

Fast Food Franchising: An Empirical Study Of Management Business And Supply Chain

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ABSTRACT

The purpose of this research is to identify the business system and supply chain of the fast food franchise. In this study, the fast food franchise business will be classified into three scales depending on the turnover of each unit based on key informants, which include managers, supervisors, and sales control areas. For this study, 12 participants served as key informants because of the deliberate selection of four franchise locations. A combination of interviews and observations were used to gather the most relevant information. In addition, secondary data was gathered from past research papers, journals, or other supporting material. Descriptive qualitative analysis was employed to analyze the data. Findings from studies reveal that relative levels of franchising have an impact on both the competition and creativity in franchised businesses. Before the chicken is prepared, it goes through several stages of the supply chain, including those of suppliers that provide the raw materials. Fresh live chicken is procured from local breeders by the supplier, who then processes the meat with seasonings obtained from the franchisor in the form of pre-made spices. The meat is then marinated for at least six hours before serving. A specific flour seasoning and chakra flour are then used to season the chicken throughout the frying process. Then, add the chicken to the butter deep seasoning and cook it for 13 minutes at 150°C. When clients place direct orders at fast food restaurants or through third-party service providers such as Go Food from Gojek or Grab, establishments handle the presentation processing.

Keywords: Agriculture sector, business, supply chain, fast food, franchise

INTRODUCTION

Agriculture has a vital role in the national economy. According to the Central Statistics Agency (BPS) 2017 figures, the agricultural industry still had the biggest employment absorption compared to other sectors, with 35.93 million individuals or roughly 29.69 percent of the overall population. The livestock sub-sector supports the agriculture sector's growth, employing 4.2 million people as of February 2017.

Meat, milk, and eggs are the principal products of livestock. From 2013 to 2016, broiler meat output averaged 1,644,014 tons/year in Indonesia (BPS, 2017). Because of their economic

worth, broilers are a chicken breed established by crossing high-productivity chicken breeds (Yuwanta, 2004).

Broiler meat production in East Java has the same trends as elsewhere in Indonesia, namely an upward trend. From 2012 to 2016, broiler chicken meat output averaged 195,970 tons per year (Ministry of Agriculture, 2015). There is a lot of room for growth in broiler meat production. Increased added value, improved product quality, increased income, and expansion of a product distribution network all result from post-harvest operations. (Soekartawi, 1991). Broiler beef products can be processed into ready-to-eat food in an effort to reduce waste after harvest.

Every year, the number of restaurants in East Java grows. Increases of 442 units per year were the norm between 2013 and 2016. (BPS, 2017). Of course, the expansion of franchises across East Java cannot be ignored in this increase. The relationship between the franchisor, the person who owns the method being sold, and the person who wants to purchase the right to use that method is known as franchising (the franchisee). The franchisor's inventiveness in constructing the primary package and the collaboration method is an intellectual activity in the franchise business. Long-term ties, common interests, various products or services, and long-term partnerships are only a few features of the franchise business relationship. Consumers are interested in fast food goods or chicken meat produced from broiler birds. Fast food is any food sold in a store or restaurant that has been prepared and served in a short period of time. To remain competitive in the fast food franchise market, it is necessary to integrate both internal and external parts of the business. This seamlessness is evident from the time raw materials are being managed all the way through to the point where finished goods are being delivered to customers. Quality ready-to-consume processed items are expected to be produced and delivered in accordance with consumer demand if reliable integration is in place. If the production planning is structured and regulated, a reliable integration process can be achieved. That's why company management was needed to create plans and strategies for long-term success by focusing on efficiency, quality, innovation and customer service, implementing supply chain management (SCM).

Faced with fiercer company competition, supply chain management is a trustworthy strategy. For example, Pujawan and Mahendrawati (2010) define supply chain management as a coordinated strategy to managing networks within firms or logistics service providers that collaborate to create and deliver products to customers. Supply chain management is a continuous and sustainable business activity that coordinates internal business activities with external supply chain partners. So, supply chain management strategies can coordinate and control each business operation to increase business productivity and profit. Also, the corporation avoids market unpredictability, supplier reliance, and production problems.

According to Haming and Nurnajamuddin (2012), trustworthy supply chain management can effect the sustainability of production and hence the achievement of the production output target. This complicated supply chain management poses a challenge to the company's business management to satisfy increasing client demands while maintaining quality and satisfaction. Julyanthry et al.

