

# What Made KFC Pull Ahead of McDonald's in Lippo Cikarang?

## Overview

KFC Thamrin Lippo Cikarang is known as one of the outlets with high-rated visitors in industrial regions and housing residences. KFC's reputation in maintaining taste, quality, and family-friendly environment became the main attraction for customers. But in the era of fast service and high expectation in efficiency, maintaining the balance in speed, accuracy, and customer experience become a great challenge.

## Key Challenges

Based on the sentiment analysis that is obtained through SentiLoka platform, it is discovered that customers often complained about the speed of the service that is considered "slow", alongside inaccuracy of the food servings, especially drive-thru service during the busy hours. Some of the reviews mentioned long waiting times and mistaken on order, that caused frustrations and could potentially decrease customers loyalty.

## Solution

1. Optimize staffing schedules during busy hours.
2. Provide training for drive-thru staff to improve accuracy.
3. Integrate self-service kiosks to streamline processes.

## Solution 1

Adjusting the staff's work schedule with the customer's visiting patterns based on the result of sentiment analysis and reviews gathered by SentiLoka platform. The purpose is to match the staff number provided with the staff needed during busy hours.

Because service speed is the heartbeat of a 24-hour restaurant. Customers don't just expect good food, they expect it *fast* and *right*. By aligning workforce allocation with traffic patterns, KFC can improve efficiency, reduce mistakes, and rebuild customer trust.

Based on the KFC Lippo Cikarang's analyzed reviews and traffic patterns from SentiLoka:

- **Weekday peak hours:**
  - 11.30 – 13.30 (lunchtime)
  - 17.30 – 20.00 (dinner time)

- **Weekend peak hours:**  
12.00 – 15.00 (crowded with families)  
18.00 – 01.00 (gatherings / dinner)

The solution will be implemented to KFC Lippo Cikarang as a guide, and will be used in other branches in Bekasi region if proven successful

This implementation includes cross-division collaboration:

- Operation Manager: arranging and validating shifts scheduling and work hours policy.
- Store Manager & HRD: manage additional staff placement, overtime hours and absences.
- Crew Members (Front Counter & Drive-Thru): implement a schedule that is adjusted to the workload.
- SentiLoka System: provide peak hour data insights, customer volumes, and weekly sentiment trends to support data-driven decision making.

Additional recommended manpower:

- 6 part-time staff (4 front-line and 2 kitchen support).
- 2 full-time staff, specialized for drive-thru operation.
- 1 staff floater / on-call that is ready to be called anytime as additional manpower when it is needed.

The new system arranged 4 shifts that operated 24 hours based on the result of sentiment analysis in the SentiLoka platform.

Shift Structure (24 Hours)

Shift	Operational Hours	Area of Focus	Staff Number	Status
Shift A	06.30 - 14.30	Breakfast & Lunch Prep	10 People	Early preparation and food preparation
Shift B	11.30 - 19.30	Lunch Peak & Transition	15-16 People	Lunch-time overlap
Shift C	15.30 - 23.30	Dinner & Closing	11 People	Focusing on night drive-thru
Shift D	23.00 - 07.00	Late-Night & Maintenance	9 - 10 People	Serving customers for 24 hours

#### Peak Hour Coverage

Period	Days (Weekday/Weekend)	Hours	Strategy
Lunch Peak	Weekday	11.30 - 13.30	Add 2 front counter + 1 kitchen
Dinner Peak	Weekday	17.30 - 20.00	Add 2 drive-thru + 1 expeditor
Late-Night Peak	Weekend	22.00 - 01.00	Add 1 cashier + 1 floater

#### Sample Weekly Roster

Day	Shift	Role	Numbers	Notes
Monday-Friday	A	Kitchen, Front Counter	10	Preparation & Opening
Monday-Friday	B	Front Counter, Drive-Thru, Expeditor	16	Lunch Peak
Monday-Friday	C	Drive-Thru, Cashier, Kitchen	11	Dinner Service
Saturday-Sunday	D	Drive-Thru, Cashier, Cleaner	9	24-Hour Ops

