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Analysis of The Influence Of Menu Innovation on Consumer Satisfaction At Mcdonald's
(Survey of Consumers Visiting Mcdonald's City of Bandung)

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ABSTRACT

This study aims to determine the effect of menu innovation on consumer satisfaction in McDonald's City of Bandung. The method used in this research is a quantitative method by using a descriptive and verification approach. The sampling used refers to the results of the implementation of non-probability sampling techniques, namely by approaching consumers as many as 400 respondents who have visited McDonald's in Bandung and tried the innovation menu during the research period. The analysis technique used is a simple linear regression analysis, because in this study using two variables namely the menu innovation variable as the X variable and customer satisfaction as the Y variable. The results of the analysis that the authors get about the Innovation Menu on Consumer Satisfaction at McDonald's has a positive influence either partially or simultaneously with a magnitude of 77.1% on customer satisfaction. Seeing these results, then McDonald's has to do deepening, development, evaluation, and increasing customer satisfaction in making menu innovations so as to increase the value of customer satisfaction.

Keywords: Menu Inovation; Consumer Satisfaction; Mcdonald's

1. Introduction

Tourism in Indonesia has a significant positive impact on national economic development in the role of solidarity and nationalism to become one of the indicators in the course of world peace, referring to statistical data in Indonesia since 2004-2008 it is even predicted to continue to grow until now and in the future. (Simanjuntak & Sosrodi, 2009) This is in line with the presentation (Kemenpar, 2019) which states that the importance of the role of national tourism is related to the development and impact given through foreign exchange earnings, regional income, regional development, or in the spread of investment and labor absorption throughout the Indonesian territory.

The above statement is supported by data from the Ministry of Tourism in the Ministry of Tourism Pocket Book (2015), the contribution of foreign exchange from the tourism sector in 2014 reached Rp 120 trillion and contributed to employment opportunities of 11 million people. While the tourism sector's contribution to national Gross Domestic Product (GDP) in 2014, has reached 9% or as much as Rp 946.09 trillion.

Similar exposure was also stated by (Yudhistira & Octavia, 2016) that the city of Bandung became a favorite tourist destination among tourists, this was due to the development of infrastructure and urban planning that had been carried out by the Bandung City Government ranks which had received many awards. The purpose of tourists visiting the city of Bandung is to enjoy the coolness of the city of Bandung, see natural tourist destinations and historical tours that are served, shopping trips, to explore a variety of unique and unique culinary in the city of Bandung. However, the tourism sector often clashes with other sectors because other sectors exert a negative influence such as waste and environmental savings that affect the tourism sector, therefore a strategic role and synergy of all supporting industries are

needed, both in terms of the availability of raw materials, facilities and supporting infrastructure. and quality workforce. Where in terms of HR needs, it is necessary to encourage the availability of educational and training facilities for the development of industrial HR. Bandung City which is the center of West Java or often called the Capital City of West Java has a positive impact from the growing tourism contribution in Indonesia. This is because the city of Bandung has a diversity of potential both physically and culturally. Viewed from the physical side, the good geographical location of Bandung is supported by the cool air. In addition, Dutch colonial buildings that have high historical value are owned by Bandung City. On the other hand, uniqueness such as regional languages, traditional musical instruments, and regional dances, as well as regional culinary specialties are the main attraction for tourists from the Cultural side (Sukriah, 2014). A similar presentation was also stated by (Yudhistira & Octavia, 2016) that the city of Bandung became a favorite tourist destination among tourists, this was due to the development of infrastructure and development of city planning that has been carried out by the Bandung City Government ranks that have received many awards. The purpose of tourists visiting the city of Bandung is to enjoy the coolness of the city of Bandung, see natural tourist destinations and historical tours that are served, shopping trips, to explore a variety of unique and unique culinary in the city of Bandung. However, the tourism sector often clashes with other sectors because other sectors exert a negative influence such as waste and environmental savings that affect the tourism sector, therefore a strategic role and synergy of all supporting industries are needed, both in terms of the availability of raw materials, facilities and supporting infrastructure. and quality workforce. Where the human resource needs, it is necessary to encourage the availability of educational and training facilities for the

development of industrial human resources. On the other hand the central and regional governments need to make a roadmap and mapping the right region in an effort to develop industry in all priority areas on an ongoing basis (Ningsih, 2014).

Based on the above statement, the authors conclude that the development of tourism in Indonesia has an impact on the number of tourist arrivals to the city of Bandung, this is based on ideally the city of Bandung is able to attract tourists. The following is the data of tourist visits coming to Bandung:

Table 1. Top Brand Index of Fast Food Category 2014-2018

No	Brand	Year				
		2014 %	2015 %	2016 %	2017 %	2018 %
1.	KFC	60,9	59.3	47.9	60.9	60.4
2.	McDonald's	17,5	17.5	26.6	17.5	19.0
3.	A&W	6,7	7.1	5.4	6.7	2.9
4.	Hoka Bento	5,1	4.1	4.8	5.1	3.7
5.	CFC	2,1	2,7	3.3	2.1	2.7