Supply chain management can give predictability and reduce losses in the management of raw materials to the distribution of products to consumers.

This study focuses on business management and supply chain in the fast food franchising industry, specifically in processed foods made from broiler chicken meat. This study focuses on the internal environment of a fast food chain in East Java. Unlike prior research, this study focuses on food industry-based firms, specifically fast food franchise operations that use agricultural commodities from the livestock sub-sector, such as chicken meat from broiler breeds processed into ready-to-eat products.

Fast franchise business food has a variety of products to meet consumer needs. One of these products is a fast food product made from chicken meat from broilers. According to Indrajit, the company's orientation is to fulfill consumer desires in three main respects, namely price, quality, and service, both speed, convenience, and so on. In its application, the integration that occurs in supply chain management from upstream to downstream involves various stakeholders both internal and external. The problem in supply chain management is complex integration from suppliers or suppliers of raw material for broiler chicken to the process of delivering finished fast food products ready for consumption to consumers.

As for the internal side of the fast food franchise business, the problems faced include several aspects, namely aspects of managing broiler chicken meat raw materials, production or processing aspects of broiler chicken meat into ready-to-eat fast food products, and aspects of delivering fast food products to consumers. In the management of broiler chicken meat raw materials by fast food franchise businesses, the problem that is usually faced is the damage to broiler chicken meat raw materials in the storage process so that it cannot be processed into ready-to-eat fast food products.

METHOD

The research location was chosen, namely the fast food franchise business in East Java (Malang Regency, Malang City, Kediri Regency, Kediri City, Blitar Regency, Blitar City, Madiun Regency, Madiun City, and Jember Regency) and was carried out purposively, with various considerations that include: (1) Broiler meat production in East Java also increases every year with the highest production occurring in 2016 which is 195,970 Tons/Year (East Java Livestock Service, 2017); (2) The restaurant industry in East Java also increases every year with an average increase of 441.67 business units per year (East Java Central Statistics Agency, 2017); (3) The selection of the Regency and City is based on the consideration of the area's affordability in the study. The method used in determining respondents is non-probability, namely purposive, so that the selected respondents are experts who know the condition of the fast food franchise business. Respondents in this study were key informants who were internal parties of the fast food franchise business in East Java. As for determining the object of research, namely the fast food franchise business in this study, it will be qualified into 3 scales based on the turnover of each franchise business unit. The following is a table of scale qualifications and key informants for each business unit used in the study: Respondents in this study were key informants who were internal parties of the fast food franchise business in East Java. As for determining the object of research, namely the fast food franchise business in this study, it will be qualified into 3 scales based on the turnover of each franchise business unit. The following is a table of scale qualifications and key informants for each business unit used in the study: Respondents in this study were key informants who were internal parties of the fast food franchise business in East

Java. As for determining the object of research, namely the fast food franchise business in this study, it will be qualified into 3 scales based on the turnover of each franchise business unit. The following is a table of scale qualifications and key informants for each business unit used in the study:

Table 1. Business Qualifications and Key Informants in Research

No	Business Qualification	Turnover	Key Informants/Business Units
1	Small	< Rp.100,000,000	1. Area Manager, 2. supervisors, 3. Sales Control Area
2	Intermediate	Rp.100,000,000 – Rp. 200,000,000	
3	Big	>Rp. 200,000,000	

Purposively, choosing 4 outlets thus the key informants in this study consisted of 12 people. The primary data collection method is a data collection technique carried out by the researcher directly from the main source, namely the respondents in the study. The primary data taken in this study is data on supply chain risk management in each research dimension, namely planning (plan), procurement (source), production (make), delivery (deliver), and return (return). Primary data collection methods are carried out through interviews and observations. Furthermore, secondary data collection is obtained through reference studies related to research topics including previous research studies, journals or other supporting literature. The method of data collection is done through documentation. This method is done by searching data which includes documents, notes, and pictures. Secondary data needed include data on risk events and causes of risk. The data analysis method was carried out using descriptive analysis aimed at identifying business systems in fast food franchises and identifying supply chains for fast food franchise businesses. The first objective will be discussed regarding the system of cooperation agreements between franchisors and franchisees.