#### Estimated Monthly Cost

Components	Calculations	Estimated Costs
Part-Time Staff	6 people × Rp 2.000.000	Rp 12.000.000
Full-Time Drive-Thru Leads	2 people × Rp 6.000.000	Rp 12.000.000
Floater / On-Call	1 person	Rp 2.000.000
<b>Additional Payroll</b>		<b>± Rp 26.000.000/month</b>

Components	Value
Additional monthly costs	Rp 26.000.000
Current negative reviews	15% (147 dari 976)
Target reduction after the solution	-50% (approximately 7–8%)
Potential increased rating	4.1 → 4.5
Increase in customer traffic	+10–15%
Estimated branch's income per month	± Rp 700 million – 1,2 B (normal range of 24-hours operating KFC in urban area)

From a total of 976 analyzed reviews by SentiLoka, 15% among the total sentiment is negative, with the majority of the complaints highlighting the speed of the service and the accuracy of the drive-thru ordering system. It means, 1 of the 7 customers leaves KFC unsatisfied while if it keeps going, it could ruin the reputation and decrease the loyalty of the customer in the long-term. Rp 26 million per month investment is not just about adding manpower, but also to erase the main source of customer complaints. By strengthening the team in busy hours, KFC was able to reduce the negative review ratio by half ( $\pm 7\%$ ), while also increasing Google Maps rating from 4.1 to 4.4-4.5.

Furthermore, increased service speed and order accuracy have the potential to attract 10–15% more customers each month, generating additional revenue of around Rp 70–180 million per month. Therefore, this strategy provides a 3–6 times higher ROI than the additional operating costs.

Meanwhile, McDonald's Lippo Cikarang recorded 86% positive reviews (1,873 out of 2,158), while KFC only achieved 74%. This means there is a 12% gap in customer perception that can be addressed through improved service quality. With a new staffing strategy based on SentiLoka data insights, KFC not only has the potential to close the gap but also surpass McDonald's in the customer satisfaction index in the Lippo Cikarang area.

## **Solution 2**

As part of Yum! Brands, KFC operates under standardized operational frameworks, including global training modules such as the CHAMPS program (Cleanliness, Hospitality, Accuracy, Maintenance, Product Quality, and Speed). These frameworks are commonly adapted locally through in-house coaching led by restaurant managers and certified trainers. Building on this structure, KFC Thamrin Lippo Cikarang can introduce a tailored internal coaching program focused specifically on drive-thru service efficiency and order accuracy.

To improve order accuracy and service speed without adding significant costs, KFC Thamrin Lippo Cikarang can leverage its internal management resources to implement a structured in-house coaching program, aligned with Yum! Brands’ global service standards.

**Training Modules**

- Drive-thru protocol and customer communication
- Point of Sales (POS) operation and order flow
- Time management and service efficiency
- Customer interaction and empathy
- Order accuracy simulation

**Duration and Frequency**

- **Core training:** 2 days (Day 1: theory, Day 2: hands-on practice)

Day	Focus	Duration	Description	Expected Outcome
Day 1	<b>Theory &amp; Awareness:</b> SOP mastery and communication standards	8 hours	Morning: Introduction to KFC drive-thru workflow, order-taking standards, and POS accuracy. Afternoon: Roleplay and scenario-based discussions on handling customer interactions and complaint resolution.	Staff understand operational flow, service values, and how to handle peak pressure calmly.
Day 2	<b>Hands-on Simulation:</b> Practical drills and teamwork	8 hours	Staff perform mock operations using POS training mode and timer-based service tests. Real-world simulation of breakfast, lunch, and dinner rushes.	Staff gain confidence in applying knowledge efficiently, errors are identified and corrected in real-time.

- **Refresher session:** 4 hours monthly for 3 months

Frequency	Focus	Duration	Description	Expected Outcome
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Once a month	Continuous improvement	4 hours	Quick review of customer feedback and error logs, followed by micro-simulations to correct recurring mistakes. Includes sharing of best practices among team members.	Sustained accuracy and speed, minor errors are reduced before becoming systemic problems.
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- **Speed drills:** 30–60 minutes weekly

Frequency	Focus	Duration	Description	Expected Outcome
Every week	Speed and precision	30–60 minutes	Supervisor leads a short competitive drill simulating 3–5 drive-thru scenarios using a timer. Performance tracked weekly to encourage improvement.	Builds muscle memory for fast, accurate order processing. Staff morale and competitiveness improve.

