

Proposed Marketing Strategy to Increase Sales of Selaras Outdoor

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Abstrak

Selaras Outdoor is a family-based restaurant established in Ciamis in 2021. F&B business sells affordable prices with a variety of Sundanese and western food products. The Selaras Outdoor location focuses on nature as if enjoying a meal in a small private forest with the sounds of nature from a flowing river. This research aims to develop a proposed marketing strategy to increase sales of Selaras Outdoor, a family-based restaurant located in Ciamis, Indonesia. This restaurant faces business problems in the form of declining revenue due to reduced number of visitors and to find the best marketing strategy that can increase revenue by starting from customer satisfaction. The research methods used include external and internal analysis, with primary data collection through interviews and observations, as well as secondary data to strengthen the theoretical basis. This study used two types of data, namely primary and secondary data. Primary data will be collected through interviews and observations while secondary data is carried out to strengthen the theoretical basis of each variable studied as well as external and internal analysis in this study. Using triangulation of data collection of what has been obtained from customers who have visited Selaras Outdoor as well as the latest news sources regarding outdoor restaurants, the results show that customer satisfaction has a positive effect on Selaras Outdoor. The results showed that customer satisfaction had a positive influence on Selaras Outdoor. Based on external and internal analysis, researchers conduct a SWOT analysis and identify the root of the problem. From there it progresses into several strategies that are combined together to produce two strategies. Researchers recommend one best strategy with insurmountable weaknesses to address the root cause.

Keywords: F&B Industry, Marketing Strategy, Customer Satisfaction, Sales Increase.

INTRODUCTION

Business is an economic activity that involves the production, distribution, and exchange of goods or services to make a profit (Janardana, 2023). Also known as activities that provide goods or services needed and wanted by consumers (Griffin & Ebert, 2008). All businesses always involve various aspects to meet the needs and desires of consumers, not only by providing products/services provided, but also with actual services, strategic planning, and marketing, to decision-makers who need to be well organized. Businesses play an important role in creating jobs and driving economic growth. Business success often depends on innovation, adaptation to market changes, effective management, and a good understanding of customers and competitors.

One of the most popular businesses is the food and beverages business. Apart from being the most important economic sector, the food business also includes various types of businesses that are in demand by consumers who love culinary. In the food business, quality and customer satisfaction are the keys to success to continue to grow. In addition

to focusing on delivering delicious food and good service, customer reviews often play an important role in attracting and retaining loyal customers. Food businesses are also often influenced by rising consumer trends and food preferences.

When covid-19 took place, almost all businesses suffered various losses, including the food business. With the decline in business activities due to the implementation of travel restrictions and lockdowns at the start of the pandemic, many restaurants, cafes, and food stalls were forced to temporarily close as a measure to limit the movement and spread of the virus (Kusuma, 2020). This resulted in a sharp drop in revenue as many restaurants had to find ways to survive.

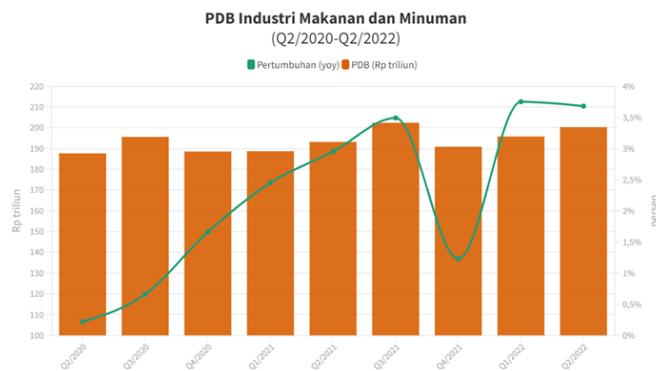


Figure 1. Gross Domestic Product Food and Beverages Industry Quarter 2nd 2020 – Quarter 2nd 2022
Source: Badan Pusat Statistik, 2022

The pandemic took place in March 2020 so in the second quarter of the same year, the number of food businesses decreased dramatically. Looking at the graph above, the performance of the food and beverage industry tends to strengthen after experiencing a slowdown due to COVID-19 in the second quarter of 2022. It can be seen that the growth of the food and beverages industry developed over the quarter, as well as the gross domestic product of the industry, experienced fluctuations that were not so far away. This is influenced by the decline in exports of CPO or Crude Palm oil and cooking oil because it has a clear impact on the industrial sector (Rizaty, 2022).

