

Proposed Marketing Strategy For Burger King Indonesia Post Covid-19 Pandemic

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Abstract: *The Covid-19 pandemic has engendered profound changes in business operations and consumer behaviour globally, especially in food and beverage industry. This research aims to investigate how Burger King Indonesia, a leading global fast-food chain, adapted its marketing strategy in Indonesia post-pandemic to drive its sales performance. Drawing on a combination of primary and secondary data, including financial reports, in-depth interviews, and industry publications, the author examines changes across the all marketing and operational touch points, which proposed a strategy improvement across its marketing strategy. Through the findings, the author suggested Burger King Indonesia to effectively reoriented its strategies; with significant emphasis on product portfolio expansion, pricing strategy, accessibility, with extensive support through digital transformation, customer safety, and service convenience excellency, which expectation to improve its sales performance. However, the study is confined to the Indonesian market, limiting its generalisability to global markets where cultural and economic contexts may vary. The research thus suggests potential for further exploration of Burger King's post-pandemic strategies in diverse geographic markets, such as Indonesia. This paper contributes to the evolving literature on business adaptations to the pandemic, highlighting how flexibility, innovation, and customer centricity can ensure resilience and growth in crisis scenarios. These insights are not just relevant for fast-food chains like Burger King, but for businesses across industries grappling with the long-term implications of the Covid-19 pandemic*

Keywords: Burger King Indonesia, Marketing Strategy, Covid-19, Fast-Food, Food & Beverages

1. Introduction

The need for restaurant consumption may be driven by various factors, such as simply having quick meals, celebrating special occasions, business meetings, and many more. According to (Bee-Lia Chua, 2020) usually before making a decision, customers will search for relevant information about restaurants, compare available restaurant options, and make the final purchase decision of which restaurant to dine at.

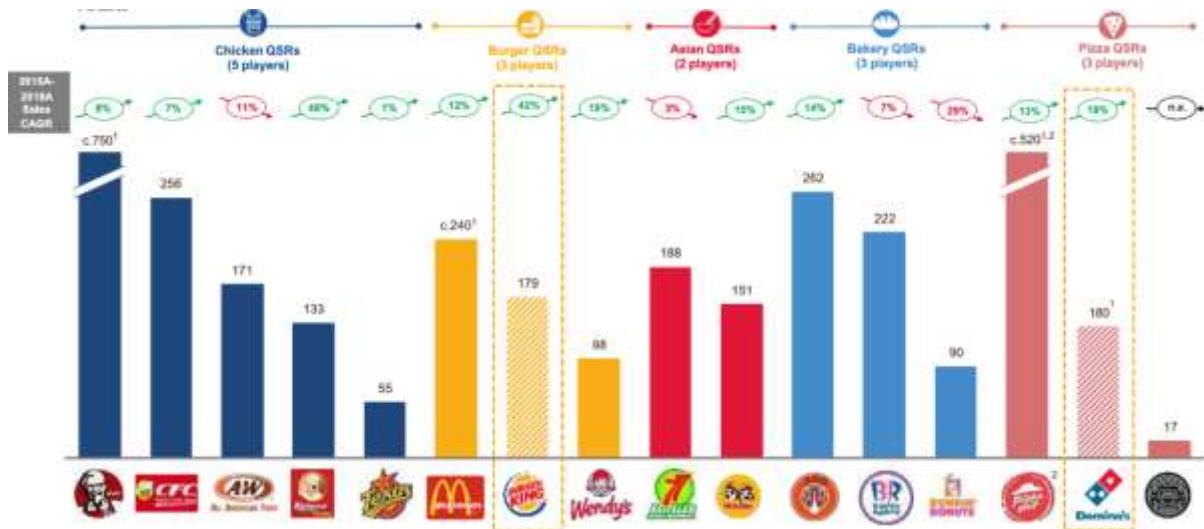


Figure 1: QSR Categories and Players in Indonesia (organised chains)
 Source: (Euromonitor) and (BPS)

Based on a few QSR (Quick Service Restaurant) categories and brands that are existing in the Indonesian market, as shown in the figure above, the QSR industry is highly saturated, or according to Kim & Mauborgne (2015) it is known as the Red Ocean market; meaning there is a large number of players offering various products, store formats, and scales of operations. This leads to fierce competition, and it can be difficult for businesses to stand out from their competitors. Moreover, while adapting to the new operational strategy, restaurant businesses also need to re-evaluate their marketing strategy, in order to efficiently decide how to spend the marketing expenses efficiently.

QSR players in the market such as KFC (Kentucky Fried Chicken), McDonald's, Burger King, and many more are spending millions of Rupiah (IDR) to go through that consumer behaviour and understand the journey to promote their product with multiple offers that are expected to cater of various consumer's preference, distinct attitude, purchase intentions, as well as the decisions required to be made by the consumers before they finally made the purchase (Akkucuk & Nooshabadi, 2016).

