

## **MARKETING MIX STRATEGY TO ATTRACT CUSTOMERS: CASE STUDY OF SALSA VERDE RESTAURANT IN GRAND HYATT BALI**

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### **ABSTRACT**

Salsa Verde Restaurant is part of the Grand Hyatt Nusa Dua Hotel, Bali, located in ITDC which is an elite complex on the beach and has an Italian restaurant concept. To attract the interest of guests, many innovative and good quality services are needed and supported by the right strategy and agreed upon by the restaurant management. This study aims to obtain information about the marketing mix strategies used and the best strategies to use in the salsa verde restaurant. In this study there is one variable that is processed using descriptive qualitative methods using SWOT Analysis, EFAS matrix, IFAS, IE and QSPM. The results of the study it was found that the strategy that must be done by Salsa Verde Restaurant is to repair or replace the work support tools in the kitchen and service, improve service quality and prices for guests, improve product quality to be the best, optimize and improve the work system that has been implemented, improve old menus both from material or from display presentation, and optimize promotion through existing media.

Keywords: marketing strategy, marketing mix, restaurant

### **INTRODUCTION**

Globally the tourism industry is an industry that is growing rapidly at this time. This tourism industry also has an impact on the development of hotels, restaurants and other culinary venues. Hotels and restaurants are also an important part of improving and supporting tourism in Indonesia and promoting local tourism around the hotel or restaurant. Restaurant is a business providing food and beverage services equipped with equipment and supplies for the process of making, storing and serving in a fixed place that is not mobile with the aim of obtaining profits and / or profits (Regulation of the Minister of Tourism and Creative Economy No.11 of 2014) .

One of the restaurants located in the hotel environment is the Salsa Verde restaurant. Salsa Verde Restaurant is one of the restaurants located in the Grand Hyatt Bali hotel. Grand Hyatt Bali is located in the ITDC Tourism Area (Indonesia Tourism Development Corporation) Nusa Dua, Bali. Salsa Verde serves a menu of typical foods from Italy, such as Pizza, Pasta, Risotto, and various other food menus.

To attract guests to buy and taste food products and introduce this restaurant, a marketing strategy is needed. Marketing strategies are often used because they are an important part of running a restaurant or other business. In this day and age strategy has an important role and cannot be eliminated because it is very useful for running an existing business. Strategy is an overall approach related to the implementation of ideas, planning, and execution of an activity within a specified period of time. The marketing mix model is also used and adjusted to the target market, era, technology, and industry. To be able to develop in the world of the restaurant industry needed renewal by adjusting to the times.

This research aims to the following : (1) Obtain information about the marketing mix strategy used in salsa verde restaurants, (2) Knowing the priority of the marketing mix strategy and the best strategy for use in salsa verde restaurants.

## **MATERIAL AND METHODOLOGY**

### **A. Marketing Mix Strategy**

#### **1. Definition of Strategy**

Strategy is the key to success in achieving the desired goals in a business. Companies and individuals must be able to face any problems or obstacles that can come from within the company or outside the company.

Strategy is a means together with long-term goals to be achieved. The business strategy includes geographical expansion, diversification, acquisition, product development, market penetration, tightening, divestment, liquidation, and joint ventures (David, 2011).

Strategy is a way of organizing actions taken by company managers to achieve the company's mission, goals and objectives (Hubeis and Najib, 2014).

#### **2. Definition of Marketing Mix**

Marketing is part of a strategy to run a business in order to achieve the objectives of the business. In order to achieve these objectives the marketing mix strategy is needed so that the objectives can be achieved effectively and efficiently.

According to Kotler and Armstrong (2008), "Marketing mix is a collection of controlled active marketing tools that are integrated by companies to produce the desired response in the target market"

Marketing mix is a tool for marketers consisting of various elements of a marketing program that needs to be considered so that the implementation of the marketing strategy and the determination of the position set can run successfully (Lupiyoadi, 2013).

