

Sales Strategies of KFC Jakal in Addressing Boycott Challenges Related to Geopolitical Issues Influencing Consumer Perceptions

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ABSTRACT

KFC is a global fast-food restaurant chain originating from the United States, widely recognized for its primary product, fried chicken. This study aims to explain the sales strategies employed to address the impact of boycott-related issues on product sales. The object of this research is the KFC outlet located in the Jakal area of Yogyakarta. This research employs a qualitative research approach. The data used in this study were collected from various journal articles and references obtained from multiple online media sources. The findings of this study indicate that several strategies can be implemented by KFC Jakal Yogyakarta to improve its sales performance amid boycott-related challenges. These strategies include product innovation, digital acceleration to enhance customer experience, and improving human resource quality to provide better customer service. Additionally, the company should actively communicate to the public that KFC is not involved in supporting Israel, while also engaging in humanitarian assistance initiatives for Palestinian communities. This study recommends that future researchers conduct further investigations on the importance of ensuring that all employees comply with company Standard Operating Procedures (SOPs) as part of efforts to strengthen organizational performance and service quality.

Keywords : Product Boycott, KFC Yogyakarta, Sales Strategy

INTRODUCTION

KFC (Kentucky Fried Chicken) is the second-largest fast-food restaurant chain in the world measured by sales, operating more than 30,000 outlets across over 150 countries. The company adopts a menu localization strategy and marketing campaigns tailored to the local preferences of each market. In addition, KFC relies on a franchise-based business model and continuous operational innovation to accelerate its global expansion.

The Israel–Palestine conflict represents one of the most prolonged and complex armed disputes in modern history. Over the past seventy years, the conflict between

Palestine and Israel has experienced recurring cycles of escalation and de-escalation (Kurniawan et al., 2024). These developments have triggered widespread public anger, which in many countries has manifested through boycott movements, sanctions, and divestment campaigns (BDS) targeting companies perceived to be affiliated with Israel.

Boycotts have long functioned as an effective means for communities to collectively express dissatisfaction with corporations or institutions. In recent years, calls to boycott products associated with Israeli affiliations have increasingly circulated across digital media and social networking platforms such as Instagram, Facebook, and X (formerly Twitter). One Instagram account actively promoting boycott campaigns against Israeli products and affiliated brands is @gerakanbds, which currently has more than 37,800 followers on the platform (Kurniawan et al., 2024).

However, such boycott campaigns have had significant negative impacts on companies perceived to have affiliations with Israel. The boycott movement, largely triggered by the Israel–Gaza conflict, has been associated with several multinational corporations that are perceived to support Israel. This situation has affected the brand image of KFC in Indonesia, where the fast-food chain has been among the companies experiencing the repercussions of the boycott movement. In Indonesia, KFC operates under the corporate entity PT Fast Food Indonesia Tbk. (FAST).

PT Fast Food Indonesia Tbk., the franchise holder of KFC and Taco Bell in Indonesia, has faced substantial financial challenges over the past five years. The company has consistently recorded financial losses, resulting in declining cash reserves and a shift in retained earnings into negative territory. In 2024, FAST reported a net loss of IDR 796.71 billion, representing a year-on-year (YoY) increase of 91.67% compared with the IDR 415.65 billion loss recorded in the previous year. The company's financial performance has deteriorated significantly since the COVID-19 pandemic in 2020, when KFC reported a loss of IDR 377.2 billion, although its cash and cash equivalents at that time remained relatively strong at IDR 882.9 billion, nearly reaching IDR 1 trillion.

From a capital market perspective, FAST shares have also experienced a decline, falling by 5.70% over the past month. Furthermore, since the beginning of the year (year-to-date, YTD), FAST shares have decreased by 9.15%. As of the first trading session at 10:47 WIB, the stock price dropped 0.067% to IDR 745 per share.

According to Al-Fajri (2024), KFC's sales performance in Indonesia experienced a significant decline during the first quarter of 2024, leading to a substantial increase in company losses. The 2023 annual financial report also indicates that the boycott movement in Indonesia had a notable impact on KFC's sales performance. This downward trend continued into 2024, as reflected in the company's revenue and loss statistics over the past five years.