Burger King expanded its business to Indonesia in 2007, and now is the third-largest burger QSR chain and one of the fastest-growing QSR chains of scale, growing from 54 stores in 2016 to 179 stores in 2022. Currently, Burger King has free-standing drive-thru (FSDT), in-line, and in-mall restaurant establishment formats, with a ratio of 46%, 42%, and 12% for FSDT respectively. Burger King shares 13% of the market in the QSR industry, while KFC leads the market by 38% of shares, followed by McDonald's with 29% (Kelly, 2022).

Not forgetting its large burger called the Whopper when entering the Indonesian market; the Whopper has become synonymous with Burger King and is known for its larger size compared to other burger options in the QSR industry. It has been a staple of Burger King's menu since its introduction in 1957, using its trademarked flame-grilled preparation method, which gives the patty a distinct smoky flavour. Due to its popularity and recognisable taste, the Whopper has become a cultural icon in the QSR industry.

In 2019 an unforeseen disease called Covid-19 was identified in Wuhan, Hubei Province, China (WHO, 2020). As quick as a wildfire, the illness was responsible for creating a global pandemic catastrophe, many countries including Indonesia were impacted by the pandemic. The Jakarta

Post (2020) mentioned many businesses, not limited to the restaurant business, have experienced a severe impact due to the new regulations and physical distancing policy that limit people to coming and dine-in in the restaurant, resulting in a significant drop in the number of sales. Moreover, Sakapurnama and Safitri (2023) added, the Covid-19 pandemic has impacted consumer behaviour and spending patterns, with many people being more cautious about their spending. This has led to a decrease in sales for many QSR businesses, as people are limiting their spending on non-essential items like dining out. As a result, limits imposed on the restaurant business, according to Haas et al. (2020), it has resulted in financial difficulties and risked the long-term profitability of the restaurant industry.

As a popular quotes by Ada Adams, “there is a light at the end of every tunnel”, In December 2022, President Joko Widodo officially announced the immediate removal of all remaining measures to control the spread of Covid-19 (The Jakarta Post. 2022), marking Indonesia’s advancing toward Covid-19 endemic stage. Coordinating Minister for Economic Affairs, Airlangga Hartarto, has officially stated that the Government encourages and expects many domestic sectors to grow in the next few years (Coordinating Ministry for Economic Republic of Indonesia, 2022) with set priorities to maintain and boost people’s purchasing power as well as to keep inflation in check.

The economic decline in Indonesia as a result of the Covid-19 outbreak was expected to show positive growth post-pandemic. However, this is not the case and in reality, although many have anticipated an economic rebound, including the World Bank in their official Indonesia Economic Prospects 2022 report stated that Indonesia is projected to experience strong growth of 5.2% in 2022 due to post Covid-19 affecting the reopening of the economy and commodity price increase, with growth expected to be maintained on average at 4.9% over the medium term between 2023-2025 (The World Bank, 2022); the strong prediction growth number did not reflect the business sales trend as shown on figure below where Burger King Indonesia has experienced slight sales decline in 2022.

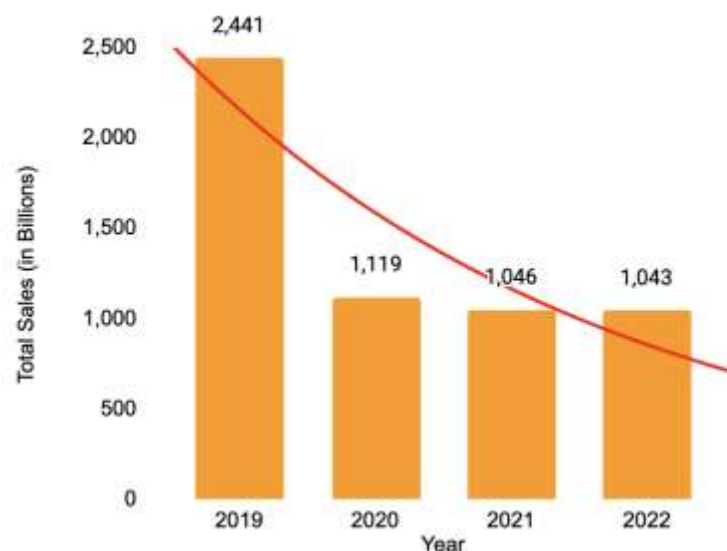


Figure 2: Burger King Indonesia Sales Trend YoY (2019-2022)
 Source (BKI Analysis, 2022)

Furthermore, according to Burger King’s Product Mix (PMix) Average Unit Volume (AUV) performance report in Figure 3 below, there may be a shifting trend in consumers’ preference towards Burger King products where the King’s Chicken (fried chicken and rice-based product

from Burger King) gain more attraction compared to its Burger based products (Whopper and Cheeseburger). Based on the data shown there was a significant uplift in King’s Chicken products by ~35% compared to other products within Burger King Indonesia’s portfolio.