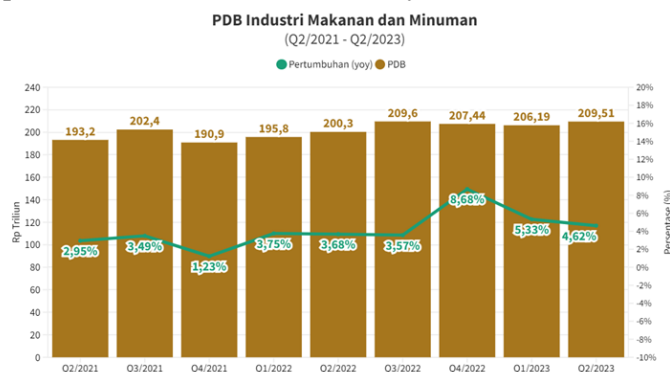


Figure 2. Gross Domestic Product Food and Beverages Industry Quarter 2nd 2021 – Quarter 2nd 2023

Source: Badan Pusat Statistik, 2023

Laju Pertumbuhan Triwulanan terhadap Triwulan yang Sama Tahun Sebelumnya (y-on-y)				
2023				
Triwulan I	Triwulan II	Triwulan III	Triwulan IV	Tahunan
5,33	4,62	3,28	4,71	4,47

Figure 3. Gross Domestic Product Food and Beverages Industry Quarter 1st 2023 – Quarter 4th 2023

Source: Badan Pusat Statistik, 2024

The graph above is the latest development graph provided by the Badan Pusat Statistika on March 6th, 2024. The value obtained in the growth of the food and beverage industry is higher than in the same period in the previous year. However, growth did experience a slowdown due to a shift in consumer spending patterns in the country. People now prioritize buying experiences over food. The constant base price also increased due to the preparations that are likely to take place in the next quarter (Mustajab, 2023). Looking at the last quarter of 2023, it is getting higher than the second quarter because October to December is the end of the month when there are many activities to celebrate major holidays. Just like the fourth quarter of 2022 which is even higher than the previous quarter and falls in the first quarter of 2023.

Ciamis is one of the cities that has a variety of dishes, especially Indonesian food. The city has become a famous culinary tour due to its unchanging taste. The owner of UJU restaurant on Cihaurbeuti Road, Ciamis Regency, said that the condition of his restaurant in 2021 was like suspended animation due to the lack of buyers from various PPKM regulations. Since the pandemic, the condition of his business has continued to decline. With 14 employees, all of them are no longer working because they are closed. Only meatballs survived with turnover down 90%. (Hermansyah, 2021). The restaurant has the same business line as Selaras Outdoor which is expected to improve over time after the pandemic ends.

Recently, Ciamis opened a new culinary center called Galuh Culinary Night on November 11th, 2023. Located in the Galuh Stadium area, accommodating Ciamis culinary business activists who are members of the Ciamis Entrepreneurship Trade Association (Hermansyah, 2023). This has helped the development in the growth and development of gross domestic product in the food and beverages industry in Indonesia.

Business Issue

Stepping into 2023 where the pandemic has ended and the business in the food sector is growing quite rapidly making business competition more and more. However, Selaras Outdoor experienced a bad thing when one of the main business digital platforms

was hacked by another business in May 2023. Following unpredictable weather, the new account of Selaras Outdoor was not so crowded so Selaras Outdoor decided to do a renovation in early August 2023. On the other hand, at the end of August, the account was successfully back in the hands of Selaras Outdoor.