#### **3. Marketing Mix Factors**

The marketing mix concept according to Kotler and Keller (2016) consists of 4P, namely product, price, place, and promotion. Here's the understanding of 4P:

- a) Product is something that can be offered to the market to get attention, so that the products sold will be bought or used that can meet customer needs.
- b) Price is the value exchanged by consumers for the benefit of owning or using a product or service that is valued by buyers and sellers through an offer
- c) Place is a distribution channel that is intended to reach the target consumer. This distribution system regulates location, transportation, warehousing, and so on.
- d) Promotion is an activity that conveys the benefits of the product and entices customers to buy.

### **B. Guest Interest**

Guest is an important factor in running a business because it is a part that helps in developing and obtaining goals in a business. Guests have a tremendous impact on the survival of a business.

Interest is basically an acceptance of a relationship between oneself and something outside of oneself (Djali, 2008).

Interest is the tendency of a high heart towards something that arises because of a need, which is felt or not felt or the desire of a particular thing.

Interest greatly influences or is influenced by thoughts, desires, and feelings. Interest is also part of the individual in determining the choice he wants and making decisions. Interest can change according to the desires of an individual concerned.

### C. Methodology

This research uses the method the qualitative study. While design research methodology used is a method case study. Data collection was conducted through in-depth interviews with related offices, there are 6 restaurant employees consisting of Executive Sous Chef, Chef De Cuisine, Bartender / supervisor and 3 commis. The data analysis method uses SWOT which consists of Strengths, Weakness, Opportunities, and Threats. This method is used to analyze internal and external factors of the restaurant in order to find and find out what factors are the strengths, weaknesses, threats, and opportunities.

## RESULTS AND DISCUSSION

### A. Internal Factors

Identification of internal factors needs to be done to determine the strengths and weaknesses of the Salsa Verde Restaurant.

Table 1. Internal Factors

Strengths	Weaknesses
1. Product Quality	1. Restaurant Equipment (Kitchen And Service)
2. Cooperation Between Staff	2. Stock Items
3. Service Quality	3. Restaurant Capacity For Guests
4. Restaurant Facilities	4. Unstable Room Temperature
5. Communication Between Staff	
6. Authentic Italian Menus	

Source: Researchers data, 2018

Table 2. IFAS Matrix

Strengths	Bobot	Rating	Scores
1. Product Quality	0,112	4	0.448
2. Cooperation Between Staff	0,105	3.3	0.346
3. Service Quality	0,107	4	0.428
4. Restaurant Facilities	0,107	3.1	0.331
5. Communication Between Staff	0,096	3.3	0.316
6. Authentic Italian Menus	0,088	3	0.264
Weaknesses			
1. Restaurant Equipment (Kitchen And Service)	0,102	1	0.102
2. Stock Items	0.098	1.6	0.156
3. Restaurant Capacity For Guests	0.092	2	0.184
4. Unstable Room Temperature	0.093	1.6	0.148
<b>TOTAL</b>	<b>1.000</b>		<b>2.723</b>

Source: Researchers data, 2018

Based on the ifas matrix calculations for the strategy at the salsa verde restaurant, the main strength is product quality with a total value of 0.448, followed by service quality with a total value of 0.428, and cooperation between staff with a value of

0.346. while the small strength is the authentic italian menu with a total value of 0.264 due to the lack of focus on menus that are truly typical of italy. Restaurant equipment is the main weakness in salsa verde restaurant with a total value of 0.102 due to the lack of new and modern equipment to support the work of the staff, while for the smallest weakness is the capacity of restaurants for guests with a total value of 0.184.

## B. External Factors

External factors need to be known to know the threats and opportunities that have a restaurant salsa verde. The researcher found the threats and opportunities that exist in the salsa verde restaurant by interviewing the interviewees directly and giving questionnaires filled in directly by the respondents, such as the following table:

Table 3. External Factors

Opportunity	Threat
1. New menu promotion	1. Restaurant location
2. Events in the restaurant (romantic dinner, birthday party, etc.)	2. Extreme weather
3. Education of guests regarding italian food	3. The natural conditions around
4. Cooperation with travel agents	4. International national political conditions
5. Send a marketing team for restaurant promotions	5. National security
6. Social media as a source of promotion	