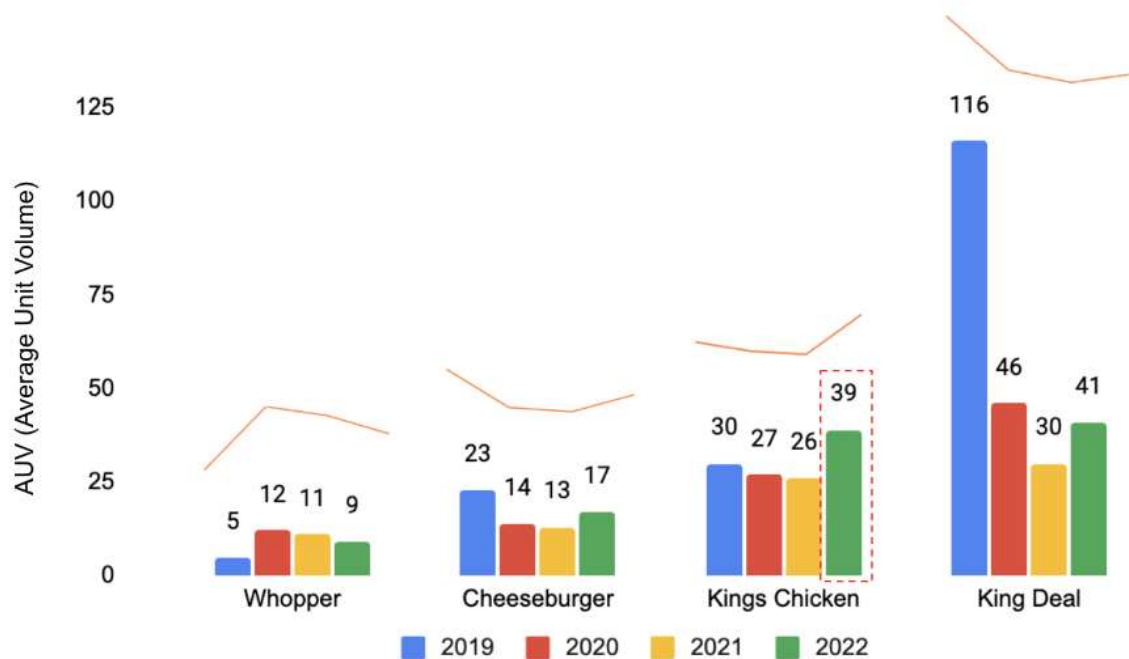


Figure 3: Burger King Product Mix Sales Performance 2019 – 2022
 Source (BKI Analysis, 2022)

2. Literature Review

Song et al. (2021) stated that the restaurant industry includes any establishment prepared for eating or drinking that provides food or beverages for consumption, whether on its physical premises or remotely delivered. People go to restaurants for many reasons, whether they come in groups or individually; the majority come to enjoy the cuisine, and ambiance, or celebrate special occasions (Line & Hanks, 2018). According to Tomašević et al. (2020), there are five factors that influence visitation to any restaurant: Convenience, Brand Reputation, Quality (food and ambiance), Consistency, and Price.

There is no doubt a pandemic has disrupted major aspects and routines of everyone’s lives, especially in the restaurant industry, this epidemic is a big setback for business. Cortez and Johnson (2020) mentioned a new norm such as self-pick-up, drive-thru, or online food delivery service has shaped the new restaurant business model. As one of the recipes for survival, any restaurant business must attempt to adapt in ways that were not considered before in the aftermath of the pandemic.

According to Madichie (2009), although there are various models that can be used to analyse and understand consumer behaviour, the Engel Kollat Blackwell (EKB) Model of Consumer Behaviour is suggested as it aims to explain the consumer’s journey of the decision-making process when they are purchasing goods or services which influenced by their internal and external environmental factors.

