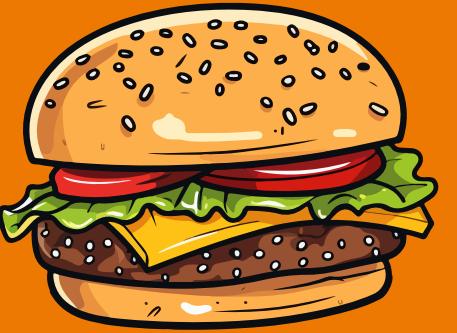


BURGER KING

BATTLING DRIVE- THRU WAIT TIME



Company Overview



- **Founded:** 1954 in Miami, Florida by James McLamore and David Edgerton
- **Global Presence:** Over 18,000 locations in 100+ countries
- **Ownership:** Subsidiary of Restaurant Brands International (RBI), alongside Tim Hortons and Popeyes
- **Signature Products:** Whopper, flame-grilled burgers, chicken sandwiches, and plant-based options like the Impossible Whopper
- **Mission:** Delivering the best flame-grilled burgers with a focus on quality, innovation, and customer satisfaction
- **Sustainability:** Committed to eco-friendly practices, including sustainable sourcing and reducing waste



Industry Overview

- Burger King operates within the **global fast-food industry**, valued at over \$800 billion (as of 2024). The industry caters to consumers seeking quick, affordable, and convenient dining options, with key players including McDonald's, Wendy's, Taco Bell, and KFC.
- They are ranked among the top five global fast-food chains, the brand operates in over 100 countries worldwide.
- They are committed to sustainability, actively working to reduce carbon emissions, prioritize sustainable sourcing, and minimize waste.
- Burger King's drive-thru lanes serve an estimated **13 million** customers daily worldwide, highlighting the significant role of this channel in its business operations.



Current Challenges

Customer Frustration

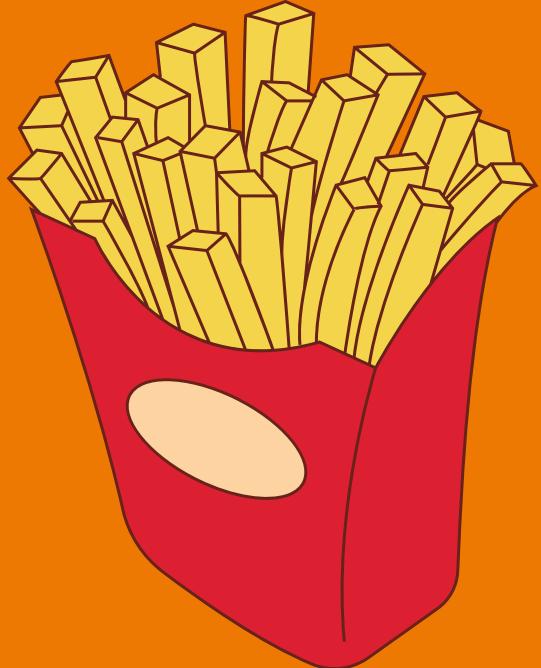
Long wait times in the drive-thru can lead to customer dissatisfaction, reducing the likelihood of repeat visits and impacting brand loyalty.

Competitive Disadvantage

Competitors like Taco Bell and KFC often focus on drive-thru efficiency, making it challenging for Burger King to compete if wait times remain high.

Increased Pressure and Order Confusion

During busy periods, employees may rush to fulfill multiple orders in quick succession, leading to mix-ups and a higher likelihood of mistakes, especially if the drive-thru system or communication is not seamless.



Competitor Statistics

Wait times at leading fast food restaurants dropped in 2024 by 13 seconds. It now takes an average of five minutes and 29 seconds for a person to get their order.

1. Taco Bell 255.8 seconds
2. KFC 259.9 seconds
3. Arby's 283.5 seconds
4. Dunkin' 287.3 seconds
5. Wendy's 301.8 seconds
6. Carl's Jr./Hardee's 338.6 seconds
7. **Burger King 339.1 seconds**

The average order accuracy for fast food chains' drive-thrus typically varies but is generally around 85-90%, with some of the top-performing chains like Chick-fil-A and McDonald's achieving around 93%.

