

Restaurant Business Development Strategy in Pantai Panjang

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ABSTRACT

The purpose of this research is to examine and determine business development strategies in restaurants in Pantai Panjang. This research uses descriptive quantitative and qualitative methods. Qualitative analysis is used to determine the external and internal factors of restaurant businesses. Quantitative descriptive analysis is used in the IFE, EFE and SWOT matrices. The population used in this study is a restaurant business on Panjang Beach Tourism Road in Bengkulu City. Based on the research results, it can be concluded that based on the analysis that has been carried out in Figure 1 SWOT matrix analysis, the restaurant business development strategy in Beach is in quadrant II, namely supporting a verified strategy which uses strength to overcome existing threats, so the ST strategy: Using strength to overcome threats.

INTRODUCTION

Humans who have the needs of life every day must have enough material to meet these needs. Working by getting enough material will improve the standard of human life for the better. To obtain material, humans must work both formally and informally. Working informally one of them can be done by doing business, human daily life is very close to the word business. Business is an activity that produces goods and services to meet the needs of people's lives. Goods and services will be distributed to people in need, from this distribution activity business people will get profits or profits. (Zuhrinal, 2005).

By doing business or entrepreneurship, business people can get enough income even if only with a small business, but can get a fairly large income, even if these entrepreneurs have good business intentions to advance a small business into a large one. With the ability to manage a business, they can get a promising profit from the business. One type of entrepreneurship that is currently widely done by entrepreneurs is a business engaged in trade, be it trading clothes, food, souvenirs, or other productions that can be sold at promising selling prices, the development of a business is the responsibility of every entrepreneur or entrepreneur who requires foresight, motivation and creativity. If this can be done by every entrepreneur, then there is great hope to be able to make a business that was originally small into a medium scale and even become a large business. (Suryana, 2001).

One of the businesses that many entrepreneurs are involved in is the restaurant business because many think that the business is the most promising. This is because eating is a primary human need that must be met by each individual. The way of meeting these primary needs varies by each individual. The fulfillment can be by choosing restaurants with international flavors or traditional flavors. The high level of restaurant competition requires every entrepreneur to develop the right strategy in running his business. The main purpose of making a strategy by the company is so that the company is able to face environmental changes that occur so that it can survive and grow. Restaurant business competition requires entrepreneurs to be able to satisfy consumers, namely by serving products that can meet consumer tastes and provide the best service. This will have a direct impact on consumer buying interest. Because in terms of developing a business, there are many obstacles faced such as lack of capital, skilled or skilled labor, poor business financial performance, and so on. But these obstacles can all be overcome by developing and implementing a good business development strategy. (Marsum, 2005)

The restaurant business has mushroomed lately, with various types of food menus, various restaurant concepts, and innovative breakthroughs made by business owners to bring visitors. In Bengkulu itself there are many simple restaurant businesses to luxury restaurants, restaurant businesses that start from a small scale then develop by improving their business, developing their systems to become businesses on a larger scale.

Another important reason why the development of the Restaurant is needed is because in addition to aiming to meet primary needs without being limited in terms of age. Eating out is also often done for various other purposes. Among them are aiming to just release boredom after work, just kongkow - kongkow with friends or friends, approach or talk about business while eating at

restaurants, holding company meetings casually while eating, also just for family entertainment. Thus, the empowerment of the Restaurant business will have a major impact on improving community welfare.

Panjang Beach is one of the most popular tourist destinations in Bengkulu. This beach presents views of white sand accompanied by stunning waves. Like the name attached to the beach, this Bengkulu tourist spot does have a long coastline, which reaches more than 7 kilometers. Along the beach there is a stretch of white sand that is very amazing. Some activities that you can do are playing sand, playing water, sunbathing while enjoying the freshness of young coconuts that are widely available on the edge of the beach. The sloping condition of the beach and clean water are the main attraction of the tourist attraction. With this supportive beach condition, visitors can also enjoy unlimited sea water and the cool air of this clean beach. (bengkuluprov.go.)

The choice of Pantai Panjang as the location of research because, Pantai Panjang has the potential and opportunity for the development of the food and beverage provider sector such as restaurants or restaurants to further develop their business. Another important reason why choosing this location is because Panjang Beach is a tourism area, access is fairly easy to reach by visitors, a variety of processed dishes both traditional and modern, various preparations from seafood ingredients and other reasons.