Figure 1. Revenue and Losses of KFC Over the Last Five Years (2024)

The third quarter of 2024 presented new challenges due to the boycott movement against products perceived to support Israel. During this period, KFC’s revenue declined significantly to IDR 3.59 trillion, while losses increased sharply to IDR 558.75 billion, representing more than a twofold increase compared with the previous year. These figures indicate that the boycott movement has had a substantial impact on the company’s financial resilience.

The negative effects of the boycott were also observed through preliminary research conducted at a KFC branch in Yogyakarta. According to one employee at the KFC outlet in the Jakal area of Yogyakarta, the average number of sales transactions before the boycott reached approximately 360 transactions per day. However, during the boycott period, sales declined to an average of 230 transactions per day, representing a significant drop compared with the historical sales performance of KFC. In response to this decline, KFC managers and their teams have sought to develop strategic approaches to restore sales performance. Strategy can be understood as a planned set of actions designed to achieve organizational objectives (Lesmana et al., 2022). In this context, strategic planning is essential for improving sales performance. Sales play a crucial role in business sustainability, as they enable companies to distribute their products and generate revenue (Wibowo et al., 2022). Therefore, the development of effective sales strategies is particularly important for KFC Jakal Yogyakarta in addressing the boycott issue related to products perceived to be affiliated with Israel.

The study of sales strategies in the context of boycott-related issues involving Israeli-affiliated products can be considered relatively new. Only a limited number of previous studies have examined this topic. Generally, existing research focuses on the conditions faced by KFC following the boycott movement. For example, Paramesth and Kusumawardhani (2024) examined customer perceptions of KFC’s brand reputation in the context of the boycott movement. Asyifa (2024) discussed market risk management

related to investment decisions in shares and products of companies associated with Israel in Indonesia. Meanwhile, Cahyani et al. (2024) analyzed the impact of the boycott movement on the stock performance of companies affiliated with Israel listed on the Indonesia Stock Exchange. However, these studies differ from the present research, as none of them specifically examine sales strategies for products affected by boycott issues related to Israeli-affiliated brands.

Therefore, this study aims to explain the sales strategies employed to address the impact of boycott-related issues on product sales. The research adopts KFC Jakal Yogyakarta as a single-case study. This research is highly relevant because it not only addresses the gap in previous studies, but also provides practical insights for managerial decision-making within companies facing similar challenges. Accordingly, this study is guided by the following research question: How does KFC Jakal Yogyakarta develop and implement sales strategies in response to the boycott issue targeting products perceived to be affiliated with Israel?

LITERATURE REVIEW

Product Boycott and Consumer Behavior

Product boycott refers to a form of collective consumer action aimed at expressing dissatisfaction with companies perceived to be associated with political, ethical, or social issues. Boycotts are often used as a tool by communities to pressure corporations to change their behavior or policies. According to Kurniawan et al. (2024), boycott movements can significantly influence consumer purchasing decisions and may also encourage consumers to shift toward alternative or local products. In the context of geopolitical conflicts, such as the Israel–Palestine conflict, boycott campaigns have increasingly been amplified through social media platforms, making them more widespread and influential in shaping public perception and market behavior.

Consumer participation in boycott movements is often driven by emotional, ethical, and ideological motivations. Wibowo et al. (2024) explain that religious values, political beliefs, and solidarity with humanitarian issues can strongly influence consumer attitudes toward certain brands. As a result, multinational corporations operating in sensitive geopolitical contexts may experience significant reputational risks and declines in sales performance. Previous research by Paramesthi and Kusumawardhani (2024) indicates that boycott movements can affect brand reputation and consumer trust, particularly when consumers perceive a company as being associated with controversial political issues.

In the Indonesian context, boycott campaigns targeting products perceived to be affiliated with Israel have gained considerable attention in recent years. These movements have influenced consumer purchasing patterns and created challenges for global brands operating in Indonesia, including quick-service restaurant (QSR) chains such as KFC.

Therefore, companies need to develop adaptive strategies to maintain customer trust and stabilize their market performance.

