

BUSINESS STRATEGY IN THE RESTAURANT "PADA WAREG ECO PARK" BASED ON INTERNAL-EXTERNAL MATRIX

A.A. Gede Bagus Dama Arimbawa¹, I.B. Komang Sumantra²,
Ni Putu Ade Novita Adnyani³, Ni Nyoman Kerti Yasa^{4*}

^{1,2,3,4} Master of Management Study Program, Udayana University, Bali, Indonesia

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Abstract: This study aims to formulate the right strategy to be applied to the Wareg Eco Park business by taking into account external and internal factors and determining alternative strategies that should be prioritized. The research method used is descriptive qualitative with analytical techniques using the EFE matrix, IFE matrix, and IE matrix. Result of the IE matrix analysis showing that alternative strategies can be used are product development and market penetration. The top four are developing products to meet the needs of consumer groups; employee training to improve service and quality of food menus; adding eco park features; developing special products such as special menus and tourist rides; maintain and develop a restaurant concept with an eco park as a unique feature of Pada Wareg Eco Park restaurant.

Keywords: EFE, IFE, IE, Pada Wareg Eco Park restaurant.

1. INTRODUCTION

The tendency of people to eat out of the home is increasing for various practical, economic and prestige reasons (Putri et al. 2014). executives take the opportunity to use eatery as a place to do business, to organize parties, and others (Tatimu, 2019). According to Holloway and Humphreys (2016: 384), the meal experience consists of four elements, namely: food and drink, service, decoration and atmosphere. By combining these four elements, food entrepreneurs can direct their efforts to reach a wide variety of niche markets, depending on the type of food served, quality, level of service provided, furnishings and prices charged. According to Azizah and Anom (2020) it takes the ability to adapt and innovate to various changes that occur in order to survive in the world of tourism to this day. Many organizations fail to achieve the goals set within a certain period of time because they cannot improve their strategy and business direction according to the situation and conditions of the external environment (Namugenyi, 2019). Likewise, in general, many companies always formulate their business strategies based on the results of external and internal environmental analysis (Widani et al., 2022; Pratama et al., 2022). Business people including in the restaurant sector and the like are challenged to create a unique differentiation so that consumers can differentiate from their competitors (Ety, 2017). Instilling positive perceptions for consumers is an important factor in the success of selling a business, therefore business people need to provide different experiences for consumers to touch the emotional side of consumers (Riska, 2019). Because of the many choices, consumers are now increasingly demanding (Yasa, 2016). Restaurants should focus on improving product quality and improving service, so that they can face competition in the culinary industry with alternative strategies: (1) improving and maintaining product quality, (2) improving service quality to consumers, (3) conducting more intensive promotions through the media. internet and electronics known as social media promotion (Yasa et al., 2020; Muna et al., 2022; and

Suartina et al., 2022), (4) conducted research to measure the level of consumer satisfaction (Sari, et al. , 2019). Several previous studies, such as Arcana and Wiratnaya (2021) suggest the restaurant manager's strategy in the "The Era of Adaptation of New Habits" is a survival strategy and a closed and decline strategy by applying the shuttle service method, reducing restaurant operating hours, reducing the number of customers in the restaurant. maximum visitor capacity, reduction in staff, lower menu selling prices, reduction in food portion sizes, changes in marketing strategy and implementation of health protocols in restaurants. Research by Neng (2020) and Giantari et al. (2021), regarding the importance of digital marketing for business actors in promoting and marketing their products and services and being able to expand new markets that were previously closed or limited due to limited time, distance and ways of communicating - recommends that home-based food and beverage businesses use information technology in do business, cooperate with grab food / go food / others.

