

**ANALYZING THE STRATEGY AFFECTING SURVIVAL OF PONDOK TETERUSAN RESTAURANT****ANALISA STRATEGI YANG MEMPENGARUHI KELANGSUNGAN HIDUP RUMAH MAKAN PONDOK TETERUSAN**

By

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**Abstract:** Business in modern era keeps evolving in order to meet the standard of customers thus creating certain types of criteria and even new barriers for new businesses in modern era. This forces the companies create strategies in order to survive the competition. This study aims to analyse the strategy of Pondok Teterusan restaurant to survive in the competition of grilled fish business. This study used qualitative method with purposive sampling. The sample of this study is owner and eight customers of Pondok Teterusan restaurant. The data collected by doing deep interview. The result shows that there is no special strategy implemented by the restaurant to survive within the industry. Customer review helps the restaurant to evaluate their performance, product differentiation makes the restaurant has variant menu and the restaurant has strategic location that affecting the survival of the restaurant. The restaurant can make the customer satisfaction or review board to collect the customer feedback. The owner also have to give more attention to the area of the restaurant to make the customer feel comfortable.

**Keywords:** restaurant, strategy

**Abstrak:** Bisnis di era modern terus berkembang demi memenuhi standar pelanggan, yang ikut memunculkan kriteria tertentu dan bahkan hambatan baru bagi bisnis-bisnis yang baru dirintis. Hal ini mendesak perusahaan-perusahaan untuk membentuk strategi agar mampu bertahan dalam persaingan bisnis. Penelitian ini bertujuan untuk menganalisis strategi yang digunakan Restoran Pondok Teterusan untuk bertahan dalam persaingan bisnis ikan bakar. Metode penelitian yang digunakan adalah kualitatif dengan purposive sampling. Sampel yang digunakan dalam penelitian adalah pemilik dan delapan pelanggan restoran Pondok Teterusan. Data penelitian dikumpulkan dengan melakukan wawancara mendalam terhadap pemilik. Hasil yang didapat menunjukkan bahwa tidak ada strategi khusus yang dilakukan restoran untuk bertahan di dalam industri tersebut. Ulasan pelanggan yang membantu dalam mengevaluasi kinerja restoran, diferensiasi produk yang mendukung variasi menu, dan lokasi restoran yang strategis adalah faktor-faktor yang memengaruhi kelangsungan restoran. Restoran dapat membuat kepuasan pelanggan atau papan ulasan untuk mengumpulkan timbal balik pelanggan. Pemilik juga harus memberikan perhatian lebih di area restoran untuk membuat pelanggan merasa nyaman.

**Kata kunci:** restoran, strategi

**INTRODUCTION****Research Background**

Business in modern era keeps evolving in order to meet the standard of customers thus creating certain types of criteria and even new barriers for new businesses in modern era. This also implied toward the food and beverage industry, because of the entry barriers that keep improving but also keep getting broken each times make the business need to adapt. Food and beverage industry is one of the fastest rising and if not the biggest industry right now, it is standing in the same quantity as other big industries such as manufacture and also fashion business. In fact, Food and beverage industry will always increase regardless because of the number of demands that keep on increasing. It is different from other big industries such as fashion business and also in terms of degree of importance. In comparison, food can be categorized as a need that sit at the top of degree of importance compare than shelter and other needs. Eventually this fact plays a pivotal role on the increasing business on the current industry restaurant keep on evolving and the numbers are not slowing down day by day.

The number of businesses that keep increasing eventually create two things, the first one is the monopoly by certain companies within an industry and the second one is the lack of strategies that can be implemented by other companies or even new emerging businesses. The second problem proves to be a vital one because it can create a huge future impact for the industry. Other companies may not have any chance at all because of the types of strategies that similar from one and another. Strategies are important for the business in order to survive the competition. The more distinct the strategies mean the chance of survival eventually improves. The strategy include the formulation of major goals and what will the management going to take in order to achieve those goals. The formulations of these strategies are important because it distinguished the businesses from other and also create a certain factors which can attract the customers and potential customers too. The main idea of making strategies are basically differ into two which are to develop or to survive. With different status of different restaurants, these restaurants will eventually use strategy that can give benefits but also applicable with the current situation. The strategy to develop mostly used by established companies and big players within the industry, in order to overrun the competition and to improve the grip within the customers segments these companies eventually need to develop. The other strategy focus more on longevity within the competition, the competition that keep getting better means that other businesses need to adapt in order to survive. Survive in the industry basically translate into a condition where the business in this case restaurant manage to stay relevant within the competitions, which resulted into the restaurant can still do business for more years to come.