Source: Top Brand Index, 2018

Table 1 shows that McDonald's occupies second place among its competitors. Of course the position is not easily seen from the high competition. In addition to always providing the best quality products and the best service quality, McDonald's always offers innovations in good food, drinks, and dessert menus that are made attractive so consumers don't feel bored. That innovation makes the table above shows that competition between fast food restaurants for five years in a row that is 2014 to 2018. In the table above, the authors see the position of McDonald's in the second position of the top brands. Where based on these data Mc Donald's fast food restaurants already occupy a high position compared to other competitors. This position was not easily obtained, but was supported by factors that made McDonald's worthy of being a Top Brand in the fast food restaurant category in Indonesia. Based on the results of observations made by the author, several factors underlying the customer satisfaction at McDonald's are the rules or procedures in it are very well structured. Also supported by menu innovations that are in accordance with the desires and trends that are in demand so that McDonald's consumers will not feel bored with the menus that affect customer satisfaction. McDonald's Restaurant is one of the largest fast food restaurants in the world, which has franchise rights. This restaurant has the concept of A'la Carte restaurant and Table D'hote restaurant. McDonald's restaurant is built on the basis of the QSC and V thinking, namely quality, service, cleanliness and value which form the foundation of the restaurant. (Ilmina, Turgarini, & Pinayani, 2015)

Innovation is the main thing in competitive success. (Gunday, Ulusoy, & Kilic, 2011) Explained that research on innovation has been appointed by experts, practitioners and governments that innovation is the main source of excellence in competition, industrial improvement and economic development.

The main role of innovation is the basis of business improvement, research has been conducted to test the correlation between innovation and the success of competition, but so far no absolute standard has been found for successful innovation (Becheikh, Landry, & Amara, 2006). The company's competitive advantage should be able to continue to be maintained because the greater the existence of excellence will emerge competitors who are looking for weaknesses. Therefore, the competitive advantage must be maintained. Innovation is an important thing that must be done by a food service business, because with the innovation of the menu the customer will feel the diversity and creativity of the innovation, so this becomes one of the indicators so that customers avoid the monotonous menus of innovation as the basis for improvement In business, research has been conducted to examine the correlation between innovation and competitive success, but to date no absolute standard has been found for successful innovation (Becheikh, Landry, & Amara,

2006). The company's competitive advantage should be able to continue to be maintained because the greater the existence of excellence will emerge competitors who are looking for weaknesses. Therefore, the competitive advantage must be maintained. Innovation is an important thing that must be done by a food service business, because with the innovation of the menu the customer will feel the diversity and creativity of the innovation, so this becomes one of the indicators so that customers avoid monotonous menus. There are several factors that characterize innovation according to (Russel & Millar, 2014); (Bahren, Ramadhani, & Suroso, 2018) including:

a. Having a characteristic in which innovation is unique in every aspect, both in aspects of the program, ideas or ideas, arrangement, systems and in the opportunity to achieve the desired results.

b. Having the characteristics or elements of novelty, where innovation must have a characteristic as a work and result of thought that has purity and renewal.

c. The system applied in this innovation with a mature plan, which means that an innovation is formed through passing an unhurried order, but planned carefully, clearly and in advance preparation.

d. Innovations that are introduced have a purpose, with a note that they must have a clear direction on their goals and expected targets. The innovation classification aspects include: product innovation, process innovation, organizational innovation, and business organization (Bahren et al, 2018).

Innovation said by some experts is a form of creativity of a company in dealing with competition. (Bahren et al., 2018); (OSLO MANUAL, 2005) classifies innovation into classes with different characteristics, the following is an innovation table:

Table 2. Classification of Innovations

No.	Types of Innovation	Circumstances on the Field
1	Product Innovation	Conduct product innovations on a regular basis, adapted to trends and consumer needs.
2	Process Innovation	Continue to make improvements in the process in order to improve the effectiveness and quality of service.
3	Organizational Innovation	Overseeing employee performance is facilitated by internal (General Manager) and external (government audit institutions). Which is done regularly.
4	Business Innovation	Perform system updates following the times and technology. For example, partnering with Grab and Gojek in delivery or delivery and non-cash payments to facilitate consumers.

Source: Bahren et al, 2018

The menu innovation offered by McDonald's certainly has its own value for consumers both from the positive and negative sides. The following is a review or review expressed by McDonald's consumers for the menu innovations carried out:

Based on table 1.3 McDonald's has made efforts in innovating products, processes, organizations, and businesses. But in fact according to the simple research conducted by researchers during one year's work at McDonald's, consumer satisfaction can still be said to be imperfect, both in terms of products, processes, organizational, and business. Here are the data that support the imperfections of the four innovation classifications in McDonald's City of

Bandung:

Table 3. Consumer Reviews Table Against McDonald's Menu Innovations in Bandung

Review Source	Total Number of Reviews	Number of Menu Innovations Reviews	Number of Reviews of Menu Innovations		Review Percentage	
			(+)	(-)	(+)	(-)
Going for culinary	207	107	59	48	55.14%	44.85%
Instagram	353	353	52	301	14.73%	85.27%
Youtube	136	136	64	72	47.05%	52.94%
Total	696	596	175	421	29.36%	70.64%

Source: Author's Processed Data, 2019

The conclusions of the overall review of 596 menu innovations, 70.64% were dissatisfied with McDolad's menu innovations. So in this study the author examines how McDonald's consumers respond to McDonald's menu innovations, how McDonald's consumers feel satisfaction, and how the influence of menu innovations on consumer satisfaction in McDonald's City of Bandung.