Sales Strategy in Business Organizations

Sales strategy refers to a systematic plan designed to increase product sales and improve market performance. According to Haque-Fawzi et al. (2022), a sales strategy involves various coordinated actions, including product positioning, pricing strategies, promotional activities, and customer relationship management. An effective sales strategy enables companies to respond to market dynamics and maintain competitive advantages.

In highly competitive industries such as the quick-service restaurant (QSR) sector, sales strategies play a crucial role in sustaining business performance. Lesmana et al. (2022) explain that strategic planning helps companies identify opportunities and challenges in the market while determining appropriate actions to achieve organizational objectives. Similarly, Setyanto et al. (2022) emphasize that marketing strategies are essential for improving sales performance, particularly when companies face external challenges such as market competition or reputational issues.

For multinational brands operating in diverse markets, sales strategies must also be adaptive and responsive to local consumer preferences. Companies often implement strategies such as product innovation, promotional campaigns, service improvement, and digital transformation to maintain consumer engagement and loyalty.

Marketing Mix (7P) Strategy

The concept of the marketing mix is widely used in marketing management to analyze and implement effective marketing strategies. Kotler and Armstrong (2012) define the marketing mix as a set of controllable marketing tools that companies use to achieve their objectives in target markets. Traditionally, the marketing mix consists of four elements (4P): product, price, place, and promotion. However, in service-oriented industries, the concept has been expanded to include three additional elements: people, process, and physical evidence, forming the 7P marketing mix model.

According to Buchari (2013), the marketing mix is a strategic combination of marketing activities designed to satisfy consumer needs and achieve organizational goals. Each element of the marketing mix plays an important role in shaping consumer perceptions and influencing purchasing decisions.

The product element refers to the goods or services offered to meet consumer needs (Tegowati et al., 2024). In the fast-food industry, product innovation and menu diversification are essential strategies to maintain customer interest. The price element reflects the monetary value assigned to a product and plays a crucial role in positioning the product in the consumer's mind (Abdurrahman, 2015). Competitive pricing strategies can enhance customer attraction and market competitiveness.

The promotion element includes activities aimed at communicating product benefits and encouraging customers to make purchases (Makanoneng et al., 2022). Promotional strategies may include discounts, advertising campaigns, and digital marketing initiatives. Meanwhile, the place element refers to distribution channels and business locations that ensure product availability and accessibility to consumers (Kotler & Armstrong, 2018).

In service-based businesses such as restaurants, additional elements are also essential. The people element refers to employees who interact directly with customers and influence the overall service experience (Dwinanda & Nur, 2020). The process element describes the procedures and activities involved in delivering services to customers (Nurhayati & Noviasuti, 2022). Finally, physical evidence refers to the tangible aspects of the service environment, such as cleanliness, layout, and facilities, which contribute to building customer trust and satisfaction (Hawassa, 2022).

The marketing mix framework is therefore an important analytical tool for evaluating how companies design strategies to attract customers, improve service quality, and increase sales performance.

Previous Studies on Boycott and Corporate Strategy

Several previous studies have examined the impact of boycott movements on corporate performance and consumer behavior. Paramesthi and Kusumawardhani (2024) analyzed consumer perceptions of KFC's brand reputation during boycott campaigns and found that public perception significantly influences purchasing behavior. Meanwhile, Asyifa (2024) examined market risk mitigation strategies related to companies perceived to have affiliations with Israel and highlighted the importance of corporate communication and reputation management.

Furthermore, Cahyani et al. (2024) investigated the impact of boycott movements on the stock performance of companies affiliated with Israel listed on the Indonesia Stock Exchange. Their findings indicate that boycott campaigns can influence investor sentiment and market performance. However, most previous studies focus on consumer perception, financial markets, or reputation management rather than exploring specific sales strategies implemented by companies to address boycott issues.

Therefore, research examining sales strategies at the organizational level, particularly within the quick-service restaurant sector, remains limited. This gap highlights the importance of further investigation into how companies adapt their marketing and sales strategies in response to boycott-related challenges. The present study contributes to the literature by analyzing the sales strategies implemented by KFC Jakal Yogyakarta in addressing boycott-related issues and restoring consumer trust.

