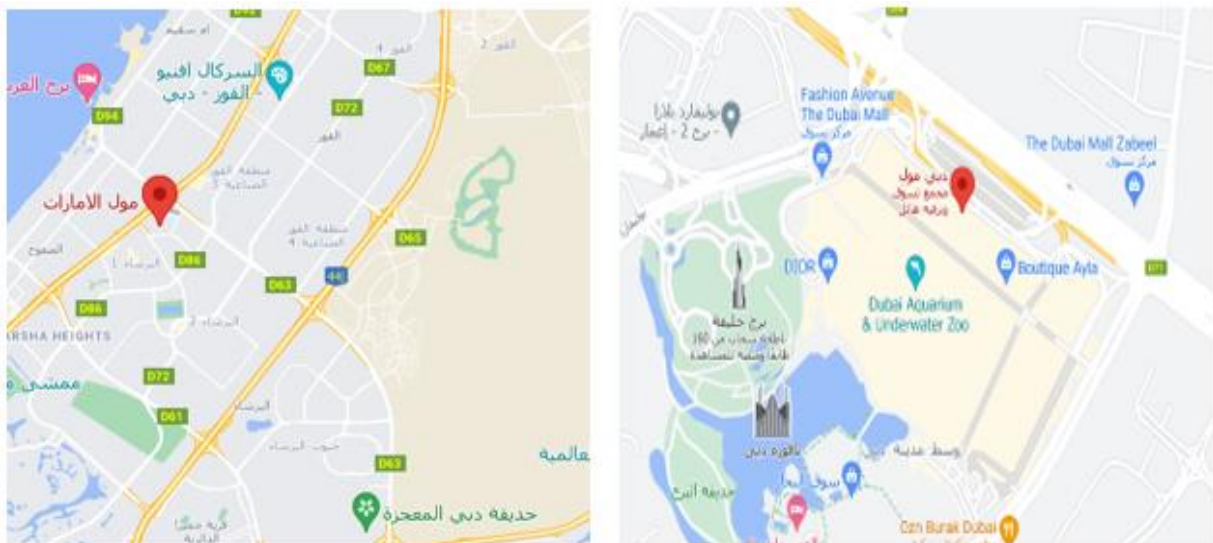


Figure 26: image from Google Maps of Dubai Mall and Mall of the Emirates

Source: (Maps, 2021)

5.5.4.4 Promotion

Promotion is a component of the marketing mix that encompasses all activities involving interaction with customers about the product, its benefits, and its advantages (Luenendon, 2019). Following the completion of the product, price, and place, a dialogue with the customer about the product begins, which involves increasing awareness through different means to maximize sales and generate and improve brand loyalty.

Promotional events are often associated with a substantial expense. However, since the result is often a rise in revenue or consumer satisfaction, it is expected that this investment will pay off in the long term.

Promotion consists of the following components: advertising, personal selling, sales promotion, public relation, direct Marketing, Sponsorship.

As we mentioned earlier in the second chapter of the description of the element of promotion for h3. allocating the majority of its marketing budget to internal communications, and it also strongly believes in word of mouth as a weapon for communication, where the Internet is used for the majority of external contact with customers.

it will mention some promotional tactics to support and enhance the company's promotional strategy, to ensure increased revenue, customers, and brand loyalty, depending on the results of the survey for this study, contacts, and research in the Dubai market.

- ✚ Millennials in Dubai are associated with a lot of advanced technologies, and since h3 uses its website (www.h3.com) and social networks Facebook and Instagram, to communicate with customers, we suggest supporting these platforms with the advantages of VoiceBot and chatbots, as chatbots have become widespread, where this Robots can be programmed to perform a myriad of tasks ranging from answering common questions, making a reservation, ordering food, or processing payment.
- ✚ The most popular social media sites used by individuals in Dubai, according to the results of the survey [Figure 27](#): Facebook 78%, Instagram 63.4%, are powerful marketing tools, the company should focus on it.

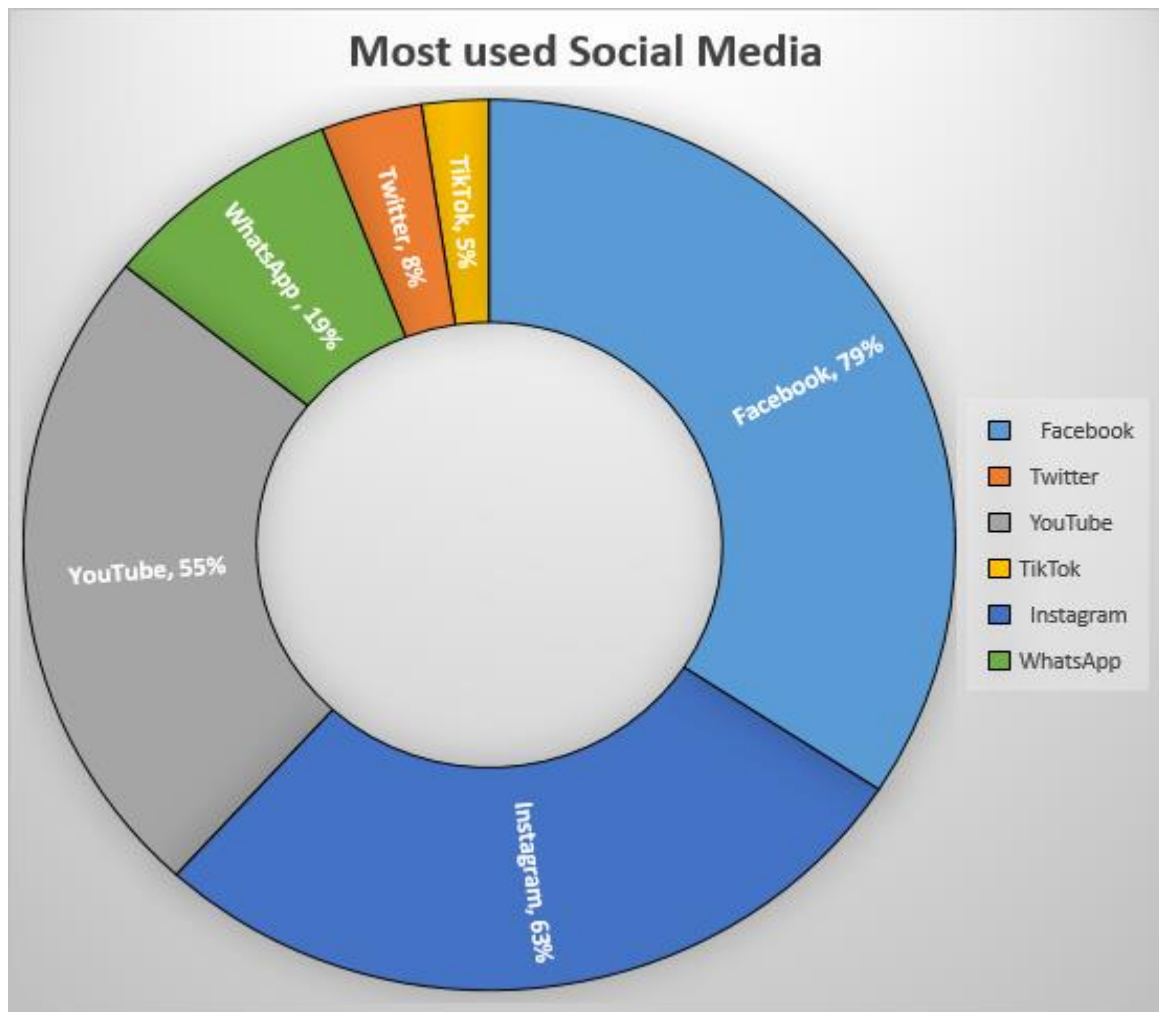


Figure27:Graphic representation of the most used social media-Source: Adapted by the author from the survey

- + In recent years, YouTube is one of the largest gatherings of human beings in the world with almost 24.3 billion visits, so it has become important for h3 company to have a place on YouTube, for advertising and promotion, by opening a special channel in Dubai market (Demos of how to make delicious burgers, photographing everyday activities, making professional videos with new ideas) According to the survey results in Figure 27,the YouTube platform is ranked third in terms of use by Dubai people.
- + To improve loyalty and continuous engagement, use gifts and sales discounts via discount coupons by the company's mobile application, where it is attractive is that the mobile application has a special name for the Dubai market (h3 Arabian).
- + The results of the survey showed that individuals in Dubai use discount coupons acceptably(Figure 28).

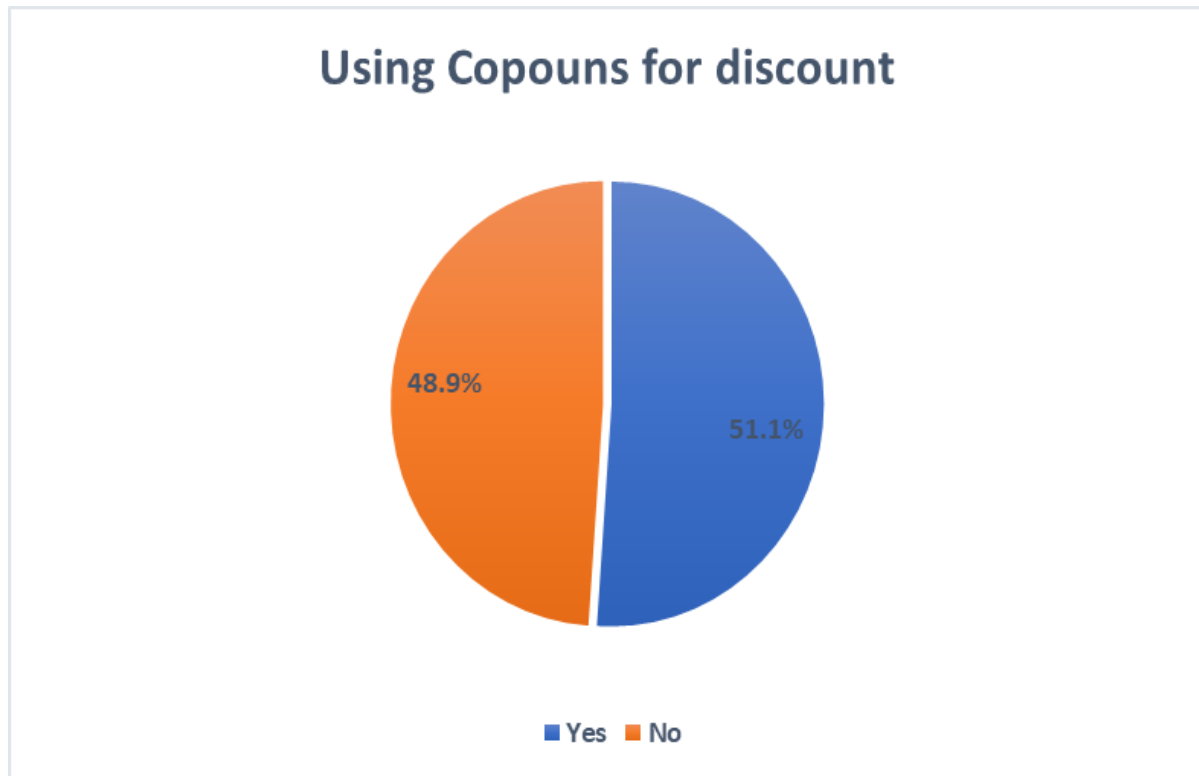


Figure28 : Graphic representation of use discount coupons to buy fast food- Source: Adapted by the author from the survey

- ✚ Payment facilities through the use of applications that allow bill payment by mobile phone, the most famous ones are Pay it, Moyasar, Lev Bank.... etc.(Mohammed, 2020). In addition, forming a partnership with the most relevant delivery services in Dubai (Food on Click, Carriage, Talabat, and Uber Eats, all of which provide high-quality services).
- ✚ Marketing through public relations, such as participation in local charitable organizations, exhibitions, and local and international commercial activities that take place in Dubai. also use direct marketing, such as Attending community events, parties, and national holidays in Dubai.
- ✚ Common Arab customs include watching television, reading newspapers, and so on. As a result, using television, newspapers, and street ads to market the product and attract customers is critical.