Not all forms of business that have developed and are already promising among the community, can improve the economy of these entrepreneurs, they need to implement a good business development strategy, so that later the business, the economy can be fulfilled without any shortcomings and needs to be accompanied by the application of good business practices. (Wirasasmita, 1994)

According to Mulyadi, business development is an effort made by the government, local government, community, and other stakeholders to empower a business through the provision of facilities, mentoring guidance and reinforcement assistance to grow and improve the ability and competitiveness of a business. Business development can be done in several ways, among others, expansion of business scale, expansion of business scope and expansion by cooperation, mergers and new expansion. (Mulyadi, 2001)

One way that must be done to be able to develop a business well is by improving skills to entrepreneurs (entrepreneurs) such as providing training, workshops on business development strategies, and so on. This aims to increase knowledge and more insight to entrepreneurs towards good business development. And keep in mind that the business development strategy is part of the marketing plan, therefore every entrepreneur, both small and large entrepreneurs, must be able to make a marketing plan first before developing their business.

Torsina (2000) revealed that the success of a restaurant is influenced by the ability of management to be able to launch business activities in order to achieve restaurant effectiveness and efficiency, namely through internal control of the University of North Sumatra company on several aspects, namely marketing aspects, operational production aspects, and financial aspects. The marketing aspect is an important aspect because marketing is the company's main link to consumers. For this reason, every entrepreneur must pay attention to products,

locations, promotional activities and also pricing. Production / operational aspects affect daily business operational production activities so that the business can run well. The financial aspect is the controller of the business and the internal aspect. Without capital and good financial management can result in business setbacks. In addition to management skills, Torsina also revealed that the utilization of opportunities and the establishment of the right strategy also affect the success of the restaurant. The business industry environment in the company's external environment must also be considered in business development efforts.

Porter in David (2006) revealed that there are 5 (five) forces in competition that must be observed and anticipated in influencing business success, namely similar competitors, substitute goods, threats of new competitors, bargaining power of buyers and bargaining power of suppliers.

Facing increasingly fierce business competition, the Restaurant business requires strategies for business development. Business development is needed in order to maintain the survival of the business. In this case, an analysis is needed to determine the condition of the company and its impact on the future. One method that can be used in formulating a development strategy is the SWOT matrix (Strength, Weakness, Opportunity, Treaths). David (2006) added that this matrix can clearly illustrate how external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses.

LITERATURE REVIEW

Strategy is essentially the art and science that advances power (ideology, politics, economy, society, culture, national defense, and security) in order to achieve predetermined goals. In general, according to the statement of Stephanie K. Marrus, strategy is the stage of defining the company's leader's plan focused on the company's long-term goals, accompanied by the preparation of methods or efforts to achieve these goals (Husein, 2001).

In principle, strategies can be grouped based on three types of strategies, namely management strategies, investment strategies, and business strategies. (Rangkuti, 2014:6).

Management Strategy

Management strategy includes strategies that can be carried out by management with a macro strategic development orientation. For example, product development strategies, pricing strategies, acquisition strategies, market development strategies, strategies regarding finance, and so on.

Investment Strategy

This strategy is an investment-oriented activity, for example whether the company wants to carry out an aggressive growth strategy or seeks to penetrate the market, survival strategy, redevelopment strategy of a new division or divestment strategy and so on.

Business Strategy

Business strategy is often called a functional business strategy because this strategy is oriented to the functions of management activities, such as marketing

strategy, production or operational strategy, distribution strategy, organizational strategy, and strategies related to finance.

According to Anoraga (2007: 66) Business development is basically the responsibility of every entrepreneurial entrepreneur. In the development of usalia, including for home industries today, it really needs foresight (what the business will be like), motivation and of course creativity. If this can be done by every entrepreneur, then there is great hope to be able to make a business that was originally small into a medium scale or even into a large business.

There are several stages in conducting business development:

Stage 1: Business Opportunity Identification, meaning that business opportunities need to be identified and detailed. For this reason, data and information are needed, information is usually obtained from various sources, such as:

- a. Enterprise plan
- b. Small business management advice and suggestions
- c. Government programs (e.g. subcontracting systems)
- d. Results of various business opportunity research
- e. Chamber of Commerce or similar business association
- f. Small business consultant findings, etc

Stage 2: Formulating Business Alternatives, after the information is collected and analyzed, the company leader or business manager can formulate what businesses might be opened.

