**Case Deconstruction: Burger King Opened World’s First Silent Drive Through in Finland**

1. **Company background**

Burger King (BK), founded in 1954, is the second largest fast food chain in the world (About us, n.d.). BK headquarters in Miami, Florida. It is known for offering high-quality, great-tasting, and affordable food. Burger King provides a variety of food options including burgers, chicken sandwiches, breakfast, salads, and desserts. Whopper sandwich is BK’s signature item.

Inspired by McDonald’s, world’s number one fast food chain, founder Keith J. Kramer and his wife’s uncle Matthew Burns started what is today’s BK as Insta-Burger King in Jacksonville, Florida (Burger King Corporation, n.d.). In 1954, David Edgerton and James Mclamore purchased Insta-Burger King and renamed it Burger King (Burger King Corporation, n.d.). The two owners started operating BK as a restaurant chain and expanding it to 250 locations within U.S. in the next 10 years. BK began its international presence in 1969 as they opened a store in Ontario, Canada (Burger King Corporation, n.d.).

With more than 17,796 locations in 91 countries, Burger King serves 11 million guests every day (About us, n.d.). The majority of Burger King’s international locations are privately owned franchises, but the corporation has established several subsidiaries to oversee and manage the enfranchisement in markets divided by continents (About us, n.d. & Burger King Corporation, n.d.). In 2010, 3G Capital of Brazil, a global multi-million dollar investment firm, purchased Burger King Corporation (About us, n.d.). According to a reported published by Statista Research Department in 2014, BK takes the second largest share (15.4%) in the fast food chain restaurant market in the U.S. with McDonald’s sharing the most market (34.3%) and Wendy’s 13.9%. Besides competing with McDonald’s and Wendy’s, BK is the rivalry to Domino’s Pizza, KFC, Starbucks, Subway and so on.

1. **Mission statement**
   1. To provide customers with high quality food and service in a clean and attractive setting
   2. To be the most profitable quick service restaurants through a strong franchise system and to be the industry leader through innovation
   3. To differentiate itself from competitors by being a responsible and caring employer to its employees and franchise owners
2. **Brand positioning**
   1. To worldwide customers, Burger King is the most reasonably priced quick service restaurant that offers quality food, great taste, and family-friendly dining experiences because serving delicious food has always been BK’s priority.
3. **Statement of problem/opportunity**

Fast food is popular in Finland just as in the rest of the world. The market is dominated by a number of local fast food chains and Burger King’s number one competitor McDonald’s. Koti Pizza, which is the largest fast food chain in Finland, has almost 300 franchises (Fast Food in Finland, 2013). Hesburger owns approximately 270 locations. Rolls Express has around 100 and McDonald’s, which came to Finland in 1984, currently has 88 locations (Fast Food in Finland, 2013).

As an international fast food chain, Burger King currently takes the smallest share in the Finnish market. It was first introduced in Finland in 1983 but closed a few years later. Returned to Finland after three decades of absence, the brand opened its first restaurant in Helsinki in December 2013 (Fast Food in Finland, 2013). Burger King was brought back by Restel, a Finnish restaurant and hotel company (Fast Food in Finland, 2013). When it first opened, people had to wait in line for 30 minutes to get in (List of countries with Burger King franchises, 2019). There are currently 58 franchised locations in the country, including two in cruise ships sailing between Helsinki and Tallinn, Estonia (List of countries with Burger King franchises, 2019).

Burger King is a well-known brand, but it takes the smallest market share due to late introduction to Finland. It can be a problem for the brand as it strives to be the most profitable quick service restaurant. However, Burger King can take the problem as an opportunity to work on its branding strategies to differentiate itself from local competitors and international competitors and so expand the market.

1. **Research**
   1. Research goals
      1. What do Finnish people think of Burger King?
         1. It is imperative to know Finnish customers’ perception and attitude toward Burger King, so that the brand can draft a plan to address problems accordingly.
      2. What do Finnish people think of other fast food chains in Finland?
         1. Knowing Finnish customers’ perception of competitors is equally important because BK can find out what their advantages and weaknesses are compare to other brands.
      3. How much do Finnish people know about Burger King?
         1. Accessing people’s knowledge level on BK helps the brand plan strategically for future campaigns or develop solutions
   2. Research methodology
      1. Primary
         1. Qualitative
            1. Run multiple focus groups

Interview participants how they feel about BK and BK’s competitors such as Koti Pizza and McDonald’s.

* + - * 1. Set opinion box in restaurants

Develop a customer feedback card with short-answer questions. Pass it out to customers when they order at the counter. If they agree to fill the card out and return it to the box, give them a $2 off coupon on their next order.