In Figure 29 the results of the research survey backed up this argument (TV 73.7%, street ads 58.1%).



Figure 29: Graphic representation of traditional marketing tools- Source: Adapted by the author from the survey

- ✚ To attract publicity, food critics and food bloggers should be invited to visit the restaurant and write about it.
- ✚ Use an open-door policy that allows customers to gain knowledge about how to prepare food in the kitchen

5.5.4.5 People

If you don't have the right people behind you, it's pointless to create a great brand, creative product, or beautiful social media presence. It is critical for the sustainability of your business that all of your staff, whether backstage or in front of customers, receive equal training and a thorough understanding of their roles and the effect they have on the company.

h3 needs to continue to pay special attention here to the customer contact aspect, so training is provided to improve friendship, service, speed, friendliness, sympathy, caution, and meticulous attention while handling food and personal presentation. continuing to ensure that employees are compensated for their hard work, and make them feel happy and proud to work with h3. From a social and cultural point of view, employees should be trained to understand sensitive customs and traditions in the Dubai market, especially those related to Islamic culture.

5.5.4.6 Process

Includes the process of all approved procedures for manufacturing the product and preparing it for use or consumption by the customer (Movied, 2021).

Here the requirements are analyzed and all the steps that the service goes through to ensure that it reaches the customer appropriately, as well as develop solutions to get out of the bottlenecks that may be faced by the process of providing this service.

H3 was able to save time and space inside the store by using a uniform style of beef, which meant only one burger for all menus, and thus only one activity on the grill, which resulted in very quiet times during peak demand.

The process is also very important for h3 in the Dubai market, as they have to maintain On the same homogeneity in the process of presentation and preparation, with all this, they must also manage the cultural and legal needs of the environment of the United Arab Emirates, such as the use of oil ingredients, or the use of wines or pork in food ingredients ... etc.

H3 should have a homogeneous operation with little addition to country needs because it promises to provide high quality and quick service, where Process efficiency is the secret to satisfying customers.

Time can be overcome during peak demand by educating staff and using technology when ordering the meal for the types of burgers that have been suggested to be added to the menu (chicken, vegetarian).

5.5.4.7 Physical Evidence

Physical evidence consists of the tools that contribute to providing a service or product, also, it helps define the brand's niche and target the right type of customer (Samy, 2021).

According to Lapras (2019) The Physical evidence refers to the external environment of the service, as well as the place where customers and service personnel communicate. As a result, the primary goal is to create a system or environment in which services can be provided.

Among the tools that can be used:

Ambiance - the seating seats used by the restaurant, the music that is played, the lighting that it maintains, etc.

Planning- design of the showroom, seating, service facilities

Packaging, brand, company communications - although they are part of promotions, they also play an important role in physical evidence in the marketing mix.

Employees - Employees play an important role in consumer satisfaction.

The physical evidence used in h3 is one of the most significant points and sources of essential strength in the face of rivals in the Dubai market, and it is in line with Dubai people's expectations.

so The modern decoration, as well as the concept of attractive and different colors, cooperative and friendly employees, and the traditional relaxed environment, must be maintained for success and distinction

5.5.4.8 Productivity and quality

This modern element has emerged in integrated service management. Improving productivity is a prerequisite in cost management; But quality, as defined by the customer, is necessary for the service to differentiate itself from other service providers(Ahuja, 2019).

For H3 the quality is the lifeblood of the company, simple natural production ideas, they offer real food and drink, the burger is made from 200 grams of pure, lean, high-quality, low-calorie beef. Sicilian lemonade is made from natural lemons, and the tea is prepared by hand, in addition to all the ingredients that make up the fresh dishes, which are inconsistent with most fast-food restaurants that operate usually with frozen foods and artificial flavors.

5.5.5 Assumption of initial capital valuation

From [Table 13](#), an initial investment evaluation of this project was made within three years, based on market research and information obtained from the company's data for the past three years before Covid_19, 2020 (2017, 2018, 2019). while other information is necessary assumptions, to conduct this exercise.

The investment number was adopted from the cash flows from investing activities for the year 2019.

The sales figure is based on the arithmetic average of the past 3 years

Cost of Goods Sold, Consumables (CGSMC), Supplies and Outside Services (SES), and Personnel costs are approximate hypothetical numbers.

We can notice a decrease in the commissioning from the first year to the third year due to the assumption of the growth of the company and the gain of experience.

The discount rate is 20% due to the possibility of a rise in the company's debts due to the Corona pandemic and high inflation rates.

The NPV is one of several capital budgeting techniques used to evaluate investment projects or to assess whether the project is financially viable.

In this specific case, since NPV is positive (NPV = € 6,647,329.03), it will be classified as an acceptable investment, and it takes approximately 269 days (period required to recover the initial investment).

Table 13: Expected financial position for investment

Year	0	1	2	3
Investment	€ - 2,392,812.16			
sales		€ 29,686,196.12	€ 29,686,196.12	€ 29,686,196.12
CGSMC		€ -7,462,420.08	€ -7,262,420.08	€ -7,062,420.08
SES		€ -9,367,489.20	€ -9,117,489.20	€ -8,867,489.20
Staff costs		€ -7,820,197.56	€ -7,620,197.56	€ -7,620,197.56
SUM COST		€ -24,650,106.85	€ -24,000,106.85	€ -23,550,106.85
EBT		€ 5,036,089.27	€ 5,686,089.27	€ 6,136,089.27
corporation tax		€ 1,143,695.87	€ 1,291,310.87	€ 1,393,505.87
net income (CFT)		€ 3,892,393.40	€ 4,394,778.40	€ 4,742,583.40
Discount Rate	20%			
CFTA		€ 3,243,661.17	€ 3,051,929.44	€ 2,744,550.58
NPV				€ 6,647,329.03

Source: Adopted by the author, Retrieved from: <https://www.racius.com/h3-portugal-s-a/#report-2017>, <https://www.racius.com/h3-portugal-s-a/#report-2018>, <https://www.racius.com/relatorio-financeiro-detalhado/h3-portugal-s-a/#report-2019>

Note: sales, CGSMC- Cost of goods sold and materials consumed, SES_ Supplies and external services, Staff costs, EBT_ Earnings before taxes, corporation tax, net income (CFT), Discount Rate, CFTA- Cash Flow at a certain time, NPV- Net Presented Value

Discounted Payback = 206 days

$$3,243,661.17 \longrightarrow 365$$

$$2,392,812.16 \longrightarrow x$$

$$X= 269.26$$

CHAPTER 6: Conclusions, Recommendations, Limitations, and Future research

6.1 Research conclusions

- ❖ When shifting their operations across borders, Multinational companies face a variety of challenges, as their approach must be updated and adapted to the final market.
- ❖ Barriers such as procedural, social, and cultural challenges are hurdles that take well-thought-out strategies to resolve.
- ❖ This dissertation focused on the importance of internationalization in the Middle East for occidental and global companies. Where, during this study, a strategic plan was presented to the Portuguese company h3 that provides burgers with fresh and high-quality ingredients, and was able to distinguish itself from other competitors, to enter and expand in the UAE, and more specifically in Dubai.
- ❖ By analyzing the marketing mix of Portuguese fast-food company h3, its international experience, and the financial position, it is noted that the brand has a strong component in training and preparing its employees, in addition to an integrated system of operations that allows easy monitoring, a high-level organizational management structure, a new concept, colors, logo Attractive - high-quality health product, reasonable price, in addition to the good international experience and financial ability ,so we can say h3 can find a place in the Middle East among international brands.
- ❖ The fast-food market in the UAE is expected to continue to grow in the coming years, However, this market is mature, saturated, diversified, expensive, and there are many direct and indirect competitors, especially the burger sector, on the other hand, we must consider the UAE's great cultural and social diversity, as this is a culture where people are used to trying new and varied combinations of foods rather than being identified with a single form of food. As a result, the h3 philosophy, business model, employee preparation, and brand image have a high chance of being accepted and succeeding.
- ❖ Dubai is considered one of the regional and international cities in which there are many tourists, businessmen, and famous personalities who come and go, Throughout the year, it hosts numerous international sports, social, artistic, and cultural activities, and celebrations, in addition to containing more than 200 foreign nationalities employed and living in this city, Dubai may serve as a springboard for more growth, fame, and brand awareness in other countries.
- ❖ Although entering the Arab market may be difficult, Portuguese companies can find some help in government agencies that have the basic knowledge to enter this market, also

given that the relationship between Portugal and the United Arab Emirates has improved in recent years, through Some of the agreements that enhance and facilitate transactions, these developments can be very useful for a market entry strategy.