2. Literature Review

2.1. Innovation

Innovation is a combination of various interrelated processes, so it can be said that innovation is not only a concept of new ideas, new inventions, new market developments, but is a picture of all processes, innovations or innovations derived from the word to innovate which means making a change or updating something that is introduced to the general public. Today we live with various innovations, such as products, knowledge, information and educational technology. So it can be concluded that innovation will never end that is carried out in accordance with the times. Innovation is the main thing in the success of competition (Mirnasari, 2013); (Pranatalion, Tjahjono, & Mulyawati, 2016).

Hansen (2014) Describe similar things that research on innovation has been appointed by experts, practitioners and governments that innovation is the main source of excellence in competition, industrial improvement and economic development. The main role of innovation is the basis of business improvement, research has been conducted to test the correlation between innovation and the success of competition, but so far no absolute standard has been found for successful innovation (Becheikh et al., 2006); (Rosenbusch, Brinckmann, & Bausch, 2011).

2.2. The Nature of Change in Innovation

Traits There are 6 groups according to (Bahren et al., 2018); (Russel & Millar, 2014), namely:
a. Replacement For example: Innovation in menu replacement.
b. Changes For example: renew the cooking method.
c. Addition For example: Adding raw materials that support the taste and quality of the menu.
d. Rearranging For example: Arrangement of layout or often called Platting so that the menu displayed is more interesting.
e. Elimination For example: Efforts to remove raw materials or methods carried out with the aim of obtaining efficient time and expenditure.
f. Strengthening For example: Efforts to improve or strengthen the capabilities of staff and facilities so as to support restaurant operations so that they can be accepted by customers.

2.3. Stages in the Innovation Process

The innovation process according to (Bahren et al., 2018); (Russel & Millar, 2014) is divided into 4 stages as follows:

a. Seeing Opportunities.

Opportunity occurs a problem that exists, where there is a mismatch between reality and expectations, then an innovation comes from the ability to see an opportunity.

b. Channeling Ideas.

When confronted with a problem or perceived as a problem, the convergent thinking style used is to issue as many ideas as possible to the problem at hand. In this stage creativity is very necessary.

c. Explore and Develop Ideas.

In essence, not all ideas will be used, it must be deepened to the pattern in creating an idea. Like, more focus on details such as benefits and losses. If the idea has a more positive impact, then the idea that will be used and the harm is not used.

d. Application.

This phase requires a level of courage to make a decision. The impact that can occur will directly affect the success or failure that will be obtained. So, in this phase the ability to make decisions by controlling is needed so that a good and profitable innovation can be realized.

2.4. Menu

The menu is taken from French, namely menute which means a list of foods containing the types of food that will be served. Understanding the menu is available in several points of view. In general, the menu is a list or set of types of food and drinks that are available and ready to be served. From the guest's point of view, manu is a list of foods that can be chosen according to guest tastes. According to the cook's point of view, the menu is food that is ready to be cooked and prepared for consumers. From the waiter's point of view, the menu is a list of foods and drinks that must be sold to consumers. From the entrepreneur's perspective, the menu is a list of foods that can provide benefits. From a government perspective, the menu is a list of foods that can be used as sources of employment and taxes. (Baiomy, Jiner, & H, 2017); (Anasari, 2017)

Based on the above definitions, the authors conclude that the menu is a food dish that is served in a meal, either breakfast, lunch or dinner. Can also be interpreted as a list of foods that are linked to cards, paper or other media where the food list is written.

2.5. Menu Function

Hermanto (2018) and Baiomy *et al* (2017) suggest that there are 2 basic menu functions. First, the menu sets the needs that must be provided and prepared for the operations of a restaurant. Second, the menu is a coordinating tool to carry out hotel management objectives.

2.6. Menu Innovation

Innovation is a combination of various interrelated processes, so it can be said that innovation is not only a concept of new ideas, new inventions, new market developments, but is a picture of all processes, innovations or innovations derived from the word to innovate which means making a change or updating something that is introduced to the general public. Innovation will never end over time and is the main key to success in competition (Mirnasari, 2013; PRANATALION et al., 2016). Characteristics in innovation encompass product innovation, process innovation, organizational innovation, and business innovation (Bahren et al., 2018).

The menu is originally from French, namely menute which means a list of foods containing various types of food to be served. Viewed from a variety of perspectives such as general, guest, waitress, business, and government perspectives the menu has its own functions and objectives (Anasari, 2017; Baiomy et al., 2017).

Based on the two presentations above, the authors conclude that menu innovation is an idea or idea in carrying out an update on a food menu both in terms of products, manufacturing processes, employee organizational oversight, and business development deliberately carried out by a company in order to win the competition and maintaining competitive advantage also

increases profitability for the company.

