
RESEARCH ARTICLE

Marketing Strategy Proposal to Rebound the Declining Revenue of Burger King Indonesia in the Covid Aftermath Period

Ruth Anindya Ratih Dewi Hartono¹ ✉ Yos Sutiyoso² and Sahat Hutajulu³

¹²³*School of Business and Management, Institut Teknologi Bandung, Jakarta, Indonesia*

Corresponding Author: Ruth Anindya Ratih Dewi Hartono, **E-mail:** r_hartono@sbm-itb.ac.id

ABSTRACT

The primary objective of this study is to propose a marketing strategy to address the decrease in revenue experienced by Burger King Indonesia in the year 2022 following the COVID-19 pandemic as practical guidance for Burger King Indonesia and other businessmen to navigate the complexities of the current market landscape. This study is still necessary to understand that shifting consumer behavior, changes in market conditions, and business operational disruptions are the causes of the problem. The research design uses a thematic analysis method involving the available company data, relevant marketing theories, and the results of questionnaires, community surveys, and interviews with managers and customers. By analyzing the effects of the pandemic faced by Burger King Indonesia, this research aims to pinpoint strategic areas for improvement. Diverse analyses are used, such as VRIO Framework, STP, Marketing Mix, PESTEL, PORTER's Five Forces, Competitor analysis, SWOT, TOWS analysis, and author's interview and questionnaire surveys to determine the present circumstances of Burger King Indonesia. The proposed marketing strategy highlights the importance of five specific actions in their implementation: product innovation, digital transformation, sustainability campaign, promotion via mobile app, and partnership and collaborations with delivery services to adapt to evolving consumer preferences. To address this goal, Burger King Indonesia must make strategic adjustments parallel to the present circumstances by understanding consumer preferences, optimizing operations, promoting sustainability initiatives, and strengthening its brand position. Through the implementation of this comprehensive strategy, Burger King Indonesia aims to improve customer satisfaction, foster loyalty, and attain overall market success in the post pandemic period. This strategy not only addresses the immediate challenges posed by the pandemic but also positions Burger King Indonesia for long-term success.

KEYWORDS

Burger King Indonesia, Proposed Marketing Strategy, Pandemic Covid-19, Product Innovation, Digital Transformation, Sustainability Initiatives.

ARTICLE INFORMATION

ACCEPTED: 01 October 2024

PUBLISHED: 15 October 2024

DOI: 10.32996/jbms.2024.6.5.21

1. Introduction

The Quick Service Restaurants (QSR) industry has been greatly affected by the Covid-19 pandemic. With a focus on health, there has been an increase in the popularity of food products that are both delicious and safe to eat. Despite this popularity, it led to a significant decrease in both sales and earnings. During this period following the pandemic, QSR has faced difficulties with certain decreases in revenue due to operational adjustments, supply chain adaptations, reduced consumer demand, compliance costs, damage to brand reputation, and other problems (Wibisono, 2023).

It is anticipated that the worldwide QSR industry will see significant growth post-pandemic, with projections showing it will reach approximately USD 1867.3 billion by 2033, a substantial increase from USD 760.4 billion in 2023, driven by a 9.4 percent annual growth rate (CAGR).

Copyright: © 2024 the Author(s). This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC-BY) 4.0 license (<https://creativecommons.org/licenses/by/4.0/>). Published by Al-Kindi Centre for Research and Development, London, United Kingdom.



Source: market.us, 2024
Figure 1 Global Market QSR

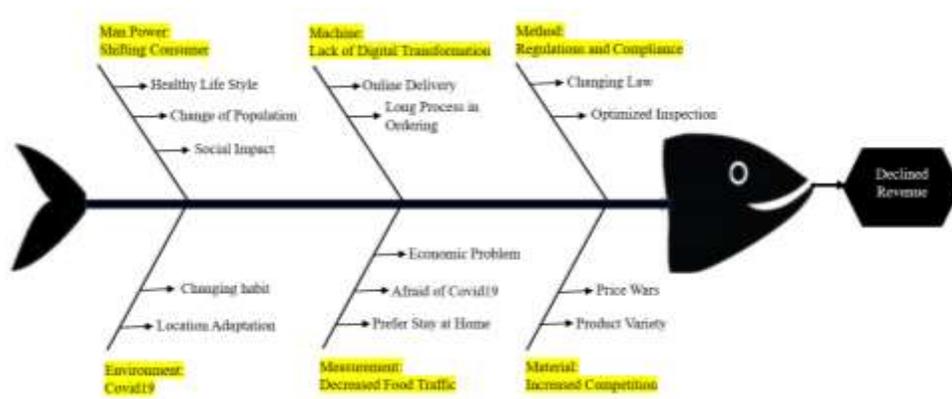
According to the Indonesia Economic Prospects 2022 report from the World Bank, there is a projected strong growth rate of 5.2 percent for 2022, while an average growth rate of 4.9 percent is anticipated for the years 2023 to 2025. This prediction takes into account the decrease in business following the Covid pandemic. However, even with these encouraging reductions, the actual sales trend of QSR in the sector did not align with the projected growth numbers.