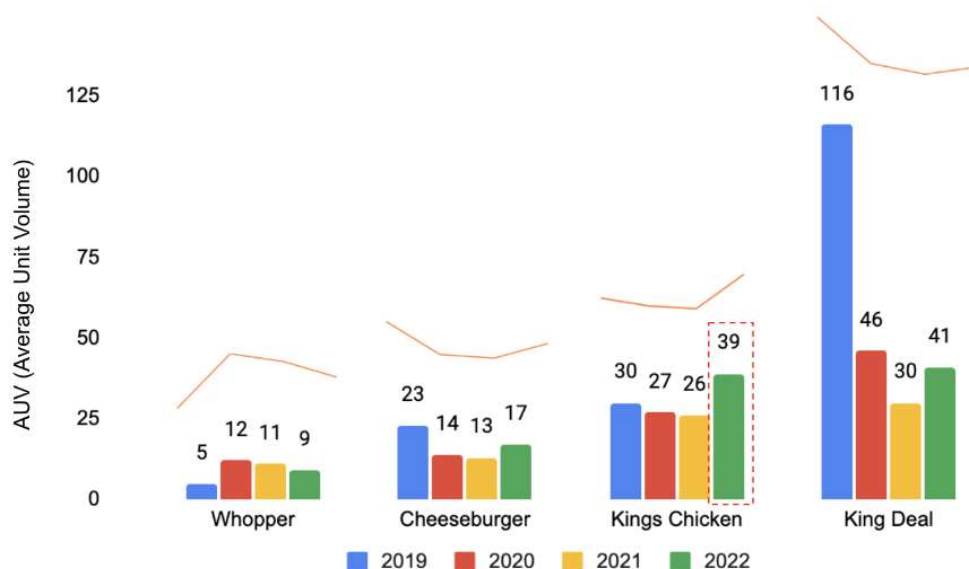


Figure 4: Engel Kollat Blackwell (EKB) Model of Consumer Behaviour
 Source (Engel, Kollat, & Blackwel, 1968)

EKB Model of Consumer Behaviour consists of four stages that consumers typically go through when making a purchase:

- i. Information input which focuses on how consumers are exposed to various communications and stimuli related to their needs or wants, which can come from commercials (business) and/or non-commercials (family or relatives) that can influence the decision-making process
- ii. Information processing and decision based on relevancy of their wants or needs. Consumers' existing knowledge, belief, and attitudes also influence the interpretation and comprehension of the information. Cognitive processes such as attention, comprehension, and acceptance are also involved at this stage
- iii. Decision-making process, in the context of a Quick Service Restaurant (QSR) industry. According to Philip Kotler and Gary Amstrong (2016), the consumer decision-making process in a QSR can be explained using the following stages:
 - a. Problem recognition begins when a consumer recognises a need or desire for food. This could be triggered by physiological cues like hunger or situational factors such as being in proximity to a QSR
 - b. After recognising the need, consumers may engage in an information search to gather options, which often rely on internal memory or past experiences, recommendations from friends or family, online reviews, or advertising to gather information about available QSR options
 - c. At this stage, consumers evaluate the different QSR alternatives based on various factors. These factors may include price, convenience, speed of service, menu options, taste, quality, brand reputation, and previous experiences
 - d. Once the evaluation is complete, consumers make a purchase decision by selecting a particular QSR. The decision is influenced by factors such as location, price affordability, menu preferences, availability, and perceived value. Additional factors like promotional offers, discounts, and loyalty programs may also play a role in the final decision
 - e. After experiencing the restaurant's product and service, consumers evaluate their decision and the dining experience. In the post-purchase stage, consumers compare their expectations with the actual experience and assess factors such as food quality, service speed, cleanliness, customer service, and overall satisfaction. Positive

experiences are likely to lead to repeat visits and positive word-of-mouth recommendations, while negative experiences may result in dissatisfaction and avoidance in the future.

At the final stage of the EKB Model of Consumer Behaviour, there are two variables influencing the decision process of consumer behaviour. First, the internal factors from the individual belief, motives, lifestyle, attitudes, intentions, criteria evaluation, and normative compliance; second, the external or social factors such as norms, groups, family, and unexpected circumstances that may occur from the external environment.

The EKB model provides a framework for understanding and analysing consumer behaviour, helping marketers and researchers gain insights into the factors that influence consumers at each stage of the decision-making process (Damsjö, Mattsson, & Olsson, 2021). By understanding these factors, businesses can develop more effective marketing strategies and tailor their offerings to meet consumer needs and preferences.

3. Research Methodology

3.1 Research Design

A qualitative triangulation approach according to Patton (1999) refers to the use of multiple methods, data sources or research to develop a rigor and deeper understanding based on one's experience, opinion, perception, and behaviour regarding a phenomenon (Tenny, Brannan, & Brannan, 2020), which suits best for this study. For example, data triangulation in qualitative research refers to using multiple data sources, such as in-depth interviews, observations, and documents, to comprehensively understand a phenomenon. Carter et al. (2014) stated that through triangulation approach author is collecting and analysing data and test the findings against one another with the purpose to support the findings with more a consensus result, which other researchers typically assume are more reliable.