Overall, survival of business needs to be backed with strategies that can ensure the longevity of the business. Many types of strategies already been formulized and keep on evolving because two major things, the diversity of business and the diversity of needs for the customers. Diversity of the businesses here is about the types of businesses that compete in the same restaurant. The examples are restaurants that have burgers, grilled food or even eastern cuisine as the main selling point. These restaurants have different concept, however these indirect competitors can intertwined with each other when it comes to attracting the most number of customers. These only focus of the indirect competitions, not to mention direct competitions which are business that have the same concept or main selling point with the current restaurant or trend. The second problem that arises is about the diversity of customers' need, which is crucial part that needs to be considered especially in food and beverage industry. The type of needs that keep on evolving basically make the restaurant need to adapt with the new trends. One of the example is the emergence of western cuisine in eastern countries that made many restaurant do major adaptation to its core selling point. These adaptations of core selling points will give major implication to the company as a whole such as change in production, cooperation or marketing campaign that the restaurant choose to follows.

Food and Beverage industry in Sulawesi Utara are increasing, means that the level of competition in a high state because the number of business that keep on increasing caused by low entry barrier and can implicated to other business' longevity within the industry. The competition is fierce and makes the businesses compete in the same ground or the same industry. There are many grilled fish restaurants in Manado. The restaurants have similar concept. The concept is providing grilled fish as the selling point. This similar menu can create a competition among these restaurants. Location also has a role in the business especially in the restaurant business, because the customer will consider the access to reach the restaurant.

Pondok Teterusan is one of pioneer of restaurant that show cases Ikan Bakar as the main selling point and already creating headline during its establishment. The restaurant consider already enter its seventh year of running the business. The restaurant focuses more on the quality and adaptation of its menu. The restaurant keeps using the same standard that already established until now which make the restaurant till have big name within

the competition. The restaurant already gone through several changes on its menu as well in order to attract new customers and to stay relevant within the industry that keeps on evolving. With these specification, it can be stated that the restaurant have similar factors especially about the main selling point, and location with other restaurants that make the competition even tighter. However, the business manages to survive for several years until now and the implication of strategy which can be categorized as a good implication of its strategy.

### Research Objective

To analyze how the restaurant survive with the increasing number of direct competitors

## THEORETICAL REVIEW

### Marketing

According to Kotler and Amstrong (2008), broadly defined, marketing is a social and managerial process by which individual and organizations obtain what they need and want through creating and exchanging value with others. In a narrower business context, marketing involves building profitable, value-laden exchange relationship with customer. According to American Marketing Association (2007) marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

### Marketing Strategy

Marketing strategy is a procedure by which companies react to situations of competitive market and forces of market or react to environment forces and internal forces to enable the firms to achieve its objective in the target market (Moghaddam and Amir, 2012).

### Strategic Management

Strategic management is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objective. The purpose of strategic management is to exploit and create new and different opportunities for tomorrow; long-range planning, in contrast, tries to optimize for tomorrow the trends of today. (David, 2011).

### Previous Research

Napuli, Velasco and Binifacio (2014) in a comparative study of continued survival on selected pioneer restaurant in Calamba City, staff loyalty and products are affecting the survival of restaurant in this case pioneers restaurant. The fact that major restaurant can be affected by these factors shows that staff loyalty and products can determine the survival of many types of restaurants outside of the major one. "Most common reason for guest patronage was the product while the staff's loyalty was mainly due to good management as well as the salary and benefits. The survival of these pioneer restaurants was mainly due to the product and staff loyalty that affect the restaurant as a whole".