2.7. Consumer Satisfaction

Kotler & Lane Keller (2011) shows that consumer satisfaction is a form of something that is felt through the five senses through consumer experience of satisfaction or dissatisfaction from the results of comparing between products that are obtained with the desired desires. In line with Kuswandi's explanation, 2018 that consumer satisfaction is the similarity between the expectations given by business actors to consumers and the reality obtained, for example when the reality obtained by consumers is contrary to what is expected then consumers will feel dissatisfied, and vice versa. (Baniyoso, Vermila, & Hadi, 2018) explained that consumer satisfaction can be defined as an effort of a business actor in carrying out work that meets consumer expectations, for example when a consumer buys an item and is given a bonus of other goods by a business actor to achieve a satisfaction.

The definition of customer satisfaction described above raises a conclusion for the writer that customer satisfaction is a response from the behavior exhibited by consumers by comparing the perceived performance or results with the desired expectations. If the results are felt below expectations, then consumers will be disappointed, less satisfied or even dissatisfied, but vice versa if in accordance with expectations, consumers will be satisfied and when performance exceeds expectations, consumers will be very satisfied. The achievement of consumer satisfaction certainly affects the company, for example there is a good relationship between consumers and companies, increasing the number of loyal consumers, recommendations presented by consumers to their colleagues so that it expands marketing, a good corporate image, and of course profits continue to grow.

2.8. Benefits of Consumer Satisfaction

Consumer satisfaction provides two main benefits for companies, namely in the form of consumer loyalty and the spread (advertising) by word of mouth. Specific benefits of customer satisfaction include: a positive impact on customer loyalty; has the potential to become a source of future income (especially through repurchases, cross-selling and up-selling); reduce consumer transaction costs in the future (especially communication, sales and customer service costs). Reducing risk with regard to future cash flow predictions; increased price tolerance (especially the willingness to pay premium prices and consumers are not easily tempted to switch suppliers); consumers tend to understand more about the product-line extensions, brand extensions, and new add-on services offered by the company, as well as the increasing bargaining power of the company towards supplier networks, business partners and distribution channels. Consumer satisfaction is crucial for the survival and competitiveness of every organization, both business and non-profit. (Tjiptono, 2012).

Measurement of Consumer Satisfaction

Tjiptono (2012) identified 4 (four) methods for measuring customer satisfaction, including;

2.8.1. *Complaints and Suggestions System*

Every customer-oriented company (customer-oriented) needs to provide opportunities and easy and convenient access for consumers to submit their suggestions, criticisms, opinions and complaints. The media used can be in the form of suggestion boxes placed in strategic locations, comment cards, special toll-free telephone lines, websites, and others. Information obtained through this method can provide new ideas and valuable input to the company, making it possible to react responsively and quickly to overcome problems that arise.

2.8.2. *Ghost Shopping (Mystery Shopping)*

This method is implemented by

employing several people to act or pretend to be potential consumers of the company's products or services and competitors. Researchers will report their findings regarding the strengths and weaknesses of the company's and competitors' products. Based on their experience they will also observe and assess the way companies and competitors serve requests, answer questions, and handle every consumer complaint.

2.8.3. *Lost Customer Analysis*

This method is implemented by contacting consumers who have stopped buying or who have switched suppliers. This is done to obtain information on the cause of this. The information is certainly very important for companies to take policies and make further improvements or improvements in order to increase customer satisfaction and loyalty.

2.8.4. C*onsumer Satisfaction Survey*

Most consumer satisfaction research is carried out using survey methods, both surveys by post, telephone, e-mail, websites, and direct interviews. Measurement of customer satisfaction through this method can be done in various ways, including:

a. Directly Reported Satisfaction

Measurements are made using questions that ask directly the level of satisfaction felt by consumers. Like the phrase "How satisfied are you with XYZ company?", As measured by a scale: very dissatisfied, dissatisfied, less satisfied, satisfied, very satisfied.

b. Derived Satisfaction

The questions raised are concerned with consumer expectations of company performance and perceptions of the actual performance of the product.

c. Problem Analysis

Consumers who are chosen as respondents are asked to express problems faced in connection with the company's products or services and provide suggestions for improvement, which will later be analyzed by the company.

d. Importance-Performance Analysis

In this technique respondents are asked to rank various elements (attributes) of the offer based on the degree of importance of each element. In addition, respondents were also asked to rank how well the company performed in each of these elements.

3. Materials and Methods

The research method used is a quantitative research method with descriptive and verification approaches. The research object consists of independent variables (menu innovation) and dependent variables (customer satisfaction), while the indicators of menu innovation are product innovation, process innovation, organizational innovation, and business innovation. While the indicators of customer satisfaction are suitability and expectations.

3.1. Data Types and Sources

Data is information received about a reality or an empirical state in the form of a measure (quantitative, in the form of numbers) or in the form of words (verbalize), or qualitative where the data is divided into two, namely primary data and secondary data. (Lana Nursari, 2013)

Researchers use both premiere and secondary data in conducting this research. Premier data is data obtained directly from respondents through a questionnaire (questionnaire). While secondary data is data obtained from company documents and literature that are relevant to this research. Data collection techniques were carried out through literature study and questionnaire distribution to respondents selected as research samples. The data processing technique used is descriptive analysis with the tabulation technique of frequency, percentage, and average calculation. Meanwhile, to describe the results of the questionnaire used the Likert scale method as follows:

Table 4. Likert Scale Method

Score	Information
Score 1	Very not agree
Score 2	do not agree
3 score	Not agree
4 score	Agree
A score of 5	Strongly agree