METHOD

This study employs a qualitative research approach. Qualitative research is a type of inquiry that focuses on the in-depth exploration of phenomena through comprehensive explanations and interpretative analysis (Sahir, 2021). The central phenomenon examined in this study is the identification of corporate sales strategies in response to boycott issues related to products perceived to be affiliated with Israel. Therefore, the research emphasizes verbal and descriptive explanations rather than statistical analysis, as such an approach is more appropriate for capturing the complexity of the phenomenon under investigation.

Furthermore, the qualitative approach provides researchers with greater opportunities to explore data comprehensively and interpret contextual meanings within the phenomenon being studied. The data sources for this research consist of journal articles, online media reports, and references obtained from various websites, which collectively provide relevant information for analyzing the strategies implemented by the company in addressing the boycott issue.

RESULTS AND DISCUSSION

KFC is one of the most well-known fast-food restaurant chains worldwide, particularly in Indonesia. In the city of Yogyakarta, KFC operates several branches, one of which is KFC Jakal. In general, most KFC outlets implement similar sales and marketing strategies. Thania (2022) explains that in order to increase product sales, KFC Mandau City Mall Duri needs to improve its product approach, pricing strategy, promotional activities, and location strategy to better meet customer satisfaction and convenience. In addition, KFC, which is currently facing boycott-related issues, has undertaken various initiatives to re-attract customer attention and maintain its market presence.

In conducting its business operations, the company faces an increasingly competitive quick-service restaurant (QSR) industry, both from international QSR brands and local competitors. External challenges have also emerged in the form of boycott campaigns targeting foreign QSR brands from the United States, which continued throughout 2024 and posed significant challenges for the company.

To address these challenges, the company has implemented several strategic measures, including the permanent and temporary closure of underperforming outlets. In 2024, a total of 51 outlets were permanently closed, while two outlets were closed and relocated. These closures were primarily caused by declining sales performance and requests from property owners or leasing managers. Additional challenges included rising operational costs and changes in consumer behavior influenced by the rapid development of digital technology. To cope with these issues, the company implemented cost-

efficiency measures and facilitated digital sales services and cashless payment systems to enhance convenience and improve the customer experience.

A sales strategy refers to the efforts undertaken to market a product either goods or services through specific plans and techniques aimed at increasing sales volume (Haque-Fawzi, 2022). Sales strategies play a critical role in the sustainability and performance of any company, including KFC. This becomes particularly relevant when KFC faces a crisis triggered by boycott calls emerging from social media discussions regarding alleged affiliations between KFC products and Israel. Such issues have generated negative reactions from certain segments of society, particularly among Muslim communities in Indonesia.

Through adaptive strategies focused on innovation, organizational simplification, and digital empowerment, the company has managed to maintain operational stability while strengthening its business foundation. Strategic decisions such as the rationalization of underperforming outlets, selective expansion of new outlets, and improvements in product quality and service standards have become key factors in maintaining market relevance and operational efficiency. Recognition of KFC as one of the most preferred fast-food restaurant brands in Indonesia, along with awards in digital engagement, reflects the strength of the brand and the continued trust of its customers.

Negative reactions from some segments of society toward KFC have manifested in consumer decisions to stop purchasing products perceived to be affiliated with Israel. In response to this situation, KFC has implemented a sales strategy based on the marketing mix framework (7P). The marketing mix refers to a strategy that integrates various marketing activities to create the most effective combination for satisfying consumer needs (Buchari, 2013). According to Dharmesta and Irwan (2000), the marketing mix consists of variables used by companies as tools to fulfill and serve customer needs and desires. Furthermore, Kotler and Armstrong (2012) explain that the marketing mix represents a set of marketing tools continuously applied by companies to achieve their objectives in target markets. The marketing mix consists of seven key elements (7P), namely:

1. Product

A product refers to anything that can be offered to the market to attract attention, be acquired, used, or consumed in order to satisfy consumer needs and desires (Tegowati et al., 2024). KFC offers its flagship menu of fried chicken, complemented by various additional menu items such as snacks, beverages, and spaghetti. By presenting a diverse and appealing range of menu options, KFC aims to enhance customer interest and satisfaction. The quality of the product can also be reflected through consumer evaluations and reviews. According to customer feedback, many consumers perceive KFC's fried chicken as having a superior

taste, which is reflected in the five-star ratings frequently provided in customer reviews.