Stage 3: Alternative Selection, meaning that all alternatives that have been collected must then be selected one or several best alternatives (prospective). For prospective businesses, the basis for selection can include the following criteria:

- a. Market availability
- b. Risk of failure
- c. Price

Stage 4: Implementation of the Selected Alternative, after the determination of the selected alternative, the next stage is the implementation of the selected business.

Stage 5: Evaluation, evaluation is intended to provide corrections and improvements to the business carried out, besides that it is also directed to be able to provide input for further business implementation improvements. (Anoraga, 2007:90)

Restaurant is a general term to refer to a gastronomic business that serves dishes to the public and provides a place to enjoy those dishes and sets certain rates for food and services. Although generally restaurants serve food on the spot, there are also restaurants that provide take-out dining and delivery services to serve their consumers. Restaurants usually specialize in the type of food they serve, for example Chinese food restaurants, Padang restaurants, fast food restaurants and so on (Wikipedia Indonesian, the free encyclopedia).

Restaurants in Indonesia are also called restaurants, restaurant is a catchment word derived from French adapted by English, "restaurant" which comes from the word "restaurer" which means "restore". The existence of restaurants began to be known since the 9th century in the Middle East before appearing in China. In the medieval Islamic world, there were "restaurants where

one could buy all kinds of food provided". Such a restaurant was mentioned by AlMuqaddasih, a geographer born in 945 AD who lived in the Middle East at the end of the 10th century (Wikipedia Indonesian, the free encyclopedia).

The SWOT method is an analysis of strengths and weaknesses to respond to opportunities and threats in the environment. SWOT analysis is a systematic identification of various factors to formulate factors that encourage and inhibit growth and also the development of restaurant businesses. This analysis is based on logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats.

The four aspects of SWOT analysis above have benefits or advantages compared to other analysis methods. Here are some benefits of using the SWOT analysis method (Soejanto, 2018):

1. SWOT analysis looks at 4 aspects at once, namely strengths, weaknesses, opportunities / opportunities, and threats which are the basis of an analysis before determining a strategy.

2. SWOT analysis is able to find the best and right steps in the situation at that time through instruments that are quite powerful in strategy analysis.

3. SWOT analysis is able to provide recommendations and directions to increase profits while maintaining strength based on existing opportunities, while avoiding threats and reducing shortcomings so that the results of SWOT analysis are quite sharp.

4. SWOT analysis can guide us to discover aspects that are sometimes forgotten or invisible during this time, by dissecting four aspects that form the basis of the identification process.

SWOT analysis compares external factors of opportunities and threats with internal factors of strengths and weaknesses.

METHODOLOGY

The data research methods used are descriptive and qualitative quantitative methods. Qualitative analysis is used to determine external and internal factors of the restaurant/restaurant business. Internal factors are strengths and weaknesses, and external factors are opportunities and threats faced by restaurant entrepreneurs in Pesisir Pantai Panjang Kota Bengkulu. Quantitative descriptive analysis is used on IFE, EFE, and SWOT matrices. The data analysis method used is a descriptive method with the help of analysis methods such as the following:

Input Gathering Stage, this stage consists of:

- a. Identification of External Internal Factors
- b. Sorting of External Internal Strategy Factors
- c. Evaluation of Internal and External Strategy Factors

Matching stage

This stage adapts internal resources to external conditions and develops appropriate strategy alternatives. For the adjustment stage using an analysis tool, namely the SWOT matrix. Strategy development is carried out using a matrix as follows:

1. Identify external opportunities except company keys
2. Identify key external threats to the company
3. Identify key internal strengths of the company

4. Identify key internal weaknesses of the company
5. Combine internal strengths with external opportunities and record the SO's strategy in columns.
6. Combine internal strengths with external opportunities and record the WO strategy in columns.
7. Combine internal strengths with external opportunities and record ST strategies in columns.
8. Combine internal strengths with external opportunities and record WT strategies in columns.