1. Chick-fil-A 93%
2. McDonald's 93%
3. Carl's Jr./Hardee's 90%
4. KFC 89%
5. Arby's 89%
6. **Burger King 88%**





Strategies & Concepts



AI Powered Drive-thru: Prospect Theory

Taco Bell's AI-Powered Drive-Thru:

- Reduces wait times.
- Allows staff to focus on customer engagement.
- Taco Bell's U.S. system sales grew 7% to \$4 billion in the second quarter of 2024.



Bojangles' drive thru AI Voice Tech ("Bo-Linda"):

- Streamlines orders with 95% accuracy.
- Staff focuses on quality, accuracy, and engagement.
- Expanded to hundreds of locations after a successful pilot.

Burger King's Opportunity:

- AI-Powered Drive-Thru: Automates orders to entice customers to experience futuristic tech.
- Free Samples Strategy & Increased Customer Engagement via staff on busier days in drive-thru lines:
 - a. **Prospect Theory:** Free samples create a "perceived gain."
 - b. **Endowment Effect:** Samples increase perceived value, encouraging repeat visits.



AI Powered Drive-thru: Perception Management Theory & Nudging



Perceived time consumption with survey & nudge with QR Code

- After kiosk orders, a QR code links to a survey capturing real-time insights on wait time, accuracy, and satisfaction.
- The survey makes the occupied time feel shorter than the unoccupied time. Engaged customers are less likely to perceive the wait as overly long.
- Customers earn rewards like discounts, loyalty points, or exclusive offers for completing surveys, creating a positive loop, driving repeat visits and increased spending, aligning with Nudge Theory.