The annual report data of Burger King Indonesia in 2021-2022 shows there is a decline in revenue, as shown in the figure above, from 641 IDRbn in 2020 to 308 IDRbn in 2021. BK business issues in the aftermath of the Covid pandemic are a result of changes in consumer behavior, disruptions in operations, and financial pressures, which need strategic adjustments using digital transformation and technological advancement to adapt to the new normal. According to the literature review, five business issues identified played a role, such as decreased food traffic in stores, shifting consumer preferences, increased competition, challenges related to regulations and compliance, and embracing digital transformation.

BK’s primary challenge is addressing a decline in food traffic at its stores caused by ongoing health worries. Consumers are still reluctant to eat at restaurants, resulting in lower sales. Therefore, BK is being required to adapt its restaurant layouts and operations to cater to takeout and delivery services due to a notable increase in digital ordering. Additionally, consumer tastes are moving towards healthier and more sustainable food choices. This requires creating new dishes on the menu and improving digital offerings.

Next, Burger King must enhance its market position through strategic differentiation and effective marketing in a competitive environment. Furthermore, Burger King must consistently follow changing health and safety rules and adopt sustainable methods to fulfill regulatory requirements and consumer desires.

Finally, Burger King must prioritize investing in digital transformation to improve operations, sustain initiatives, and tackle business challenges for future success. Factors leading to the decreasing profit of BK Indonesia post-Covid-19 comprise decreased food traffic in stores, shifting consumer preferences, increased competition, challenges related to regulations and compliance, and embracing digital transformation.



Source: compiled by Author from various sources
Figure 2 Fishbone Diagram

Declining revenue is a crucial problem that some businesses can experience. The Fishbone Diagram is one of the most effective tools for understanding and identifying the root causes of declining revenue. In this case, the author will analyze the causes of declining revenue from six categories: Man Power, Machine, Method, Environment, Measurement, and Material. The primary objective of this study is to propose a marketing strategy to address the decrease in revenue experienced by Burger King Indonesia following the COVID-19 pandemic as a practical guidance to navigate the complexities of the current market landscape.

2. Literature Review

2.1 Problem Exploration

The Covid-19 pandemic has had a major impact on the food service sector in Indonesia, presenting various challenges for top fast-food brands like Burger King. Recognized for its quick service and affordable menu, the business has been struggling with the impacts of the pandemic.

2.1.1 Reduced in Store Traffic

The pandemic has caused major health worries for individuals, causing them to avoid eating out because of the fear of getting sick. To solve this problem, BK needs to focus on enforcing rigorous hygiene standards and health protocols at their locations. Furthermore, establishing successful communication with customers is essential in restoring their confidence and creating a feeling of safety. Due to these factors, the company has seen a drop in revenue, prompting the need for a strong delivery service to meet the needs of customers who prefer not to eat at the restaurant (Deloitte, 2020).

2.1.2 Shifting Consumer Preference

BK's traditional fast-food menu is facing a major challenge due to the growing popularity of healthy eating habits. People nowadays prefer to do online delivery rather than to dine-in, as stated by (FoodHQ, 2024), as well as consume healthy food. BK encountered substantial difficulties in maintaining brand consistency as it transitioned to promoting healthier dietary choices. This change required adding new items to the menu, as well as changing the brand's image through marketing campaigns and educating consumers. Hence, BK always comes up with new ideas and strong marketing strategies in order to stay competitive and keep customers loyal (QSR Magazine, 2021).