METHOD

RESULTS AND DISCUSSION

Business system in fast food franchise

When a method or system (franchisor) is chosen and a buyer of the right to use the method or system (franchisee) is purchased, a mutually beneficial relationship or cooperation is formed. Franchising can also be described as an association formed for the sake of mutual interest, a relationship that is long-term and reciprocal in nature, and a relationship that creates interdependence. Bharmawan and Hanif (2022) discovered that the franchise system has steadily gained popularity as a model for both economic and social organization around the world over the years. Its economic and social consequences include increased output and employment, economic modernisation, the development of entrepreneurship, and the easing of social problems. The following papers have been published: Belfiore, 2002; Ajani and

colleagues, 2015; Massey, 2019; Kurpayanidi, 2021; Sahrakorpi, T., and Bandi, 2021; Aparicio et al., 2022).

In addition to the intellectual property rights, which are usually referred to as royalties, which is a value that must be paid by the buyer of a particular method, system, or brand with the agreement of both parties, the amount of the value varies between 3 percent and 15 percent depending on how valuable the franchise business itself is, there are also other types of franchise business systems.

The degree to which a franchise is used should have a major impact on the conditions of competition. Because franchisee investments provide the necessary financial capital for the franchisor's business expansion, franchising is a particularly beneficial strategy for restaurant companies (ie, franchisors). In particular, many restaurant establishments are small or medium in size, and typically do not have enough capital to grow on their own, making franchising an especially beneficial strategy for them (Sun, KA, & Lee, 2021; Samokhvalova, ZP, & Artanova, 2021; Bui et al., 2021; de Resende Melo et al., 2021; Semrau, T., & Biemann, 2022). Restaurant companies with relatively higher franchise rates should be better positioned to enter new markets than their competitors because they will have greater access to franchisees' financial capital, thereby strengthening their market position and reducing competitive pressures, according to the National Restaurant Association.

The growth of the fast food franchise industry has compelled small, micro, and medium-sized businesses to gain the ability to compete in the global market business trade with entrepreneurs who have substantial financial resources. The rate of development of lucrative franchise business innovation has an impact on the operation of the business (internal impact), as well as on the community (social impact) in which the firm operates (external impact). The expansion of company through the use of a franchise system has had a negative impact on the social economic system because practically all economic players are today just concerned with profit maximization.

Consumption behavior in daily life is increasingly influenced by factors that influence consumer behavior when it comes to choosing fast food, such as changes in lifestyle and consumption behavior. The level of bustle and activities carried out on a daily basis has led in a shift in people's lifestyles, which has resulted in them being more modern by opting for something that is available immediately. Fast food was picked because of a variety of factors, including short order times, good service, flavor, and overall quality supplied by the company to entice customers to purchase their products. Fast food has the advantage of being provided quickly, which saves time and allows it to be served at any time and from any location, as well as having a hygienic presentation.

Because of the current economic climate and the rise of the Indonesian population, fast food establishments (quick food) are an excellent option. This expansion implies that fast food restaurants, particularly in Indonesia, have the potential to develop in the foreseeable future. The more attractive the prospects that continue to promise in the fast food restaurant sector, the greater the number of new companies that emerge and operate in the same industry, as a result of the high level of demand in the market. In this study, the franchise business system that was the subject of the investigation was fast food, with processed chicken as the primary raw material.

The findings in the sector of processed items for fast food indicate that each product, including fried chicken, penyet, soft bones, geprek, and a variety of other innovations, enjoys a dedicated client base of its own. When consumers respond positively to a product, entrepreneurs are prompted to develop a variety of new products. Standard operating procedures and network systems, in particular, are critical components of the operation of a franchise company model. There are two sorts of franchises in this business model: international franchises and domestic franchises. In the case of international franchises, the system is more transparent and the brand is more prestigious. The culinary industry in Indonesia is the country's greatest contributor to the gross domestic product (GDP) of the creative economy, accounting for 40 percent of the total or over Rp 400 trillion in the country.

