

SPAIN

COUNTERS



Lurca ended the financial year operating 33 Burger King brand units and employing 538 employees; sales stood at 29,4 million euros.

The programme to rejuvenate restaurants continued and three renovations were completed.

In the first half of 2011 the brand's approach and strategy were clearly oriented toward sustaining sales by increasing the average receipt. But the major drop in sales during that period, which fell by 8%, forced a radical change of orientation in the second half of the year, with efforts focusing on the recovery of transactions, sacrificing the average receipt.

This inflexion resulted from conclusions of the analysis of segments by price levels and alignment with the brand's strategy in Spain, e.g. the launch of a low cost product line – King Ahorro – for 3.30 euros.

The financial year ended with an obvious recovery in sales, up 3% year-on-year, in the last two months of the year.

In 2011 we adjusted and aligned the business to evolving demand and set strategies and actions per restaurant and geographic area, taking into account the characteristics and profiles of each micro-market.

With the aim of attracting low purchasing power customers, campaigns were organized for low-cost products (1 to 1.99 euros). We kept investing in service quality to remind customers of the brand's image as a distinct product that joins excellent service to competitive prices.

A self-service beverage system was installed in two of the remodelled restaurants along with Burger King's new corporate image and proved very popular; it will be extended to five more restaurants in 2012. Free wi-fi was also installed in all the restaurants.