Zhang and Luo (2018) in can user generated content predict restaurant survival and deep learning of yelp photos and reviews, reviews can determined the survival of restaurants. These reviews can be vary start from the content of the reviews, star ratings, length of reviews and the consumer sentiment as well. All of these are part of reviews, which eventually affect the survival of the restaurant as a whole. "Volume and valence of photos and reviews are strong predictors of restaurant survival. After controlling the content, star rating, and length of reviews, consumer sentiment extracted from the review text is still strongly associated with the restaurant's survival."

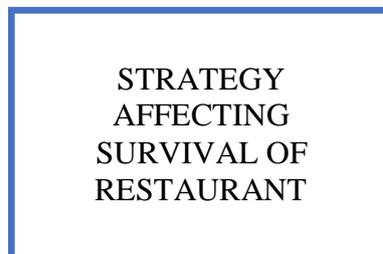
Fang (2019) in the effects of online reviews platforms on restaurant revenue, survival rate, consumer learning and welfare found that reviews have relation regarding the survival of restaurant. Many aspects such the revenue of restaurant, consumer learning and welfare, also the survival of the restaurant are associated with reviews given by the customers. "Through reviews the consumer can learn faster about the restaurant quality, it also affect the restaurant revenues and survival rates. Even though online reviews do not significantly affect the survival of old independent restaurant, it does affect other types of restaurants".

Parsa, *et al* (2014) in relationship between restaurant failures and demographic factors show that location is a significant factor in a restaurant's survival chances. However in specific places there are also other factors that also give an impact toward the restaurant's survival such as the demographic factors, unemployment rate,

nature of nearby residents' profession and geographical presence. Nevertheless, location still hold its place as one of the factor affecting the restaurant's survival. Location is a significant factor in a restaurant's survival chances, however other factor such as substantial population and residents enhanced the restaurant's survival as well. Notable factors that have a role on the restaurant's survival are demographic factors, unemployment rate, nature of nearby residents' profession, and geographical presence of families.

### Conceptual Framework

This part discuss about the conceptual framework from the variable of this study



**Figure 1. Conceptual Framework**

*Source: Data Analysis Method, 2019*

This study aims to analyze the strategy affecting survival of pondok teterusan restaurant

## RESEARCH METHOD

### Research Approach

This research used qualitative method. Qualitative data are data in the form of words as generated from the broad answers to question in interviews, or from responses to open-ended questions in a questionnaire, or through observation, or from already available information gathered from various sources such as the Internet. Exploratory study is undertaken when not much is known about the situation at hand, or no information is available on how similar problems or research issues have been solved in the past (Sekaran and Bougie, 2013). This research used the case study in pondok teterusan restaurant, the data has been collected from the owner of the restaurant which makes strategies and policies in the restaurant. The data from the informant has been analyzed in order to give the final conclusion of the research.

### Population

The population in this research is the higher up of eat pondok teterusan restaurant, excluding of employees such as waitress, and cooks.

### Sampling Technique

This study used purposive sampling as the technique sampling.

### Sample

This research only used one informant as the key informant, namely the owner of pondok teterusan restaurant.

### Data Collection Method

The data collection method collected by two types. First is primary data, it was collected through deep interview. Second is secondary data, it was taken from books, articles, and internet.

**Operational Definition of Research Variables****Table 1. Definition of Research Variable**

Variables	Definition	Indicator
Survival of Restaurant	The ability of the restaurant to sustain the existence in the industry	- Customer Review - Product Differentiation - Location