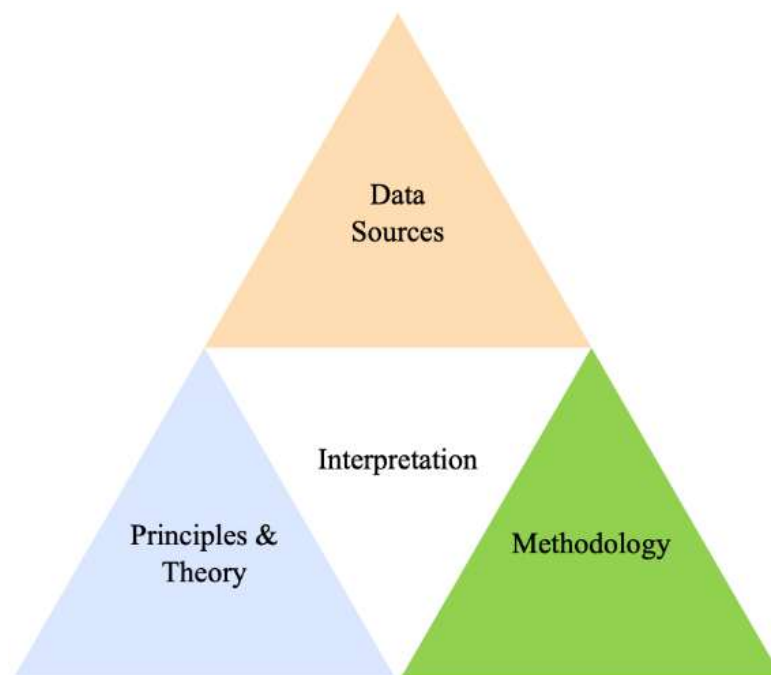


Figure 5: Qualitative Triangulation
 Source Carter et al. (2014)

Carter et al. (2014) also mentioned diversity is considered important factor of research triangulation approach by incorporating various backgrounds, demographic age, and classes can help identify and minimize potential observer and interviewer bias. The overall main objective of using triangulation approach is to increase the sturdiness and structural integrity of the study in an effective way to reduce the potential for error, bias, or misinterpretation in qualitative data analysis.

3.2 Data Collection Method

As explained by Rabianski (2003) primary data is first-hand information gathered from the original source by the author specifically for the purpose of the study, qualitative research through in-depth interviews will be used. Several scholars in the past have stated various numbers to define an adequate sample size or number of participants for a qualitative study with an in-depth interview approach, according to Bernard (2013) 10 - 20 key research participants are enough to disclose and understand the events or issues in any study of lived experience. With a qualitative approach with in-depth interviews with relevant key stakeholders as listed below.

Table 1: Respondents Profile

Respondents	Profiles
Brand Manager	Burger King Indonesia Head Office Management
Analyst & Innovation Manager	Burger King Indonesia Head Office Management
Regional Store Manager	Burger King Indonesia Head Office Management
Regional Store Manager	Burger King Indonesia Head Office Management
Store Manager	Burger King Indonesia Restaurant
Store Crew	Burger King Indonesia Restaurant
Store Crew	Burger King Indonesia Restaurant
Young professional	Burger King Indonesia Consumer
Working mother with children	Burger King Indonesia Consumer
Working mother with children	Burger King Indonesia Consumer
University student	Burger King Indonesia Consumer
Marketing Research Expert	Kantar Research

While secondary data is the data collected from secondary sources with another intention or purpose from the current study conducted by the author; such as the company's report, and others such as books, journals, websites, and blogs.

Other than in-depth interviews, a netnographic method also will be used by the author. As mentioned by Kozinets (2010), the netnographic method is part of a qualitative research method that has been modified from ethnographic. In other words, netnographic is an online ethnographic and virtual ethnographic that is designed to study the online community, particularly in the context of social media and internet-based platforms. In netnography, authors immerse themselves in online communities, such as forums, social media groups, blogs, or review sites, to observe and analyse participants' discussions, interactions, and behaviours (Bowler, 2010). By studying these online communities, authors can gain valuable insights into Burger King consumer preferences, needs, attitudes, and opinions.