- ❖ An exploratory study of the target consumer and his preferences was conducted, through a questionnaire published in Dubai with the help of the people who live and work there, also secondary data was collected through conducting interviews on the Internet to learn more about the fast-food market and competitors there
- ❖ After analyzing and research in the Dubai market, with regard to internationalization, it appears that a transnational strategy is the only way to introduce the Portuguese brand in this difficult market, as This strategy would enable the brand to retain its identity and adapt its offer to the needs and habits of Emirati consumers, and bolstering this policy with human and financial resources, thus taking into account UAE regulations and laws governing fast-food restaurants.
- ❖ It concludes that franchising is the most effective way for h3 to penetrate the Dubai market, where Franchising allows for rapid growth, and Dubai is the preferred base for franchising operations in the Middle East. Also, the joint venture is safe and organized in the UAE, but it must be resorted to as the last option due to the requirement that the local partner owns 51%

6.2 Research Recommendations

- ❖ The customer in Dubai has resorted to the value for money option in food choices as a result of global crises, dangerous pandemics that contribute to the economic downturn, as well as safe food patterns, so h3 must continue to function according to this effective strategy.
- ❖ Consumers in Dubai have a tight schedule throughout the week, and some tend to eat at work, so h3 has to bet on takeaway service and food delivery services to take full advantage of the market's potential to support its sales and profits.
- ❖ For healthier products, and to increasing quality and differentiation from competitors in Dubai, we suggest for h3 provide grassland cow burgers, which are considered superior to conventional forage cows, even if they are of high quality.
- ❖ H3 should consider producing chicken burgers, or vegan burgers to protect itself from the risk of developing cow disease, further, to attract a larger number of potential customers who want a different form of meat or want environmentally friendly products.

- ❖ Because of their wealth, advanced technology, especially the Internet, has had a significant impact on the people of Dubai, as a result, the company must focus more on using digital marketing channels to market its products, constantly developing and updating its website.
- ❖ In Dubai, expatriates represent two-thirds of the population and thus the diversity of consumer patterns, so h3 after entering the Dubai market must gradually move from a strategy of specialization to a strategy of diversification in its list, for long-term growth in the UAE
- ❖ From the research, the heads of h3 are not in favor of granting a franchise or a joint venture, where the Dubai market is the strongest and most attractive in the Middle East, but it is a very expensive market to invest in, so the internationalization can be done through mobile food carts, which have been very popular in recent years by Emiratis, tourists and residents, with great support from the state, as a result, the initial investment is minimal, Brand recognition and reputation can be built., making it easier to open a restaurant later.

6.3 Research Limitations and future

- ❖ The biggest roadblock during these months of research and work was the Corona pandemic, which resulted in an ongoing quarantine and the closure of the H3 business, preventing us from making direct contact and conducting interviews with relevant officials, where communication was limited to email
- ❖ I was able to reach some insightful conclusions, through recent hard-collected qualitative and quantitative data, that contributed greatly to understanding the h3 Hambúrguer Gourmet vision and the strategic challenges it faces in Portugal, But I was not able to adequately describe the international experience in Brazil and Angola due to the impossibility of obtaining Updated and accurate data.
- ❖ Regarding the questionnaire design, it may have led to some ideas, but the questions asked are mostly subjective, which people tend to rush to answer or randomly answer, which leads to a bias of the results.
- ❖ On the other hand, 186 people who live or work in Dubai answered the questionnaire through e-mail or social media, in a digital format, in addition to interviews via Skype, Zoom, Messenger, phone calls, however, it cannot be considered a representative sample of all consumers in Dubai, this may have affected the quality of results.

- ❖ The numbers used in evaluating the initial capital are hypothetical numbers based on the arithmetic average of the h3 data for the last three years before the Corona 2020 pandemic, and therefore the final number inferred for the investment is inaccurate
- ❖ Fluency in a language: The English language is considered as a second language of the researcher, as well as the marketing master was in the Portuguese language, so the researcher had difficulties in being able to read and interpret English language research studies on the topic.
- ❖ Despite some important results that we obtained, but qualitative research must be conducted in the Dubai market, by conducting a focus group and conducting further analysis, this method will allow data collection deeper insights into the weaknesses, a more accurate understanding of consumer needs, and assistance in testing Product and its marketing.
- ❖ We must acknowledge the inability of research to fully predict the fast-food market, so it would be good for the future analysis to focus on studying the importance of h3's diversification strategy and the options that are made regarding alternatives when facing a diversified market or with many tourists, in addition, external threats (Such as Corona pandemic, mad cow disease ... etc.).
- ❖ Future research should include a comprehensive economic feasibility study with realistic numbers to enter the Dubai market, to determine the potential good and bad outcomes of the idea before investing.

Bibliography

- Abrams, B. T. H., and R. (2019). *Subway Got Too Big. Franchisees Paid a Price.* - *The New York Times.* <https://www.nytimes.com/2019/06/28/business/subway-franchisees.html>.
- Adel, A. (2021). *Mohammed bin Rashid Al Maktoum Supporting creativity, innovation, and making tomorrow to achieve excellence and leadership.* <https://www.albayan.ae/uae/news/2021-02-01-1.4080268>
- Adel Maniar, K. M. (2019). *Establishing Business in UAE.* www. Crowe.
- Administration, international trade. (2020). *United Arab Emirates - Market Entry Strategy.* <https://www.trade.gov/knowledge-product/united-arab-emirates-market-entry-strategy>
- The agreement, F., & Combined, G. F. (2015). *e v r u o s n g in ratio t s o s Control Your Brand Empower Your Franchisees.*
- Ahmad Bin Hezeem. (2019). *Franchising in the United Arab Emirates - Lexology.* <https://www.lexology.com/library/detail.aspx?g=22af0974-a75a-4c63-bcd5-c1bd187f3907>.
- Ahuja, N. (2019). The Eight “P” of Marketing Mix NARITA AHUJA. *International Journal of Research in Humanities & Soc. Sciences*, 4(8). www.raijmr.com.
- Aisawa. (2019). *The concept of the Middle East: a tapestry of friendship and enmity, and everything that is privatized in terms of actions and trends.*
- Al-Essawi, A. (2020). *TRENDS Research and Advisory - Social Media: Growing Influences and Thorny Roles in the Arab World.* <https://trendsresearch.org/ar/insight>.
- Al-Laithi, S. (2019). *The third Arab Emirates in restaurant prices - news of the vision newspaper.* <https://www.alroeya.com/117-83/2099459>.
- Al-Marzouq, Y. (2019). *Dubai residents eat food | Al Anbar Newspaper.* <https://www.alanba.com.kw/ar/last/262587/26-01-2012>.
- Al-Ain News. (2020). *The Labor movement in the Emirates is more active internationally.* <https://al-ain.com/article/labor-movement-emirates-active-internationally>.
- Alalmai, A., Arun, A., Alalmai A Arun Assistant, A. A., & Alalmai Assistant Professor, A. A. (2020). Employee’s Perspective views on the Influence of Interiors in Endorsement of Business at Themed Restaurants Ethnic Tourism in India. A Case Study

of Punjab View project Update on Reputed and High Indexed Journal List View project Employee's Perspective views on the Influence of Interiors in Endorsement of Business at Themed Restaurants. *International Journal of Advanced Science and Technology*, 29(7), 5016–5022. <https://www.researchgate.net/publication/342531125>

- Alexander, M. (2015). *Why your business strategies must constantly change | CIO*. <https://www.cio.com/article/2969563/why-your-business-strategies-must-constantly-change.html>
- ALI. (2020). *Marketing Mix Analysis of McDonald's Marketing Mix (4Ps) | Infamous business*. [https://selfedev.com/ Marketing mix /](https://selfedev.com/Marketing%20mix/).
- Allen, C., & Clouth, S. (2012). A guidebook to the Green Economy Issue 1: Green Economy, Green Growth, and Low-Carbon Development – history, definitions, and a guide to recent publications. *Division for Sustainable Development, UN DESA, 1*.
- Almasar. (2020). *Dubai in the Roads and Transport Authority, and the development of economic projects and policies*.
- Amos, J. (2021). *Hope: The UAE succeeds in making its space exploration flight reach Mars*. <https://www.bbc.com/arabic/science-and-tech-55994953>
- Andrey Oliver, Delilah Pereira, D. S. (2015). *Brand positioning and communication planning: h3 New Hamburgology 1 - PDF Free download*. <http://docplayer.com.br/5632929-Posicionamento-de-marca-e-planejamento-de-comunicacao-h3-new-hamburgology-1.html>
- António Fernandes Vera Cruz, M., & José Luís Mexia Fraústo Crespo de Carvalho, D. (2011). *O DESENVOLVIMENTO ESTRATÉGICO DO H3-HAMBÚRGUER GOURMET PARA O MERCADO INTERNACIONAL Projecto de Mestrado em Gestão*.
- AP. (2020). *Plant-Based Burgers Market Players Look to Shed the Tag of Novelty: Future Market Insights*. <https://apnews.com/press-release/accesswire/business-lifestyle-united-arab-emirates-food-manufacturing-coronavirus-pandemic-dd3ad091b0fc48319653a805ba932dd8>
- Arabian. (2017). *The latest food trends in the UAE - Arabianbusiness*. <https://www.arabianbusiness.com/the-latest-food-trends-in-uae-595092.html>
- Bagheri, M., Mitchelmore, S., Bamiatzi, V., & Nikolopoulos, K. (2019). Internationalization Orientation in SMEs: The Mediating Role of Technological Innovation. *Journal of International Management*, 25(1), 121–139. <https://doi.org/10.1016/j.intman.2018.08.002>

- Barbara , Fill, C., & Jamieson. (2011). *Marketing Communications*. www.ebsglobal.net,
- Barron, A. (2021). *Marketing Strategy Definition*.
<https://www.investopedia.com/terms/m/marketing-strategy.asp>
- Barua, D. (2014). *Market Entry Mode Strategies – A study of Bangladesh Mobile Telecommunication Market for Foreign Companies*.
<http://oatd.org/oatd/record?record=oai%5C%3ADiVA.org%5C%3AInu-34965>
- Bates, P. (2018). *International Digital Marketing Strategy | Socialnomics*.
<https://socialnomics.net/2018/08/02/6-key-steps-to-a-successful-international-digital-marketing-strategy/>
- BBC. (2017). *Facts about the United Arab Emirates - BBC News Arabic*.
<https://www.bbc.com/arabic/middleeast-39105625>
- Bereznov, A. (2020). *What does it mean to work on a franchise in simple words? Franchising - What It Is, Types of Franchises and How They Work. Product and brand franchise*. <https://wapstroy.ru/ar/pitanie/chto-takoe-rabotat-po-franshize-prostymi-slovami-franshiza---chto-eto-takoe-vidy/>
- Bernier, I., & Meyer, E. (2010). *Title: Standardizing or adapting the marketing mix across cultures*.
- Biggart, A. (2018). *How To Identify Your Competitors: Your 6-Step Guide | Conductor*.
<https://www.conductor.com/blog/2018/02/identify-competitors/>
- BluEntCAD. (2020). *Importance of Restaurant Interior Designing in its Success | BluEntCAD*. <https://www.bluentcad.com/blog/how-interior-designing-plays-an-important-role-in-making-a-restaurant/>
- Blut, M., Teller, C., & Floh, A. (2018). Testing Retail Marketing-Mix Effects on Patronage: A Meta-Analysis. *Journal of Retailing*, 94(2), 113–135.
<https://doi.org/10.1016/j.jretai.2018.03.001>
- Bobker, K. (2016). *UAE stores must charge shoppers for the price of items as tagged | The National*. <https://www.thenationalnews.com/business/uae-stores-must-charge-shoppers-for-price-of-items-as-tagged-1.203079>
- Bojanic, D. C., & Rosen, L. D. (1994). Measuring service quality in restaurants: An application of the servqual instrument. *Journal of Hospitality & Tourism Research*, 18(1), 3–14. <https://doi.org/10.1177/109634809401800102>
- Buckley, P. J., Chen, L., Clegg, L. J., & Voss, H. (2020). The role of endogenous and exogenous risk in FDI entry choices. *Journal of World Business*, 55(1), 101040.