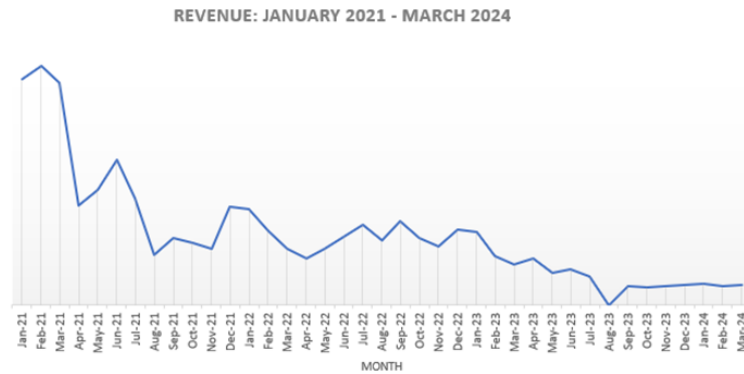


Figure 4. Revenue of Selaras Outdoor
Source: Internal Data, 2024

Looking at the revenue data owned by Selaras Outdoor in the first year, revenue fell in the sixth month and again had a similar amount at the end of the first year. In the second year, 2022, the amount of revenue fluctuates but the difference between the first month and the last month is quite far. In the third year, due to the influence of the weather as well as the increasing influence of new food businesses, revenue fell greatly according to the graph below. There is no revenue in August 2023 because Selaras Outdoor is under renovation. The revenue continued to decline when it reopened but continued to increase and decrease by a slight amount until March 2024.



Figure 6. Number of Employees of Selaras Outdoor
Source: Internal Data, 2024

Also looking at the number of employees that Selaras Outdoor has had since it opened until now, the number continues to decline drastically until leaving five people in the last month. This is true because of the decline in revenue. The decline in revenue is also due to the influence of the decreasing number of visitors, unpredictable weather, and the increasing number of businesses in the food & beverages sector every year.

The main reason why the number of employees is slowly decreasing continuously is not because of the influence of turnover alone, but also because there are employees who do not have a good ability to work, want to work in a new place (the reason why it fell

drastically in April 2021), and too many absences that cause salaries to be cut according to an inappropriate schedule. However, the number of employees slowly increased at the end of the year until March 2024 due to adjustments with the new year and the fasting month.

After conducting an in-depth interview with the owner, he made this restaurant not with good planning. Starting with the owner making an outdoor dining location because of the government's policy to prevent the transmission of COVID-19, Selaras Outdoor ignores the things that must be prepared to achieve certain targets. From this simple planning, Selaras Outdoor did not make STP at all which became a negative factor when it received an unexpected positive response because all segmentations were present. The standardization needed to serve consumers is not as expected, both by visitors and management. The management expects that guests who come have the intention to eat at an outdoor location while most guests who come intend to tour nature. It was a pure mistake of the owner not to refer to STP when opening Selaras Outdoor.

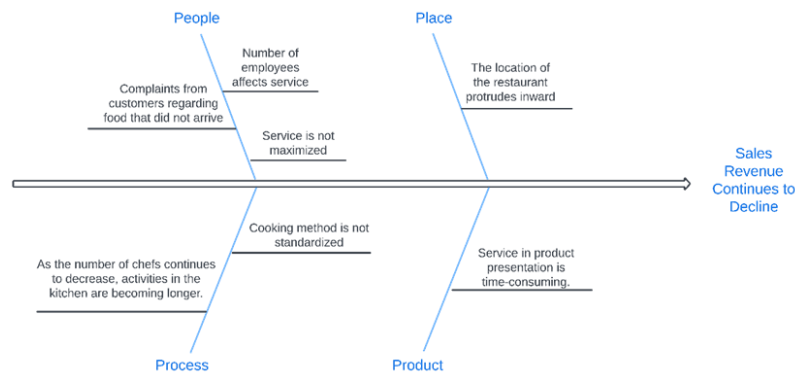


Figure 7. Fishbone Diagram for Root Cause Analysis Based on Management Observation

From all aspects of the marketing mix, the average problem falls on the people and process aspects. Because the number of employees is decreasing, it makes the service not work optimally which makes customers complain due to the length of time the food takes to arrive (influence from the process). The taste that does not match the standardization is because the chef does not have the appropriate skills to lead so that all helpers inevitably follow his directions, while currently due to the number of employees decreasing, the chefs in the kitchen are also reduced, causing the serving of food to take longer.