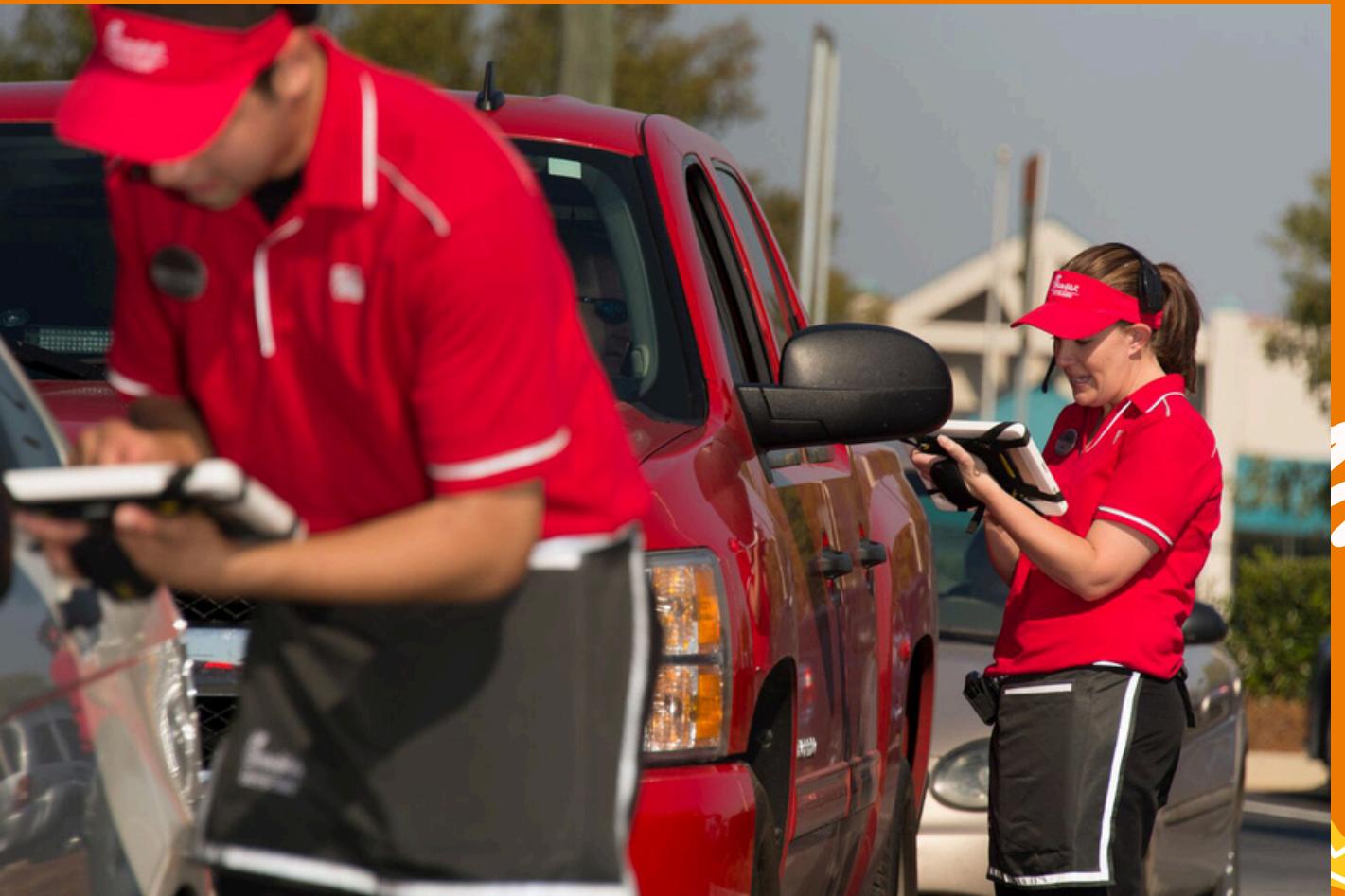


In-Person Ordering Experience:



CHICK-FIL-A'S face-to-face order-taking approach:

- Direct interaction with customers makes the wait feel more personalized and engaging.
- Customers are more likely to be forgiving of small delays because the interaction fosters goodwill.
- Drive-thru attendants can more easily adapt their communication style in real-time and also understand non-verbal cues.



Perception Management Theory:



Chick-fil-A's face-to-face order-taking in the drive-thru uses Perception Management Theory to influence customer perceptions of wait times and service quality. Direct interaction and communication adaptability make customers feel valued, reducing perceived wait time and fostering goodwill.



Progressive Wait Updates:

Wait Time Updates:

- Burger King can display progress notifications like "You're halfway through the line" or "Your order is almost ready!" on digital screens in the drive-thru. These updates signal visible progress and help customers track their wait, which can reduce the perception of loss.
- In line with the “peak-end rule”, where customers remember the beginning and end of their experience most vividly. This allows customers to adjust their expectations. If the wait time is longer, they can mentally prepare, which reduces the pain of perceived loss.



Loss Aversion:

Customers feel the pain of losses (time spent waiting) more acutely than the pleasure of gains (fast service). Long waits without visible progress can feel like a significant loss. Burger King can reduce this perception by providing updates or milestones, such as "You're halfway through the line."



Conclusion



Key Insights from Other Industries



- **Houston Airport (Baggage Claim):** Moving the baggage claim farther from the gates led to fewer complaints, even though wait times increased. This illustrates that occupied time (walking to the baggage belt) feels shorter than unoccupied time (standing still and waiting for bags).
- **Hospitals:** Allowing patients to check vitals or complete forms while waiting reduces perceived waiting time. This engages customers and keeps them distracted, making the wait feel shorter.



Conclusion

ALMOST
THERE!



Strategies for Burger King

- **Engage Customers While Waiting:** Introduce interactive elements like games or surveys on the drive-thru screens or mobile app, reducing unoccupied waiting time.
- **Visible Progress Updates:** Display messages like "You're halfway through the line" or "Your order is almost ready!" This taps into Perception Management and Loss Aversion, ensuring customers feel in control and can adjust expectations.
- **Distracting Activities:** Similar to airport mirrors or hospital activities, offer entertainment or useful tasks, like a quick loyalty survey or exclusive offers while customers wait.
- **Fairness & Transparency:** Ensure a single, visible line, rather than multiple queues, so customers feel their wait is fair and equally valued.





Thank
You



Appendix



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