4. Results and Findings

Table 2: Findings based on In-depth Interview

The Scope	Findings
<p>Product Innovation and Portfolio Expansion to Gain More Credibility While Staying True to Its Identity</p>	<p>1.Management shifting focus towards fried chicken market Burger King Marketing Analyst gave an insight that the management focus post-pandemic is more towards product innovation and start to aim for bigger market share in chicken and rice. Moreover, if the management keep focusing on burger there is no doubt Burger King can be the burger expert and a top player in the industry segment, but since the market share for burger market is small, therefore the return of investment will not grow unless Burger King also joins the chicken and rice competition.</p> <p>2.Consumer’s preference on fried chicken and rice is bigger than burger segment Chicken and rice are more fulfilling and affordable compare to beef burger— this statement has occurred by more that 90% of the respondents with various background; Burger King management, crew in store and the consumers. And for Burger King to gain credibility in this field is quite challenging since the brand name and also the limitation of current product portfolio on fried chicken and rice.</p> <p>3.Maintain the flagship product of its Whopper Although chicken and rice have its great attraction in the market, based on the findings from the interview some consumers and internal respondents still think Whopper or any of the flame-grilled burgers worth to sustain since Burger King already gain credibility and affinity towards its burger portfolio.</p>
<p>Diminishing the Barrier to Increase Accessibility and Aggressive Promotion to Drive Traffic and Trial</p>	<p>1.Cost-leadership combined with product innovation to increase value According to Burger King Marketing Analyst, it is important to combine value pricing with product innovation, especially when the market is on high demand for chicken and rice. Moreover, from the marketing research expert from Kantar added that majority of Indonesian still consider Burger as snack, therefore offering on chicken and rice product is crucial for Burger King in order to gain more market share in the QSR industry.</p> <p>2.Top barrier for people to come to Burger King One of the reasons people are not coming to Burger King more often is because the accessibility of the location, according to the Burger King Marketing Analyst. Moreover, marketing researcher from Kantar also added another reason could be inconsistency of taste delivery, which leave customer with bad experience, made them reluctant to revisit the restaurant second time around.</p> <p>3.Store format also influence the visitation rate of people to Burger King According to Burger King Marketing Analyst, for mall stores external factor is heavily influence the store performance, because people coming to mall is not specifically looking for Burger King, while for FSDT store it depends on the growing area selected by the Development team. Moreover, according to Regional and Store Manager, during weekdays Burger King store that located near office gain more traffic compare to the FSDT, while on weekends mall and FSDT store gain more traffic. Therefore, location and also business hours also influence the performance of the restaurant.</p> <p>4.Promotional on various channels beyond traditional channels</p>

	<p>Based on the insight provided by Burger King Brand Manager, currently communication focus on various channel beyond traditional is important such as Meta (Instagram), TikTok and YouTube where most of the target audience of Burger King is there. Moreover, according to the Regional Store Manager, although digital channel is important to reach wider audience, traditional promotion also crucial, cause these people are just 50 metres away from the Burger King establishment. Therefore, the use of coupon or flyer distribution nearby restaurant to attract customer is equally important.</p> <p>5.Emotional vs functional benefits According to Burger King Marketing Analyst, Burger King is lack of emotional communication where people in Indonesia can relate more, most of existing communication only solving functional problem. Therefore, emotional benefit needs to be communicated more than ever. This statement was also supported by market researcher from Kantar, that even though technology could help improve speed of service, but emotion or human interaction needs to be built. Therefore, Burger King needs to balance it between efficiency of service with emotional benefit and user experience journey that a fast-food restaurant provides.</p> <p>6.Giving promotions to increase trial and visitation Majority of Burger King customer is promo-minded, meaning some pricing strategy competitiveness still work to gain attraction for people to come. Researcher from Kantar added that it is also important to create a food mapping for Burger King to understand the product and price items that could potentially drive people to store; where also mentioned by one of the store managers, that once people come to the store, the crew needs to start to suggested selling in order to upselling the menu items to gain the cheque size per transaction</p>
<p>Customer Experience Through Speed of Service and Operational Excellence</p>	<p>1.Getting the right training and development for store crew and manager is crucial According to the store manager, everyday briefing is necessary for the store crew to be reminded regarding their performance, and each of them also can learn from each other to be better. The reason is to keep evaluating their progress in order to improve store service excellency. Researcher expert from Kantar also added that in every service industry “<i>human touch</i>” or emotional feeling plays most vital role during user journey experience, this is a tipping point of making or break it situation. Marketing only can drive people to enter the store, but at the end of the day service excellence is the king according to the Burger King’s Brand Manager.</p> <p>2.Increase speed of service and convenient by using kiosk technology According to the customers of Burger King, it is more convenient to order via Kiosk where majority of the competitors are already had, this is not also increasing the speed of service, but it also gives customer freedom to choose the menu combination as per their liking. Moreover, they also feel more secure it can be considered contactless, which quite important for them post pandemic. The use of App also can attract more loyal consumer. Therefore, a robust loyalty program needs to be implemented in the nearer future.</p>

Based on the findings above, the marketing strategies to improve Burger King Indonesia sales post Covid-19 as follows.

i. Menu engineering to keep stay in the game by enters and compete in dominating fast-food product category, fried chicken and rice, while stay true to its core burgers product

Invest in long term brand and system development to build consideration and trial through innovation on flavours, promote quality, ingredients, process, and point of difference through its Whopper. It is important to have strong emotional brand connection to the brand rather showing as cool brand. By building its brand equity, it is expected for Burger King to have longer term sales and profitability growth by protecting its base sales from current loyal consumers.

Burger King has established a credential towards its 'beef burger' and 'flame grilled' menu based. By utilising the 'King' brand to enter fried chicken industry by introducing "*King's Chicken*" to establish positioning and consumer's perception through differentiation in big competition of fried chicken.