Based on these preliminary findings, management saw the necessity to enhance selling practices, mainly related to the people and process aspects based on the observed root causes in the sales and marketing divisions. Noticing the restaurant was having difficulties in growing sales, the board felt that development for people, like adding more staff and replacing chefs who have a willingness to grow and can adjust standards, would allow the restaurant to reach a higher level of sales performance. The reason for choosing this is because, with the right number of employees and a well-handled kitchen area, it can create and maintain a good relationship with customers. The desired step by the management is to see how the management's ability in marketing and sales and provide

appropriate development, implement good management knowledge, and provide benefits to the financial performance of the restaurant.

The expected objectives from Selaras Outdoor are to analyze the condition of sales performance about the downward trend in sales in the restaurant and to propose the best sales marketing strategy for Selaras Outdoor to improve sales performance and allow the restaurant to compete and survive in the restaurant industry. The research objectives are as follows: Identify strengths, weaknesses, opportunities, and threats that could be identified through internal and external analysis, conduct the most effective strategy to solve business challenges determine the implementation plan of the proposed marketing strategy, and determine optimal service marketing mix strategies for Selaras Outdoor to meet expectation by boost sales growth. Penelitian ini memberikan manfaat dengan menyediakan strategi pemasaran yang diusulkan untuk meningkatkan penjualan Selaras Outdoor. Strategi pemasaran yang efektif dapat membantu restoran dalam mengatasi masalah pendapatan yang menurun dan menarik lebih banyak pelanggan, yang pada gilirannya dapat meningkatkan pendapatan mereka, mengidentifikasi kepuasan pelanggan sebagai faktor penting yang berkontribusi terhadap kesuksesan Selaras Outdoor. Dengan memahami faktor-faktor yang memengaruhi kepuasan pelanggan, restoran dapat mengambil langkah-langkah untuk meningkatkan pengalaman pelanggan dan memastikan bahwa pelanggan merasa puas dengan layanan dan produk yang disediakan dan meningkatkan pemahaman tentang industri F&B: Penelitian ini dapat memberikan pemahaman yang lebih baik tentang industri makanan dan minuman (F&B) secara umum. Dengan menganalisis tren konsumen, preferensi makanan, dan dampak pandemi COVID-19 pada industri ini, penelitian ini dapat memberikan wawasan yang berharga bagi para pemangku kepentingan dalam industri F&B untuk mengembangkan strategi bisnis yang lebih baik.

Dengan manfaat-manfaat ini, penelitian ini dapat memberikan kontribusi yang berarti dalam meningkatkan kinerja Selaras Outdoor dan memberikan wawasan penting bagi industri F&B secara keseluruhan.

RESEARCH METHODS

In this research, the utilized research design is qualitative research aimed at gaining an in-depth understanding of the business situation of Selaras Outdoor Company. The research population consists of the owners, management, staff, and consumers of the company. The sampling is done using the purposive sampling method, where the researchers select samples based on certain subjective criteria, including sales personnel, consumers, and competitors. The data collection method employed is semi-structured interviews, observations, and document analysis. Primary data is obtained from interviews with owners, management, staff, and consumers, while secondary data is obtained from marketing reports, competitor observations, and other documents. Data analysis is conducted using the thematic analysis method for qualitative data, which allows the researchers to identify and report patterns or themes within the data. Additionally, SWOT

and TOWS analyses are also used to evaluate the company's strengths, weaknesses, opportunities, and threats and formulate appropriate strategies.

In the context of customer analysis, a qualitative approach is used by conducting semi-structured interviews with Selaras Outdoor customers. The interview questions are designed to explore customers' perceptions and experiences related to the service marketing mix. Meanwhile, for STP and VRIO analysis, interviews with Selaras Outdoor owners are conducted to understand the company's segmentation, positioning, and targeting strategies as well as to evaluate the company's resources and capabilities. The data analysis method used is thematic analysis for primary qualitative data, which aims to identify and report patterns or themes within the data, as well as SWOT and TOWS analysis to evaluate the company's position and formulate appropriate strategies. Overall, this research employs qualitative methods to gain an in-depth understanding of the company's business situation and formulate suitable strategies to enhance the company's performance.