2. Price

Price refers to the amount of money exchanged to obtain goods or services and can also be interpreted as a mechanism for positioning the value of a product in the minds of consumers (Abdurrahman, 2015). Compared with other fast-food restaurants, the prices offered by KFC are generally considered more affordable. Customer reviews indicate that the pricing strategy implemented by KFC is perceived as economical, particularly when consumers purchase bundle or monthly package offers.

3. Promotion

Promotion is an activity aimed at communicating the advantages of products or services and encouraging customers to make purchases (Makanoneng et al., 2022). KFC has gained popularity among consumers partly because it consistently offers various promotional programs, such as value packages, combo meals, and jumbo packages. In response to declining consumer interest due to the boycott issue related to Israeli-affiliated products, KFC has implemented more aggressive marketing strategies. One effective approach has been the provision of significant price discounts, which has proven successful in attracting public interest and encouraging consumers to purchase KFC products in Indonesia.

4. People

People refers to employees who provide services or deliver products, as well as individuals who are directly or indirectly involved in the service process (Dwinanda & Nur, 2022). Based on several consumer reviews, the service quality at KFC Jakal has received mixed evaluations. Some customers reported that the service was less friendly than expected, and the service duration was relatively long, indicating that improvements in employee service quality may still be necessary.

5. Process

Process refers to the set of activities that describe how services are delivered to customers when they purchase products (Nurhayati & Noviasuti, 2022). This aspect includes the way employees interact directly with customers during the service process. According to a customer review, one consumer expressed satisfaction with the Drive-Thru customer service, noting that the staff were friendly and attentive in answering customer questions, demonstrating a positive service interaction.

6. Place (Distribution Channel)

According to Kotler and Armstrong (2018), place, or distribution channels, refers to the company's activities in making products available to target consumers.

Location is a critical factor for business success, as the selection of a business location is influenced by factors such as economic growth potential, stability, competition levels, and political conditions. Location plays an important role in purchasing decisions, as businesses situated in strategic locations tend to perform better than those in less advantageous areas, even when offering similar products. Customer feedback indicates that the KFC Jakal branch is strategically located, situated near several major universities in Yogyakarta, making it easily accessible for customers, particularly students.

7. Physical Evidence

Physical evidence refers to the physical environment and tangible elements that contribute to creating a positive and trustworthy brand image in the minds of consumers (Hawassa, 2022). This aspect reflects how well a company demonstrates its presence and professionalism to customers. Examples include clean facilities, organized layouts, comfortable seating areas, a calm atmosphere, and neat employee appearance. The cleanliness and orderliness of the restaurant environment are maintained through the implementation of standard operating procedures (SOPs), which require employees to clean the premises before opening, after closing, and after customers leave their tables. Such practices help ensure a consistently pleasant environment for customers.

According to the “Fast Food Favorit Rakyat” survey conducted by Top Brand in 2024, which involved approximately 15,000 respondents, KFC ranked as the most preferred fast-food brand. The survey results show that 23.60% of respondents selected KFC as their favorite fast-food restaurant, followed by McDonald’s with 14.3% and HokBen with 11.4%, which ranked second and third respectively.

To provide new experiences for consumers, KFC continuously introduces innovative menu offerings by considering market trends and target consumer preferences. The company has also strengthened its digital service ecosystem through the KFCku mobile application, which facilitates Pay and Pick services for dine-in purchases, as well as Drive-Thru and delivery services. In addition, the platform provides consumers with easier access to digital cashless payment systems, thereby enhancing convenience and efficiency in transactions (Suriadi H, 2025).

To further stimulate sales growth, KFC implements attractive promotional programs, including price discounts on selected products. The company also actively promotes new menu items through various social media platforms. Through its 2024 strategic initiatives, the company aims to strengthen KFC’s position as a primary destination for dining and social gatherings, primarily through continuous product innovation.