Source: Author's, 2019

## RESULT AND DISCUSSION

### Result

#### Key Informant

Pondok Teterusan restaurant is a family business that focused on food and beverage industry especially in sea food. At first, this restaurant just offered ikan bakar like ikan mujair and ikan mas that established in 2012. The owner of this business has the intention to open the business because there were some people wanted to rent the land to open the culinary business but the owner decide to open his own business rather than to rent our land. The owner decide to build the business based on other restaurants near by that also served ikan bakar. After the owner retired from the previous job, he opened his business. At first, the intended target market was the people who live near from the location. Until now the customer not only them but the people from outside. Pondok Teterusan restaurant does not has special ways to promote this business. In 2012, the major of north minahasa launched the restaurant then from this ceremony people know this restaurant because the major would make culinary places at that location and through the reviews of consumer who ever come to this restaurant. But the owner only uses Facebook to promote this business. Until now the customer not only them but the people from outside. It formed more huts from eight to become more than twelve huts. The restaurant added more menu that include other type of meat such as chicken, duck and other type of fishes at last for years. The price is around thirty thousands until forty thousands for ikan mujiar and sixty thousands until one hundred thousands for ikan mas. The restaurant has no particular concept just sell sea food and use facebook to promote the business. Until now the customer not only them but the people from outside. In running the business, the owner still getting many suggestions from his close friends, family, even from the customer, also got some complaints from the consumer like unsatisfied services from the employee. To response the complaint, owner directly called the employee and gave some rebuke to them. Owner planned to make suggestion box if it is necessary. The restaurant had around fifty employees at the beginning and now only twenty five employees remain. It happened because most the employees are friends and related with the owner, the sense of the professionalism is nowhere to be found caused the employees left the job after one or two months only without any news. Now the owner creates a new rule regarding new employees, the employees will have three months probation in which they only received half of salary with three months. Retaered salary will be transferred to the employees. Location is one of the strength of this restaurant which is close to airport, located on the roadside with pond and paddy fields. Despite its location in the suburbs and including the North Minahasa area, this restaurant is a pioneer of grilled fish restaurant (*rumah makan ikan bakar*) in Manado.

The owner expanded by build more huts, from eight to become more than twelve huts. Although nowadays many restaurants use Go Food or grab food application to sell their product, but pondok teterusan restaurant has not used it. Despite it, owner planned to register this restaurant to that application. Raw materials, and competitive price are some aspects that determine the price for each meal. At the beginning, the owner who always bought raw materials by himself. But now the owner has suppliers from Tatelu and Tondano, and more or less during the year does not move the suppliers. If the fishes run out, the owner immediately find for fish in nearby places or in supermarkets so as not to run out of the fishes and not disappoint the consumers, although sometimes prices in supermarkets are more expensive than restaurant's suppliers. The restaurant always has fresh raw materials. If the restaurant has excess raw materials, they store it in pond for fish and in warehouse for other raw materials and throw them. They do not have a lot of waste because the remnants of the food takeout by the employees to be given to the pet, to other garbage they dump his to the landfill.

The owner needs more less two billion rupiah to build the restaurant. The business is profitable because in the first five years their sales were twenty five until thirty million a day and has more less five hundred customer

in weekend or holidays and more less three hundred fifty customer in week days. But now the customer is decreasing because of growing number of competitors, which caused a shift within the customer's alternative of choosing the same type of restaurant. But the restaurant still survive until now, compared to other famous competitor that formed after the restaurant exist. The owner still keep the quality of the taste like still used the chef that worked from the restaurant opened, always do briefing to the employees to make good service, and try to make innovation for the business. The owner also used it to face the competitor.

#### **Informant 2**

The second informant ever go to the restaurant multiple times, even almost once every two months. The food has great favor with the variant menu. The space of the restaurant is wide and has a lot of parking space. The location is strategic because the restaurant located near by the main road. The customer did not have to wait long for their food to be served.

#### **Informant 3**

The third informant sometimes go to pondok teterusan restaurant with uncountable frequent. The informant like to go to the restaurant because the food taste great, it has variant of menu and affordable price. The informant likes the environment because it has fresh air and comfortable vibe. This restaurant has strategic place near by the main road but located far from the city. The informant also sometimes give review about the restaurant to the informant's family or relatives.

#### **Informant 4**

The informant has visited the restaurant twice. Restaurant has similar menu with the other grilled fish restaurants and has great taste. The restaurant located far from the city but has beautiful view and comfortable vibe which fit with the menu from the restaurant.

#### **Informant 5**

The fifth informant has visited the restaurant twice. According to the informant the restaurant has great taste of food with variant menu and affordable price. The informant acquired positive review about the restaurant from family and relatives. The restaurant located far from the city but has comfortable place with green environment just like on the villages. But the restaurant have to give more attention to the infrastructure maintenance.