<https://doi.org/10.1016/j.jwb.2019.101040>

- Cakmak, A. (2018). *Internationalization Strategies of Service Sector Small and Medium Enterprises in Turkey*. 10744470, 206. <https://uoelibrary.idm.oclc.org/login?url=https://www.proquest.com/docview/2016099318?accountid=10792> http://resolver.ebscohost.com/openurl?ctx_ver=Z39.88-2004&ctx_enc=info:ofi/enc:UTF-8&rft_id=info:sid/ProQuest+Dissertations+%26+Theses+Global&rft_val_fmt
- Camilleri, M. A. (2018). *Integrated Marketing Communications* (pp. 85–103). Springer, Cham. https://doi.org/10.1007/978-3-319-49849-2_5
- Cant, M. C., Wiid, J., & Sephapo, C. M. (2016). Key Factors Influencing Pricing Strategies for SME: Are they Important? *The Journal of Applied Business Research*, 32(6), 1737–1750.
- Carroll. (2020). *How Do You Stack Up? Competitor Analysis | Boston Digital*. <https://www.bostondigital.com/insights/how-do-you-stack-competitor-analysis>
- Center, D. S. (2021). *Dubai Statistics Center official page*. <https://www.dsc.gov.ae/ar-ae/Pages/default.aspx>
- Chesters, C. (2020). *Burger Pit food truck launches at Last Exit | Hotel News ME*. <https://www.hotelnewsme.com/catering-news-me/burger-pit-food-truck-launches-last-exit/>
- Chiang, I. P., Wong, R., & Huang, C. H. (2019). Exploring the benefits of social media marketing for brands and communities. In *International Journal of Electronic Commerce Studies* (Vol. 10, Issue 2, pp. 113–139). Academy of Taiwan Information Systems Research. <https://doi.org/10.7903/IJECS.1547>
- Citeman. (2017). *Entering foreign markets – Joint ventures*. <https://www.citeman.com/2402-entering-foreign-markets-joint-ventures.html>
- Commentator, E. (2017). *How to develop an international digital marketing strategy | Smart Insights*. <https://www.smartinsights.com/online-brand-strategy/international-marketing/develop-international-digital-marketing-strategy/>
- Couto, M., & Ferreira, J. J. (2017). Brand Management as an Internationalization Strategy for SME: A Multiple Case Study. *Journal of Global Marketing*, 30(3), 192–206. <https://doi.org/10.1080/08911762.2017.1307477>
- Crespo, J., Carvalho, D. E., & Vera-Cruz, M. (2017). *ESTUDOS DE CASO / CASE STUDIES h3 Gourmet Not so fast food*.

- Cruz, M. A. F. (2011). *O desenvolvimento estratégico do H3: hambúrguer gourmet para o mercado internacional.*
- Cui, Y., & Tang, Z. (2009). *American Fast Food in Chinese Market: A Cross-Cultural Perspective-The Case of KFC and McDonald's iii.*
- D'Mello, S. (2020). *UAE executives hail new advertising regulations - News | Khaleej Times.* <https://www.khaleejtimes.com/uae/dubai/uae-executives-hail-new-advertising-regulations-1-2>
- Daryanani, D. (2021). *Tips for starting a restaurant in Dubai - Arabianbusiness.* <https://www.arabianbusiness.com/tips-for-starting-restaurant-in-dubai-653487.html>
- David. (2016). *What are the Advantages & Disadvantages of Franchising for Franchisors & Franchisees? | Franchise Law Blog.* <https://www.franchiselawsolutions.com/blog/advantages-and-disadvantages-of-franchising-for-franchisors-and-franchisees/>
- Depierrefeu, A. (2020). *Contractual joint ventures: practical thoughts for foreign companies operating in the Gulf region - Avocats d'affaires | LPA - CGR Avocats.* <https://www.lpalaw.com/en/contractual-joint-ventures-practical-thoughts-for-foreign-companies-operating-in-the-gulf-region/>
- Diana, O., & Saraiva, S. (2014). *International Master in Business Science Administration H3 Hambúrguer Gourmet-Main Drivers for Internationalization and Faced Challenges "h3 Hambúrguer Gourmet Case Study."*
- Diogo Marques Malhão, A. D. E. S. D. G. D. S. (2014). *Plano de Marketing.* 6.
- Dionysus, M. (2015). *It all starts with a good idea – Observer.* <https://observador.pt/especiais/quica-melhor-ideia-do-mundo/>
- Dubai, A. (2019). *Shake Shack Restaurant Offers Shack Stacks on its menu - Ain Dubai - Learn about restaurants and nightspots in Dubai Shake Shack Restaurant.* <https://www.3indubai.com>
- Dubai, S. (2020). *Smart Dubai and its government partners conclude the exceptional edition of GITech Week.* <https://www.smartdubai.ae/ar/newsroom/news/2020->
- DxbFirst. (2020). *Top Ten Food Suppliers in Dubai - DxbFirst.Com.* <https://dxbfirst.com/top-ten-food-suppliers-in-dubai/>
- Ean, L. C. (2010). *Face-to-face Versus Computer-mediated Communication: Exploring Employees' Preference of Effective Employee Communication Channel.*

INTERNATIONAL JOURNAL FOR THE ADVANCEMENT OF SCIENCE & ARTS, I(2).

- Eshani, D. B. D. (2020). *Collecting customer data is very important for the growth of restaurants*. <https://alqabas.com/article/5795988>.
- Expansion, G. (2020). *3 Types of International Expansion Strategies to Consider*. <https://www.globalexansion.com/blog/types-of-international-expansion-strategies-to-consider>
- Ezzeddine, I. (2019). *(1) (PDF) Public Squares in UAE Sustainable Urbanism: Social Interaction & Vibrant Environment*. https://www.researchgate.net/publication/333191375_Public_Squares_in_UAE_Sustainable_Urbanism_Social_Interaction_Vibrant_Environment
- Fervença Rocha de Almeida, C., Ana Sofia Mascarenhas Proença Parente da Costa Júri Presidente, P., Agostinho de Oliveira Soares Orientadora, J., Ana Sofia Mascarenhas Proença Parente da Costa Vogal, P., & Maria Isabel Craveiro Pedro, P. (2016). *Modelos de Internacionalização e a Adaptação da Estratégia de Entrada Engenharia e Gestão Industrial*. 10. https://fenix.tecnico.ulisboa.pt/downloadFile/1689244997256384/Dissertacao_Catarina_Rocha_de_Almeida_73808.pdf?fbclid=IwAR2QjnyZcRoZo6a2lcQrDjvrmEsx82Yow_P_5H0qtvgn53HMS1p58zKfjIE
- Figueira-de-Lemos, F., Johanson, J., & Vahlne, J. E. (2011). Risk management in the internationalization process of the firm: A note on the Uppsala model. *Journal of World Business*, 46(2), 143–153. <https://doi.org/10.1016/j.jwb.2010.05.008>
- Finance, M. of. (2021). *List of double taxation avoidance agreements | Ministry of Finance*. <https://www.mof.gov.ae/ar/StrategicPartnerships/DoubleTaxtionAgreements/Pages/DoubleTaxtion.aspx>
- Firas Abdul Jalil, J. Z. (2019). *Multinationals and their impact on developing countries Abstract*.
- Fletcher, L. (2020). *Hipster Shoreditch restaurant Bite Me Burger is now open in DIFC*. <https://whatson.ae/2020/03/hipster-shoreditch-restaurant-bite-me-burger-is-now-open-in-difc/>
- Fmi. (2020). *Plant-based Burger Market: Industry Analysis, Size, Share, Trends and*

Forecast to 2030. https://www.futuremarketinsights.com/reports/plant-based-burger-market?utm_source=accesswire&utm_medium=pr_distribution&utm_campaign=Plant-Based Burger Market

- Fork, T. (2018). *How to identify the best local food supplier for your restaurant | TheFork Manager.* <https://www.theforkmanager.com/blog/local-food-suppliers>
- Franzetti, A. (2015). *Managing Risks For International Franchises | International Franchise Association.* <https://www.franchise.org/franchise-information/international/managing-risks-for-international-franchises>
- Genchev, E., & Todorova, G. (2017). Sales promotion activities – an effective tool of the marketing communication mix. *Trakia Journal of Science*, 15(Suppl. 1), 181–185. <https://doi.org/10.15547/tjs.2017.s.01.033>
- Government, U. (2019). *Environmental challenges - The Official Portal of the UAE Government.* <https://u.ae/en/information-and-services/environment-and-energy/environmental-challenges-in-the-uae>
- Gutcher, L. (2018). *She Burger and Dubai's very own burger queen | The National.* <https://www.thenationalnews.com/business/she-burger-and-dubai-s-very-own-burger-queen-1.467378>
- H3.com. (2021). *where: H3 Portugal.* <https://www.h3.com/pt/onde.html>
- H3. (2021). *about : h3 Portugal.* <https://www.h3.com/pt/sobre.html>
- Hasegawa, M., & Kakebayashi, M. (2020). *The Effect of Foreign Dividend Exemption on Profit Repatriation through Dividends, Royalties, and Interest: Evidence from Japan* *The Effect of Foreign Dividend Exemption on Profit Repatriation through Dividends, Royalties, and Interest: Evidence from Japan* *.
- Haziq, S. (2020). *Diabetes cases skyrocket in UAE, 1 in 11 adults affected - News | Khaleej Times.* <https://www.khaleejtimes.com/news/uae-health/diabetes-cases-skyrocket-in-uae-1-in-11-adults-affected>
- Hinai. (2018). *How And What.* <https://howandwhat.net/?s=Hinai%2C+2018%29>.
- Hofstede Insights. (2020). *The United Arab Emirates* - Hofstede Insights.* <https://www.hofstede-insights.com/country/the-united-arab-emirates/>
- Hollsten, L. (2016). *Framework for an Internationalization Strategy.* *Novia*, 63.
- Horizons. (2018). *Private investment for inclusive growth in the Middle East and Central Asia.*
- Huntr. (2020). *Pickl Burger Dubai: Review and Pictures.* <https://thehuntr.com/pickl->