According to the research results of Samoedra et al. (2021), Minister of Finance Sri Mulyani stated that in 2021 the food or culinary industry will be one of the factors that raises the name of a region and even enters one of the sub-sectors that contribute to the creative economy industry. Based on data from the Ministry of Tourism and Creative Economy, culinary is the sub-sector that contributes the largest GDP – around 43% per year – of the total GDP of the creative economy. However, during the COVID-19 pandemic, there were three sectors that experienced a downturn, namely: (1) the accommodation sector and the provision of food and drink; (2) The processing industry sector, namely the food industry; (3) Rail and air transportation (Tusianti, 2020). Based on data from the Ministry of Tourism and Creative Economy, this is due to a decrease in foreign tourist arrivals to Indonesia, for example in August 2020 there was a decrease of 89.22% compared to August 2019 (Anggarini, 2021). However, data from the Bali Provincial Tourism Office shows that the number of restaurants and restaurants in Bali Province, especially Gianyar Regency, has increased from 2019 to 2021 from 612 to 1,053 in 2021. This increase in number will certainly create tough competition in the restaurant business, This business is still considered a promising business even though the COVID-19 pandemic has caused the restaurant industry in Gianyar Regency to experience a significant decrease in revenue (Arcana and Wiratnaya, 2021).

The restaurant "Pada Wareg Eco Park" – hereinafter referred to as Restaurant "Pada Wareg" – is one of the businesses engaged in culinary and nature tourism so that consumers can experience eating and enjoy their food in a relaxed atmosphere. In accordance with the research of Mallick et al. (2020), nature tourism is a nature-oriented tourism activity that offers significant positive support for environmental, economic, and community welfare in tourist destinations. The concept of agro-tourism and eco parks plays a role in improving the community's economy and has a sustainable impact on biodiversity. Therefore, Pranatayana and Arcana (2021) recommend that the opportunities and strengths that are owned are expected to be well accommodated, of course, with the support of the local community through persuasive steps.

The restaurant "Pada Wareg" which has just started operating in 2021, of course requires a strategy so that the company has a competitive advantage and can compete with its competitors. According to Hunger and Wheelen (2000) in Yasa (2016: 3), strategic management is a series of managerial decisions and actions that determine the company's performance in the long term. Strategic management includes environmental monitoring, strategy formulation (strategic planning or long-term planning), strategy implementation, and evaluation and control. Strategic management emphasizes observing and evaluating environmental opportunities and threats by looking at the company's strengths and weaknesses. The four components identify internal or external considerations (Benzaghta, 2021). If the analysis is comprehensive, then determining goals, objectives, and strategies will be easy to do (Wahyudi, 1996:50). According to Yaprimadi (2017) the strategy that should be implemented in the restaurant business is an aggressive strategy carried out by market penetration if you have a specialty product, considering that even though the menu is the same, the raw materials are the same, but if packaged through creativity and innovation, the market share is still wide open. Aprilius et al. (2018) in his research on restaurants that have the main strength in distinctive taste, the main weakness is in price while the opportunity is people's purchasing power despite facing high competition recommends intensive strategies (market penetration, product development) with alternatives: (1) Creating varied food and beverage menus, (2) developing products with local flavors, (3) forming marketing personnel and making halal certificates from MUI and BPOM, (4) market penetration by promotion using social media and (5) providing discounts and attractive discount.

Referring to the results of previous studies, the research group conducted research at the Pada Wareg restaurant to identify external and internal factors and formulate recommendations for the right strategy to be implemented in the Pada Wareg restaurant. Based on the description above, the formulation of the problem can be arranged as follows.

- 1) What are the strengths and weaknesses of the "Pada Wareg" Restaurant from the condition of its internal factors

- 2) What are the opportunities and threats faced by the “Pada Wareg” Restaurant from the condition of its external factors
- 3) What is a suitable business strategy for “Pada Wareg” Restaurant.

The aims of this research are:

- 1) Identify internal factors that are strengths and weaknesses in the “Pada Wareg” Restaurant
- 2) Identifying external factors in the form of opportunities and threats at the “Pada Wareg” Restaurant
- 3) Formulate and recommend the restaurant strategy “Pada Wareg”.

The strategic recommendations are expected to be constructive input for developing a good strategic plan in the future.

2. LITERATURE REVIEW

Strategic Management Concept

According to David and David (2017:33) strategic management is the science and art of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. Based on this definition, the strategic management process consists of three stages, namely formulation, strategy implementation, and strategy evaluation. The strategic management process can be described as an objective, logical, and systematic approach to making major decisions in an organization. According to Gurel and Tat (2017), strategic planning is part of strategic management and is a way to help organizations become more productive by helping direct the allocation of resources to achieve goals.