RESEARCH RESULT AND DISCUSSION

Strategic Factors of the Internal Environment

Based on the results of research, the development of the restaurant business in Pantai Panjang is influenced by several internal factors, namely environmental factors of production, human resources, technology, finance and marketing. The internal factors are as follows:

Table 1. Strategic Factors of the Internal Environment

Production/operations	Quality and Availability of materials Food quality Facilities and infrastructure
Human Resources	Business Motivation Labor Availability Quality of Workforce Business Experience
Finance	Venture capital Business Bookkeeping
Marketing Finance	Sales Location Source of price information Promotion

Source: Observation and interview data, 2023

a. Quality and availability of materials

The quality of raw materials used in the production process of the restaurant business is very good. Because the raw materials used every day are always fresh and good because they have gone through a direct selection process. The availability of cooking ingredients that are easily available and complete enough makes it easier for restaurants to carry out the production process. The selection of raw materials and supporting materials is still obtained by buying directly to the traditional market in Bengkulu City. Usually, orders will be delivered directly by suppliers who have collaborated with restaurants, but there

are some raw materials brought from traditional markets (observations and interviews from respondents, 2023).

b. Food quality

The quality of food produced from this restaurant business is guaranteed taste and quality, because the materials and tools used are in accordance with operational standards (interviews from respondents, 2023).

c. Facilities and infrastructure

The facilities and infrastructure owned by each restaurant business unit in Pantai Panjang are quite adequate. The facilities used in the process of processing dishes are modern, making it easier for the production process every day (observations and interviews from respondents, 2023).

d. Business motivation

The motivation of people who become restaurant business actors is to meet their daily needs and improve the welfare of their families. Thus, every business actor has a strong motivation to run their business (interview from respondents, 2023).

e. Labor availability

The availability of labor to carry out production in restaurants is quite adequate. The workforce of each business unit comes from their own families or relatives, there are also some from outside communities with a total of 5-10 people. This number of workers is enough to meet market demand (interviews from respondents, 2023).

f. Labor Quality

According to the owner of problems in human resources, it is often found in restaurants, especially in Indonesia. Where employees are still often undisciplined and unable to follow company standards. Many employees are already senior, but instead their work performance decreases and is worse than the work performance of new employees. Meanwhile, other violations that are often encountered are delay, and neatness (interview from respondents, 2023).

g. Business experience

Restaurant business actors in Pantai Panjang have excellent business experience. They have carried out this business activity in vulnerable time for approximately 5-15 years. Thus, good business experience can improve knowledge and ability in the process of running a restaurant business (interviews from respondents, 2021).

h. Business capital

The business capital issued by restaurant business actors comes from the company's revenue sources. Currently, the source of receiving funds from the company only comes from the sale of food products and other menus, there are no other sources of income such as from advertising or other services (interviews from respondents, 2023).

i. Business bookkeeping

Some of the management of restaurant business funds is carried out by company owners, there is no financial division devoted to managing company funds. The processing of funds is in the form of bookkeeping, budgeting funds, annual sales targets and daily sales targets, and capital planning. Because the planning is done by the owner of the company himself, there is no official

company financial statement. So that the company's financial condition is only known by the owner himself (interview from respondents, 2023).

j. Where to sell

The location of the restaurant business in Pantai Panjang is very strategic. Because this place is easily accessible to the general public, it is in a tourist area which is an added value with the scenery it presents (interview from respondents, 2023).

k. Pricing resources

The source of price information for restaurant business products in Pantai Panjang is quite clear. If consumers want to know the price of food or beverages, then consumers can see it in the menu book that has been provided by restaurant business owners (interviews from respondents, 2023).

l. Promotion

Promotion is an important part of the marketing process of a restaurant business so that sales volume can increase. However, the promotional activities carried out have not fully run well (interviews from respondents, 2023).

Based on self-evaluation of internal factors that affect the development of a restaurant business in Pantai Panjang, internal factors can be classified into strengths and weaknesses. The strength factor is divided into 7 factors and the weakness factor is divided into 5 factors. So, the sum of all factors as many as 12 factors is as follows:

Table 2. Strength and Weakness Factors

Internal Strategic Factors	
Strengths	Weaknesses
Quality and availability of materials	Venture capital
Quality of food served	Business financial bookkeeping
Sources of pricing information available	Labor availability
Adequate facilities and infrastructure	Quality of workforce
Experience setting up a business	Promotional activities are lacking
Motivation to run a business	
Strategic sales location	

Source: Observation and interview data, 2023

External Strategic Factors

External factors are all events outside the company that have the potential to affect the company (Williams, 2001). The company's external environment categories that affect the restaurant business in Pantai Panjang are general environmental factors and industry environment. For more details can be seen in table 3 below.