Source : Likert , 2012

3.2. Population

The definition of population is as follows: "Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions." (Sugiyono, 2016) The population in this study was the visitors of McDonald's City of Bandung taken from Purposive Random Sampling (random selection). The following is the data of the visit of McDonald's City of Bandung in 2018:

Table 5. McDonald's Bandung consumer visit data

McDonald's outlets	Number of visits / year (2018)
Bandung Indah Plaza	591328
Gatot Subroto	471233
Soekarno Hatta	450426
Stone Fruit	594777
CIBIRU	425665
Kaliki Sand	524594
Kopo	372202
Dago	598128
Total	3,888,275

Source: Bandung Indah Plaza Management Team, 2019

The data on Table 5 shows that in 2018 there were 3,888,275 people who were the population of this study. (Sugiyono, 2016) argues that the sample is part of the number and characteristics possessed by the population, so in this study the authors use the Slovin formula with the elaboration as follows:

$$n = N / (1+ (N \times e2))$$

n = number of elements / sample members
N = Number of elements / members of the population
E = 0,05 Eror level (error rate)

$$n = \frac{3.888.275}{1 + 3.888.275 \times 0,05^2}$$

$$n = \frac{3.888.275}{9721,668}$$

n =399,9589 ~ 400 sample respondent.

3.3. Sampling Technique

The sampling technique used is Non Probability Sampling with a systematic sampling approach where the sample used is consumers who visit McDonald's with the highest visit data in one year, then viewed from the visit data table with color is the branch that is the target of this study. Among them are the Bandung Indah Plaza branch, McDonald's Buah Batu Branch, McDonald's Kaliki Sand Branch, and McDonald's Dago Branch.

Data analysis design According to (Sugiyono, 2016) is an activity after the data from all respondents or other data collected using the Likert scale.

The results of the validity test of the innovation menu to 30 respondents with a significance level of 5% with degrees of freedom (dk) n - 2 = 30 - 2 = 28, the rtable value of 0.361 is obtained. Declared valid because r count> r table. Validity testing for variable X, namely menu innovation consists of 22 statements that are declared valid. the highest value of r count is obtained in the statement "Level of service quality" with the acquisition of 0.678.

According to Sujarweni (2014) the questionnaire is said to be reliable if the cronbach's alpha value> 0.6. From the results of SPSS data processing, the result of cronbach's alpha is 0.857, which means it is greater than 0.6, so the tested data are declared reliable.

It can be seen from the normality test results that the ploting results follow the diagonal lines, it can be concluded that the regression model meets the normality assumption.

Correlation or relationship value (R) that is equal to 0.539. From the table above also obtained the coefficient of determination

(Rsquare) of 0.265, meaning that the influence of the independent variable Innovation Menu (X) on the dependent variable Consumer Satisfaction (Y) is 26.5%.

4. Results and Discussion

Table 6. Mcdonald Inovation Product Year 2018

No	Periode	Menu Inovation		
1	Januari	Mushroom Cheese Steak Burger	Black Pepper Beef Rice Special	Black Pepper Chicken Rice Special

		Lychee fizz	Strawbery Cheesecake dan Coconut Charcoal McFlurry	Apple Pie A La Mode Chocolate & Strawbery Apple Pie

2	Februari	Chunchy Buffalo Wings

3	Maret	

No	Periode	Menu Inovation	
4	April	Nasi Daging Tumis Cabe Ijo	McSpicy Peri Peri & Szechuan Chicken Rice

| | | Blackcurrant Fizz | McFreeze Fanta & McFreeze |

Cola

| 5 | Mei | Dark Choco With Crunch, Vanilla Black Waffle & Dark Choco With Oreo | Apple Pie |

| 6 | Juni | Ayam Kremes Sambal Matah | Spicy Chicken Finger |

No	Periode	Menu Inovation	

Roasted Green Tea Latte

Kedondong Fizz

| 7 | Agustus | Burger Rendang Special & Burger Balado Special | Waffle Cone Gulali, McFlurry Durian Cendol & |

Pai Mangga Susu

| 8 | September | Choco Pumpkin Loaded Fries | |

No	Periode	Menu Inovation	
9	Oktober	Manggo Frappe Tropical Refresh	
10	November	Spicy Bulgogi With Egg Burger, Spicy Bulgogi Burger & Szechuan Chicken Rice Special	Pineaple Fizz
		Hokkaido Cheese Cake & Black Matcha Top	
			Choco Pumpkin McFlurry

No	Period	Menu Inovation
11	December	

Potato Wedges

Table 6 shows that in a one-year period McDonald's sales always offer innovation menus, menus sold include package menus and ala carte menus that can be made attractive choices for consumers with different sales periods starting from 40 sales days to the longest 2 month. Innovation menu in the form of a package will be offered through suggestive selling by the cashier's employee to buy an innovation menu as a package; of course this is beneficial for consumers because the price is cheaper compared to buying units or ala carte. If the new innovation menu is only a dessert usually sold in units or ala carte, so the offer will be made according to the type of innovation menu offered.

