

# BURGER KING

## SPAIN



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In Spain, 2013 was a difficult year due to the crisis currently affecting the entire world, and that has translated into a decline in domestic consumer spending and a high unemployment rate.

Pessimism and uncertainty about the future have caused relationships with consumers to enter a particularly difficult phase, as they become more demanding and discriminating when spending their money.

Despite the headwinds faced this year, Lurca ended the year operating 33 Burger King restaurants (one more than the prior year), with 617 employees.

The Guest Trac continued to prove itself a powerful tool for collecting customers' opinions, providing insight into the consumer experience at the brand's restaurants. This tool allows for more demanding criteria at the operational level, based on the customer feedback on the most important areas.

The strategy adopted by the brand during the year was based on three major value offerings: Coupons, dis-

tributed door to door, and at the moment of purchase; Euroking (products costing €1), advertised in external campaigns and on national television; and King Ahorro (King Savings), with more offerings and variety. Notably, Euroking sales surpassed 2 million units sold in 2013.

In regard to product innovation, and initiatives to attend to customers more efficiently, the brand launched the Whopper & Fries platform. We would also highlight the Shock Event, Trial Weeks and Frozen Beverage initiatives.

Betting on the future, over the course of the year we made a series of investments to upgrade the brand's image. We remodelled 16 restaurants, introducing the new 20/20 and 20/20 Light image. In addition, the brand committed to two key initiatives to take on its main competitor: Play King Virtual and the Free Refill system. Next year, in order to further strengthen the relationship with customers, it will conclude the restaurant refurbishment process.