### Why This Structure Works

- Short-term intensity (2-day training) builds baseline competence quickly.
- Monthly refreshers keep skills relevant and maintain accountability.
- Weekly drills foster agility and prevent skill decay.
- The combination ensures high retention, low fatigue, and steady improvement without disrupting daily operations.

### Training Tools

The internal coaching program leverages practical and cost-efficient tools already available at the KFC Thamrin Lippo Cikarang outlet. These tools are designed to simulate real-world scenarios and reinforce learning through repetition and measurable performance.

#### 1. Point of Sales (POS) Simulation

A built-in simulation feature in the Point of Sale (POS) system that allows staff to practice real transaction flows without affecting actual sales or inventory.

- **Function:** Enables drive-thru staff to take mock orders, modify transactions, and process payments in a controlled environment.

- **Purpose:** Helps employees master order-taking speed, accuracy, and correction steps before handling real customers.
- **Benefit:** Zero risk to live operations and immediate feedback for improvement. If the POS system lacks a training mode, a mock POS simulation can be conducted using order sheets, spreadsheets, or free demo apps (e.g., *Odoo* or *iSeller*).

## 2. Stopwatch or Timer Application

Used to measure and record individual and team service speed during simulated peak hours.

This encourages healthy competition and time awareness among staff.

## 3. Mock Receipts and Order Sheets

Printed materials used to simulate real customer orders. Staff practice entering orders, identifying potential mistakes, and correcting them efficiently.

### Cost Structure Overview

Although the in-house coaching program primarily utilizes existing resources, a small investment is recommended to maintain engagement quality and provide basic materials during training sessions.

Item	Estimated Cost (IDR)	Description / Justification
Training materials (mock receipts, evaluation sheets)	30,000	Printed materials used for simulation and tracking performance.
Refreshments for participants	50,000	Light meals/snacks for trainees during full-day sessions.
Timer tools / basic stopwatch apps	20,000	Optional purchase of timing tools if not already available.
Miscellaneous (stationery, maintenance)	50,000	Whiteboard markers, pens, and small logistics.
<b>Subtotal (Direct)</b>	<b>≈150,000/session</b>	

**Total Estimated Investment:** *Rp150,000 per training session*

**Annual Estimate (6 sessions):** *Rp900,000*

**Implementation Duration:** 3 months pilot period, scalable afterward

### Three Month Implementation Plan

Month	Activity	Frequency	Duration	Description
<b>Month 1</b>	Core Training	2 days (once)	16 hours total	Foundational training covering drive-thru protocols, POS handling, and communication.
	Speed Drills	Weekly	30–60 mins × 4	Short simulations focused on speed and accuracy.
<b>Month 2</b>	Refresher Session	Once	4 hours	Review of feedback, error logs, and micro-simulations.
	Speed Drills	Weekly	30–60 mins × 4	Continued practice and tracking improvement.
<b>Month 3</b>	Refresher Session	Once	4 hours	Focus on resolving recurring mistakes, best-practice sharing.
	Speed Drills	Weekly	30–60 mins × 4	Final set of drills to solidify performance habits.

By investing modestly in internal coaching, KFC Thamrin Lippo Cikarang can achieve substantial operational gains without the burden of external consulting or large-scale program fees. This initiative not only aligns with Yum! Brands’ CHAMPS framework but also demonstrates proactive leadership at the outlet level. It strengthens the brand’s reputation for service excellence while enhancing team morale and customer loyalty. In essence, this is a low-cost, high-impact initiative, a smart operational decision that delivers measurable business outcomes while reinforcing KFC’s global service standards locally.

### Solution 3

As part of the digitalization of services and operational efficiency improvement, KFC Lippo Cikarang will implement two self-service kiosks in the front counter area as an alternative for customers to place orders and make payments independently without having to queue at the cashier.