2.1.3 Regulatory Compliance

BK, as well as many other companies in Indonesia, faced several challenges with regulatory compliance during the Covid pandemic. The difficulties mainly came from putting into practice new rules and changes to current laws in order to reduce the impact of the pandemic on public health and the economy.

2.1.4 Digital Transformation

BK needed to make a significant shift to online ordering and delivery by investing in technology for a major digital transformation. The company encountered major obstacles in creating and managing an effective and user-friendly online ordering system, connecting with multiple delivery platforms, and guaranteeing smooth operational implementation. These technological changes were vital but needed significant funding and posed risks if not implemented perfectly. In order to shift to a digital-first strategy, BK needed to update its existing systems and integrate new technologies. This included giving importance to data protection, improving user satisfaction, and creating a robust online infrastructure to increase e-commerce sales. The need for quick digital transformation pointed out shortcomings in technical skills and operational readiness (Deloitte, 2016).

2.2 Theoretical Foundation and Related Literature

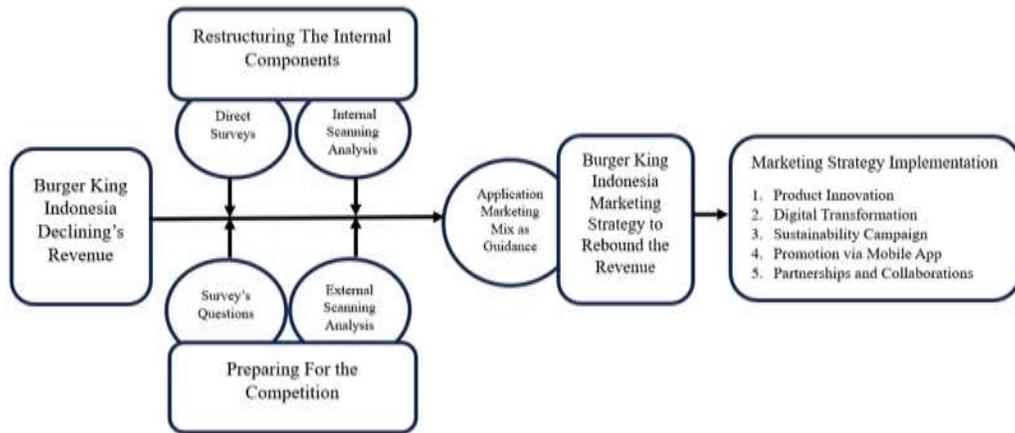
Data collection entails analyzing External and Internal factors. Different techniques like PESTEL Analysis, Porter's Five Forces, and Competitor analysis are used to evaluate external factors. External analysis aims to assess all external factors that could affect BK's business performance.

The success of a company's performance can be determined by its internal factors, which will be assessed through various analysis methods like the VRIO Framework, STP Model, and Marketing Mix. The Management Business Assessments include SWOT and TOWS Analysis. Short, in-depth interviews and surveys are part of getting feedback from customers. Besides that, a comparison between the author and others helps to see which sector of BK needs to be developed. It can be used to make a marketing strategy proposal.

No.	Aspect	(Fitrianti et al., 2022)	(Wibisono, 2023)	(Hartono, 2024)
1	Product Innovation	None	Product Design and Discovery	Shifting Consumer Behaviour
2	Digital Transformation	Online Feedback in Social Media	Efficiency in Services	Efficiency in Services
3	Sustainability Campaign	Promotional Strategy	None	Strengthening Customer Interaction
4	Promotion via Mobile App	None	Member Benefits Program	Member Benefits Program
5	Partnerships and Collaborations	None	None	Supplies and Network Management
6	Research Methodology	Qualitative Method with a case study	Qualitative Method with 12 respondents	Mix Method (Qualitative and Quantitative) with 678 participants

Source: compiled by Author from various sources
Table 1 Comparison Researches

2.3 Conceptual Framework



Source: compiled by Author from various sources
Figure 3 Conceptual Framework

3. Methodology

The research design includes gathering, examining, explaining, and showcasing data using appropriate methods for data collection and analysis to answer the research questions. Saunders et al. (2019) categorize research design into three types: exploratory, descriptive, and explanatory. Qualitative and quantitative are two common research approaches used by Bell et al. (2019). Two kinds of data are required to address the research inquiries: primary data and secondary data. Data collected by the researcher directly from the primary source for the specific purpose of the study. Alternatively, secondary data refers to information obtained from sources other than the primary, such as company reports, books, journals, websites, and blogs.