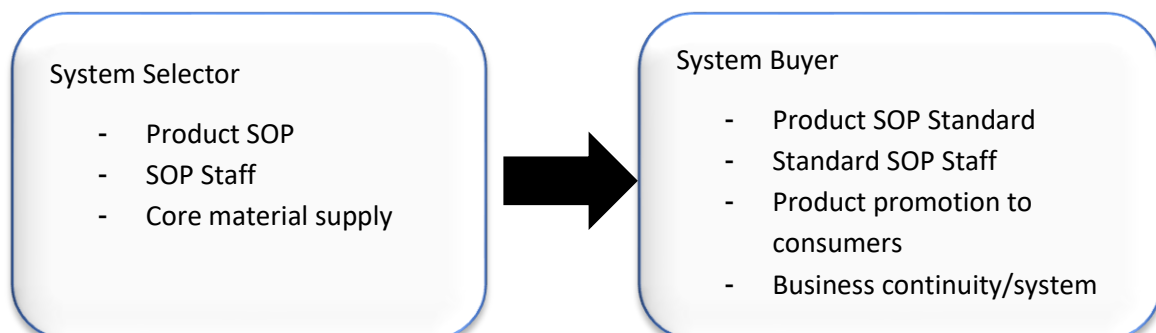
When it comes to production standards, the owner of the franchise technique or system is required to assist by establishing Standard Operating Procedures (SOP) for delivering basic raw materials (in this case, core spices), conducting large-scale promotions, and other means.

The ambience of a visually appealing and remarkable fast food restaurant can generate a pleasurable experience for customers, which can have a direct impact on their purchase intents and decision-making processes.

In addition to the studies by Lu and Gursoy (2017; Moreira and colleagues, 2017; Chang et al., 2019; He et al., 2018; Mishra and colleagues, 2021; and Cha, 2020), there are several other studies. Currently, there is a shift in the tendency of customers to visit fast food outlets, where purchasing activities are no longer limited to the purchase of goods, but are also used for recreational and sensory stimulation activities (eye washing activities to relieve stress). Consumers who enter a fast food restaurant not only make a purchase, but they also have the option of changing their mood by interacting with the Store Atmosphere that is provided by the fast food business itself.

In Indonesia, the number of fast food franchises is expanding on a daily basis as the country continues to develop and thrive. One of the factors contributing to this expansion is the economic package put in place by the government, which includes incentives to make it easier to start a business. Additionally, the support for e-commerce that provides delivery services makes it easier for culinary enthusiasts to experience the menus offered by franchise businesses without having to leave the comfort of their own homes or offices. According to the findings from the field, the fast food industry is becoming increasingly competitive as each company actor's market share grows as a result of their business expansion. In addition to expanding their number of locations, they are eager to introduce new menu items to entice customers. In addition, there are a variety of promotions.

Meanwhile, the buyer of the franchise system or method is obliged to keep the product in SOP and market it well until it reaches consumers Chart :



Fast food franchise business supply chain.

The supply chain is a series of processes that involve interaction between the operational activities of a business company and the activities of suppliers at every stage of the company's operational processes, either directly or indirectly, in providing support in the form of continuous provision of goods and services that are used by the company in the provision of goods and services to customers. The performance and reputation of a company are significantly influenced by the quality of the goods and services provided by its suppliers.

Raw ingredients in the form of broiler chicken and spices to be processed into excellent fried chicken and promptly consumed by consumers who come in or who buy online using the go food and grab food applications. Franchise business supply chain (franchise) fast food processing

Integration that occurs in the supply chain typically involves a number of partners, resulting in the execution of more complex business procedures. A trustworthy supply chain management system is required in order to organize and coordinate business activities in order to achieve the most amount of profits possible. The implementation of an effective and efficient supply chain system is intimately tied to the smooth operation of the manufacturing process, as well as to the satisfaction of the client base.

The quality of raw materials themselves, which must be in accordance with standard operating procedures (SOPs), is also important to consider. If the raw materials are not up to standard, it will have an impact on the production and processing process, resulting in a taste that is not good or not standard and dissatisfied customers, among other things.

In the fast food franchise sector, the supply chain encompasses a number of partners, ranging from raw material suppliers through the franchisor and finally to the consumers/customers. Preparing the chicken for processing involves several processes, including supplying raw supplies to fast food restaurants, which is done through a variety of suppliers. Supplier raw materials consist of chicken that has been washed and cut into pieces according to the size that has been agreed upon between the supplier and the franchisor of the restaurant. Supplier RPA receives raw materials for live chicken from breeders in the cities and counties where fast food businesses are located. Fresh chicken is obtained from a supplier and then processed, which includes seasonings that are purchased from the franchisor in the form of ready-made spices. The chicken is then marinated for at least 6 hours before being served at a fast food restaurant. Again The chicken is seasoned once more during the frying phase, this time using chakra flour that has been blended with a unique flour seasoning. Cook the chicken for 13 minutes at 150⁰ Celsius after dipping it into the butter deep seasoning.