#### **Informant 6**

The sixth informant ever go to the restaurant more than five times. Pondok teterusan has comfortable, fresh and nice view that makes then informant want to go to the restaurant. The restaurant also offer different set of tables and chairs for different groups of customer. The informant ever give review to her families and friends about this place. According to the informant, this restaurant has affordable price and good taste of food.

#### **Informant 7**

The seventh informant ever go to the restaurant twice. The informant likes the food and the variation of the menu because it meet the expectation of the informant. The restaurant has a great concept and it provides great environment for the customer. The restaurant suited for quality time with family but the improvement for the furniture need to be done.

#### **Informant 8**

The eighth informant sometimes go to restaurant for multiple times. According to the informant, the restaurant has a good vibe and comfortable place. The atmosphere also support the variant menu of the restaurant. The informant likes the taste of food with the variant menu. But the restaurant located far from the city, it makes the people hard to reach the location. Also the restaurant has ineffective service.

**Table 2. Coding Categorizing**

No	Respondent	Customer Review	Product Differentiation	Location
1.	Key Informant	- Facebook as the channel of promotion - Feedback from customer	- Fresh water food based restaurant - Variants of menu	- Good Vibe - Strategic Location
2.	Informant 2	Review from family	-Variants of menu - Has typical chilli sauce	- Good vibe - Wide parking lot
3.	Informant 3	-Review from family -Review from relatives - Review to family - Review to relatives	Variants of menu	- Comfortable place - Natural vibe
4.	Informant 4		Variants of menu	-Beautiful view - Comfortable vibe
5.	Informant 5	Review from family	Variants of menu	-Comfortable and fresh vibe - Nice view
6.	Informant 6	-Review to family -Review to friends	Variants of menu	-Good environment
7.	Informant 7	Review from family	Variants of menu	Great environment
8.	Informant 8	Review to relatives	Variants of menu	-Good vibe - Comfortable place

Source: Author's Note, 2019

## Discussion

### Customer Review

Customer review basically related with how the customer perceived the current products or services from a restaurant in which it can give significant impact toward the restaurant, either related with the current product or the process within the restaurant. Customer review can give to influences toward the restaurant which are negative or positive, the negative one will force the restaurant to do evaluation to fix the current problem and prevent it to happen in the near future or a long term. The positive one will impact in the current system prove to be working and the company can do further development to maintain the current situation and also attract new set of customers. This review implemented in all types of business such as service provider and in food and beverage industries, this includes restaurant as well.

Restaurant needs review from its customers to make its business runs well. Based on the information above, the review goes directly to the owner. The owner always get the feedback from the customer about the product, and service of restaurant. It gives more advantage for the owner, because of customer's feedback the owner can evaluate the restaurant's products and services like always control the process of serving the food and the quality of service of the restaurant. The review also goes from the facebook as the only channel of promotion. By adding the pictures with the caption, the people can give their suggestion or complaint into the comment column. So, the owner can evaluate the restaurant's strong and weaknesses from the review. This is one of the ways the business can survive because by its review, the owner can make or change the rule that bring disadvantage for the restaurant.

Based on the previous article, reviews have the influence toward the restaurant's survival. By giving reviews people can know about the restaurant from the product, service, and the situation of the restaurant (Zhang and Luo, 2018).

In the end these explanations show that customer review gives significant influence towards the restaurant, through small reviews the restaurant can do big changes in terms of the processes. It related closely with the survival of restaurant, the more positive review means the chance of survival will increase. Thus, it is essential for restaurant to give more comprehensive response toward review rather than to abandon them. Comprehensive response can lead into several new ideas or strategies that can be implemented by the company to further improve their current standard, this implementation can determine the state of the company and how far the company will go within the current competition.

### **Product Differentiation**

Product acts as the main selling point within the restaurant, the restaurant's brand can be determined not only by the size of the company but also how good the product that they offer to the customers. Regarding the products, the current status quo shows that the similarities within products are getting bigger and new types of product became scarce. Scarcity of products will eventually lead the company to compete in a much more competitive industry, rather than to compete with a lots of competitor the company can do product differentiation which can leads them to gain the majority of market without even competing with other. Product differentiation basically is the process of adding new value or create a diverse product that hard to be duplicated by other competitors in which the situation gives a big advantage to the company, doing benchmarking of current trends or even other competitor in order to give more diversity the current products can also be as product differentiation process.