The researcher plans to apply thematic analysis as the analytical method for this research project. According to King (2004), thematic analysis is a commonly used strategy in qualitative research to analyze and make sense of qualitative data. This procedure involves identifying and examining patterns or themes in the data to improve understanding of the research topic. Thematic analysis is a research approach that helps in recognizing and explaining patterns or themes within a data collection, often resulting in fresh perspectives and comprehension (Boyaitz, 1998; Elliott, 2018; Thomas, 2006).

4. Results and Discussion

4.1 The Analysis of Finding Result

The order of presentation of results will be determined by the analysis tools. The first step is to analyze External Factors, which will involve studying PESTEL, Porter's Five Forces, and Competitor analysis. Next, Internal Factors will be assessed, including VRIO, STP, and Marketing Mix analysis. Ultimately, the business management will be evaluated using SWOT analysis and TOWS analysis.

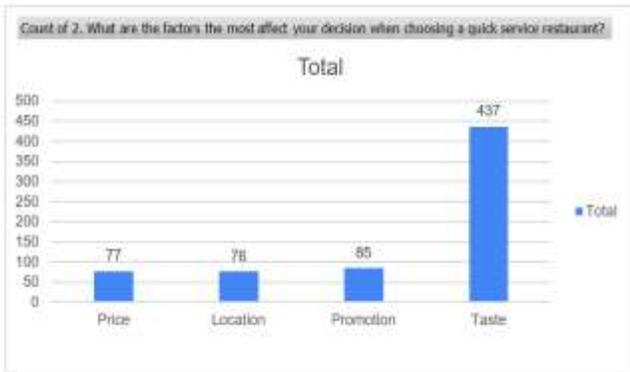


Figure 4 Survey's Question No. 2

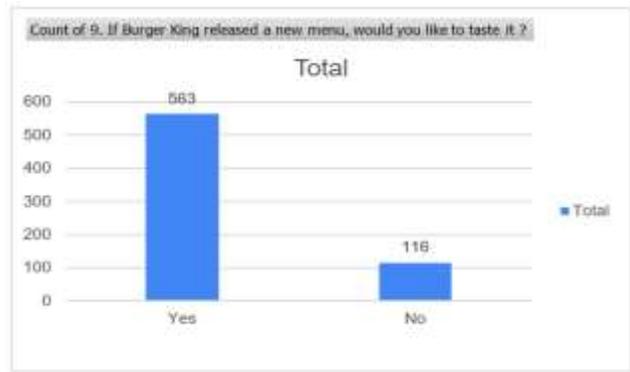


Figure 5 Survey's Question No. 9

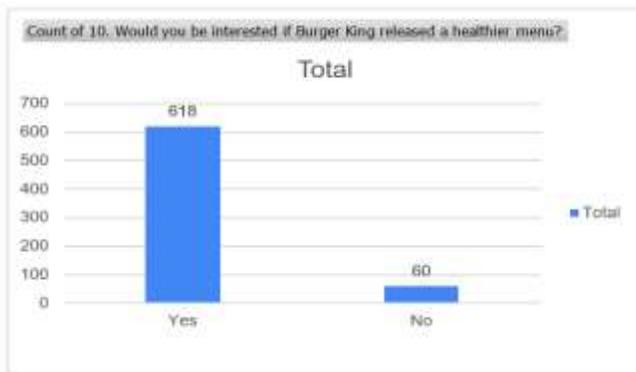


Figure 6 Survey's Question No. 10

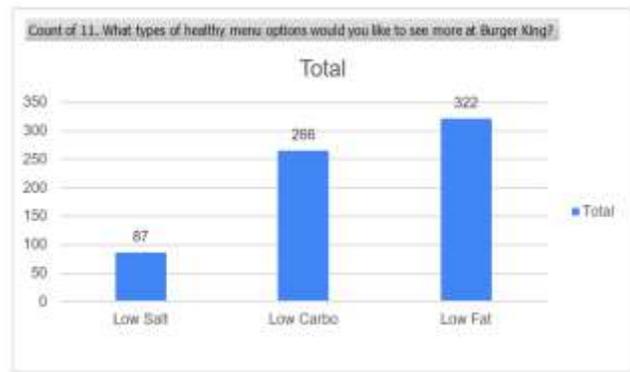


Figure 7 Survey's Question No. 11

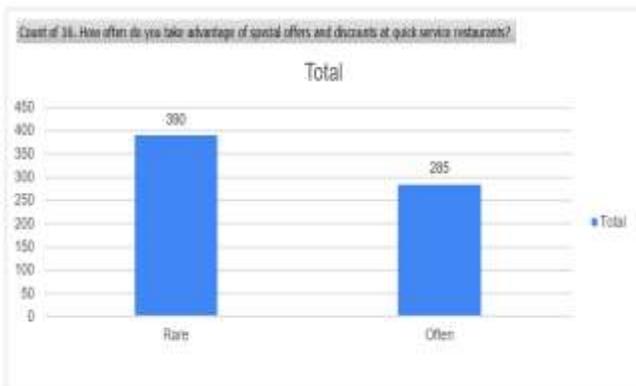


Figure 8 Survey's Question No. 16

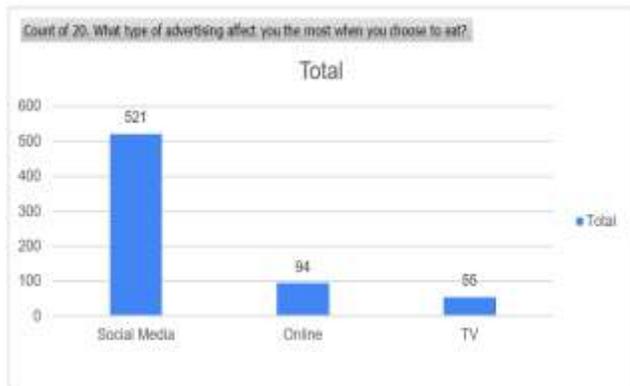


Figure 9 Survey's Question No. 20

4.1.1 External Scanning

4.1.1.1 PESTEL Analysis

a) Political

Burger King can operate in Indonesia with low risks and room for growth due to the country's stable political situation. Recently, however, there have been some political issues that have influenced business conditions. According to Suara.com (2024), Burger King saw a decline in profits because of the Palestinian-Israeli conflict, prompting an Indonesian boycott from supporters of Palestine. Burger King has openly shown their backing for Israel. Consequently, these trade policies and international tariffs can impact the cost of importing raw materials and the strategies for global expansion. The information was presented in a carousel post on October 10, 2023.