Table 3. External Strategic Factors

External Strategy Factors	
General environment	Economy Government Political Social Technology
Industrial environment	Threat of new entrants
General environment	The level of rivalry between competitors Pressure from substitute products Bargaining power of buyers Bargaining power of suppliers

Source: Observation and interview data, 2023

a. Economics

Bengkulu is a city that is intensively promoting tourist attractions in this city. One of the attractions that is quite well known to many people is the long beach, for the local government of Bengkulu and the local community this place is now a tourist attraction that then grows the economy of the people in Long Beach. There are various businesses that can be done by the local community to open business opportunities and increase income. Establishing restaurants, trading souvenirs, selling souvenirs, and even making homestays or hotels that will ultimately improve the welfare of the local community. The increasing growth of tourists and migrants every year provides a large turnover of money and financial transactions, especially in the tourism-based industrial sector.

b. Government

The Bengkulu City Government is currently very aggressive in promoting Bengkulu as a tourist destination city and with a wealth of natural resources that can attract tourists from other regions or from abroad. This is evidenced by the Bengkulu City Government which promotes Bengkulu as a tourism city to various regions in Indonesia.

c. Politics

Political conditions in Bengkulu are variable safe and rarely occur turmoil caused by the democratic regional head election system that does not disturb the economic stability in Bengkulu. The political condition of Bengkulu provides a sense of security to prospective tourists who will come or vacation in Bengkulu.

d. Social

The people of Bengkulu have a fairly high social life. The people of Bengkulu are also known to be friendly by migrants. This provides a positive side in increasing the interest of immigrants to come to Bengkulu.

e. Technology

Technological advances in the current era provide benefits for business people to advance their business. With advances in technology, we can market

and introduce our business / products to all people even though they are different regions and abroad.

f. The threat of entry of newcomers.

It is easy for newcomers or new restaurants to open a restaurant because there are no special conditions that are regulated. It is possible that not only native people from Bengkulu can open restaurants.

g. The level of rivalry among the existing competitors.

The large number of restaurants in Pantai Panjang makes consumers able to choose according to their individual tastes.

h. Pressure from substitute products.

There are many restaurants of various types of food in Pantai Panjang. Allows consumers to change their meals as desired.

i. The bargaining power of buyers.

Products or food business providers in Pantai Panjang do not have much different prices, so consumers can easily change food if the price offered is higher than most other products.

j. The bargaining power of suppliers.

Most food business providers shop at traditional markets, making suppliers not afraid if they set prices a bit high because of high demand.

Based on self-evaluation of external factors that affect the development of the restaurant business in Pantai Panjang above, external factors can be classified into opportunities and threats. The factors contained in opportunities are as many as 4 factors and threats (*Threats*) there are 5 factors. So, the sum of all factors contained in the external strategic is 9 factors. The results of observations and interviews with respondents can be seen in table 4 below.

Table 4. Opportunity and Threat Factors

External Strategy Factors	
Opportunities	Threats
There is a good relationship with raw material suppliers.	Many competitors make the same product
Many tourists come to Panjang Beach.	Discounts or promotions provided by competitors.
Wide Market Share	Consumers are critical of the products produced.
Advances in technology as a marketing and sales tool.	Production/operations
Quality and Availability of materials	Product price competition with competitors is increasingly fierce.
	Weather, climate and natural conditions

Source: Observation and interview data, 2023

Calculation Results

IFE and EFE Matrix Analysis

Factors that affect the development of restaurant business in Pantai Panjang are evaluated in Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE). Each IFE matrix can be seen in table 5.

Table 5. IFE Strengths (Power) Matrix

No	Strategy Factors	Ratings	Relative Weight	Score
Strength				
1	Experience setting up a business	3.4	0.077	0.259
2	Strategic sales location	3.5	0.073	0.253
3	Adequate facilities and infrastructure	3.3	0.077	0.252
4	Quality of food served	3.3	0.061	0.201
5	Quality and availability of raw materials	3.2	0.057	0.182
6	Sources of pricing information available	3.1	0.077	0.238
7	Motivation to run a business	3	0.057	0.172
Total Strength				1.56

Source: Research results, 2023

From the calculation of the IFE matrix in table 5, there are 7 strategic factors that become strength factors. The results show that the factor that is the main force in the development of the restaurant business in Pantai Panjang is the strategic factor of business establishment experience with the highest score value of 0.259 with a total strength of 1.56.

