

Restaurant Research's Concept Benchmark Analysis Report Burger King

August 2011

Executive Summary

The Burger King system has reached a critical inflection point as new ownership seeks to right this ship which has suffered from years of failed strategy and resultant sales and margin declines. This turnaround is rightly focused on improving and broadening a menu which has failed to drive sales despite an emphasis on margin eroding value price points. The new menu involves operational efficiencies that are indicative of the influence of new North American senior management that comes from the franchisee community. Further, we believe sales can only be helped by the elimination of the creepy king mascot to be replaced by marketing that promotes food rather than storylines. Upgrading facilities is the last missing piece and the system seems to be gaining momentum in its nascent upgrade cycle despite the limitations of cash starved operators. In conclusion, we believe that BK is finally all lined up to execute on a sensible, all-encompassing plan that will finally test its mettle against the Golden Arches.

Table of Contents	
	<u>Pages</u>
Strategy	1-2
System statistics	3
Sales performance	4
Operational performance	5
Unit level data	6-9
Remodeling	10
Franchisee overview	11

Please check www.ChainRestaurantData.com for information on how to order this report.

RR Clients

Includes major lenders, investors, major US restaurant chains, operators and industry consultants. Please check www.ChainRestaurantData.com for a partial client list and customer testimonials.

More About Us

Restaurant Research LLC leverages an extensive network of industry players as part of its annual Concept Benchmark Analysis due diligence process for 22 large US restaurant chains. Also, RR tracks store level data for all major chains with system-wide sales in excess of \$1B across all major restaurant segments in order to produce 11 key Industry Data Topic reports. For more information please contact us at info@ChainRestaurantData.com or 203-405-1901.