RESULTS AND DISCUSSION

External Analysis

External analysis, a crucial part of strategic planning, evaluates many elements affecting a corporate environment. PESTEL Analysis assesses the political, economic, social, technological, environmental, and legal issues that impact an organization. Porter's Five Forces analysis evaluates threats and bargaining power in the context of current competitor competition. Combining Customer Analysis with Competitor Analysis may help firms navigate and adapt to changing external environments, resulting in informed decision-making and sustained strategic development.

Analysis PESTEL

Analisis PESTEL, yang merupakan singkatan dari aspek Politik, Ekonomi, Sosial, Teknologi, Lingkungan, dan Hukum, adalah metode manajemen strategis yang mengevaluasi dampak lingkungan makro eksternal pada bisnis. Kerangka kerja ini menawarkan cara metodis untuk mempelajari kekuatan eksternal yang mempengaruhi perusahaan atau sektor. Memeriksa dimensi penting membantu bisnis mengidentifikasi peluang, risiko, dan hambatan, yang mengarah pada pengambilan keputusan dan perencanaan strategis yang lebih baik.

Porter's Five Forces Analysis

Selaras Outdoor suffered external forces that impacted its competitiveness in the food and beverage market. Porter's Five Forces theory offers insights into industrial dynamics. These dynamics, including the threat of new entrants, the negotiating power of suppliers and consumers, the threat of replacements, and competitive rivalry, were examined to determine threats and opportunities.

Table 1. Displays The Final Outcomes Of The Conditions In This Industry, As Can Be Observed From The Study Of The Porter’s Five Forces That Has Been Conducted.

Porters Five Forces	Level
Threat of New Entrants	High
Bargaining Power of Supplier	Low
Bargaining Power of Buyers	High
Threat of Substitute	High
Rivalry Among Existing Competitors	High

Competitor Analysis

To create competition in the F&B sector with Selaras Outdoor, the researcher will examine the current situation with that of rivals in the same industry and business. When doing a competitor study, the names of the restaurants in the Ciamis and Tasikmalaya areas that this business competes with are gathered, along with some basic information about the rivals that can be found online and from their actual customers. Comparing the components of the company's service marketing mix with those of its rivals is the process of competition analysis. Kebon Djati Eatery, 48 Island, and Cafe Al Baik are the rival outdoor restaurant operators that are contrasted with Selaras Outdoor. The rivals of Selaras Outdoor are shown as competitors below in:

Table 2. Competitor Analysis of Selaras Outdoor

Aspect	Selaras Outdoor	Kebon Djati Eatery	48 Island	Café Al Baik
Status	Primary	Competitor	Competitor	Competitor
Established	2020	2023	2022	2020
Product	Snack, Indonesia (Sunda), western, coffee, milkshake, juice, latte, and soda.	Snack, Indonesia, western, noodles, rice bowl, gelato, coffee, non-coffee, and tea.	Appetizer, main course, steak, pasta, beef, dessert, coffee, and non-coffee.	Snack, Indonesian food, coffee, non-coffee.
Price	Food: Rp. 15.000 – Rp. 85.000 Drink: Rp. 5.000 - Rp. 22.000	Food: Rp. 18.000 – Rp. 115.000 Drink: Rp. 5.000 – Rp. 75.000	Food: Rp. 24.000 – Rp. 118.000 Drink: Rp. 10.000 – Rp. 30.000	Ticket: Rp. 15.000 Food: Rp. 17.000 – Rp. 68.000 Drink: Rp. 5.000 – Rp. 32.000
Place	Jl. Raya Cikoneng no. 453, Cikoneng-Ciamis.	Jl. Raya Mangin, Indihiang-Tasikmalaya.	Jl. Sule Setianegara No. 112, Cibereum-Tasikmalaya.	Jl. Raya Cikoneng (belakang SPBU), Cikoneng-Ciamis.
Promotion	Instagram, TikTok, Facebook, events, gatherings, and wedding venue.	Instagram, TikTok, events, gatherings, wedding venues, guest houses, and zoos.	Instagram, TikTok, events, and gatherings.	Instagram, events, and gatherings.