b) Economic

Indonesia's economy reached a GDP of IDR5,288.3 trillion in the first quarter of 2024 at current prices and IDR3,112.9 trillion at constant prices (2010). In comparison to the same period in 2023, Indonesia's economy saw a 5.11 percent growth rate, as shown in Figure II.1 (BPS, 2024).



Source: BPS, 2024
Figure 10 Indonesia Economic Growth Quarter 1-2024

Some economic issues have recently influenced the BK business conditions. The increasing minimum wages and labor costs may jeopardize Burger King due to the possibility of increased operational expenses. These salary increases directly affect payroll expenses and could lead to anticipation of broader wage raises. To balance out the rise in labor expenses, Burger King could contemplate increasing prices on its menu; however, this may reduce its ability to compete and cause it to encounter pushback from customers. Furthermore, if these increased expenses cannot be transferred to consumers without impacting sales, then profit margins could also suffer. In order to address this challenge, Burger King could consider investing in automation technology or simplifying its menu options. Furthermore, careful evaluation of wage strategies and effective management of operational costs are essential for the company. Also, it is crucial to take essential measures to maintain competitiveness through brand differentiation and adhere to regulatory compliance.

c) Social

Islam is practiced by 80 percent of Indonesia's population. They have a tendency to choose chicken over beef because beef is more expensive. The MUI (Majelis Ulama Indonesia) provides certification for Halal products. In the meantime, some segments of the population in Indonesia are beginning to be influenced by Western lifestyles, causing a shift towards favoring international QSR brands instead of local food choices.