Types of Strategy

According to Yasa (2016: 56) corporate or business strategy provides direction for strategic actions and is the basis for coordinated and sustainable actions aimed at achieving long-term goals. According to David and David (2017:124) the types of strategies are forward integration, backward integration, horizontal integration, market penetration, market development, product development, diversification (related or unrelated), savings, divestment, and liquidation.

External Factor Evaluation (EFE) Matrix

According to David and David (2017:235), External Factor Evaluation (EFE) Matrix – hereinafter referred to as the EFE matrix – is a technique for summarizing and evaluating external factors that can affect the organization. This technique is part of the SWOT matrix and includes two external parts, namely opportunities and threats. Factors that can become opportunities or threats for the company to be able to continue to develop its industry are 1) economy; 2) social, cultural, demographic, and environmental; 3) politics, government, and legality; 4) technology; and 5) competitive (David and David, 2017:221).

Internal Factor Evaluation (IFE) Matrix

According to David and David (2017: 180), the development of the Internal Factor Evaluation (IFE) Matrix – hereinafter referred to as the IFE matrix – is an internal audit implementation process that provides great benefits for the company because managers and employees will perform better when they understand how their work is done. affect other areas and activities of the company. Internal factors that influence are 1) management; 2) marketing; 3) finance and accounting; 4) production/operations; 5) research and development (R&D); and 6) management information systems (David and David, 2017: 184).

Internal External (IE) Matrix

Internal External Matrix – hereinafter referred to as the IE matrix – is useful for positioning the business in a matrix consisting of nine cells/quadrants. The IE matrix consists of two dimensions, namely the IFE total weight score on the x-axis and the total EFE weight score on the y-axis and is divided into nine cells which are grouped into three main strategic groups, namely growth and build, hold and maintain and harvest and deinvest. The suggested strategies for each of these groups are:

- 1) Area 1 (growth and build) for companies in cells I, II or IV with market penetration, market development, product development, and integration strategies

2) Area 2 (hold and maintain) for companies in cells III, V or VII with market penetration and product development strategies

3) Area 3 (harvest and divest) for companies in cells VI, VIII or IX with retrenchment and divestiture strategies.

3. RESEARCH METHODS

The research was conducted at Pada Wareg restaurant, a restaurant as well as a recreation area with an Eco Park concept. The location selection is done by having a specific purpose (purposive) because the area has become a tourist attraction based on agro-tourism. To obtain data, this study used two sources, namely primary data which is data in the form of words and actions obtained directly from informants/people being interviewed (Moleong 2012:112), and secondary data which supports primary data which can be in the form of journals, statistical tables, books, and other references related to research problems (Sugiyono, 2018: 402). The informants in this study were Agus Leo Adi Wibawa as the owner and manager of the "Pada Wareg" Restaurant and the managers of the "Pada Wareg" Restaurant.

This study uses a qualitative descriptive method with a case study approach. Qualitative descriptive method is done so that researchers can find out and describe the potential of the restaurant Pada Wareg. This research was conducted to obtain an overview of external and internal factors as well as to formulate and recommend the right strategy in developing the "Pada Wareg" Restaurant with an eco park concept based on the resulting priority scale. To analyze the data using qualitative descriptive techniques, namely the efforts made by working with the data, organizing the data, sorting it into manageable units, synthesizing it, looking for and finding patterns, finding out what is important, what is learned and deciding what to tell. others (Moleong, 2012). The case study approach was chosen so that researchers can find out in depth about the restaurant Pada Wareg, in addition to using case studies, the research will be more specific and intensive (Azizah and Rahmawati, 2020).