There are two types of sales period at McDonald's, namely the temporary and permanent innovation menu, depending on consumer interest, for example McDonald's McDonald's spicy chicken was originally a temporary menu that was sold only within 3 months, but due to high consumer demand, this menu was sold permanently. Of course the sales period has two sides, namely positive, when the menu changes consumers feel attracted to the new menu and want to try a new innovation menu, there is also a negative response when the menu favored by consumers is no longer traded because the sales period is over. In addition to the sales period, the taste of the innovated menu also raises the pros and cons of McDonald's consumers. For those who like the taste of the innovation menu, a menu will suggest for McDonald's to always sell the menu and be very disappointed when the menu is replaced with the next innovation menu, but for consumers who are easily bored and very interested in the innovation menus offered by McDonald's, they are very much waiting for the innovation menus especially those that will be sold in the next sales period. The innovations made by McDonald's make consumers always curious and want to try every innovation menu offered, so that every month McDonald's always presents a new innovation menu that attracts consumers to visit and try the menu, this is a marketing strategy from McDonald's so that consumers do not feel bored with monotonous menus, and proven to date if the McDonald's Instagram account releases an innovative menu, the response from consumers is very positive. This is in line with the presentation of Gunday et al, 2011 who said that innovation is a key factor in competitive advantage.

Table 7. Recapitulation of Respondents Response Score Tables Regarding Menu Innovation Variables

No. Item	Statement	Score	Ideal Score
	Menu Innovation		
1	Diversity	1593	2000
2	The quality of the taste of food	1499	2000
3	The taste quality of the drink	1552	2000

No. Item	Statement	Score	Ideal Score
	Menu Innovation		
4	Quality taste *dessert*	1711	2000
5	Enjoy food serving	1610	2000
6	Enjoys the serving of drinks	1547	2000
7	The attractiveness of the presentation of the *dessert*	1706	2000
Total Score		11218	14000
Process Innovation			
8	Waiting time	1627	2000
9	Quality of presentation	1642	2000
10	Order suitability	1629	2000
11	The quality of the cashier	1655	2000
Total Score		6553	8000
Organizational Innovation			
12	Improved service quality	1599	2000
13	Improved quality of presentation	1579	2000
14	Improved employee performance	1546	2000
15	Friendliness of employees	1636	2000
16	Empathy were given employees	1558	2000
Total Score		7918	10000
Business Innovation			
17	the attractiveness of the sale	1634	2000
18	Effectiveness of promotion on social media	1640	2000
19	Effectiveness of promotion on television	1561	2000
20	Effectiveness of promotion in print	1509	2000
21	Suitability promotion	1467	2000
22.	Kebergaman method of payment	1685	2000
Total Score		9496	12000
Total Innovation Menu Score		35185	44000

Source: Author processed, 2019

The data shown in table 4.15 above can determine the position of the menu innovation variable, through the calculation of the ideal value score with the smallest score. So as to produce the length of the interval that is used to find the continuum region, using the following formula:

Look for the Ideal Score for Menu Innovation

Ideal Score = highest score x number of items x number of respondents

= 5 x 22 x 400 = 44000

Look for the Smallest Innovation Menu Score

Lowest Score = lowest score x number of items x number of respondents

= 1 x 22 x 400 = 8800

Look for a Long Interval Menu Innovation

Class Interval Length = (ideal score - minimum score): many class intervals

= (44000 - 8800): 5

= 35200: 5 = 7040

Look for the Score Percentage

Percentage Score = [(Total score / maximum value)] x 100%

= 35185/44000 x 100 = 79%

The resulting score on the total score of the menu innovation variable is 35185 or 79% which can be categorized as continuum as follows:
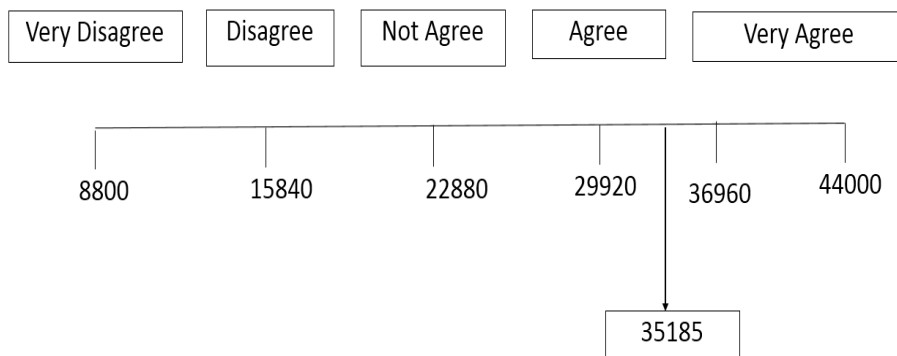
Very Disagree	Disagree	Not Agree	Agree	Very Agree

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    8800        15840        22880      29920    36960      44000
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Figure 1. Menu Innovation at Mcdonald in the continuum line

The results shown in the continuum line in Figure 4.11 above are in accordance with the data obtained in the study, which are included in the category of agree and strongly agree and are between the two categories. So it can be concluded that it can be proven through a continuum line that McDonald's menu is good, but improvements need to be done so that improving good quality becomes very good.

McDonald's menu innovation provides an opportunity to be able to win competition with competitors because the innovated menu creates curiosity for consumers to try and not directly provide new colors that make consumers feel bored with just the same menu, if consumers feel bored with a monotonous menu will affect consumer satisfaction with McDonald's.