Product or service is the important thing in business, because these two things are the main role why people open the business. To compete with the competitor, the owner have to see the trend and the customer need and want so the restaurant can survive in the business by giving innovation or following the trend. In this case, basically pondok teterusan restaurant is the grilled fish restaurant. It just sells grilled fish like ikan mujair and ikan mas, but now this restaurant adding more product like chicken, sea food, duck into the menu. Because not all people who come there like ikan mujair and ikan mas, also now there are many competitor that open the business in the same field. So, the owner have to see the opportunity to make the product differentiation.

These explanation show how crucial product differentiation can be for a restaurant and it will related closely with the survival of the restaurant. With the current situation of food and beverage trends that keep on improving restaurant right now need to adapt with the current trend and implement it in their current product, also the restaurant needs to create strategies that can capitalize the current trend and use it for the restaurant's advantage for a long term. Failed to do product differentiation can lead to the current product become stagnant and can not compete with other competitors that following the current trend of the industry.

### **Location**

Location act as one of pivotal aspect that need to be consider by any type of business, a strategic location can lead to many advantages such as brand exposure, introduction of products toward mass number of people and can eventually attract investors to invest at the very best scenario. Through location also, the restaurant can have their own set of resources such as making a special ground to produce raw materials and also to give a competitive edge to other competitors. In many cases a location of the company can make or break their tenure within the industry, this includes food and beverage industry that have lots of potential competitor and a low entry barriers that can lead other new business to become a credible competitor in the near future. Therefore, location closely related with the survival business in this case restaurant.

Location is one of the factor that influence the restaurant's survival. The restaurant has strategic place that located near of the airport and located on the suburbs of Manado. Although there is no public transportation to reach the location, but people can easily find the restaurant because the restaurant is on the roadside. The restaurant also has the good view and vibe. There are some trees, paddy fields, and fish pond around the restaurant that make the people feel comfort when they enjoy their food. Based on the previous research, location can be the factor that make the restaurant survive and failure (Parsa, *et al* 2014).

These explanation show that location can determine the survival of restaurant within the industry that most notably known for its fierce competition, the current situation of pondok teterusan restaurant already give a good sign that the restaurant already have the competitive advantage compare to other competitors. With the current condition of land become more valuable and more scarce than before the company have a step ahead

compare to the other, the improvement of the current situation in terms of facilities and access can give a major advantage to the restaurant. When the restaurant successfully implement this strategy, it can be assured that the company can survive with its competitive edge and can also lead to the development of the current business in the future.

## CONCLUSION AND RECOMMENDATION

### Conclusion

Pondok Teterusan Restaurant was established in 2012. The owner opened the business after he resigned from his job, intending to grow it as an investment for his family. The target market of this restaurant is the people who live around there, but they do not have any special concept for this business. At the beginning, the restaurant only sold grilled fish but now they have added more menu to meet their customers' needs and wants. The restaurant did not change the menu but added more. The restaurant does not have any special strategy to promote the business except using Facebook to post some activities in the restaurant as a promotion. Pondok Teterusan also has a strategic location which is in the roadside, and it also has a good view. Competitor is one of the threats for the restaurant, but the owner always does evaluation in every aspect of the restaurant based on the reviews from customers. Customer review helps the restaurant to evaluate their performance, product differentiation makes the restaurant has variant menu and the restaurant has strategic location that affecting the survival of the restaurant.

### Recommendation

In order to increase the chance of the survival of the restaurant, the restaurant can adapt concept by japanese restaurant which is omakase style. In this concept, the customer can see the process of serving menu with the seasonal ingredients. By adding the concept to the restaurant, the owner also needs to make another target market. The restaurant can make the customer satisfaction or review board. It aims to collect the customer feedback, so the owner can increase the quality of the restaurant. With the good vibe of the restaurant, the owner have to give more attention to the area of the restaurant to make the customer feel comfortable, like the cleanliness and the beauty of the hut and the fish pond, and keep the naturalness around the restaurant.

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