A self-service kiosk is an interactive touchscreen device directly connected to the restaurant's POS (Point of Sales) system, allowing customers to select menus, customize their orders, and pay through various methods (QRIS, debit card, e-wallet, or cash at the pick-up counter cashier).

Both kiosks will feature a bilingual interface (Indonesian & English) and an automatic menu recommendation system based on time (breakfast/lunch/dinner). The system will also be integrated with drive-thru order data, enabling real-time monitoring of order loads on the manager's dashboard.

Based on SentiLoka's analysis of 976 customer reviews, it was found that 15% of the reviews were negative, some of which mentioned slow service and long queues during lunch and dinner hours.

With self-service kiosk, KFC can :

- Reduce manual queues by 40–50%
- Redirect regular customers to the digital system
- Save transaction time per customer.
- Increase daily revenue by 5-8% through automatic upselling features (e.g, “Add a drink + Rp 5.000”).

Implementation is planned within three phases:

Phase	Time	Activity
Preparation & Procurement	December 2025	Vendor selection & POS system integration
Installation & Testing	January 2026	Installation of 2 kiosk units and cashier training
Evaluation & Optimization	February 2026	Performance monitoring & customer feedback analysis

The installation will take place at KFC Thamrin Lippo Cikarang, with strategic placement as follows :

- 1 unit in the main entrance area (for dine-in),
- 1 unit in the pickup/delivery area (for takeaway).

This placement was chosen to maximize customer flow and reduce congestion at the main counter.

Pihak yang terlibat:

Party	Role
KFC Digital Transformation Team	Project supervision & POS system integration.

KFC Lippo Cikarang Store Manager	Device placement & daily operational management.
Kiosk Technology Vendor (Sinmar Teknologi Indonesia)	Unit supplier, software integration, and after-sales service.

Vendor Recommendation & estimated costs :

Vendor	Model	Size	Estimated Cost/unit	Notes
<b>Sinmar Teknologi Indonesia</b>	Self-Service Kiosk 32" Android 11	32 inch	<b>Rp 22.000.000</b>	QRIS support & Android POS Integration
<b>KASSEN</b>	AK215 Self-Service POS	21.5 inch	<b>Rp 22.500.000</b>	Suitable for small spaces
<b>DIGISIGN</b>	SSK Platform 21.5" Intel i3	21.5 inch	<b>Rp 49.300.000</b>	Premium quality, supports Windows IoT

It is recommended to use the Sinmar 32" because :

- Large screen size and user-friendly for customers
- Compatible with KFC's POS system
- Already implemented in over 100 F&B outlets across Indonesia
- Fast after-sales service (response time <24 hours).

Implementation will be carried out through the following stages :

1. Procurement & Integration = Sinmar vendor handles delivery and system setup (2 weeks).
2. Software Integration = Connection to the POS and Kitchen Display System by the KFC IT team..

Components	Quantity / Details	Estimated Costs
2 Self-Service Kiosks (Sinmar 32")	2 × Rp 22.000.000	Rp 44.000.000

Installation & System Integration	–	Rp 4.000.000
Software License & Maintenance (6 months)	–	Rp 2.000.000
Total Initial Investment	Rp 50.000.000	

With an investment of Rp 50 million, KFC can reduce transaction bottlenecks by up to 50%, directly increasing customer throughput per hour. If the average transaction value per customer is Rp 65,000, and transaction time decreases from 2 minutes to 45 seconds, each cashier + kiosk combination can potentially serve 2.5–3× more customers during peak hours.

For example, if a branch's average monthly sales reach Rp 900 million, a 10–15% increase in efficiency can generate an **additional Rp 90–135 million per month**. This means the initial investment of Rp 50 million could be recovered within just 2–3 weeks of operation.

In addition, the kiosk system supports a modern customer experience, aligning with the global restaurant digitalization trends of McDonald's and Starbucks. In the long term, KFC can reduce dependency on additional cashiers and reallocate human resources to more productive roles.

The implementation of self-service kiosks not only improves efficiency but also serves as a long-term investment strategy that strengthens KFC's position as a modern quick-service restaurant. With enhanced customer experience and transaction efficiency, the ROI (Return on Investment) could reach 180–270% within the first month.