Aspect	Selaras Outdoor	Kebon Djati Eatery	48 Island	Café Al Baik
People	Chefs, baristas, waiters, cashiers.	Chefs, baristas, waiters, cashiers, online motorcycle taxi partners.	Chefs, baristas, waiters, cashiers, online motorcycle taxi partners.	Chefs, waiters, cashiers.
Process	Ordering via offline in-store	In-store and online via GoFood and Grabfood	In-store and online via Grabfood	Ordering via offline in-store
Physical Evidence	Restaurant outdoor: little forest and river view on bridge; playground; prayer room, Wi-Fi.	Restaurant outdoor, zoo, guest-house, prayer room, Wi-Fi.	Café indoor and outdoor, prayer room, Wi-Fi.	Café semi-outdoor, prayer room, Wi-Fi.
Google Maps Rating	4.4	4.4	4.6	4.3

It can be seen that the most affordable food prices are held by Café Al Baik but if you compare the price of drinks with the location to enjoy a meal together then Selaras Outdoor is the winner. The locations are all in an area that is quite far to reach from the city because it requires a large area to support an outdoor restaurant, but for 48 Island, their place is not large enough. Almost all promotions are carried out on Instagram, events, and gatherings where each location other than Café Al-Baik has its advantages as a wedding venue, including TikTok social media. The average worker there is engaged in cooking and service. The process that takes place can all eat on the spot, but Kebon Djati Eatery and 48 Island can also place orders through online applications. All of the eateries have outdoor locations, some are semi-indoor, full indoor, or only semi-outdoor. All of them have prayer rooms and wifi as facilities that can be used. The lowest review on Google is 4.3 held by Café Al-Baik and the highest is 4.6 held by 48 Island.

Making direct observations, there are different highlights in each restaurant. Most outdoor restaurants have shortcomings in the cleanliness of the surrounding environment, namely falling leaves, while the other two restaurants that focus on indoor dining (have outdoor areas) provide poor air circulation when it is crowded due to lack of air. For those with large parking lots, it is certainly necessary to walk further to get to the restaurant area while for those with small locations, it will be very easy to enter the dining area. The rain factor will greatly affect all of the above restaurants because the trip to the location will take quite a long time plus the distance between the parking lot to the dining area requires an umbrella. Most people will choose to go to restaurants that have safe parking from rain (basement, carport, full indoor, or even mall).

In addition to direct observation, the researcher also interviewed two customers who also came to coincide when the researcher visited the location. The following is a summary of the results of the researcher's interviews with each of the two customers from Kebon Djati Eatery, 48 Island, and Café Al-Baik.

SWOT Analysis

Researchers use previous data analysis: external and internal analysis to identify the SWOT. Internal will conducted the restaurant's strengths and weaknesses meanwhile the external identified opportunities and threats regarding the restaurant's position. The strengths and weaknesses of the company are obtained from the results of identifying internal conditions using STP, VRIO, and Service Marketing Mix. Meanwhile, the opportunities and threats are obtained from identifying conditions using PESTEL, Porter's Five Forces, Competitor, and Customer Analysis.

As we can see from the interviews that have been done, all of the strengths, and weaknesses were from the interviews of customers of Selaras Outdoor. The opportunities and threats appeared implicitly from what they said. The details of the thematic analysis will be explained in the appendix. This all can capitalize on its strengths, address its weaknesses, take advantage of opportunities, and mitigate threats:

Table 1. SWOT Analysis

Strengths	Weaknesses
S1: nature ambience	W1: lack of employee
S2: affordable price	W2: Long time in the cooking process
S3: big location for gatherings and events.	W3: lack of location visibility
	W4: dependence on good weather.
Opportunities	Threats
O1: collaboration with local events to increase visitation	T1: competitive market
O2: market trends	T2: decrease sales
O3: increase in social media and digital platforms	