Trends in health and fitness have a big impact on consumer decisions when choosing Burger King products. People are now choosing to prepare meals at home instead of eating out at restaurants due to the changes brought by the Covid-19 pandemic. With the increasing focus on a well-rounded diet, Burger King needs to adjust its marketing strategies and menu options. Furthermore, changes in age, income, and lifestyle among consumers have an effect on the specific demographic that Burger King targets.

d) Technology



Source: We Are Social, 2022

Figure 11 Five Billion Social Media Users

Technological advancements have motivated Burger King to improve its services for ordering and delivering products. At Burger King Skyline in Thamrin, for example, kiosks have been implemented for ordering. This enables payments to be completed using QRIS or debit/credit cards. Moreover, Burger King provides a mobile app for easy ordering. Customers can sit down and easily place their orders online as soon as they arrive. After the payment is finished, clients can retrieve their purchases at the pick-up location. Feedback from customers indicates that they often use the Burger King mobile app because of its easy ordering system and numerous promotions offered.

e) Environmental

Climate change can affect the availability of meat and vegetables, crucial ingredients used in Burger King's menu, by disrupting the supply chain of raw materials. The increasing consumer knowledge of environmental concerns is making it more important to improve sustainable business strategies. Consumers' increasing focus on environmental problems also requires companies to adopt more sustainable practices. In Indonesia, there has been a significant shift towards reducing the use of plastic in recent years. Various regulations have been put into place, such as prohibiting plastic bag usage in different regions like Jakarta, Bandung, and Surabaya. Burger King Indonesia revealed a strategy in April 2019 with the goal of reducing plastic usage in their stores. These measures are included in Burger King Indonesia's initiatives to promote environmental sustainability and minimize the adverse effects of disposable plastic usage (Buditomo, 2020; CEO Magazine, 2022; World Economic Forum, 2020).

f) Legal

Burger King Indonesia abides by the country's labor regulations, which encompass minimum wage mandates, work hours, and staff perks. Training programs are organized to ensure that employees comprehend their rights and responsibilities according to Indonesian labor law. For example, they ensure that every employee receives at least the minimum wage required by Indonesian law, promoting fair labor practices. It was mentioned in Article 88 paragraph (2) of Law 6/2023., "*Pemerintah pusat menetapkan kebijakan pengupahan sebagai salah satu upaya mewujudkan hak pekerja/buruh atas penghidupan yang layak bagi kemanusiaan. Kebijakan itu meliputi penetapan upah minimum setiap tahun.*" (Hukumonline.com, 2023).

In order to maintain consumer trust and avoid legal consequences, Burger King must adhere to health and safety regulations. This company is required to adhere to numerous government regulations concerning food health and safety, as well as regulations for restaurants. In Indonesia, the HFSR national is being compiled in Government Regulation of the Republic of Indonesia No. 86 of 2019. Indonesia's attractive tax policies, including lower corporate tax rates, tax breaks, double taxation agreements, and industry-specific benefits, are drawing foreign companies to the country. These beneficial tactics reduce costs and boost profits, making Indonesia an attractive choice for business and investment.

4.1.2 Porter's Five Forces

Porter's Five Forces model is a useful tool for assessing the competitiveness of an industry. For Burger King, this framework is essential for understanding the complex nature of the fast-food industry and creating strong strategies to improve its competitive position.

Examining BK using Porter's Five Forces Framework illustrates the dynamic and fierce market in the fast-food industry. In spite of BK's strong brand reputation and wide operational presence, it encounters challenges such as influential buyers, significant substitute products, and tough industry competition. By utilizing its skills in creating innovative products, establishing competitive pricing, and executing effective marketing tactics, Burger King can maintain its competitive advantage and adapt to changing market trends. Identifying and addressing these competitive pressures allows Burger King to adjust its strategic methods, improve customer satisfaction, and promote long-term growth in the highly competitive fast-food sector.

To sum up, the analysis of Porter's Five Forces shows that Burger King Indonesia operates in a highly competitive market that is constantly evolving. The company faces significant challenges because of strong competition, high buyer power, and a substantial threat of substitutes. However, Burger King's strong brand awareness, wide-reaching supply chain abilities, and strategic initiatives to introduce new product options and broaden its offerings help to address these challenges. However, having good partnerships and collaborations with professional delivery services or suppliers is beneficial for both parties.

In order to keep its position in the market, Burger King needs to continue focusing on engaging customers, coming up with new products, and utilizing effective marketing strategies. Successfully navigating the Indonesian market long-term requires adjusting to changing consumer preferences and leveraging strengths.