4. RESULTS AND DISCUSSION

Company Profile

The "Pada Wareg" restaurant is a company engaged in the tourism business by providing culinary tours, family recreation parks and playgrounds that highlight the natural wealth around them so that they can also provide education to visitors about the flora and fauna that are bred in that place. The restaurant "Pada Wareg" also provides cooking classes for visitors guided by its employees. The location of the Pada Wareg restaurant is in Banjar Mancawarna, Sanding Village, Tampaksiring District, Gianyar Regency, Bali Province. Currently the area where the business is located is about 1 hectare and the soft opening has been carried out on March 28, 2021. The owner of the business is a Balinese son from the local area named Agus Leo Adi Wibawa. The organizational structure of the "Pada Wareg" Restaurant is as shown in Figure 4.1.

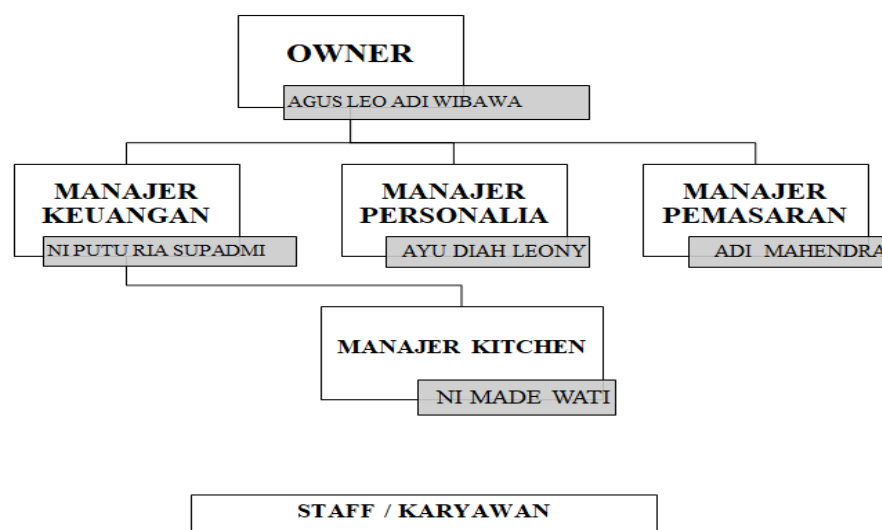


Figure 4.1: Restaurant Organizational Structure "Pada Wareg Eco Park"

In the formation of his business, the owner of the restaurant "Pada Wareg" has had the vision and mission of the company. Its vision is "The realization of the development of quality, insightful, sustainable and competitive tourism objects in Sanding village based on culture and Tri Hita Karana".

The company's mission is:

- 1) Realizing cultural tourism awareness in the community towards the development of national-based tourism.
- 2) Realizing the service and management of the Sanding Village Tourism Object, especially in the professional "Pada Wareg Eco Park" Restaurant.
- 3) Preserving cultural assets, exploring and developing potential with new innovations, as well as organizing arts/social events at the "Pada Wareg Eco Park" Restaurant in Sanding Village.

EFE Matrix

The EFE matrix in Table 4.1 shows the results of the identification and evaluation of external factors which are opportunities and threats for Restaurants in Wareg. The results of the EFE matrix analysis are 15 external strategic factors of the company consisting of 8 opportunity factors and 7 threat factors. The score obtained for each factor is the result of multiplying the weight and rating which shows the level of response the company has to the opportunity and threat factors. Based on this matrix, the factor that becomes the main opportunity for the "Pada Wareg" Restaurant is the existence of family and group recreation with a score of 0.36. Meanwhile, the main threat factors faced by restaurants Pada Wareg are price competition factors with other restaurants and competition between regions in the tourism sector with a score of 0.24 each. The total score for the restaurant "Pada Wareg" is 2.97 which indicates that the company is able to take advantage of opportunities and avoid external threats.