* + - * 1. Collect feedback from customers using the mobile app

Ask customers to share their ordering experience after the order is completed

* + - 1. Quantitative
         1. Conduct online polls

Create an opinion survey using Likert scale and post the link on BK Finland’s social media accounts. Provide participants a small incentive such as a $5 dollar off coupon to increase response rate.

* + - * 1. Street survey distribution

Set booths at shopping malls and/or train stations. Recruit pedestrians to fill out a Likert scale knowledge test on BK

* + 1. Secondary
       1. Collect and analyze current news coverage of Burger King Finland.
          1. Look for customers feedback and reviews to see what BK is doing right and what areas need improvement
       2. Collect and analyze current news coverage of competitors
          1. Look for what customers like about competitors and what they think could be improved

1. **Situation analysis**
   1. Internal
      1. Strengths
         1. Well-known brand
         2. High quality food
            1. Burger King is committed to serve food with top-quality ingredients
         3. Previous success in localization
            1. In 2016, BK Finland opened world’s first in-store spa (Burger King Spa, 2016). The store features a 15-person sauna, shower room, locker room and media lounge with TV and gaming facilities (Burger King Spa, 2016). Food are served in the sauna for guests to enjoy. BK Finland came up with the idea of integrating sauna and restaurant because they researched that Finns love saunas. It’s an integral part of the Finland’s culture. The spa generated numerous conversations around BK and added perceived positivity toward the brand.
         4. Market expansion
            1. Introduced to Finland in 2013, BK is still putting efforts to expand and penetrate its market. BK has a lot of potential customers in the market.
      2. Weakness
         1. Fewer locations compared to competitors
         2. Weak branding
            1. Compared to local brands such as Kito Pizza with longer history and strong branding, BK has little advantage. It came to the market late and its current brand image is weak.
         3. Franchise business model
            1. Hard for quality control
   2. External
      1. Opportunities
         1. Finnish culture
            1. Finns are known for being private by culture. They rarely start conversations with strangers; they do not like small talks as people from other parts of the world do. Therefore, ordering food over the counter or at drive-thru is not what they enjoy, providing BK an opportunity to work on localization strategies addressing culture difference.
         2. Finnish people are open-minded to innovation
            1. Finland is ranked the 3rd most innovative country in the world, which provides an opportunity for BK to strive to the industry leader through innovative acts.
      2. Threats
         1. Strong competitors
            1. Local competitors: Koti Pizza, Hesburger, Roll Express, and etc.
            2. International competitors: McDonald’s and Subway
         2. Health conscious customers
            1. Aware of the importance of living a healthy lifestyle, customers nowadays are more inclined to choose a healthy meal over fast food.
2. **Strategic insights**
   1. Work on branding strategies to differentiate BK from competitors
      1. BK currently has weak branding so customers view it as no different from the rest of the fast food chains. Moreover, they may see BK as being less competitive because it only has limited locations. If BK can establish a strong brand in Finnish customers mind, the market share will increase as time goes by.
   2. Focus on the potential customer market
      1. BK is still new to customers in Finland due to late introduction, so many people have little knowledge about the brand what how is it different from other fast food brands. Therefore, there are a lot of potential customers it can work on to alter them to loyal customers.
   3. Develop localization strategies addressing Finnish culture
3. **Communication goals**
   1. Increase BK brand awareness and positive brand perception among Finnish people
      1. Although BK’s name speaks for itself, potential customers have little knowledge of what the brand entails. Therefore, the first step is to increase the brand awareness. When customers are aware of the brand, BK can start to work on increase positive brand perception.
   2. Differentiate BK from its competitors by emphasizing its innovative side
      1. BK strives to be the industry leader through innovation. Now it’s a good time to establish a strong brand through innovative acts.
   3. Communicate to customers that BK loves and values Finnish culture more than any other fast food brands
      1. As an international brand, BK has little advantage if they do not value the cultural aspect of the Finland market. It is imperative to let customers know what BK is doing to localize to the market.
4. **Communication objectives**
   1. To have 10k store visits and 5k orders placed on mobile app in the first week of campaign
   2. To reach 10k eyeballs across social media by the first week of campaign
   3. To pursue at least 10 national news coverage within the first week of campaign
5. **Target audiences**
   1. All Finnish customers are targeted, but they can be divided into the following niches based on their experiences with Burger King.
      1. Loyal customers
         1. They chose to become loyal customers possibly due to top food quality, great customer service, and reasonable price. Therefore, loyal customers are the group of people who are interested enough to keep up with BK’s innovation and change. Target at loyal customers help strengthen their brand loyalty.
      2. Switcher
         1. Switchers have the highest potential to become the next group of loyal customers. Showing them BK’s positive brand image is imperative in the campaign.
      3. Potential customers
         1. They are the focus of the current communication campaign. Increase their awareness and knowledge of BK is crucial to the success of the current campaign.
6. **Current audience brand perception**

Currently, Finnish customers perceive BK as neutral to positive. They view BK as just another international fast food chain trying out its way to open up market through localization. In their perception, BK has a strong brand recognition but low competitiveness since its competitors dominate the quick service restaurant industry.