4.2 The Proposed Marketing Strategy

The main reasons for the decrease in revenue for BK Indonesia after Covid were changes in consumer behavior, disruptions in operations, and financial pressures, as outlined in the earlier analysis. Furthermore, QSR is facing challenges from both fierce competition in the fast-food industry and technological advancements in food processing and digital transformation. BK needs to address these factors by implementing a new marketing strategy. This section study to create a new marketing strategy to improve BK's sales after the Covid Pandemic. Overview of the analysis findings:

PESTEL: BK Indonesia can strengthen its position in the dynamic Indonesian market and achieve long-term success by customizing its products to fit local preferences, incorporating new technologies such as mobile apps and machine kiosks, implementing sustainable strategies, and following regulations.

Porter's Five Forces: BK needs to continue focusing on customer preferences, product innovation, and a strong marketing strategy to succeed in the competitive market. Having good partnerships and collaborations with professional delivery services is beneficial for both parties.

VRIO: The company is differentiated from competitors by its focus on unique cooking methods, strong brand awareness, and diverse product options.

STP: BK effectively targets its specific segment, tailors its customers' needs, and creates a strong positioning in the highly competitive fast-food market.

Marketing Mix: by offering a diverse and high-quality range of products, maintaining competitive prices, ensuring widespread availability, and executing effective promotional strategies via mobile apps.

Analyzing Competitors: involves adjusting to changing consumer preferences, utilizing digital transformation, and reacting to health trends.

Following the completion of internal and external scans of BK Indonesia, the results can be integrated into the SWOT and TOWS analysis process.

SWOT: BK needs to adapt its strategy to match evolving consumer preferences and the competitive environment in the breakfast sector. The company needs to focus on enhancing its digital transformation, boosting its sustainability campaign, and regularly rolling out product innovations.

TOWS: BK strategy needs to adapt to changing consumer preferences, competition in the breakfast market, and negative publicity and controversies. Moreover, BK can focus on expanding its digital transformation, enhancing its sustainability campaign, and continually innovating its products to cater to evolving customer demands.

Upon reviewing the results of the analysis that is being used and delivering the author's survey results into the TOWS analysis, a new marketing strategy for BK Indonesia can be formulated. The proposed marketing strategy highlights the importance of five specific actions in their implementation: product innovation, digital transformation, sustainability campaign, promotion via mobile app, and partnership and collaborations with delivery services to adapt to evolving consumer preferences.

4.3 The Implementation Plan of The Proposed Strategy

The implementation plan of the marketing strategy proposal is to overcome the drop in revenue due to the Covid-19 pandemic. It explains why certain marketing strategies and actions were selected. The proposal highlights the importance and possible beneficial results of this justification with a compelling case for their implementation. This reasoning assists stakeholders in understanding the strategic vision and anticipated benefits, ultimately supporting the overall goal of revitalizing and sustaining revenue growth for BK Indonesia. BK is currently dealing with various ongoing difficulties in the aftermath of the Covid pandemic, like many other businesses. To remain effective *in* marketing, it is crucial for QSR businesses to stay competitive in the industry's growing intensity. BK has put marketing plan centered around digital transformation, product innovation, operational proficiency, customer loyalty, community engagement, and strong brand positioning. This strategy, known as the 4Ps marketing mix, aims to effectively execute marketing strategy in the competitive global QSR market. BK has customized its marketing strategies to improve

its ability to compete with various rivals like McDonald's, KFC, Subway, Dunkin Donuts, and Starbucks. BK's marketing strategy, which is in line with its mission and vision, is aimed at securing a top spot in the global fast-food industry amidst strong competition. This marketing mix considers both the current industry conditions and leverages the marketing opportunities present in BK's target markets.

5. Conclusion

The declining revenue of BK Indonesia post-Covid-19 is caused by changes in consumer behavior disruptions in operational and financial pressures, leading to reduced food traffic, shifting consumer preferences, increased competition, and challenges related to regulations and compliance. Various analyses have found that improving product innovations, digital transformation, sustainability campaigns, promotion via mobile apps, partnerships, and collaborations can increase BK's revenue.

By embracing this diverse marketing strategy, BK Indonesia has the opportunity to bounce back from its decreasing income. The goal is to enhance customer satisfaction, build loyalty, and achieve market success by implementing a thorough strategy after the pandemic. By combining these methods, BK Indonesia can successfully recover from the decrease in profits after the COVID-19 pandemic. Focusing on product innovations, digital transformation, sustainability campaigns, mobile app promotions, and strategic partnerships and collaborations is essential for building a solid base for sustainable growth and customer satisfaction. This comprehensive approach guarantees flexibility to market trends and customer preferences while maintaining high operational standards and utilizing the brand's robust market presence.