Table 8. Summary of Feedback Scores Regarding Menu Innovation Variables

No. Item	Statement	Score	Ideal Score
	Menu Innovation		
1	The suitability of the diversity of food menus	1536	2000
2	Appropriate diversity of drinks and *dessert* menus	1581	2000
3	Appropriate menu attractiveness of innovation	1570	2000
4	The suitability of the *dessert* menu	1616	2000
5	Price match with portion	1481	2000
	Total Score	7784	10000
	Process Innovation		
6	Wait time adjustment	1575	2000
7	Suitability of food and beverage serving	1579	2000
8	The suitability of the *dessert* menu	1619	2000
9	Suitability of receipt of orders	1596	2000
10	Appropriate waiting time for presentation	1590	2000
	Total Score	7959	10000
	Organizational Innovation		
11	Appropriate improvement of service quality	1596	2000
12	Appropriate improvement of presentation quality	1563	2000
13	Appropriate improvement of employee performance	1598	2000
14	Suitability of employee hospitality	1579	2000
15	Suitability of employee empathy	1525	2000
	Total Score	7861	10000
	Business Innovation		
16	Suitability of promotion of promotion	1565	2000
17	Suitability of Promotion quality on social media	1603	2000
18	Appropriate quality of promotion on television	1525	2000
19	Appropriate quality of promotion in print	1499	2000
20	The suitability of the diversity of payment methods	1637	2000
	Total Score	7829	10000
	Total Innovation Menu Score	31433	40000

Source : Author's Processed Data, 2019

The data shown in table 4.20 above can determine the position of the customer satisfaction variable, through the calculation of the ideal value score with the smallest score. So as to produce the length of the interval that is used to find the continuum region, using the following formula:

Look for the Ideal Customer Satisfaction Score

Ideal Score = highest score x number of items x number of respondents

= 5 x 20 x 400 = 40000

Look for the Smallest Innovation Menu Score

Lowest Score = lowest score x number of items x number of respondents

= 1 x 20 x 400 = 8000

Look for a Long Interval Menu Innovation Class Interval Length = (ideal score - minimum score): many class intervals
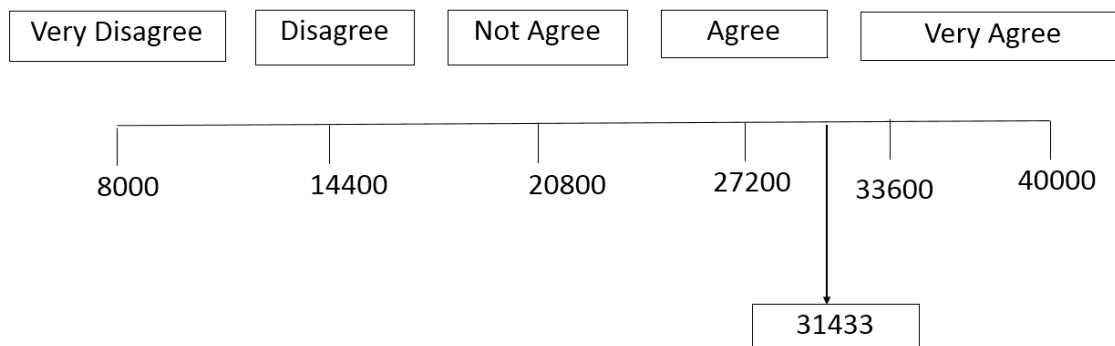
= (40000 - 8000): 5

= 32000: 5 = 6400

Look for the Score Percentage

Percentage Score = [(Total score / maximum value)] x 100%

= 31433/40000 x 100 = 78%

The resulting score on the total score of the variable of customer satisfaction is 31433 or 78% which can be categorized as continuum as follows:

| Very Disagree | Disagree | Not Agree | Agree | Very Agree |

8000   14400   20800   27200   33600   40000

31433

Figures 2. Consumer Satisfaction in Mcdonald City of Bandung in the Continuum Line

The results shown in the continuum line in Figure 4.13 above are in accordance with the data obtained in the study, which are included in the category of agree and disagree and are between the two categories. So it can be concluded that it can be proven through a continuum line that the consumer satisfaction felt by respondents in McDonald's City of Bandung is not good, it is necessary to do improvements - improvements in order to improve quality to be good. Consumer satisfaction felt by respondents in McDonald's City of Bandung will increase sales volume and provide opportunities for consumers to make repeat purchases, so there must be a harder effort to pay more attention to the desires and expectations of consumers

The findings in the research conducted by the author on the menu innovation variables which include food, beverage, and dessert menu innovations, the authors found that in menu innovation there is a dimension that has the highest value is the quality of the dessert flavor. This is caused by the diversity of the offered dessert innovation products, the quality of the presentation, and the quality of the taste felt by the respondents in the dessert menu innovation has met the expectations desired by consumers. The lowest value in the menu innovation variable is the dimension of the quality of the food that is innovated both in the form of a package menu and ala carte menu '. This is due to the latest menu launched by McDonald's, Gochujang which is a processed chicken wrapped in crispy flour with a spicy flavor that is only sold in the form of a la carte 'less preferred by consumers because of the mismatch between the menu name offered and the taste of the new menu is not appropriate with what respondents expect. In line with the presentation (Tjiptono, 2012) that

aesthetics is one of the charms that must be possessed by the products including the five senses, such as an interesting presentation, the quality of taste obtained, the suitability of the name with the menu presented and so on. Then McDonald's needs to evaluate that menu innovation has a positive impact on customer satisfaction, but of course it is necessary to make improvements in order to achieve the desired goal.