1. **Desired audience brand perception**

Burger King hopes that customers can first be more aware of the brand and then recognize the efforts it’s putting to integrate the brand to the Finland market. Additionally, BK hopes customers know it tries the best to accommodate customers’ needs through innovative localization.

1. **Message mapping**
   1. Single-minded message: The ultimate Finnish dream comes true: Burger King Finland opens the world’s first silent drive-thru.
   2. Audience-specific message
      1. Loyal customers
         1. Burger King continues to innovate for the benefits of its customers
      2. Switcher
         1. Burger King is special because it truly cares about the need of its customers. BK values the Finnish culture.
      3. Potential customers
         1. At Burger King, we care about our customers, so we try our best to enhance their ordering and dining experiences.
2. **Strategies**
   1. Open the world’s first silent drive-thru in Helsinki
      1. Finns are shy and do not enjoy small talk. A silent drive-thru accommodates their preference seamlessly.
   2. Integrate silent drive-thru option to the mobile app
      1. The integration is to make sure that it is a silent drive-thru. Customers can do everything on the app before driving to pick up their food with zero conversation with staffs. This is also to show BK’s innovative side.
   3. Create a sharable video introducing the silent drive-thru
      1. Video is the most straightforward way to present people with the silent drive-thru features. With the help of social media, a sharable video goes viral quickly and so reach to large amount of audiences.
3. **Tactics**
   1. Paid media
      1. Pay for tv, radio and online ads introducing the silent drive-thru
      2. Identify and invite social media influencers to the opening on Sept. 22, 2019
   2. Earned media
      1. Identify desired media outlets and their contact person.
      2. Reach out to media contacts via email or phone to pitch an article on the silent drive-thru
      3. Invite contact person to the actual opening if time permits for them
   3. Shared media
      1. YouTube
         1. Upload the video introducing silent drive-thru on YouTube
      2. Facebook, Twitter, and Instagram
         1. Announce the opening of silent drive-thru on all social media account of BK Finland
   4. Owned media
      1. Official website
         1. Publish a news release on BK Finland’s official website with details on the stories behind open the silent drive-thru and how BK is dedicated to meet the needs of customers.
         2. Emphasize in the article that it is the world’s first silent drive-thru.
      2. Burger King Mobile App
         1. Feature the silent drive option on the front page with salient font and colors
4. **KPIs—Measurement & Evaluation**
   1. Track the number of order placed on mobile app and in-store visit per day
      1. The first communication objective was to gain 10k store visits and 5k mobile orders in the first week of campaign. It is important track down the actual numbers and compare them to the objective.
   2. Social media engagement
      1. The second objective is to reach 10k eyeballs. To evaluate the campaign effectiveness, measure the number of likes, comments and shares of posts on silent-drive thru. Additionally, track the number of views on the introduction video.
   3. Track the number of online media coverage
   4. Evaluate the attitudes of online discussions generated around BK’s silent drive-thru
      1. Numbers do not speak the whole story, so it is imperative to analyze the online discussions about BK. Do people like the idea of silent dirve-thru? Why or why not?
5. **Timeline**

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| --- | --- | --- |
| Date | Action | Duration |
| December, 2013 | BK opened its first location in Helsinki, Finland | N/A |
| May. 17, 2016 | BK in Finland opened world’s first in-store spa | N/A |
| May – September, 2019 | Research & Campaign Planning | 4 months |
| Sep. 22 – Sep. 29, 2019 | BK in Finland announced the opening of world’s first silent drive-thru  BK launched campaign on social media  BK invited reporters and social media influencers to grand opening | 1 week |
| October. 2019 | Post-campaign evaluation | 1 week |

1. **Budget**

The campaign was handled by agency Superson (Herring, 2019). Since it is a nation-wide campaign with one silent drive-thru opening, the majority of budget goes to the remuneration for Superson. Another big part of the budget goes to the video production team, social media influencers, and the grand opening event of silent drive-thru.

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