burger-dubai/

- Ibrahim, M. (2021). *Reasons for business owners to open headquarters in Dubai - restrictions on repatriation of profits by international companies.* <https://www.alroeya.com>.
- International kotsomitis FBS. (2020). *Free zones in Dubai.* <http://ae.fbsemirates.com/>
- International, T. (2020). *Transparency.org - Corruption Perceptions Index 2020: Global Highlights - .* <https://www.transparency.org/ar/news/cpi-2020-global-highlights>
- Ishida, R. (2021). *Localization vs. Internationalization.* <https://www.w3.org/International/questions/qa-i18n>
- Jameel, A. L. (2020). *Investments in the Middle East, North Africa, and Turkey | Abdul Latif Jameel®.* <https://www.alj.com/ar/investments/menat-region/>
- James, M. (2021). *Marketing Strategy Definition.* <https://www.investopedia.com/terms/m/marketing-strategy.asp>
- José Carvalho, R. S. (2018). *(PDF) h3 GOURMET: GREAT TO GO UPMARKET, BUT ARE PEOPLE WILLING TO PAY FOR THE DIFFERENCE? | Chief Editor - Academia.edu.* https://www.academia.edu/8736893/h3_GOURMET_GREAT_TO_GO_UPMARKET_BUT_ARE_PEOPLE_WILLING_TO_PAY_FOR_THE_DIFFERENCE
- José Crespo de Carvalho * & Marco Vera-Cruz. (2012). *h3 Gourmet: Um fast food que não pretende sê-lo.* http://www.scielo.mec.pt/scielo.php?script=sci_arttext&pid=S0873-74442012000200007
- Judith Baker. (2019). Investment Climate Statement. In *Implementation Science* (Vol. 39, Issue 1). <http://dx.doi.org/10.1016/j.biochi.2015.03.025><http://dx.doi.org/10.1038/nature10402><http://dx.doi.org/10.1038/nature21059><http://journal.stainkudus.ac.id/index.php/equilibrium/article/view/1268/1127><http://dx.doi.org/10.1038/nrmicro2577>
- Kenton, W. (2020). *Supply Chain Definition.* <https://www.investopedia.com/terms/s/supplychain.asp>
- Khan, S. (2020). *Stable environment boosts UAE's ranking on global FDI confidence index | The National.* <https://www.thenationalnews.com/business/economy/stable-environment-boosts-uae-s-ranking-on-global-fdi-confidence-index-1.1036818>

- Khaos. (2020). *Finding the Right Supplier for Your Business | 5 Things to Consider*.
<https://www.khaoscontrol.com/business-tips/5-things-to-consider-when-choosing-a-new-supplier/>
- Khattab, M. (2020). *Definition of competition, types of competition, benefits, and disadvantages of competition - business black*.
<https://www.business4lions.com/2020/10/competition.html>
- Kosiom, C. J. (2013). *THE CHALLENGES OF IMPLEMENTING GLOBAL STRATEGIES BY MULTINATIONAL ORGANIZATIONS OPERATING IN KENYA RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER DEGREE IN BUSINESS ADMINISTRATION(MBA)AT THE SCHOOL OF BUSINESS UN*.
- Kotler and Armstrong. (2012). *Kotler, P. and Armstrong, G. (2012) Principles of Marketing. 14th Edition, Pearson Education Limited, Essex, England. - References - Scientific Research Publishing*.
[https://www.scirp.org/\(S\(351jmbntvnsjt1aadkposzje\)\)/reference/ReferencesPapers.aspx?ReferenceID=1581305](https://www.scirp.org/(S(351jmbntvnsjt1aadkposzje))/reference/ReferencesPapers.aspx?ReferenceID=1581305)
- Kotler, G. (2010). *Principles of Marketing - Philip Kotler, Gary Armstrong*.
<https://books.google.pt/books?hl=ar&lr=&id=ZW2u5LOmbs4C&oi=fnd&pg=PA16&dq=Positioning+and+differentiation+is+the+basis+of+strategic+marketing,+as+it+defines+the+firm%27s+value+proposition+to+the+consumer,.the+competitive+advantage+that+can+motivate+the+co>
- Kruger, L. (2012). *A project management implementation strategy for public sector construction activities*. 1–50.
- Kubíčková, L., & Toullová, M. (2013). *RISK FACTORS IN THE INTERNATIONALIZATION PROCESS OF SMES*. *LXI(7)*, 2385–2392.
<https://doi.org/10.11118/actaun201361072385>
- Kuhn, V. R., Benetti, A. C., Anjos, S. J. G. dos, & Limberger, P. F. (2018). Food services and customer loyalty in the hospitality industry. *Tourism & Management Studies*, *14(2)*, 26–35. <https://doi.org/10.18089/tms.2018.14203>
- Kwok, L., Tang, Y., & Yu, B. (2020). The 7 Ps marketing mix of home-sharing services: Mining travelers' online reviews on Airbnb. *International Journal of Hospitality Management*, *90*, 102616. <https://doi.org/10.1016/j.ijhm.2020.102616>
- Lahtinen, V., Dietrich, T., & Rundle-Thiele, S. (2020). Long live the marketing mix.

Testing the effectiveness of the commercial marketing mix in a social marketing context. *Journal of Social Marketing*, 10(3), 357–375. <https://doi.org/10.1108/JSOCM-10-2018-0122>

- Lantceva, D. (2020). *Joint Venture Company Formation in Dubai, UAE | Business Setup Worldwide*. <https://www.businesssetup.com/ae/joint-venture-company-dubai-uae>
- Lapaas. (2019). *What is Marketing Mix? 7 Ps of Marketing(Product Mix) & Example*. <https://lapaas.com/marketing-mix/>
- Lavra, G., Do, M., Mota De Oliveira, R., & Moreira, A. (2015). *Internationalization motives and facilitating factors: The Case of Parfois in Spain Internship Report Master in Management*.
- Law, U. A. E. L. (2020). *UAE Labor Law |*. <https://www.uaelaborlaw.com/>
- Levitt, T. (1983). *The Globalization of Markets*. <https://hbr.org/1983/05/the-globalization-of-markets>
- Lewis, J. A. (2014). *Political Writings on the Middle East*. • ۲ • ۲.
- Li, F., Larimo, J., & Leonidou, L. C. (2021). Social media marketing strategy: definition, conceptualization, taxonomy, validation, and future agenda. *Journal of the Academy of Marketing Science*, 49(1), 51–70. <https://doi.org/10.1007/s11747-020-00733-3>
- Locallux. (2019). *Sales Promotion: Definition, Purpose, and Importance*. <https://ar.triangleinnovationhub.com/sales-promotion-definition>
- Lopes Raimundo, J. (2016). *h3: Cooking growth or grilling it?*
- Loy, J. P., Ceynowa, C., & Kuhn, L. (2020). Price recall: Brand and store type differences. *Journal of Retailing and Consumer Services*, 53, 101990. <https://doi.org/10.1016/j.jretconser.2019.101990>
- Luenendon, M. (2019). *Marketing Mix | Promotion in Four P's | Cleverism*. <https://www.cleverism.com/promotion-four-ps-marketing-mix/>
- Magenton. (2020). *Ultimate Guide to Digital Marketing In Dubai, UAE - SEO, SMM, PPC Tips | FMeExtensions Dubai Blog*. <https://www.fmeextensions.ae/blog/ultimate-guide-to-digital-marketing-dubai-uae/>
- Maps, G. (2021). *Mall of the Emirates and Dubai Mall - Google Maps*. <https://www.google.com/maps/place./@25.1138327,55.2690013,12.25z/data=!4m5!3m4!1s0x3e5f6bbe459cea7:0x61add6ce414f6774!8m2!3d25.1181203!4d55.2005828>
- Martin, T. (2017). Domains of Digital Marketing Channels in the Sharing Economy.

Journal of Marketing Channels, 24(1–2), 27–38.
<https://doi.org/10.1080/1046669X.2017.1346977>

- Mathieson, A. (2020). *This spicy chicken burger in Dubai measures 8,000 on the Scoville scale | Restaurants | Time Out Dubai.*
<https://www.timeoutdubai.com/restaurants/449614-this-spicy-chicken-burger-in-dubai-measures-8000-on-the-scoville-scale>
- Matisse. (2017). *The most important e-marketing channels | Matisse Digital Marketing.*
<https://matissedm.com/ar>.
- Mazhar, F. (2020). *Meet Dubai's burger queen, Shaikha Eissa | Uae – Gulf News.*
<https://gulfnews.com/uae/meet-dubais-burger-queen-shaikha-eissa-1.69876682>
- Melanie. (2017). *3 Factors of Pricing and Customer Perceptions - Unleashed Software.*
<https://www.unleashedsoftware.com/blog/customer-perceptions-pricing>
- Miguel, P., & Nunes, A. (2014). *H3 – O Melhor Layout Para Um Serviço “Not So Fast (Food).”*
- MoCCAe. (2021). *MOCCAe News | Media Center | UAE Ministry of Climate Change and Environment.*
<https://www.moccae.gov.ae/en/media-center/news/6/1/2021/ministry-of-climate-change-and-environment-underscores-commitment-to-food-safety.aspx#page=1>
- Mohammed, M. (2020). *Learn about the top 10 electronic payment apps in Dubai by 2020 - news from Al-Ru'ya newspaper.* <https://www.alroeya.com>
- Morais, M. (2016). *Adapting To the Contemporary Consumer : How Plant-Based Lifestyles Affect the Fast Food. June.*
- Morais, M. M. R. A. F. (2016). *h3, New Hamburgology Case Study ADAPTING TO THE CONTEMPORARY CONSUMER: HOW PLANT-BASED LIFESTYLES AFFECT THE FAST FOOD INDUSTRY.* <https://repositorio.ucp.pt/handle/10400.14/20720>
- Morschett, D., Schramm-Klein, H., & Swoboda, B. (2010). Decades of research on market entry modes: What do we know about external antecedents of entry mode choice? *Journal of International Management*, 16(1), 60–77.
<https://doi.org/10.1016/j.intman.2009.09.002>
- Mota, A. (2012). *Albano Homem de Melo The sensible thing would be to make salads, he made the most famous hamburger in Portugal | PUBLIC.*
<https://www.publico.pt/2012/07/22/jornal/albano-homem-de-melo-o-sensato-seria-fazer-saladas-e-fez-o-hamburguer-mais-famoso-de-portugal-24910000>