Moreover, in addition to offer the same basic "me-too" product of fried chicken and rice, such as PaNas (Paket Nasi) and Paket Super Besar, Burger King can attract some default market share in fried chicken market by creating added value while at the same time differentiate its product by providing a menu combination with fried chicken and burger in a meal as point of parity compared to the competitors.

Steps need to be taken by Burger King as follows:

- a. Marketing and Research & Development (R&D) team to conduct market intercept through research to gather consumers preference on fried chicken and compare with existing competitors' product
- b. Marketing, R&D, and Supply Chain team to start product development and exploration to improve and develop new fried chicken recipe and flavour that suit Indonesian taste palate
- c. Marketing to develop menu architecture design and price offers combinations before deployment to IT team
- d. Marketing and IT team to deploy new menu board to all Burger King stores

ii. Product accessibility through new store openings in emerging area, while at the same time increase trial through several promotions to attract and increase visitation

Food is one of the basic human needs, which makes the food industry is always robust and never fades away. As supported by the market opportunity of decreasing inflation rate to 4.3% year-on-year, reflect higher consumer purchasing power, resulting in emerging developing area which can be tapped for new store opening to increase market penetration and product accessibility, which resulting increasing in market share of Burger King Indonesia.

Furthermore, to close some opportunity gaps for Burger King regarding its limitation on product accessibility and distribution network, a full distribution through the use of omni-channel (offline and online) is suggested. By targeting a broader target audience in terms of all ages, mid-lower incomes (and therefore price competitively), cultivates a strong/competitive dine-in offer. Promotion such as 'Buy One Get One' or package deal or promo through 3rd party delivery or online payment are seen more motivating consumers rather than putting low price value.

Moreover, by maximising the collaboration and awareness level through 3rd party food

delivery (GoFood, GrabFood, ShopeeFood) inventories such as banner, product sponsor, and recommendation. Through 3rd party food delivery, it is also expected can improve and widen the area of distribution of Burger King.

The key to driving short term traffic also could use via product portfolio, to some people burgers have natural momentum in snacking pressure testing this occasion, for additional growth, is worth considering to improve the possibility of the total sales from all 179 stores and digital channels. Therefore, below are some of action points that Burger King needs to take:

- a. Pricing competition mapping based on pricing offers in dine-in and delivery channel
- b. Supply Chain and Operational team to calculate the cost of goods sold (COGS) based on raw materials and operational cost
- c. Marketing and Finance team to finalise the COGS given by the team to calculate individual and overall Gross Profit percentage and also to develop a competitive pricing structure
- d. Develop several layer pricings for always-on (long term) and occasional-based pricing promotion, such as payday or long public holiday

Furthermore, regarding to promotional strategy, below are the suggestion that Burger King Indonesia can do to increase visitation and trial:

- a. Leverage the use of social media, social media platforms are a cost-effective way to reach a large audience. Burger King could utilise platforms such as Meta (Instagram and Facebook), and Tik Tok to promote its products, share special deals, and engage with customers. In addition, it could use these platforms to host contests or giveaways, which can encourage user interaction and enhance brand visibility
- b. Collaborate with local influencers particularly micro-influencers who might charge less but have a loyal following, can be an effective way to reach potential customers. Burger King could offer free meals or small fees in exchange for posts or reviews of their products
- c. Utilise User-Generated Content (UGC) by encouraging customers to share their experiences with Burger King products on social media can be a powerful promotional tool. This can be done through campaigns or contests that encourage customers to post pictures of their meals or share their experiences
- d. Email marketing or SMS (Short Message Service) hyper targeting based on location based where Burger King is available by utilising customer database and sending regular promotional offers to customers who have opted in can be a cost-effective way to keep the brand on top of customers' minds and notify them of new products or promotions
- e. Implementing a loyalty program through the use of its BK (Burger King) App can encourage repeat business. Offering a free product after a certain number of purchases, for example, can be a cost-effective way to increase customer loyalty without significantly impacting profit margins.

iii. Exploit the use of technology shift towards convenience and speed

Although Burger King Indonesia has been well-equipped with smart technology such as, a POS (Point of Sales) system, table side ordering, mobile-ordering tech, contactless payment solutions, and guest engagement app. But most of its restaurant still lack of self-order kiosks that management can put this as priority when it comes to new store opening. In order to accommodate new customer trends, restaurants will need to invest in modern technology. Leveraging the right technology will help restaurants resume business, speed up transactions, and improve order accuracy.