Strengths

Selaras Outdoor offers various strengths identified via internal and consumer studies. First, Selaras Outdoor is distinguished for its natural ambience (S1). Physical evidence includes cleanliness, a friendly setting for conversation, comfortable décor, and wi-fi that remains operational for casual surfing. The restaurant's idea is to take it outside to attract guests who like to breathe fresh air directly. This setting sets the restaurant apart in a competitive market for consumer attention. The physical environment's distinctiveness attracts guests searching for a pleasant atmosphere for a dining experience in the presence of nature, setting the landscape apart from the competition.

Affordable price (S2) Selaras Outdoor's competitive pricing, with items ranging from Rp. 5.000 to Rp. 85.000, contributes significantly to its success in garnering a large consumer base. This technique promotes the restaurant as an economical choice in the market when compared to other restaurants with an outside theme. This strategy not only draws new clients at reasonable costs but also creates loyalty among existing customers who respect the value they receive.

The restaurant's big location (S3) is often indirectly used by groups of young people to play games by ordering the food packages they want. Not only that, Selaras Outdoor also accepts venue rentals for events such as Miss Muslimah and weddings.

Weaknesses

As mentioned many times before, the ever-loom number of employees (W1) has had a considerable impact on the movement of the restaurant. In addition, it affects the cooking process (W2), which is also due to the lack of standardization that continues to be used as a cooking habit in the kitchen. The lack of employees has not only worsened the service but also the movement in the kitchen because it cannot share tasks properly as if everything is held by the main chef and his helper.

The location of the restaurant that juts in (W3) from the main highway makes new customers wonder where the restaurant is located because it is not visible. This cannot be fixed because it is one of the shortcomings of the restaurant owner when the initial creation is not thinking in terms of new customers. Even if you want to renovate so that the restaurant blends right into the edge of the highway, there will be a major overhaul which will take a lot of funds so it is unlikely to happen.

Transitional and rainy weather is bad for Selaras Outdoor because the road from the parking lot to the restaurant takes quite a long time along with going up and down stairs. Dependence on good weather (W4) is inviolable by humans so the restaurant must be able to anticipate ways that customers can visit even when it is raining. It is also quite difficult to know if the distance between the two is too far.

Opportunity

Knowing that a large location can be used to create events, Selaras Outdoor can collaborate with the surrounding community to increase the number of visits (O1). In addition to increasing the crowd of visitors, it can also increase the amount of food ordered. Both parties get the same benefit of being able to gather while doing activities together at Selaras Outdoor which also increases the number of visitors and the number of orders.

Capitalizing on the current market trends (O2) of restaurants evolving into social spaces, Selaras Outdoor offers a way to cater to the ever-changing consumer. By adapting services to accommodate various activities such as hanging out, working, or studying, the restaurant can position itself as more than just serving food. This trend complements the digital trend as it creates an opportunity for restaurants to promote themselves as a place, not only for quality food and drinks but also for community engagement and encouraging customers to share their experiences on social media platforms.

Increasing social media and digital platforms (O3), allows Selaras Outdoor to expand its reach and engagement through digital platforms. It will connect with a wider audience. The increase in social media and digital platforms allows Selaras Outdoor to showcase its natural ambiance, interact with customers, and run targeted promotions, which in turn encourages customers to visit the location.

Threats

Currently, the market is quite competitive (T1), especially since many people are taking the outdoor theme and adjusting it to the location of their restaurant. Looking at the two restaurants that are not far from the first opening of Selaras Outdoor, they only serve a

little outdoor area and focus only on the photo area. But in 2023, there is one restaurant that gives the same theme which is outdoor with shady trees accompanying the dining area. That poses a threat to Selaras Outdoor, which has been around for more than three years.

Decreased sales (T2) is the second threat because the market is increasingly competitive, so customers choose to try locations that offer the same concept. Selaras Outdoor must have something that can make them become loyal customers of the restaurant and not move to other restaurants.