- Movied. (2021). *The elements of the marketing mix and its importance in marketing products and services - useful in marketing*. <https://www.e-marketips.com>
- MSZ. (2019). *Restaurant License in Dubai | Types of Restaurant License in Dubai*. <https://mszconsultancy.com/restaurant-license-in-dubai/>
- Mulky, A. G. (2013). Distribution challenges and workable solutions. *IIMB Management Review*, 25(3), 179–195. <https://doi.org/10.1016/j.iimb.2013.06.011>
- The municipality, D. (2021). *Food Safety Practices for Retail Food Service Establishments - Business Requirements - Food Safety*. <http://www.foodsafe.ae/pic/retail-food-service-businesses.aspx>
- Mustapha, B. (2017). *Journal of Marketing and Consumer Research* www.iiste.org ISSN. In *An International Peer-reviewed Journal* (Vol. 31). www.iiste.org
- Mybayut. (2021). *A guide that includes the most prominent customs and traditions in the Emirates, such as traditional dress and the most famous dishes*. <https://www.bayut.com>
- Nasser, H. (2021). *Your complete guide to learning about all types of marketing and the difference between them |*. <https://expandcart.com>
- Niemisto, K. (2018). *Why Digital Marketing is Crucial—No Matter the Size of Your Business*. <https://blog.marketo.com/2018/02/digital-marketing-crucial-no-matter-size-business.html>
- Nisreen. (2021). *Food trucks in Dubai ... a unique entertainment destination for gastronomic enthusiasts | Mybayut*. <https://www.bayut.com>
- Nora. (2021). *Social Harmony Across the Emirates - News and Reports - Al-Bayan*. <https://www.albayan.ae/across-the-uae/news-and-reports/2020-12-20-1.4044872>
- Ortiz-Barrios, M., Miranda-De la Hoz, C., López-Meza, P., Petrillo, A., & De Felice, F. (2020). A case of food supply chain management with AHP, DEMATEL, and TOPSIS. *Journal of Multi-Criteria Decision Analysis*, 27(1–2), 104–128. <https://doi.org/10.1002/mcda.1693>
- Pessoa, R. (2011). *Revista Pessoal, “Vamos criar um novo negócio”, Setembro 2*. http://www.associacaoamigosdagrandeidade.com/wp-content/uploads/filebase/recursos-humanos/REVISTA_PESSOAL_gestÃ£o_recursos_humanos.pdf
- Peter, M. M. (2016). *Effects of channel distribution strategy on customer satisfaction among the alcoholic beverages distributors in Mombasa county, Kenya*. November.

<https://www.semanticscholar.org/paper/Effects-of-Channel-Distribution-Strategy-on-among-Maina/2dee4f0aaa1a5cc7d8ba70fcaffbe7a60879f149?p2df>

- Phil Sylvester. (2019). *Sharia Law and the UAE: What You Need to Know*. <https://www.worldnomads.com/travel-safety/middle-east/united-arab-emirates/what-you-can-or-cant-do-in-the-united-arab-emirates>
- Philip Kotler, veronica wong, john sunders, Gary Armstrong. (2015). *Principles of Marketing Visit the*. www.pearsoned.co.uk/
- Plaza, F. (2020). *Top five food trends for the UAE for 2020*. <https://www.freshplaza.com/article/9183603/top-five-food-trends-for-the-uae-for-2020/>
- Raciús, R. (2021). *H3 Portugal, S.A.* 1–4.
- Räsänen, P. (2010). *INTERNATIONALIZATION PATH TO THE UNITED ARAB EMIRATES*.
- Rifai, M. A. A. (2019). *Supply Chain Management, Process Improvement Entrance*. 1–28.
- Rosenbaum, M. S., Kelleher, C., Friman, M., Kristensson, P., & Scherer, A. (2017). Replacing place in marketing: A resource-exchange place perspective. *Journal of Business Research*, 79, 281–289. <https://doi.org/10.1016/j.jbusres.2017.01.009>
- Ruchi. (2016). *The Smokin'9 – Jumeirah Lake Towers, Dubai – Ruchi Kamble*. <https://spoonforklove.net/2016/08/15/the-smokin9-jumeirah-lake-towers-dubai/>
- Ryan, & Damian. (2020). *Understanding Digital Marketing i*.
- Saad, H. (2020). *Rice consumption in the UAE annually*. <https://www.alkhaleej.1>
- Saad, I. (2020). *Obesity and Diabetes Diseases in the United Arab Emirates*. <https://www.abudhabienv.ae/news-43366.html>
- Safety, F. (2020). *Food Safety Practices for Retail Food Service Establishments - Business Requirements - Food Safety*. <http://www.foodsafe.ae/pic/retail-food-service-businesses.aspx>
- Saleh Ibrahim, S. N. (2016). *The organization's strategy in light of contemporary international changes - a descriptive field analytical study on companies*.
- Salem, F. (2019). *Hospitality a key part of tradition | Uae – Gulf News*. <https://gulfnews.com/uae/hospitality-a-key-part-of-tradition-1.503714>
- Sami. (2020). *Delivery. A technology that redefines demanding behaviors for food applications Local economy*. <https://www.alkhaleej.ae/2020-01-01>.

- Sami. (2021). *Food Carts Innovating Licenses and Rentals | Gulf newspaper*.
[https://www.alkhaleej.ae/2019-07-27/-](https://www.alkhaleej.ae/2019-07-27/)
- Samy, E. (2021). *The modern marketing mix .. the elements of the marketing mix7Ps PPT*. <https://www.shopfree2000.com/2021/02/7ps-ppt.html>
- Schellenberg, M. (2015). *International Market Entry Mode-A Systematic Literature Review*.
- Scott, A. (2017). *UAE fast food brands looking for franchise partners overseas to grow | The National*. <https://www.thenationalnews.com/business/uae-fast-food-brands-looking-for-franchise-partners-overseas-to-grow-1.11161>
- Sector, C. R. and L. (2020). *Around 12,000 restaurants and cafes in Dubai, an increase of nearly 10% last year*. [https://www.bedayya.com/services-project /](https://www.bedayya.com/services-project/)
- SEMrush. (2020). *An Internet search for food rises 560% in UAE - Economy - Last Deal - Al-Bayan SEMrush*. <https://www.albayan.ae/economy/last-deal/2020-04-22-1.3838562>
- Sharif, M. K., Javed, K., & Nasir, A. (2018). Foodborne Illness: Threats and Control. In *Foodborne Diseases* (Vol. 15, pp. 501–523). Elsevier Inc. <https://doi.org/10.1016/B978-0-12-811444-5.00015-4>
- Siddiqui, K. (2017). Globalization, Trade liberalization and the Issues of Economic Diversification in the Developing Countries. In *Journal of Business & Economic Policy* (Vol. 4, Issue 4). Center for Promoting Ideas (CPI). <https://pure.hud.ac.uk/en/publications/globalization-trade-liberalisation-and-the-issues-of-economic-div>
- Simerson, B. K. (2011). *Strategic planning: a practical guide to strategy formulation and execution*. Praeger. https://catalyst.library.jhu.edu/catalog/bib_3912425
- Skynews. (2021). *Burj Khalifa lights up to celebrate the approaching arrival of “Probe of Hope.”* <https://www.skynewsarabia.com/video/1413805->
- Smarp. (2020). *Top Communication Channels to Consider for Your Business*. <https://blog.smarp.com/top-communication-channels-to-consider-for-your-business>
- SMITH, K. (2021). *The Middle East’s Vegan Food Market Is Growing Fast | LIVEKINDLY*. <https://www.livekindly.co/middle-east-vegan-food-market-growing-fast/amp/>
- Smutkupt, P., Krairit, D., & Esichaikul, V. (2018). *MOBILE MARKETING: IMPLICATIONS FOR MARKETING STRATEGIES* (Vol. 5, Issue 2).

- StarTimes. (2020). *Star Times Forums*. <https://www.startimes.com/?t=21280080>
- statista. (2021). • *Portugal - Gross domestic product (GDP) growth rate 2025 | Statista*. <https://www.statista.com/statistics/372306/gross-domestic-product-gdp-growth-rate-in-portugal/?fbclid=IwAR27jJbl-tKb-gfPCP36KSuWHpVRRkbZef1GhUuQnh0CaxfzjuMZC55fJjI>
- Statista. (2021). • *United Arab Emirates - gross domestic product growth 2025 | Statista*. <https://www.statista.com/statistics/297772/uae-gross-domestic-product-change-percent/?fbclid=IwAR0E7U2wzjqt4nZrsH-YB58mHaE07durZWqslfYDBGHLu-1m3dxvOZpwSlA>
- Statistics. (2020). *UAE Social Media Statistics 2020 (Infographics) | GMI*. <https://www.globalmediainsight.com/blog/uae-social-media-statistics/>
- Steinfeld, J. (2020). *4 Things You Must Consider When Choosing a Supplier - CBS News*. <https://www.cbsnews.com/news/4-things-you-must-consider-when-choosing-a-supplier/>
- Steyn, W. (2020). *Advertising Regulations in the UAE - Al Tamimi & Company*. <https://www.tamimi.com/law-update-articles/advertising-regulations-in-the-uae/>
- Stiftung, B. (2020). *The United Arab Emirates*. <https://www.bti-project.org>.
- Stock, S. & P. (2020). *7.4 Types of International Strategies – Mastering Strategic Management*. <https://open.lib.umn.edu/strategicmanagement/chapter/7-4-types-of-international-strategies/>
- Suboh, M. (2020). *The decree On The Regulation Of Advertisements In Dubai - Media, Telecoms, IT, Entertainment - United Arab Emirates*. <https://www.mondaq.com/advertising-marketing-branding/914340/decreed-on-the-regulation-of-advertisements-in-dubai>
- Sunil Thacker and George SK. (2020). *Tax on corporate transactions in the United Arab Emirates: overview | Practical Law*. [https://uk.practicallaw.thomsonreuters.com/w-007-8222?transitionType=Default&contextData=\(sc.Default\)&firstPage=true](https://uk.practicallaw.thomsonreuters.com/w-007-8222?transitionType=Default&contextData=(sc.Default)&firstPage=true)
- Systems, G. P., Commerce, E., Technology, I., Issues, G., Outreach, P., Members, N., Accessions, N., & States, M. (2020). Message from the Director-General FROM THE. *The program, 100*, 1–8.
- Tariq Khan, A. H. (2017). *Risk management in financial industry issues*.
- Tarnovskaya, V., Silva, J. A., & Vassiljev, P. (2010). *International Companies' Perception of Digital Marketing Strategies and Their Implementation*.