Spices, a core of chicken, and chicken pieces are all essential components of fast food. All of the essential spices are imported from the franchisor, which is then purchased by the fast food franchise restaurant chain. Process A direct order from a consumer/customer who visits a fast food restaurant is fulfilled at the location where the service is provided (the customer enjoys it on the spot). Apart from being enjoyed directly by customers, franchise restaurants also serve customers through the use of available applications by service providers, such as the go food or grab food features from Gojekor Grab, which allow them to place online orders. Figure 1 depicts an overview of the fast food restaurant franchise business supply chain in the research area.

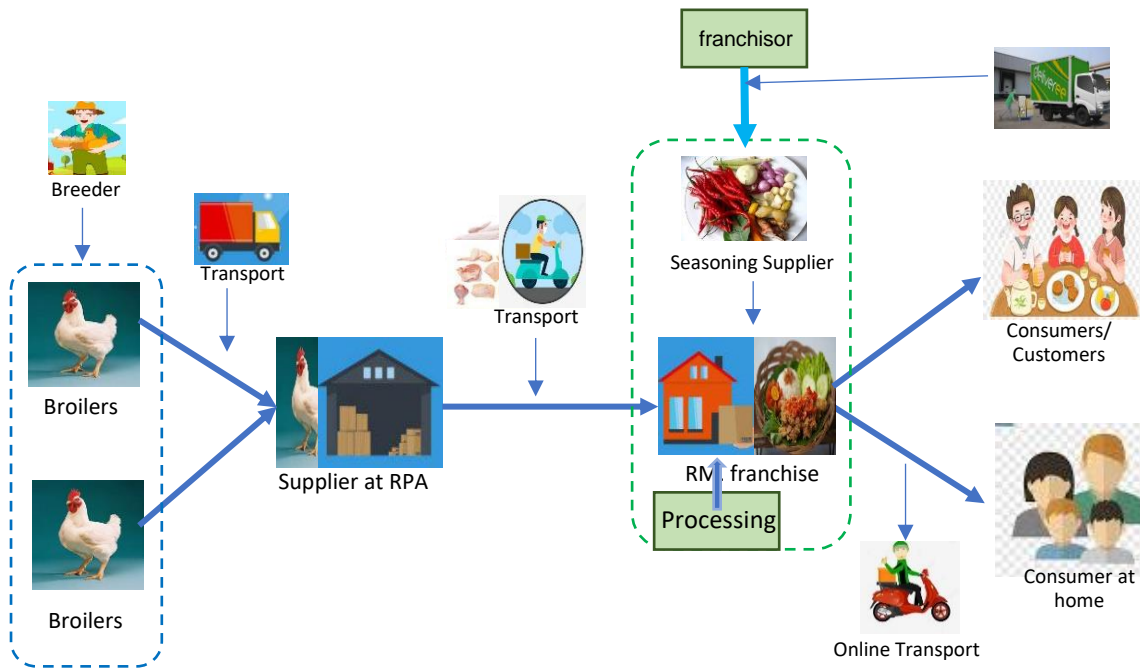


Figure 1. Fast Food Franchise Business Supply Chain

The use of online media in transactions and distributing fast food to consumers' homes has increased since the implementation of the tightening policy on health protocols due to the COVID-19 pandemic. The role of online transportation is very important in delivering fast food to consumers, so fast food franchise companies must cooperate with unicorn companies such as Gojek and Grab. Startups such as gofood and grabfood already have a very easy application system if you want to build partnership partners. So it is very easy for fast food franchise companies to cooperate.

Supplier identification

Supplier (supplier) In the general sense, it is an individual party (institution/company) that supplies or sells raw/raw materials to other parties, either as individuals or companies so that they can be made into products or services that are ready to be used or consumed. The suppliers referred to in this study are those who supply raw materials for chicken pieces to fast food franchise companies that are made from chicken.

The roles that must be carried out by suppliers to meet the demand for fast food franchise companies in the research area are:

- Supplier of chicken meat that has been cut into 9 parts from RPH to fast food franchise restaurants.
- Supplier of vegetables, and seasonings (for sambal), generally supplied by outlet local or traditional market that is close to the location of the franchise branch.
- Live chicken suppliers are supplied from breeders in the district/city.