Table 6. IFE Weakness Matrix

No	Strategy Factors	Ratings	Relative Weight	Score
Weakness				
1	Venture capital	2.6	0.077	0.203
2	Labor availability	2.5	0.047	0.116
3	Promotion	2.4	0.069	0.163
4	Quality of workforce	2.3	0.081	0.184
5	Business bookkeeping	1.6	0.043	0.071
Total Weakness				0,73
Total Strengths-Weaknesses: $1.56-0.73=0.8$				

Source: Research results, 2023

While the calculation of the IFE weakness matrix shows that the main weakness is the strategic factor of business bookkeeping with the smallest score value of 0.071 with the total number of all factors of 0.73. Based on the weight and rating on the IFE matrix above, a total score of 0.8 was obtained. The total results of this score show that the restaurant business in Pantai Panjang needs a

strategic push that will be able to help so that it can provide an indication of a strong internal position.

Table 7. EFE Opportunities Matrix

No	Strategy Factors	Ratings	Relative Weight	Score
	Opportunity			
1	There is a good relationship with raw material suppliers	3,1	0,094	0,290
2	Advances in technology as a marketing and sales tool	3,0	0,094	0,281
3	Consumer Purchasing Power of Coconut Sugar	2,9	0,094	0,273
4	Wide market share	3,0	0,090	0,271
5	Many tourists come to Panjang beach	2,9	0,083	0,242
Total				1,36

Source: Research Results, 2023

Based on the calculation of weighting and rating, the EFE matrix analysis obtained a total score of -0.1. Where the main opportunity with the highest score is the strategy factor of good relations with collectors of 0.290, while the main threat with the lowest score of 0.119 is weather, climate and uncertain natural conditions. The calculation results of each rating and weight in the EFE matrix can be seen in table 8 below:

Table 8. Matriks EFE Threat

No	Strategy Factors	Ratings	Relative Weight	Score
	Threat			
1	Many competitors make the same product	2.7	0.094	0.256
2	Product price competition with competitors is getting higher	3.9	0.063	0.245
3	Consumers are critical of the products produced	2.5	0.080	0.205
4	Raw material prices are increasingly expensive	2.5	0.083	0.212
5	Supplier limitations	2.7	0.087	0.237
6	Discounts or promotions provided by competitors	2.5	0.073	0.186
7	Weather, climate and natural conditions are uncertain	1,9	0,063	0,119
Total				1,46
Total Opportunities-Threats: 1.36-1.46= -0,1				

Source: Research Results, 2023

In overcoming these various threats, restaurant entrepreneurs in Pantai Panjang are required to be able to take advantage of existing opportunities to avoid any threats or challenges faced so that decision making and policy making can be done appropriately.

DISCUSSION

Based on the calculation of the IFE and EFE matrix of restaurant businesses that have the potential to be developed, it will be continued with alternative restaurant business development strategies using SWOT analysis. The formulation of alternative strategies with SWOT analysis is a combination of internal factors (strengths and weaknesses) and external factors (opportunities and threats).

The results of the research calculation show the difference in the total internal and external weight scores, where the difference will be the determining factor of the strategy contained in the strategic matrix. The calculation results are as follows:

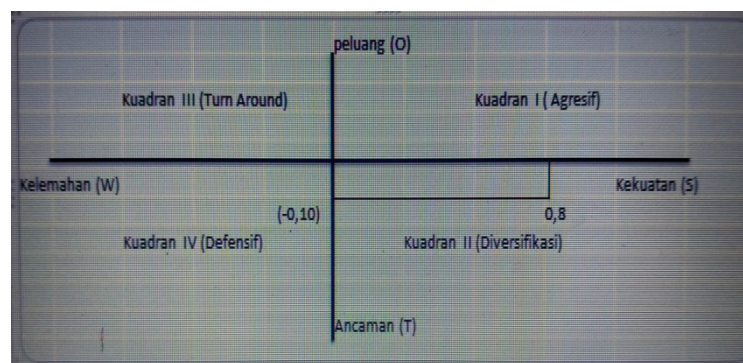


Figure 1. The Research Calculation

Table 9. SWOT Analysis Results of Restaurant Business Development in Pantai Panjang

Items	Total Score	Score Difference	Mark
Strength	1.56		
Weakness	0.73	0.80	+
Opportunity	1.36		
Threat	1.46	-0.10	-

Source: Research Results, 2023

Based on table 9 above, the results of research conducted based on facts in the field illustrate that the development of restaurants in Pantai Panjang has the highest strengths and threats as well as weaknesses and low opportunities. The results of the SWOT analysis obtained the value of strength minus weakness is 0.80 which serves as the X axis. The value of opportunity minus threat is -0.10 also serves as an axis Y. ini shows that coconut sugar business development has great strengths and threats compared to existing weaknesses and opportunities, as illustrated in figure 3 below:

-The value of strength minus weakness $1.56-0.73= 0.80$ which serves as the X-axis.