Business Solution

To preserve customer happiness and grow revenues, a restaurant business continuity strategy is required. The completed SWOT analysis may be used to help design a strategy for Selaras Outdoor. This SWOT analysis focuses on the natural ambiance, low costs, Sundanese dishes, and a spacious space suitable for events and gatherings. However, these positive characteristics are offset by several negatives, including a lack of employees, a lengthy cooking procedure, a lack of location visibility, and a reliance on favorable weather. Further investigation revealed intriguing prospects, such as looking for outside restaurants for relaxation, cooperating with local events to enhance visitation, and continuing social media marketing with a team of specialists to attract young people. At the same time, Selaras Outdoor realized the threat of a competitive market, which would result in a reduction in sales. In particular, by capitalizing on its own environment and brand identity, it may resist competition pressure while emphasizing sales-raising methods to strengthen market obstacles, so enhancing customer happiness and loyalty and assuring sustained sales development. The TOWS Matrix may then be analyzed to produce a business solution.

Implementation Plan

Selaras Outdoor's implementation plan is based on the strategies developed in the previous two chapters. Its goal is to expedite the realization of business strategies that will be divided into distinct groups, enabling the company to gain a better understanding of its areas of focus. Before giving the implementation plan, the researcher will discuss the TAM SAM SOM related to Selaras Outdoor which is located in Cikoneng District, Ciamis Regency. The latest data issued in a period of 1 year, last updated 6 months ago in September 2023 regarding data on the number of restaurants, restaurants, and cafes from 2013-2022. The number of F&B businesses in 2022 in Ciamis Regency, there are 108 units recorded at the West Java Tourism and Culture Office.

Not only Ciamis Regency, this strategy also aims at Tasikmalaya City due to the location of Selaras Outdoor which is flanked by two cities, namely Ciamis and Tasikmalaya. Monitoring from Open Data Jabar, Tasikmalaya has a total of 257 restaurants, restaurants and cafes. With the location monitored in the smaller figure below, Tasikmalaya has more because it is a city, not a regency.

CONCLUSION

As a background, this research is made to solve the challenges that Selaras Outdoor is experiencing with the fluctuation of the company's sales, one of which is caused by the is the company's inefficient employees. As a result, the researcher conducted this study to answer the following questions about existing: what strengths, weaknesses, opportunities, and threats can be identified through external and internal analysis; how strategies are developed and proposed to solve these business problems; and what service marketing mix actions must be taken to meet the expectations of increasing sales.

Through external analysis, it can be known what are the strengths of competitors as well as weaknesses owned by them and Selaras Outdoor through interviews conducted with customers. Not only that, Porter's Five Forces can be known which is still in the realm of safety which can be a weakness in the future if not handled properly. From PESTEL, the weakness of Selaras Outdoor lies in the restaurant economy where sales are declining and the use of technology is not maximized. From internal analysis, STP can find out how the characteristics of Selaras Outdoor customers (advantages), on VRIO (valuable, rare, inimitated, and organized) can be known advantages and weaknesses both in terms of product quality to reputation in detail. Including the service marketing mix (7P), strengths are in product, price, promotion, and physical evidence while weaknesses are held by location, people (employees), and food process. From there, it can be seen what opportunities can be run to increase sales with existing strengths and weaknesses while still monitoring existing threats.

The strategy that was successfully formed was the result of the TOWS matrix formed from SWOT where the results of the TOWS matrix were combined to form a strategy. There are two strategy results with different advantages and disadvantages. Researchers took a community-centric collaboration strategy that can help increase sales regularly by minimizing weaknesses that can be overcome by the restaurant.

To meet the expectations of increased sales, the service marketing mix that must be highlighted is everything regularly. Promoting (both through restaurant accounts and community) events, can increase consumer knowledge about the place (location) and physical evidence owned. The products offered have a better price than buying directly because the event must have provided products incorporated in the event registration made. From there, people (employees) can make the food process faster because the amount of food has been by a clear menu a few days before the event starts so that the food and beverage readiness process will not take long. All the actions of the service marketing mix will fulfill customer satisfaction so that expectations in increasing sales will occur.

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