This case study discusses the recent co-branding venture between Burger King and Friendly's. At the suggestion of a Burger King franchisee, executives at Burger King and Friendly have decided to offer products from both franchises at a co-branded location in New Jersey, United States. Friendly's has recently come out of bankruptcy protection and is attempting to revitalize itself. Therefore, by offering its products alongside Burger King, Friendly's hopes to strengthen its brand name and increase sales.

Teaching Objectives

This case study contains subject matter from various fields and can be used in many ways to complement the teaching objectives of the course for which it is intended. The following objectives are provided as a guideline to generate additional discussion.

- Co-branding
- Advantages and disadvantages of co-branding
- Examples of co-branding in the restaurant industry today

- Marketing Strategy
- Developing and implementing a marketing strategy
- Strengthening a brand name
- Marketing a company through crisis and failure

- Strategic Management
- Decisions by corporate executives
- Decision-making through changes in vision and leadership

- Crisis Management
- Managing and overcoming crisis
- Dealing with bankruptcy
- Handling changes in leadership

- Franchising
- Franchisee/Franchisor relationship
- Advantages and disadvantages of co-branding within franchises
- Leadership changes within a franchise
- How franchises mitigate crisis
- Example of franchises and franchise co-branding

Teaching Strategy

This case study can be used to cover and address the following topics relevant to various disciplines today. The case study is based upon a current event in the restaurant industry. This case study is intended for undergraduate and graduate level students pursuing degrees in various disciplines (however, not limited to) such as business, hospitality, and franchising. Discussion will vary depending upon the audience for which this case study is intended for, however the following topics are provided as a guideline to generate additional discussion.

Co-branding:

This case study focuses extensively on co-branding within the restaurant industry. Specifically, this case study discusses the co-branding efforts of Burger King and Friendly's. However, a general overview of co-branding is provided with several advantages and disadvantages of co-branding named as well. In addition, co-branding examples in the restaurant industry outside of Burger King and Friendly's are also provided. Other co-branding examples in the franchising industry can be compared and contrasted as well. The advantages and disadvantages of co-branding mentioned in this case study can be applied to other co-branding examples.

Marketing Strategy:

This case study highlights the crucial need for a strong marketing strategy. This case study shows how a franchise can develop and implement a marketing strategy. In addition, this case study shows the steps a franchise has taken in order to strengthen its brand name nationally. Furthermore, this case study shows how a franchise markets its brand through bankruptcy and changes in leadership in order to reposition itself. Furthermore, the four P's of the marketing mix [product, place, price, promotion] can be discussed and applied to this case study as well.

Strategic Management:

This case study provides examples of a franchise making strategic decisions. Decision-makers have to make key choices which will either positively or negatively affect the company. This case study discusses decisions leaders made to grow the company. In addition, this case study discusses a franchise making strategic decisions through changes in company vision and leadership. Examples of other franchises can be discussed and the strategic choices they have made in order to better the company.

Crisis Management:

This case study discusses a franchise dealing with crisis situations. This case study describes how a franchise managed and overcome crisis in order to remain in business. Specifically, this case discusses how a franchise managed and conquered bankruptcy as well as overcame sudden changes in leadership. Examples of other franchises that are currently or have experienced crisis situations can be discussed. The drawbacks and benefits which arose from each situation can be discussed as well.

Franchising:

Because this case study mentions popular chains within the restaurant industry, franchising can also be discussed. This case study highlights the importance of a strong franchisor and franchisee relationship. A strong relationship among both parties can be mutually beneficial. In addition, this case study discusses in detail the advantages and disadvantages of co-branding among franchises. In addition, franchises can undergo drastic changes. This case study discusses a franchise dealing with bankruptcy and abrupt changes of leadership and how it mitigated crisis in order to overcome inevitable failure. Other examples of co-branded franchises are provided as well.

Teaching Approaches

This case study can be used in a variety of ways to enhance the learning experience of the intended audience. Some of the different methods this case study can be implemented are provided below.

This case study can be used to supplement a class lecture/discussion on co-branding. Students can be given this case study as an assignment for presentation purposes and to follow up with classroom discussion.

This case study can be handed out to students to read and answer questions for examination purposes.

This case study can be used for a general overview on co-branding along with a real-world example of co-branding in action in the restaurant industry. Students can then apply the advantages and disadvantages of co-branding to existing co-branded examples in the restaurant industry.

This case study can be used to discuss co-branding in the restaurant industry today. Students can be split up into teams and think of current co-branding examples in the restaurant industry today. Students can then come up with hypothetical co-branding examples in the restaurant industry which they believe would be successful and their reasoning for their examples.

This case study can be used for in-class exercise purposes. The students can be assigned the role of the new CEO of Friendly's and the steps they would take to strengthen the company.

Discussion Questions

- How much of the blame for Friendly's issues can be placed on the lack of vision and continuity of leadership?
- Is the co-branding effort with Burger King a desperation attempt by Friendly's to save the company? Why or why not?
- Is Friendly's successfully marketing its brand? Why or why not?
- If you were appointed the new CEO of Friendly's, what steps would you take to strengthen the company?
- What are other co-branding efforts Friendly's can consider? Why do you think they would be successful?
- Other than co-branding, what other suggestions or improvements could Friendly's make to strengthen the company?
- In light of the new menu released by Burger King offering fresh and made to order items, how will this positively and/or negatively affect Friendly's Scoop Shop? Please explain your reasoning.
- From the advantages of co-branding listed in this case study, which of these is Friendly's likely to achieve? Please explain your selection and reasoning.
- From the disadvantages of co-branding listed in this case study, which of these is Friendly's likely to face? Please explain your selection and reasoning.

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