



Recruitment

McDONALD'S JAPAN

The Challenge

Make working at McDonald's cool again

How to motivate a new Japanese generation
entering the labour market with new
expectations to join the Golden Arches?



Employee Truth



**“McDonald's
welcomes me
as I am, whether
in front or
behind the
counter.”**



A truth that must comply
with the strict rules of
Japanese-style
hospitality

OMOTENASHI:

The Heart of Japanese
Business Culture



At McDonald's JP, the cost of smile is 0 yen.

Smile 0 yen is a service policy that has been in place for a long time where the crew has to smile when you order at the cash register.

You even can find the « smile 0 yen » on the menu board.

The company used to say that the spirit of "smile 0 yen" will be thoroughly enforced throughout the company and all stores.



スマイル¥0
お届けします。

マックデリバリーでも、
最高の“おいしい”
笑顔のために。



McDelivery





Talkability

In Japan, Your Smile is Being Recorded: Take This Job and Love It—Or Else

TOKYO—McDonald's in Japan used to display on its menu: "Cost of a Smile: 60 Yen"—but new facial recognition software could cost some employees their jobs, especially in service industries, if the algorithm discovers they're not smiling enough.

"The 'smiley-face' points are displayed, and if the points are too low, the display will inform the user, 'Your smiley-face is below standard.'"

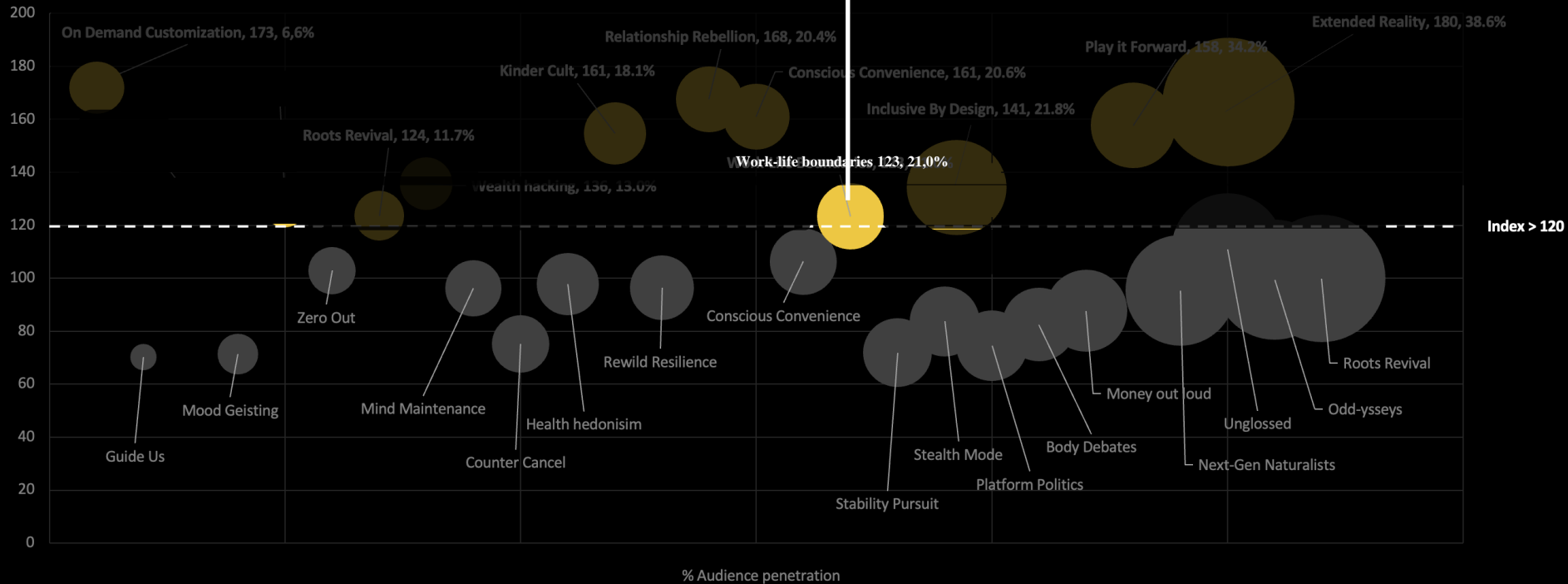
KAROSHI

This is just the latest wrinkle in a nation where [karoshi \(death by overwork\)](#) is a constant problem, and new labor laws are squeezing people even more.

Smile recognition software, could easily become another instrument of torture.

A burnt-out workforce is learning how to put life first

IDX 123, 21%





EMPLOYEE TRUTH

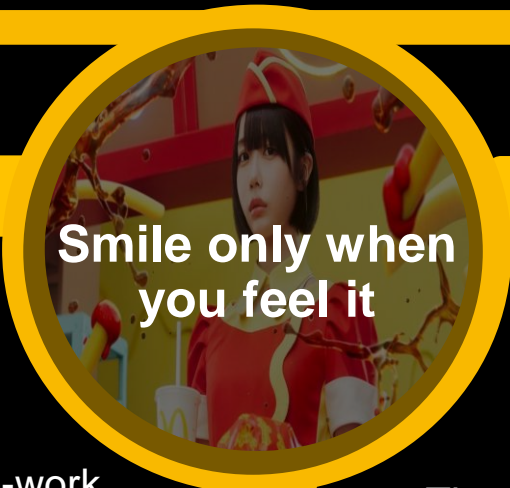
At McDonald's I come as I am, whether in front or behind the counter.



CULTURAL EDGE



Work-to-live and not live-to-work
is the new mentality,
and mental health at work
is a priority



Smile only when
you feel it



TALKABILITY

KAROSHI

The new generation is determined
to engage in anti-Karoshi activism
and get society moving.



Results



19 OCTOBER 2023

I won't give you a smile /

McDonald's

Fast food giant in Japan creates catchy song for culturally specific recruitment campaign aimed at glum Gen Zers



Since 2015, **McDonald's** in Japan has proudly offered free smiles, listed as a zero yen (¥0) menu item. The 'Smile for ¥0' became a distinctive brand asset that reflects the chain's commitment to excellent service.

Japan is a major market globally for McDonald's with approximately 3,000 stores nationwide, and 100 million visitors each month. Due to the mass hiring of high-school and college-aged students in the 1980s and 1990s, McDonald's was, for a long time, seen as a workplace for youth; today Gen Z workers account for around 60% of its workforce.

► https://www.youtube.com/watch?v=Jjzbr_73lf0

But in recent years, the brand has faced a shortage of workers, due to a declining birth rate and a cultural shift: 'Smile for ¥0' no longer resonates with Gen Z.

To overcome this barrier to recruitment, McDonald's partnered with Tokyo-based agency **TBWA\Hakuhodo** and J-pop artist Ano to create a catchy song and music video that tells Gen Z they can be themselves at work at McDonald's.

Titled '**I won't give you a smile**', the song and video explain how Ano is not always perfect or happy at work, and that that's okay; McDonald's has a role for everyone, and you won't be forced to smile.

36 million views in 3 month

Total number of applicants
→ increased by 1.5 times

Annual goals met in only 3 months

« Is a good employer »
+29% (Vs. previous year)

« Is a brand for someone like me »
+11%