The integration results in streamlined operational efficiency and restaurant management solutions also automate business flows, boost profit margins, and enhance customer experience by following the next action points:

- a. Analysing the current store performance to see whether the area and traffic of the store is still competitive, while at the same time analyse other growing opportunity market
- b. Development team to start develop new store or renovate the existing store based on data analysis from previous team
- c. IT team to make sure 3rd party delivery and Kiosk are installed in the new and existing store based on the request made from Development team

iv. Crews and Managers of Restaurant Robust Training

Fast-food restaurants such as Burger King operate in a fast-paced, customer-centric industry, where the success of the business hinges significantly on the efficiency, proficiency, and performance of its crew and management. A robust training process for these key personnel is crucial for a variety of reasons.

- a. **Service Quality and Consistency:** A well-trained staff can provide high-quality, consistent service. This consistency in service is especially critical in a franchise model like Burger King, where customers expect the same level of service and product quality across different locations
- b. **Customer Satisfaction:** Effective training programs equip employees with the skills necessary to address customer needs, handle complaints professionally, and provide a positive dining experience. High customer satisfaction often leads to repeat business, positive word-of-mouth, and a better reputation
- c. **Operational Efficiency:** Comprehensive training on food preparation, safety protocols, cash handling, inventory management, and other operational aspects ensure the restaurant runs smoothly and efficiently. This can lead to decreased wastage, increased speed of service, and improved bottom-line results
- d. **Employee Engagement and Retention:** Investment in employee training can increase morale and job satisfaction. Employees who feel valued and equipped to perform their tasks competently are less likely to leave the organization, reducing turnover rates and associated costs
- e. **Compliance and Safety:** The food industry is governed by stringent health and safety regulations. Proper training ensures all crew members and managers are aware of these regulations, reducing the risk of violations, which can lead to fines or even closure
- f. **Leadership Development:** For managers, training often includes leadership and decision-making skills. Effective leadership can foster a positive work environment, improve team coordination, and ultimately lead to better overall performance of the restaurant
- g. **Business Evolution:** As the industry evolves with new technology, consumer preferences, and market trends, training programs can help keep staff up-to-date, ensuring the business remains competitive

Given these factors, a robust training process for crew and managers in fast-food restaurants like Burger King is not just beneficial, but essential. It directly impacts customer satisfaction, operational performance, and the overall success of the business. Therefore, below action points is suggested for Burger King Operational team to;

- a. Start training procedure and standard approval
- b. Develop an extensive training schedule for store crews and managers by weekly for crew and monthly for the store managers
- c. By the end of every training there will be examination or test to check the effectiveness of the training, this also can be used for the management team as training feedback to improve

v. Customers reassurance about safety and hygiene

Food safety and hygiene have always been essential aspects of the restaurant industry, but for obvious reasons, they matter even more today. Taking precautionary measures to make sure dining in is a safe experience will remain a priority even after the pandemic. Including safety standards and communicating about them in an efficient and transparent way will make or break a restaurant.

Restaurants will need to continue to reassure customers and employees alike. Precautionary measures like face masks, gloves, and temperature testers are therefore likely to stay. Hands-free handwashing stations and contactless ordering and payment solutions will become part of the norm. Restaurants will also have to change their physical spaces to allow for more flexible seating. All of these changes prioritize guest comfort and safety. Restaurant operators willing to adapt to these new needs will find it is an excellent way to drive traffic back to their restaurant.

Therefore, marketing and operational team needs to constantly communicating its safety and hygiene procedure in store level and digital channel to spread to more broaden audience.

Through a rigorous analysis of each of these elements and proposing strategic modifications, this research aims to provide Burger King Indonesia with a comprehensive framework to enhance their marketing strategy. In doing so, we anticipate Burger King will better position itself to compete with other players in the market and secure sustainable growth in the fast-paced fast-food industry.

5. Discussion and Conclusion

This study employs a triangulation approach in qualitative research, utilising both in-depth interviews and document analysis to gather data, which expected to ensure a comprehensive and multifaceted understanding of the research problem. The triangulation approach allows for the justification of findings across different data sources, thus enhancing the trustworthiness and validity of the results. Furthermore, it provides a more nuanced understanding of the research problem by considering it from multiple perspectives. While acknowledging that a triangulation approach might be more time-consuming and complex due to the need to manage and analyse multiple types of data, the enhanced validity and richness of the data that it provides far outweigh these challenges. The author has put measures in place to effectively manage and synthesise the various data sources. Therefore, the triangulation approach is appropriately chosen for this study due to its potential to enhance the reliability of the results and provide a more comprehensive understanding of the complex nature of the research problem.

Moreover, according to the findings of this study, Burger King Indonesia downward sales trend was not caused merely by the lack of product range for the chicken and rice consumers; other factors such as store visibility and accessibility, customer-minded robust service excellence, technological advancement through the use of kiosk, and constant communication to promote dine-in safety play a vital role to support and increase consumer's visitation and trial, which directly relate to Burger King sales performance in the endemic era.

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