Source: Researchers data, 2018

Table 4. EFAS Matrix

Opportunity	Bobot	Rating	Scores
1. New menu promotion	0.101	3.8	0.383
2. Events in the restaurant (romantic dinner, birthday party, etc.)	0.089	3.6	0.320
3. Education of guests regarding italian food	0.075	2.6	0.195
4. Cooperation with travel agents	0.083	2.8	0.232
5. Send a marketing team for restaurant promotions	0.082	2.5	0.205
6. Social media as a source of promotion	0.085	3.5	0.297
Threat			
1. Restaurant location	0.101	2.4	0.242
2. Extreme weather	0.089	2.2	0.195
3. The natural conditions around	0.098	1.6	0.156
4. International national political conditions	0.097	2.6	0.252
5. National security	0.100	1.6	0.160
<b>TOTAL</b>	<b>1.000</b>		<b>2.637</b>

Source: Researchers data, 2018

Based on the results of the efas matrix calculation, salsa verde restaurant has the opportunity to attract guest interest. The main opportunity is the promotion of a new menu with a total score of 0.383 then in the second position of events in the restaurant with the acquisition of a score of 0.320. As for the small opportunity occupied by education of guests about italian food with a score of 0.195. In addition

to the opportunities owned by the salsa verde restaurant, there are also the main or most influential threats and small threats, such as natural conditions around 0.156 which are small threats and threats that are very influential namely national and international political conditions 0.252. The total score of this external matrix is 2,637.

### C. I-E Matrix

Matrix I-E (internal external) to find out the current position of the restaurant. Based on the results of the ifas and efas matrices which weigh 2,723 (ifas) and 2,637 (efas) place the salsa verde restaurant in the quadrant V is "hold and maintain", namely by carrying out maintenance of all facilities and performance of employees and also increasing marketing through the media social, print, and electronic media to be used as a source of promotion and can send special teams to carry out promotions effectively and efficiently, which in turn can increase interest and satisfaction for guests or consumers. From these results it can be concluded that the role of the product marketing mix strategy is good enough to be used as a reference for future strategies.

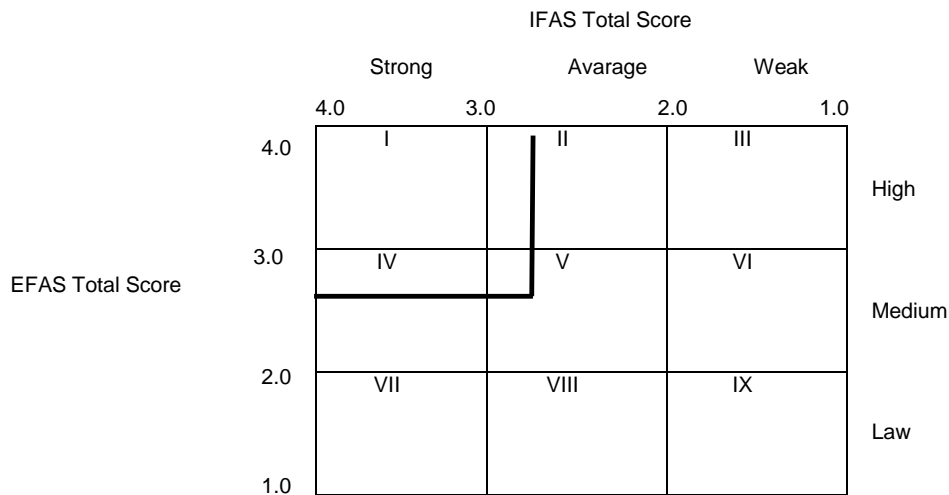


Figure 1. I-E Matrix  
 Source: Researchers data, 2018

### D. SWOT Matrix

The swot matrix can formulate alternative strategies which will later be selected with a QSPM (Quantitative Strategic Planning Matrix). The advantage of the SWOT matrix is to facilitate the formulation of strategies based on internal and external factors. There are four main strategies suggested by SO, ST, WO, and WT. This analysis uses data that has been obtained from the IFAS and EFAS matrix. Here are the results :