Building relationships between suppliers and fast food franchise companies

Fast food franchise restaurants always maintain relationships with RPA suppliers. This relationship is always maintained based on a contract by the parties, namely the supplier and the fast food franchise restaurant

- Establish agreements and commitments between the parties
- Building mutual trust between the parties
- Establish a good communication pattern
- Provide supplier financial support

In carrying out continuous cooperation between the parties, the supplier supplies fresh chicken every day with the amount of supply according to the minimum daily requirement. For example, in one day a fast food franchise restaurant needs 25 kilograms (kg) of clean chicken meat, 50 kg of chicken will be supplied, with the aim of the remaining 25 kg being stockists the next day. Thus the stock of raw materials is always well maintained. The payment system is carried out directly at the time of supplier handed over the item.

The relationship that is built between the supplier and the franchise restaurant is based on an unwritten agreement but based on a bond of mutual trust. This commitment is maintained and can be maintained. Every problem is always communicated and resolved amicably.

Building Relationships with Customers/consumers

The main goal of any franchise business company such as fast food is how to satisfy consumers and maintain customer loyalty. In maintaining consumer loyalty and attracting new customers, several efforts have been made by franchise companies, including:

- Doing promotions/advertising to attract customers
- Doing events with prizes or giving certain discounts
- Giving awards or rewards to those who have contributed

By implementing good supply chain management in the company, it will make the production process more effective and efficient, because with a raw material supply chain management system that supplied quality can be monitored and controlled. The products from the fast food franchise business are functional products which are food for daily consumption, such as rice, chicken, and others. Thus, these ready-to-eat food products can be classified as innovative products because the food released is quite diverse following the trend of market demand. Fast food (fast food) in general in Indonesia, is responsive to provide services to customers, one of which is increasing at this time is by increasing online service systems such as order delivery services.

The main ingredients of Fast Food Raw materials

The main materials used to produce fast food products are:

1. Clean cut chicken raw materials
2. The franchisor's core seasoning ingredients
3. Several types of vegetables (as a complement according to customer orders)

All raw materials are obtained from local franchisors and suppliers or purchased in local markets (other spices and vegetables).

The use of the main raw material (clean cut chicken) from local suppliers provides many advantages such as delivery time and ease of monitoring the quality of raw materials from the supplier's location. In order for the continuity of the quantity and quality of raw chicken meat to maintain cleanliness and quality from suppliers, several procedures have been developed, namely:

1. Supplier guidance is mainly carried out for beef chicken suppliers in RPA by conducting regular field visits (RPA) and conveying information on developments and some changes that have been made.need to be agreed (following the trend of market demand).
2. Conduct inspections of raw material suppliers so that the size and quality of chickens are maintained and the delivery system is kept clean.
3. Each finding is evaluated and corrected

In order to ensure the system and supply chain performance of the fast food franchise business runs well, several processes are carried out, including:

1. Processes and procedures for the flow of goods, information flow and financial flows run fairly and transparently. The flow of goods from suppliers to franchise companies is in the form of raw materials, and processed in the company into ready-to-eat products to consumers on time, in the right quantity and in the right quality. The flow of information runs symmetrically between suppliers, companies and consumers. Likewise, the payment system is transparent, timely for mutual satisfaction.
2. Selection and evaluation objectively in the selection of suppliers/suppliers
3. Accurate and simple procurement administration procedures to ensure the stock of raw materials
4. Completion of payments for products and services on time
5. A growing and mutually beneficial relationship

CONCLUSION

The findings of the study According to the worth of the franchise business itself, royalty fees can range from 3% to 15% of the franchise have a substantial impact on the competitive environment. The speed at which lucrative franchise business innovation develops has both an internal and a social impact (impact on the firm itself) (external impact). Research on the supply chain for fast food franchises, namely the suppliers who supply raw materials to fast food restaurants before the chicken is prepared. Depending on the agreement between the supplier and the franchise restaurant, the raw material provider offers cleaned and cut-to-size chicken. Breeders in the City/Region where fast food businesses are located supply the raw materials for live chicken to suppliers. Fast food restaurants receive raw chicken from suppliers, then process the meat using seasonings obtained from the franchisor in the form of ready-made spices, and then marinate the chicken for at least six hours. Again Chakra flour, mixed with a specific flour seasoning, is used to season the frying process once more. Then, add the chicken to the butter deep seasoning and cook it for 13 minutes at 150°C. When a customer walks into a fast food restaurant and places an order, the presentation is processed there on-site (the customer immediately enjoys it on the spot). Aside from having a direct impact on the consumer, franchise restaurants can also offer customers via online orders through the Go Food function from Gojek or Grab.

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