Table 4.1: Restaurant EFE Matrix "Pada Wareg"

External Factors	Weighted	Rating	Score
Opportunity			
1. Government support for the tourism sector	0,07	3	0,21
2. Family and group recreation	0,09	4	0,36
3. There is still a lot of green area around the business location	0,07	3	0,21
4. There is no similar business around the business location	0,07	4	0,28
5. Support of the surrounding community to the company	0,05	3	0,15
6. Community needs for travel	0,06	3	0,18
7. Development of digital marketing and social media	0,06	3	0,18
8. There is an event for the Gianyar Regency Government and the Village Government	0,07	4	0,28
Sub-Total	0,54		1,85
Threat			
1. Price competition with other restaurants	0,08	3	0,24
2. Decrease in the number of tourist visits	0,07	2	0,14
3. The decrease in people's purchasing power due to the pandemic	0,07	2	0,14
4. Changes in the weather at the business location	0,05	3	0,15
5. Fluctuations in food prices	0,05	3	0,15
6. Competition between regions in tourism	0,08	3	0,24
7. Conversion of land into housing/business premises	0,06	1	0,06
Sub-Total	0,46		1,12
TOTAL	1,00		2,97

IFE Matrix

The IFE matrix in Table 4.2 is the identification of the company's internal condition factors in the form of strengths and weaknesses possessed by restaurants Pada Wareg. The results of the IFE matrix analysis are 14 internal strategic factors of the company consisting of 7 strength factors and 7 weakness factors. The score obtained for each factor is the result of

multiplying the weight and rating indicating how well the restaurant has utilized or minimized these factors. Based on the results of the analysis on the IFE matrix, there are several factors that need to be considered by the "Pada Wareg" Restaurant in order to win the competition, namely good relations with the Gianyar Regency Government and the Village Government, the concept of a restaurant with an eco park and a limited menu of food and rides. The factors that become the main strengths of the restaurant are the good relationship with the Gianyar Regency Government and the Village Government, the concept of a restaurant with an eco park with a score of 0.36 each, while the main weakness factor is the food menu and rides are still limited with a score of each of 0.16. Based on the results of the IFE matrix, the total score of Restaurants Pada Wareg is 2.68, which indicates that the company is able to take advantage of its internal strengths and minimize its weaknesses.

Table 4.2: Restaurant IFE Matrix "Pada Wareg"

Internal Factors	Weighted	Rating	Score
Strength			
1. Good relationship with Gianyar Regency Government	0,09	4	0,36
2. Located on the tourist route with good infrastructure	0,08	3	0,24
3. The price of food is relatively cheap	0,07	3	0,21
4. Rates in tourist attractions are relatively cheap	0,07	3	0,21
5. Restaurant and eco park concept	0,09	4	0,36
6. The restaurant area is quite spacious	0,08	4	0,32
7. Availability of land for business expansion	0,06	3	0,18
Sub Total	0,54		1,88
Weakness			
1. Limited capital	0,06	2	0,12
2. Promotional strategies are less varied	0,07	2	0,14
3. The food menu is still limited	0,08	2	0,16
4. Lack of expertise possessed by employees	0,06	1	0,06
5. Types of tourist rides are still limited	0,08	2	0,16
6. Time and quality of service, especially when there are many visitors	0,06	1	0,06
7. Business brands that are not well known to consumers	0,05	2	0,10
Sub Total	0,46		0,80
TOTAL	1,00		2,68

IE Matrix

The IE Matrix of Figure 4.2 for "Pada Wareg" Restaurant is shown in Figure 4.2. According to the matrix, "Pada Wareg" Restaurant is in quadrant V which is included in area 2 (hold and maintain) so that the alternative strategies that can be used are product development and market penetration.

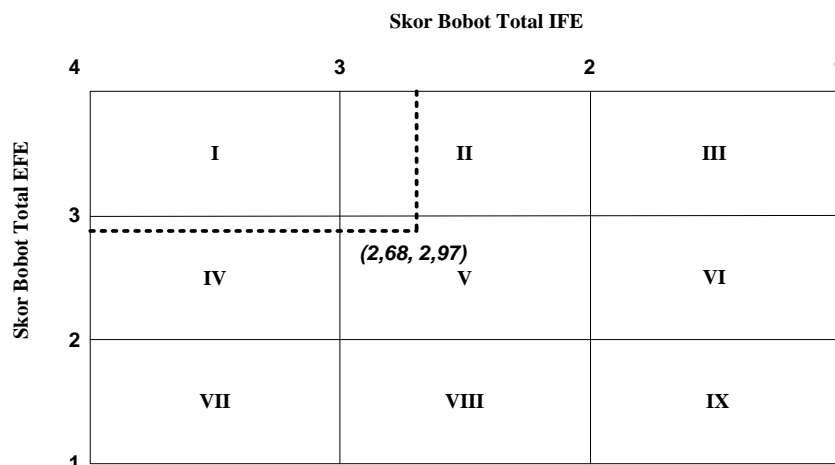


Figure 4.2: Internal External Matrix

Analysis of the factors of opportunity, threat, strength and weakness resulted in a set of alternative strategies described as follows:

1) *Product development*

- a. Maintaining and developing a restaurant concept with an eco park as a unique feature of the "Pada Wareg" Restaurant, taking into account that there are no similar businesses around the current business location, the availability of land for the needs of developing an eco park area, and being able to employ local residents so as to increase support the community towards this effort;
- b. Develop products to meet group consumer needs. In line with promotions for group consumers, it is necessary to develop products that are suitable for group consumers;
- c. Employee training to improve service and quality of food menus. Due to the lack of skills of employees in preparing menus and serving customers, it is necessary to hold training, one of the options is to bring instructors to the business location;
- d. Adding eco park features. Until now, the available rides are still limited, thereby reducing the consumer's desire to visit again. The owner needs to plan additional rides so that the "Pada Wareg" Restaurant remains attractive to its customers;
- e. Develop special products such as special menus and tourist rides. The restaurant "Pada Wareg" needs to develop a special menu as a mainstay that makes consumers interested in coming and trying the menu. This can also prevent the presence of substitute products from competitors because the "Pada Wareg" Restaurant will have the advantage of having a special menu coupled with its unique features;
- f. Build corridors to anticipate weather changes. This needs to be done because the eco park concept has a lot of open space so that if there is a sudden change in weather, consumers are still comfortable enjoying the atmosphere at the "Pada Wareg" Restaurant.

2) *Market penetration*

- a. Increase promotions for consumer groups. Considering that currently it is customary to handle events or events organized by the Gianyar Regency Government or the Village Government and the location is also on a tourist route with good infrastructure so that it is easily accessible by small and large vehicles;
- b. Increase the quantity and reach of promotions. The restaurant "Pada Wareg" must improve its promotion strategy considering that the brand itself is not well known by the wider community, a variety of promotional media must be used to expand its market;
- c. Promoting by giving discounts. This needs to be done to stimulate consumer interest in coming to restaurants when purchasing power has decreased due to the pandemic and to maintain the loyalty of existing customers, for example by providing discounts for customers who bring their friends or special prices for group consumers;
- d. Conduct promotions by making product packages combined with food menus and using rides at special prices to attract consumers to visit the "Pada Wareg" Restaurant.

5. CONCLUSION AND RECOMMENDATION

Conclusion

The "Pada Wareg" restaurant is a company engaged in the tourism business by providing culinary tours, family recreation parks and playgrounds. Located in Banjar Mancawarna, Sanding Village, Tampaksiring District, Gianyar Regency, Bali Province, the restaurant "Pada Wareg" just started its business on March 28, 2021. The research was conducted using the EFE matrix, IFE matrix, and IE matrix. Based on the results of the IE matrix from the calculation of the EFE and IFE matrices, the restaurant "Pada Wareg" is in quadrant V (hold and maintain), then the alternative strategies that can be used are product development and market penetration.

Recommendation

Based on the preceding conclusions and the position of the "Pada Wareg" Restaurant which is still in the development and business expansion phase, the recommended strategy for the "Pada Wareg" Restaurant is a product development and market penetration strategy. In accordance with the results of the evaluation using the IE matrix, which is in quadrant V (hold and maintain), the sequence of alternative strategies is to develop products to meet the needs of group consumers; employee training to improve service and quality of food menus; adding eco park features; developing special products such as special menus and tourist rides; maintain and develop a restaurant concept with an eco park as a unique feature of the "Pada Wareg" Restaurant; build corridors to anticipate weather changes; increase promotions for consumer groups; increase the quantity and reach of promotions; carry out promotions with product packages combined with food menus; as well as the use of rides and carry out promotions by giving discounts.

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