Funding: This research received no external funding.

Conflicts of Interest: The authors declare no conflict of interest.

Publisher's Note: All claims expressed in this article are solely those of the authors and do not necessarily represent those of their affiliated organizations, or those of the publisher, the editors and the reviewers.

References

- [1] Bell, E., Bryman, A., & Harley, B. (2019). *Business Research Methods*. Oxford University Press.
- [2] Boyaitz, R. E. (1998). *Transforming Qualitative Information: Thematic Analysis and Code Development*. Sage Publications.
- [3] BPS-STATISTICS INDONESIA. (2024). *Indonesia's GDP Growth in Q1-2024 was 5.11 Percent (y-on-y), and Indonesia's GDP Growth in Q1-2024 was -0.83 Percent (q-to-q)*. <https://www.bps.go.id/en/pressrelease/2024/05/06/2380/indonesia-s-gdp-growth-in-q1-2024-was-5-11-percent--y-on-y--and-indonesia-s-gdp-growth-in-q1-2024-was--0-83-percent--q-to-q-.html>
- [4] Buditomo, R. (2020). Government Acts to Reduce Plastic Use in Indonesia. *Global Compliance News*. <https://www.globalcompliancenes.com/2020/03/20/government-acts-to-reduce-plastic-use-in-indonesia/>
- [5] CEO Magazine. (2022). *Leading the Charge: Vaibhav Punj*. <https://www.theceomagazine.com/executive-interviews/food-beverage/vaibhav-punj/>
- [6] Deloitte. (2016). *The Restaurant of the Future*. <https://www2.deloitte.com/tr/en/pages/consumer-industrial-products/articles/restaurant-future-survey-technology-customer-experience.html#>
- [7] Deloitte. (2020). *How COVID-19 Changes Consumer Behavior Long-term*. <https://www2.deloitte.com/de/de/pages/consumer-business/articles/consumer-behavior-study-covid-19.html>
- [8] Elliott, V. (2018). Thinking about the Coding Process in Qualitative Data Analysis. *The Qualitative Report*, 23(11), 2850–2861. <https://doi.org/10.46743/2160-3715/2018.3560>
- [9] FoodHQ. (2024, April). *Shifting Consumer Preferences Reshape Food Industry Dynamics*. <https://foodhq.world/issue-sections/latest-news/market-news/shifting-consumer-preferences-reshape-food-industry-dynamics/>
- [10] Hukumonline.com. (2023). *Aturan Upah Minimum Dalam UU Cipta Kerja Terbaru, Begini Penjelasan*. <https://www.hukumonline.com/berita/a/aturan-upah-minimum-dalam-uu-cipta-kerja-terbaru--begini-penjelasan-lt64e34fbeddd4f/>
- [11] King, N. (2004). *Using Templates in Thematic Analysis of Text*. In: *Essential Guide to Qualitative Methods in Organizational Research*. Sage Publications.
- [12] QSR Magazine. (2021, March). *How COVID-19 Forever Changed the Restaurant Industry*. <https://www.qsrmagazine.com/growth/consumer-trends/how-covid-19-forever-changed-restaurant-industry/>
- [13] Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research Methods for Business Students (8th ed.)*. Pearson Education.
- [14] Suara.com. (2024). *Disukai Oleh Prabowo Subianto, Apakah Burger King Dukung Israel?* <https://www.suara.com/lifestyle/2024/01/12/200446/disukai-oleh-prabowo-subianto-apakah-burger-king-dukung-israel>
- [15] Thomas, D. R. (2006). A General Inductive Approach For Analyzing Qualitative Evaluation Data. In *American Journal of Evaluation*. <https://doi.org/10.1177/1098214005283748>
- [16] Wibisono, A. A. (2023). *Proposed Marketing Strategy for Burger King Indonesia Post Covid-19 Pandemic*. Masters' Final Project, Institut Teknologi Bandung.
- [17] World Economic Forum. (2020). Circular Economy Examples - How IKEA, Burger King, Adidas, and More are Investing in a Circular Economy. *World Economic Forum*. <https://www.weforum.org/agenda/2020/12/circular-economy-examples-ikea-burger-king-adidas/>