<b>EFAS</b>	<b>Strengths (S)</b>	<b>Weaknesses (W)</b>
<b>IFAS</b>	<ol style="list-style-type: none"> <li>1. Product Quality</li> <li>2. Cooperation Between Staff</li> <li>3. Service Quality</li> <li>4. Restaurant Facilities</li> <li>5. Communication Between Staff</li> <li>6. Authentic Italian Menus</li> </ol>	<ol style="list-style-type: none"> <li>1. Restaurant Equipment (Kitchen And Service)</li> <li>2. Stock Items</li> <li>3. Restaurant Capacity For Guests</li> <li>4. Unstable Room Temperature</li> </ol>
<b>Opportunity (O)</b>	<b>S-O</b>	<b>W-O</b>
<ol style="list-style-type: none"> <li>1. New menu promotion</li> <li>2. Events in the restaurant (romantic dinner, birthday party, etc.)</li> <li>3. Education of guests regarding italian food</li> <li>4. Cooperation with travel agents</li> <li>5. Send a marketing team for restaurant promotions</li> <li>6. Social media as a source of promotion</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop a variety of menus and flavors that have the salsa verde restaurant and still maintain the taste of italian food (S1, S6, O1, O3).</li> <li>2. Maintain and optimize the services and cooperation of various parties and also the promotion of social media and the promotion of various places (S2, S3, S5, O4, O5, O6).</li> <li>3. Repair and update places as well as facilities in the restaurant (S4, O2)</li> </ol>	<ol style="list-style-type: none"> <li>1. Repaire and update work equipment and work environments in order to support the work of employees and make guests more interested in restaurants (W1, W2, W3, W4, O1, O2, O3, O4, O5, O6)</li> </ol>
<b>Threat (T)</b>	<b>S-T</b>	<b>W-T</b>
<ol style="list-style-type: none"> <li>1. Restaurant location</li> <li>2. Extreme weather</li> <li>3. The natural conditions around</li> <li>4. International national political conditions</li> <li>5. National security</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish cooperation with BMKG and security forces in order to achieve a level of security for employees and guests (S2, S3, S4, S5, T2, T3, T4, T5)</li> <li>2. Optimize food and beverage menu offerings adjusted to the location of the restaurant and restaurant theme (S1, S6, T1)</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintain supply of goods for the needs of the restaurant and maintain work support equipment so that the restaurant continues to run normally (W1, W2, T2, T3)</li> <li>2. Optimize the space available and make the guests comfortable with the atmosphere in the restaurant (W3, W4, T1, T4, T5)</li> </ol>

Figure 2. SWOT Matrix  
Source: Researchers data, 2018

## E. QSPM

To choose the best and right strategy, will be done using QSPM. This matrix will determine the relative attractiveness of alternative strategic actions that can be implemented at salsa verde restaurants on internal and external factors.

From QSPM processing, it is obtained that the priority strategies will be sorted based on the total attractiveness score from the largest to the smallest, as below:

Table 5. QSPM

No	Strategy Priority	Total Score
1	Repair or replace support tools in the kitchen and service	2.1726
2	Improve service quality and prices for guests	1.9192
3	Improve product quality to be the best	1.5845
4	Optimize and improve work systems that have been implemented	1.5346
5	Improve old menus both from the ingredients and from the presentation	1.5346
6	Optimize promotion through existing media	1.5346

Source: Researchers data, 2018

The result process from QSPM, recommendations for strategies such as:

1. To optimize performance, it is necessary to update the tools needed to work.
2. Improve work systems that are less effective and efficient.
3. Increase promotions to introduce restaurants and menus in restaurants.
4. Substitute the ingredients used in serving food to be better and quality ingredients.

## CONCLUSIONS AND RECOMMENDATIONS

### A. Conclusions

1. The role of the marketing mix strategy at the Salsa Verde Restaurant already good from product issues, promotions, places, and prices because it is very competitive and accessible to the public general.
2. The most appropriate strategy is used for Salsa Verde is repairing or replacing work support tools in the kitchen and service, increasing service quality and prices for guests, increasing product quality to the best, optimize and improve the work system that has been implemented, improve old menus both from the ingredients or from the display presentation, and optimize Promotion through existing media.

### B. Recommendations

1. Keep improve product quality
2. Maintain communication with the staff
3. Improve the quality of existing services,
4. Improve and renew support tools

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