Based on the results of the study found on the variable customer satisfaction, the authors found that in the variable customer satisfaction has the dimension that gets the highest score, the diversity of the methods used. McDonald's always follows the development of technology to make it easier both in the production process and in the use of technology as a method of payment such as gopay, t-cash, cashback and so on, this aims to facilitate consumers who start using non-cash payment methods, especially promotions that offered by merchant payment service providers attract buying interest in consumers who visit McDonald's. As for the dimension with the smallest score obtained in the dimensions of price suitability with the number of menu portions served, this is closely related to the focus of McDonald's which always offers the highest quality products, so that the raw materials obtained are adjusted to the quality of these raw materials, so the price tends to be slightly more high.

The findings in this study are in line with the theory (Tjiptono, 2012) which states that "the key to customer satisfaction lies where consumers judge products or services based on specific items, such as quality of taste, service, and serving.

Simultaneously and partially found as an influence that occurs between menu innovations with customer satisfaction. The results of the study can describe descriptively that the menu innovation at McDonald's City of Bandung occupies a good position. This refers to the innovation line continuum of menus made based on the results of obtaining an ideal score

calculation with the smallest score. The results of the study descriptively showed that customer satisfaction in McDonald's City of Bandung is positioned less well referring to the continuum line of consumer satisfaction based on the results of calculations between the ideal score and the smallest score. Simultaneously the results of the study concluded that menu innovation had a positive effect on customer satisfaction by 77.8%, while the remaining 22.7% were other variables not examined in this study such as sales strategy, location, restaurant atmosphere and so on.

Research conducted by the author generates a general conclusion that McDonald's needs to improve the quality of the innovated menu. Referring to the results of the research conducted, the authors recommend the following matters:

a. Naming for an innovated menu must match the menu presentation, McDonald's needs to do a research or preparation before giving a menu name such as matching a unique name, the meaning of the name, with the menu to be presented so that there is a match between the menu names, the taste of the menu, with the desired perception so as not to cause misunderstanding to consumers which can lead to negative perceptions of the quality of taste from the innovative food menu offered by McDonald's and the achievement of consumer satisfaction.

In line with the statement (Tjiptono, 2012) that products or services in detail such as service effectiveness, payment facilities, and employee friendliness significantly affect customer satisfaction.

b. McDonald's needs to improve the suitability of the price with the portion of the innovation menu presented, of course without reducing the quality of the products offered, but improvements can be made by adjusting the size or size of the product presentation or it can be said the quantity of the product at the price offered so consumers feel the

portion obtained in accordance with the price paid. In line with the presentation (Tjiptono, 2012) that aesthetics is one of the charms that must be possessed by the products including the five senses, such as an interesting presentation, the quality of taste obtained, the suitability of the name with the menu presented and so on. Then, McDonald's needs to evaluate their menu innovation that has a positive impact on customer satisfaction, but of course it is necessary to make improvements in order to achieve the desired goal.

c. All results in the study indicate that McDonald's menu innovations significantly influence consumer satisfaction, so McDonald's is required to be able to improve aspects that have high dissatisfaction values, develop them, and maintain aspects that meet customer satisfaction. Improvements that can be done can cover aspects of the quality of product taste, product quantity, product prices, as well as the naming of products offered in order to maximize the good potential in every innovation offered so that aspects that become dissatisfaction will not be repeated in the future. Although it already has its own survey agency, McDonald's is advised to be more open in responding to requests to conduct research, because the findings found by researchers can add insight and enrich McDonald's knowledge and provide benefits for McDonald's in knowing renewed perceptions felt by consumers both on the negative side can be used as a reference to become better and the positive side that can be maintained and developed so that it can become a fast food restaurant that can compete with its competitors and become one of the best choices for tourists and the community as a culinary tourism destination. McDonald's often offers a new menu that combines westernized or western flavors with archipelago

special menus such as crispy chicken packages with uduk rice and added chili paste, terasi burger with rendang sauces, rice bowl with rica-cira sambal and so on, with this hope become an innovation that becomes an idea or a new idea for new business entrepreneurs in creating a menu that will be offered.

5. Conclusions

Research on the effect of menu innovation on consumer satisfaction in McDonald's City of Bandung by using quantitative methods with a descriptive verification approach and regression techniques, produces the following conclusions:

a. The results showed that menu innovation by McDonald's City of Bandung had an effect of 79%. The score can be proven through a continuum that shows that McDonald's menu innovations are in the good category.

b. The results showed that consumer satisfaction by McDonald's City of Bandung affected 78%. The score can be proven through the continuum line which shows that McDonald's menu innovations are in the poor category.

c. Referring to the results of research conducted, it can be concluded that menu innovation has a significant effect of 77.1% on consumer satisfaction in McDonald's City of Bandung.

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