-Opportunity value minus threat $1.36-1.46= -0.10$ which serves as the Y axis.

Figure 2. SWOT Analysis Quadrant

From the position of the research quadrant above, it can be seen that the position of restaurant business development is in quadrant II, it is that the restaurant business in Pantai Panjang although it has great strength but still faces considerable threats also in increasing the development of the restaurant business, it is expected to implement a verified strategy, which is a strategy that utilizes the strengths currently owned to avoid and overcome threats or open up opportunities.

From the analysis of the internal and external environment, data analysis was then carried out to determine the Grand Strategy, namely the formulation of alternative strategies for the strategy to increase restaurant business in Pantai Panjang. The position of determining the strategy is in the position of quadrant II, namely by doing a diversification strategy. Diversification is a diversification of products or also the location of a company carried out by the company in order to maximize profits so that cash flow in the company can be more stable, while the diversification strategy is how a company divides its products, whether with related products or businesses or completely different. In increasing the development of the restaurant business in Pantai Panjang, the diversification strategy referred to in quadrant II position is that the restaurant business can utilize its strengths to overcome or avoid threats, then the strategy that can be done is ST (*Streangths-Treaths*). ST's strategy is to harness all forces to avoid and overcome threats.

Table 10. SWOT Matrix Analysis

	Internal	Strengths
External	<p>Threats (Ancaman)</p> <ol style="list-style-type: none"> 1. Many competitors make the same product 2. Product price competition with competitors is getting higher 3. Consumers who are critical of the products produced 4. Raw material prices are increasingly expensive 	<ol style="list-style-type: none"> 1. Experience setting up a business 2. Strategic sales location 3. Adequate facilities and infrastructure 4. Quality of food served 5. Quality and availability of raw materials

- | | |
|--|---|
| 5. Supplier limitations | 6. Sources of price information are available |
| 6. Discounts or promotions provided by competitors | 7. Motivation to run a business |
| 7. Weather, climate and natural conditions are uncertain | |
| 5. Supplier limitations | |

Strategy (ST)

1. Maintaining the quality of raw materials, as well as maintaining the characteristics of each cooking menu
2. Add health information in an innovative and interesting way and create a health-friendly atmosphere
3. Standardization of culinary menu development, both in terms of operations, presentation packaging and prices.
4. Utilize the value of food quality through market expansion, both online and through local/national exhibitions

Source: Research Results 2023

The Grand Strategy that you want to use is to use strength to overcome threats, then several alternative strategies can be prepared based on the SWOT matrix.

Based on the analysis that has been carried out in figure 1 of the SWOT matrix analysis, the restaurant business development strategy in Pantai Panjang is in quadrant II, which supports a verified strategy were using strength to overcome existing threats, then the ST strategy: "Using strength to overcome threats".

Based on the analysis that has been carried out in this study, the author provides recommendations to restaurant entrepreneurs in Pantai Panjang to increase the quantity and scope of product promotion so that it can reach a wider range of consumers.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research that has been done, a diagram position of the restaurant business in quadrant II is obtained so that what can be applied is a diversification strategy, namely product diversification and innovation in how to market in order to avoid and overcome threats or open opportunities, namely by:

1. Making innovations or new variants of processed menus, so as to make consumers not feel bored with the presence of new menus.

2. Standardization of the development of processed food products, both in terms of operations, presentation, and price. Packaging and product determination strategies are very important. If the price has been set (standard), there will be no more worries about production costs that are higher than the selling price.
3. Harnessing the quality value of foodstuffs through market expansion. So that future market expansion will improve.

This research is only to make a strategy to increase the development of restaurant business in Pantai Panjang in order to increase the economic income of households in Pantai Panjang. For future researchers with similar research is expected to be able to do research even better by examining other variables or with different research subjects.

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