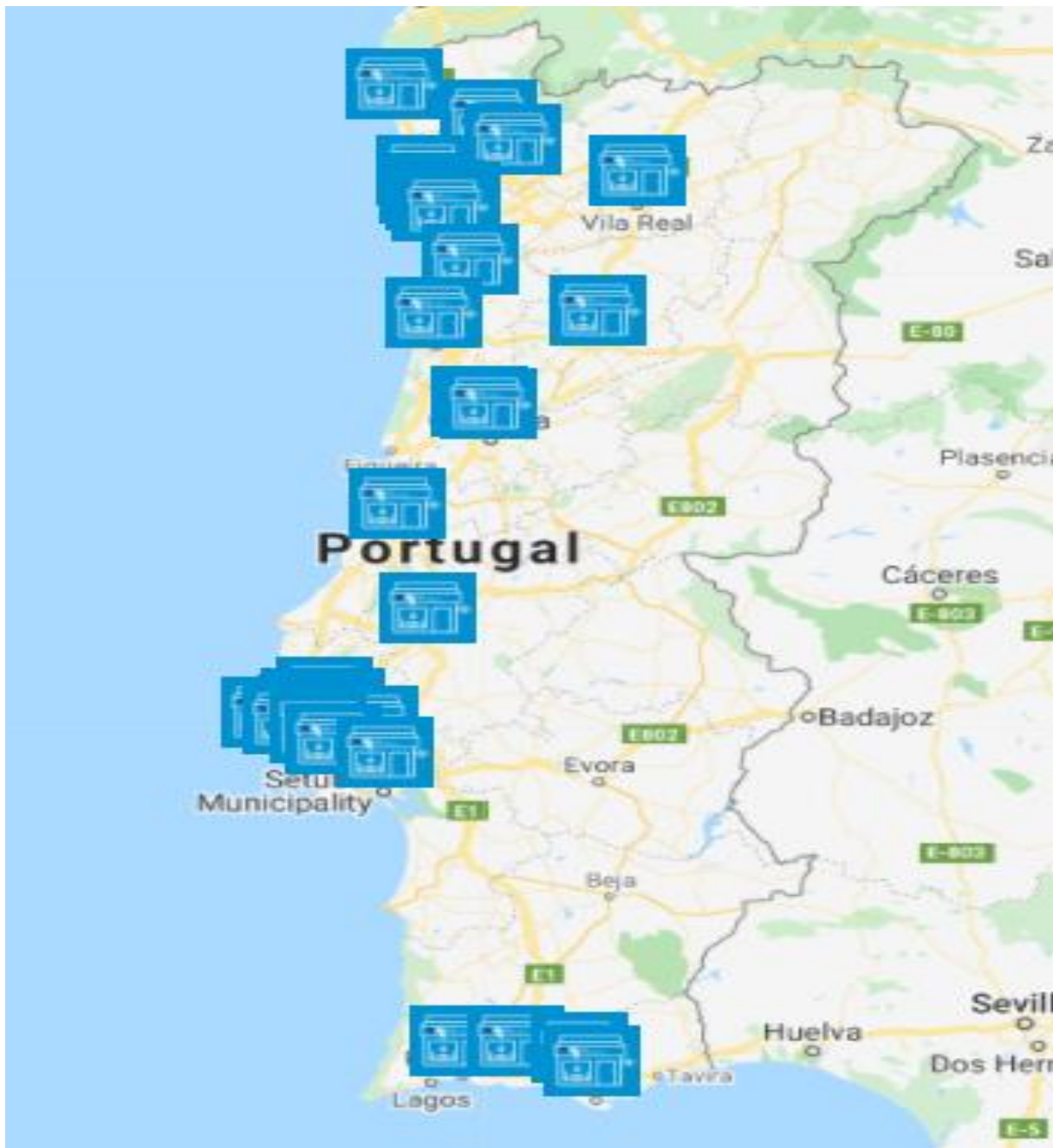
- Teixeira, M. A., & Correia, N. (2012). “INTERNATIONALIZATION PROCESS OF h3 TO THE GERMAN MARKET.”
- Teresa, M., & Fernandes, S. (2015). *INTERNATIONALIZATION OF A PORTUGUESE FOOD BRAND TO LONDON.*
- The group is corporate. (2020). *Corporate Tax in Dubai.* <https://www.dubai.lawyer/corporate-tax-in-dubai>
- Timothy Keiningham, Sunil Gupta, L. A. and A. B. (2014). *The High Price of Customer Satisfaction.* <https://sloanreview.mit.edu/article/the-high-price-of-customer-satisfaction/>
- UAE, G. of the. (2020). *Geography of United Arab Emirates.* <https://fanack.com/united-arab-emirates/geography/>
- UAE, S. up an R. in. (2018). *Set up a Restaurant in UAE.* <https://www.dubai-lawyers.net/set-up-a-restaurant-in-uae>
- Ulrich, A. M. D., Boyd, B., & Hollensen, S. (2012). Financial Performance of Entry Mode Decisions: Effects of Control in an Internationalization Context. *International Journal of Business and Management*, 7(24). <https://doi.org/10.5539/ijbm.v7n24p12>
- Valaandern. (2018). *IMPORT REGULATIONS FOR FOOD IN THE UAE.*
- Velocityglobal. (2018). *Three Phases of International Development Planning | Velocity Global.* <https://velocityglobal.com/blog/three-phases-of-international-development-planning/>
- Vidal-Suárez, M. M., González-Díaz, B., & López-Duarte, C. (2013). *Cultural differences and choice of mode of entry: A qualitative comparative analysis.* 1–23.
- Wikipedia. (2019). World Economic Outlook Database, April 2019. *IMF.Org.* <https://www.imf.org/external/pubs/ft/weo/2019/01/weodata/weoselco.aspx?g=110&sg=All+countries+%2F+Advanced+economies>
- WordStream. (2013). *Social Media Marketing for Businesses | WordStream.* <https://www.wordstream.com/social-media-marketing>
- Worldometers. (2021). *Portugal Population (2021) - Worldometer.* <https://www.worldometers.info/world-population/portugal-population/>
- Yalcin, I., & Cimendag, E. (2012). Global marketing advertising with cultural differences. *Advertising in the Middle East*, May, 72. <http://www.diva-portal.org/smash/get/diva2:533812/fulltext01>
- Zhao, X., & Decker, R. (2015). *Choice of Foreign Market Entry Mode - Cognitions*

from Empirical and Theoretical Studies. 0, 1–27. <http://pub.uni-bielefeld.de/publication/1871529>

- Ziadah, R. (2018). Transport Infrastructure and Logistics in the Making of Dubai Inc. *International Journal of Urban and Regional Research*, 42(2), 182–197. <https://doi.org/10.1111/1468-2427.12570>
- Zomato. (2021). *h3 Chiado Photos of h3 Chiado, Chiado, Lisbon.* <https://www.zomato.com/pt/h3-Chiado/photos>
- Zucker, M. (2020). *7 Steps to Building a Digital Marketing Strategy | Prophet.* <https://www.prophet.com/2020/11/7-steps-to-building-a-digital-marketing-strategy/>

Appendix A_ h3 Restaurants and Growth

The places where H3 is spread throughout the Portuguese country



North

Alameda Shop & Spot	MAR Shopping	ArrábidaShopping	Forum Coimbra
Ice Palace	8th Avenue	El Corte Inglés Gaia	Campus São João
NorteShopping	Braga Park	Spring Park	Alma Shopping
Vila do Conde Outlet	GuimarãesShopping	Via Catarina	Viana Shopping Station
Our Shopping	Forum Aveiro		

center

Forum Almada	Dolce Vita Miraflores	Strada	LoureShopping
Saldanha Residence	Oeiras Park	Spacio Shopping	Ubbo
Forum Montijo	Colombo	Campo Pequeno	CascaisShopping
W Shopping	Central park	LeiriaShopping	El Corte Inglés Lisbon
Tivoli Forum	Nations' park	Rio Sul Shopping	Alegro Alfragide
Alvalade	Mulberries	Alegro Setúbal	Cais do Sodré
Campo de Ourique	Chiado Warehouses	Continent Amadora	Atrium Saldanha

South

Portimao	Forum Algarve	AlgarveShopping	MAR Shopping Algarve
----------	---------------	-----------------	----------------------

Islands

MadeiraShopping	Atlantic Park	Dolce Vita Funchal	Forum Madeira
-----------------	---------------	--------------------	---------------



Nuno Costa

to me ▾

2:51 PM (1 hour ago) ☆ ↶ ⋮

Good afternoon Mijid Razouk,

First of all I want to thank you for your contact and for the interest you show in our brand.

In addition to the above, I would like to apologize for the delay in replying.

We have our central services very affected by the pandemic and many layoff employees, causing this delay in responding to your email.

Regarding the question you are asking, I would like to inform you that you have our authorization to make your thesis on h3 in the market that you indicate.

In normal times, we would be happy to collaborate actively with you, but unfortunately, and for the reasons given above it will be very complicated to provide the support that you would certainly want.

No other issue at the moment,

With our best regards,

Atenciosamente,

Nuno Costa

Departamento de Marketing & Comunicação

[h3TM new hamburgology@](mailto:h3TM.new.hamburgology@)

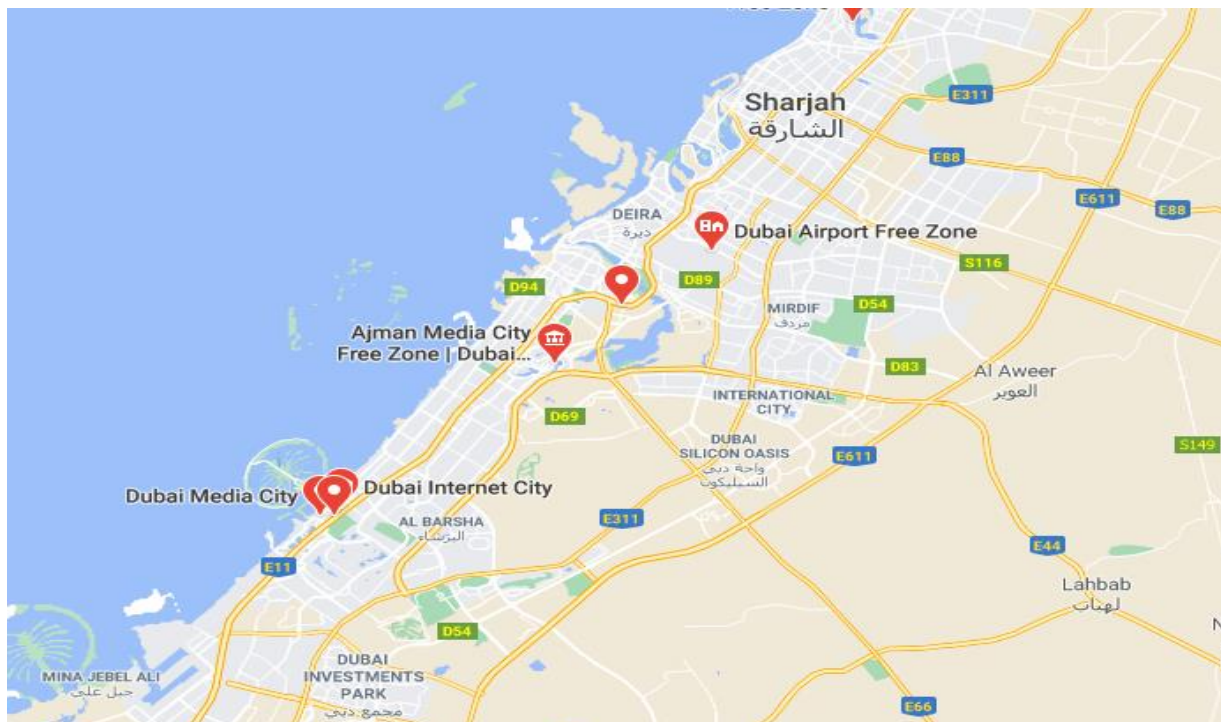
[Café 3TM](#)