In 2024, the company introduced several new complementary menu items designed to be paired with KFC’s signature fried chicken, including KFC Noodle and

KFC Nasi Uduk. In addition to food innovations, the company also launched new beverage options, namely Hot Chocolate and Iced Chocolate Float. For the Taco Bell brand, the company introduced new menu items such as Chimichanga, Stacked Taco, and Bell Bowl.

As a result, competition within the quick-service restaurant (QSR) industry has become increasingly intense, particularly in terms of menu combinations, pricing strategies, and promotional programs across dine-in, take-away, drive-thru, and digital ordering platforms. To support its marketing initiatives, the company utilizes a combination of conventional media, including television, radio, out-of-home (OOH) media such as videotrons, and in-outlet point-of-purchase displays; digital media, including Instagram, Facebook, TikTok, Twitter (X), and YouTube; as well as printed media, such as brochures, flyers, banners, and posters displayed inside and outside restaurant outlets.

Amid dynamic business conditions and external challenges in recent years including the reduction in the number of outlets and the impact of global geopolitical tensions the company recorded a revenue decline of 17.85% compared with the previous year, or 26% below the targeted revenue level. Despite these challenges, the company remains committed to improving performance through strategies focused on product innovation, human resource development, and asset optimization.

In addition to implementing the Marketing Mix (7P) strategy, KFC has also undertaken specific initiatives to restore consumer trust following boycott-related issues concerning alleged Israeli affiliations, including the following measures:

1. Clarification Regarding the Issue

KFC has long been recognized as one of the most prominent fast-food restaurant chains in Indonesia, with thousands of outlets distributed across the country. However, controversies surrounding KFC operations in Israel, which were perceived as supporting Israeli actions against Palestine including a controversial advertisement in 2022 sparked criticism from various groups, including segments of Indonesian society. These developments contributed to a decline in sales at KFC Jakal Yogyakarta.

In Indonesia, KFC operates under PT Fast Food Indonesia Tbk. (FAST), a company fully owned by Indonesian citizens. KFC Indonesia has firmly stated that it has no affiliation with or support for Israel, a clarification that was officially announced in 2022 (Bloomberg Technoz, 2024). This clarification was intended to educate consumers and counter misinformation related to the boycott issue.

2. Humanitarian Assistance

Another initiative undertaken by the company involves humanitarian aid programs. In the first half of 2024, one of the company's priorities was to reduce negative perceptions associated with its brand by providing public education and social contributions (Kurnia, 2024). PT Fast Food Indonesia, as the franchise holder of KFC in

Indonesia, donated IDR 1.5 billion in humanitarian assistance to support Palestinian communities. This initiative was intended to demonstrate the company's humanitarian concern and solidarity with the Palestinian people, while also addressing negative perceptions circulating among the public.

CONCLUSION

Indonesian consumers continue to regard KFC as one of the most preferred fast-food restaurant brands, recognized for its comfort, product quality, and service experience. Amid evolving macroeconomic dynamics and shifts in consumer behavior, KFC's strategic priorities are focused on product innovation, human resource development, and digital acceleration in order to deliver a more valuable customer experience while also creating new opportunities for business growth.

This study has examined sales strategies for products affected by boycott-related issues concerning Israel. The findings identify three key sales strategies that should be implemented by KFC Jakal Yogyakarta to improve its sales performance. First, the company needs to enhance the quality of its human resources, particularly by improving employee service capabilities in interacting with customers. Second, KFC should actively communicate to the public that KFC Indonesia is not affiliated with or supportive of Israel, thereby addressing misinformation circulating among consumers. Third, the company should engage in humanitarian assistance initiatives for Palestinian communities, demonstrating corporate social responsibility and humanitarian concern.

Based on the marketing mix (7P) analysis, KFC Jakal Yogyakarta demonstrates strong performance in several elements, including Product, Price, Promotion, Place (distribution channel), Process, and Physical Evidence. However, the People dimension still requires improvement. Employees at KFC Jakal Yogyakarta should pay closer attention to the Standard Operating Procedures (SOPs) established by the company in order to enhance service quality. Furthermore, the company may consider implementing formal written warnings or disciplinary measures for employees who fail to provide satisfactory service. Such measures could serve as a deterrent and encourage employees to adhere more strictly to company SOPs, thereby improving overall service performance.

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