[TomatinoTM](#)

Rua Tierno Galvan, nº 10,
Torre 3, 3º piso - 301 a 303
1070-274 Lisboa – PORTUGAL

T: + 351 21 380 31 10

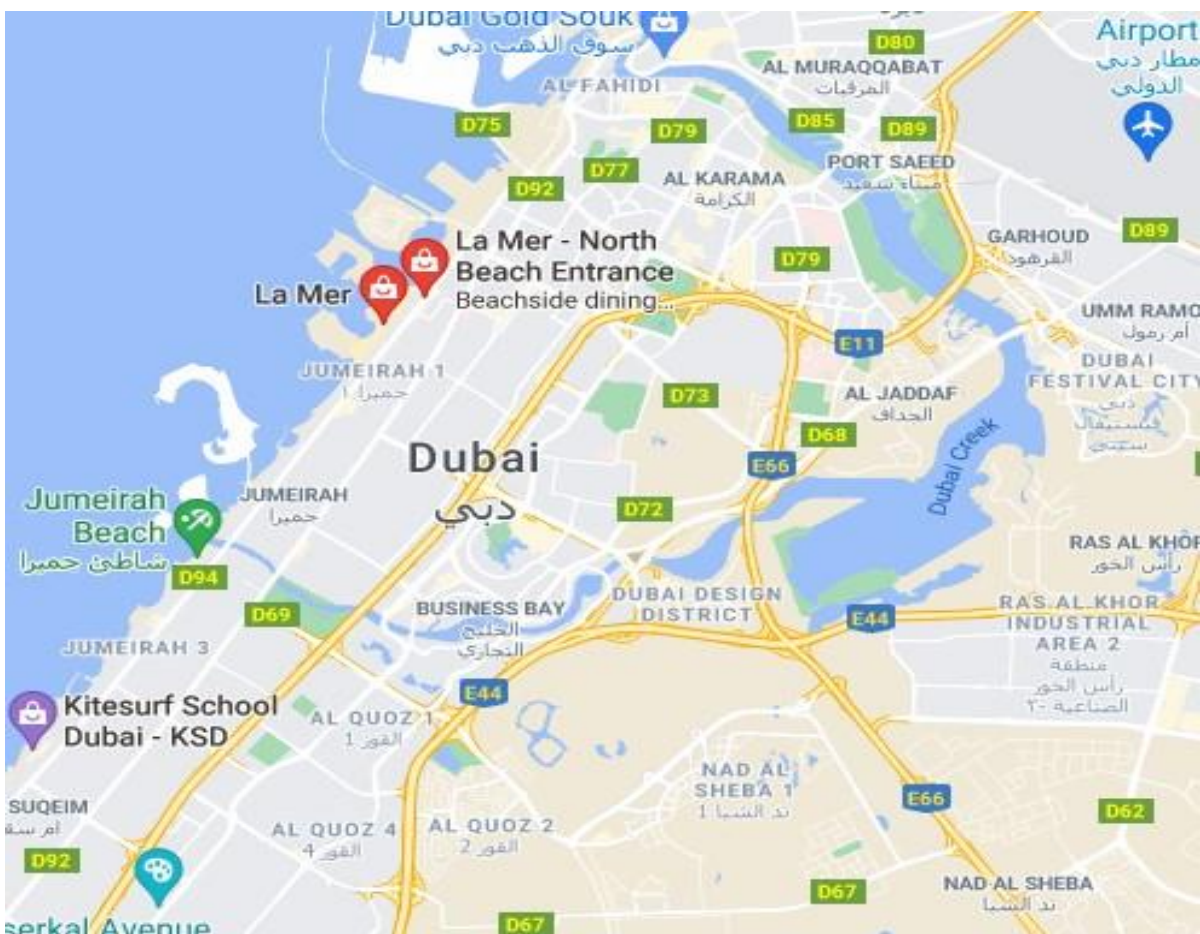
Appendix B: A map showing the locations of the free zones in Dubai and other areas of the spread of food trucks free zones in Dubai



Last Exit



Kite Beach and La Mer:



Appendix C: survey results, Gender, Age, Education, Job, and Income, Consumer Segmentation

Table 14: Gender, Age Education, Job, Income

DEMOGRAPHIC	CRITERIA	FREQUENCY	PERCENTAGE
GENDER	Male	105	43.50%
	Female	81	56.50%
AGE	Under 18 years old	1	0.50%
	18-24 years old	24	12.90%
	25-34 years old	90	48.40%
	35 - 44 years old	60	32.30%
	45 - 54 years old	9	4.80%
	55 years old or older	2	1.10%
EDUCATION	High school	26	14%
	Bachelor's degree	79	52.20%
	Master's degree	54	29%
	Doctorate degree	9	4.80%
JOB	Student	23	12.40%
	Student employee	65	34.90%
	Employee	80	43%
	Unemployed	18	9.70%
INCOME	=> 3000	25	18.80%
	3001-5000	70	37.60%
	5001-10000	54	29%
	10001-15000	18	9.70%
	> 15000	9	4.80%

Source: Adapted by the author from the survey

Table 15: descriptive statistics of the customer's behavior/ Source: Adopted by the author from the survey

Statment	Criteria	Frequency	Percentage
Visiting fast food restaurants	• Everyday	10	5.4%
	• 2 to 3 times per week	82	44.1%
	• Once a week	45	24.2%
	• 2 to 3 times per month	35	18.8%
	• Once a month	14	7.5%
Does the family consume fast food	• Yes	74	39.8%
	• No	112	60.2%
how to prefer to eat in fast-food restaurants	• Eat-in	66	35.5%
	• Take-away	64	34.4%
	• Delivery	56	30.1%
Potential time to consume meals from an h3 restaurant	• Weekdays for lunch	75	40.3%
	• Weekdays for supper/dinner	32	17.2%
	• Weekends for lunch	77	41.4%
	• Weekends for supper/dinner	17	9.1%
pay for a burger h3?	• Less than 20 AED	27	14.5%
	• 20 - 30 AED	82	44.1%
	• 30 - 40 AED	73	39.2%
	• 40-50 AED	4	2.2%
	• More than 50 AED	0	0%
Interest in buying and visiting H3	• every day	12	6.5%
	• Once or twice a week	93	50%
	• During the weekend	75	40.3%
	• I am not interested in this type of restaurant	6	3.2%

Appendix D: Questionnaire



COIMBRA BUSINESS SCHOOL

FAST FOOD RESTAURANT HABITS

Dear participant,

This survey is Design for my marketing and International business master's degree thesis at the (ISCAC). This survey aims to provide a better understanding of the fast-food consumption habits in your community and to have some leads about the potential of a new project I would appreciate your taking the time to complete the following survey. It has quick questions and it should take a few minutes.

Thank you!

Section 1: Demographic data

Gender?

- Male
- female

What is your age?

- Under 18 years old
- 18-24 years old
- 25-34 years old
- 35 - 44 years old
- 45 - 54 years old
- 55 years old or older

What is the highest degree have you completed?

- High school
- Bachelor's degree
- Master's degree
- Doctorate

What is your job?

- Student
- Student employee
- Employee
- Unemployed

-
- **What is your income?**
 - Less 3000 AED
 - 3001-5000 AED
 - 50001-10000 AED
 - 10001-15000 AED
 - Moor 15000 AED
-

Section2: Fast Food Habits Consuming

1. How often do you go to fast-food restaurants?

- Everyday
- 2 to 3 times per week
- Once a week
- 2 to 3 times per month
- Once a month

What kind of food do you prefer to find in fast-food restaurants(You can choose more than one option)?

- Sandwiches
- Mexicana wraps (burritos, fajitas)
- Salads
- Arabian Food
- Fried foods (e.g. chips, chicken, fish, etc.) Japanese food (e.g. sushi, etc.)
- Pizzas
- Burgers
- Other Asian food

2. Do you have a fixed mealtime that you follow?

- Yes
- No

3. Do your family members also consume fast food?

- Yes
- No

4. How do you prefer to eat in fast-food restaurants?

- Eat-in
- Take-away
- Delivery

Burger Restaurant Project(h3TM - Hamburgology)

Portuguese fast-food chain burger restaurant with a gourmet touch, taking a high profile approach with natural ingredients, customization, and quality service. The hamburgers are served on heated plates with cutlery and may be accompanied by a glass of pop, homemade lemonade, or iced tea. The client can finish the meal with ice cream or chocolate coolant desserts with quality ingredients.

How much would you be ready to pay for a burger?

- Less than 20 AED
- 20 - 30 AED
- 30 - 40 AED
- 40-50 AED
- More than 50 AED

At what time(s) of the day would you be likely to go to this type of fast food restaurant?

- Weekdays for lunch
- Weekdays for supper/dinner
- Weekends for lunch
- Weekends for supper/dinner

11

This fast-food restaurant offers beef burgers; do you prefer another burger meat as an additional option? (You can choose more than one option)

- Sheep burger
- Chicken burger
- Vegetarian burger
- Just beef burger

Do you prefer a special meal for children? (a small plate of burgers)

- Yes
- No

Your intention to consume fast food depending on? (You can choose more than one option)

- Calories
- Taste and food quality
- Food menu
- Price
- Customer services

Section 3: Marketing project

Has your purchasing habit ever been influenced by promotions of fast food chains on social media?

- Yes
- No

Which social media channel do you use the most? (You can choose more than one option)

- Television
- Facebook
- Twitter
- YouTube
- LinkedIn
- Instagram
- WhatsApp

Do you pursue one of these traditional methods? (You can choose more than one option)

- Television
- newspapers
- magazines
- Radio
- street ads
- nothing

Do you use discount coupons to buy fast food?

- Yes
- No

What is the probability that you would buy this new restaurant?

- every day
- Once or twice a week
- During the weekend
- I am not interested in this type of restaurant

