# Business Development Strategy Towards "Natural Concept" Restaurant (Study of Botanica Dining Restaurant, Jakarta)

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ABSTRACT

**Purpose:** The population density in Jakarta has resulted in a reduction of the green open environment in the capital city of Indonesia. In addition, the capital is the center of government and state business, making this city occupied by the majority of workers. The availability of entertainment and tourist spots in the capital city of Jakarta is quite diverse, especially restaurants. Relaxing to unwind from work activities is a moment that workers always await. The demand for unique elements in restaurants is very challenging for business owners. There are many elements that a restaurant can highlight to make its business more attractive.
Based on these problems, this study aims to determine the strategy for developing a restaurant business with a natural concept (the study of Botanica Dining Jakarta).
**Research method:** This research is a qualitative approach involving the phenomenon of the surrounding environment for a sample and the interview method with business owners.
**Results and discussion:** The research shows that several strategies are needed in this business to develop the Botanica Dining Jakarta restaurant business.
**Implication**: It was found that the strategy that the management of the Botanica Dining Jakarta Restaurant can carry out is to expand market penetration followed by developing product attractiveness to expand market targets and maintain consumer loyalty. The benefits of the results of this study are expected so that the selection of market penetration strategies can be implemented to the fullest extent possible to benefit the company.

**Keywords:** Business development, restaurant, nature concept, workers.

INTRODUCTION

Culinary tourism is the mainstay of most Jakarta residents on weekends or in the afternoon after work. Generally, they come to this place with colleagues, relatives, or family on weekends after work. Usually, what consumers base on in determining their restaurant destination is spatial attractiveness, food presentation, and price. The capital's consumers do not hesitate to take photos and upload them on their social media, which indirectly becomes a form of marketing for the restaurant through its customers. The  following presents

graphical data that contains ten provinces with the most restaurant units in Indonesia.
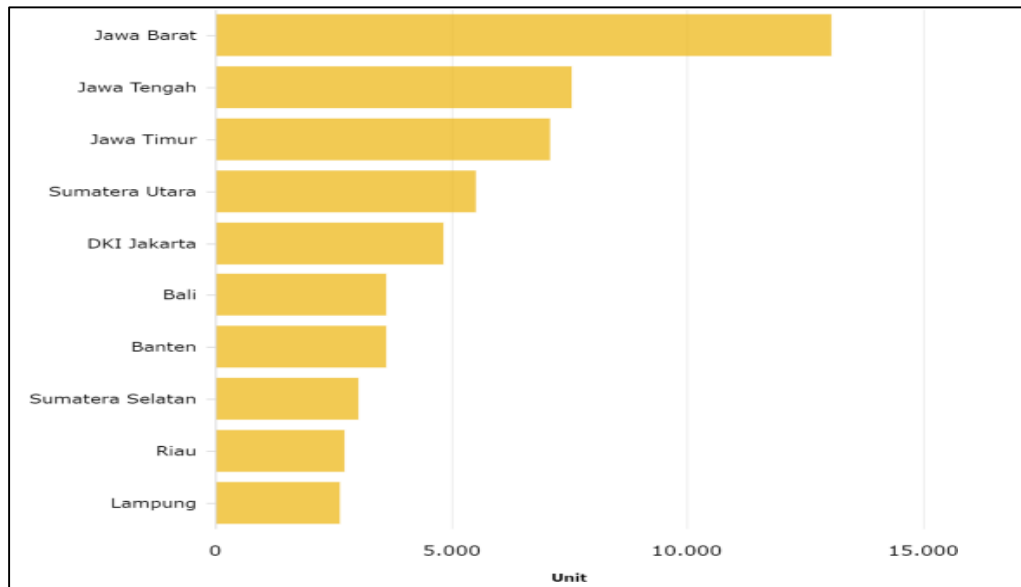


Figure 1. Graph of 10 Provinces with the Most Restaurants
[Source: (Rizaty, 2021)]

The figure above shows that the province of West Java owns the highest number of restaurant units. Based on data from the Central Statistics Agency (BPS) in 2019, the total number of restaurants in West Java scored 13,034 units. This number was followed by Central Java Province, which had 7,458 restaurants.

This research examines the influence of the external environment on the development of the Botanica Dining Jakarta restaurant business, which is still relatively new. The discussion is about simple associations to represent factors that represent important PEST in a business. This analysis can efficiently classify a business's weaknesses and strengths and is structured as a management framework for a business. Then, it used McKinsey 7s, followed by IFE, EFE, McKinsey 7s, IE Matrix, SWOT, QSPM, and business strategy. That way, this series of research methods is expected to provide convenience to the company's top managers to see an overview of what companies have to face in planning their business development.

RESEARCH METHODS
The research method is a scientific step to obtain data for a particular purpose or benefit. In the Big Indonesian Dictionary, it means an orderly and well-thought way to achieve a goal. As expressed by (Sugiyono, 2017), "The research method is basically a scientific way to obtain data with specific goals and uses."

In this study, the authors used a descriptive analysis research method (by way of interviews) with a qualitative approach. This descriptive research aims to describe and analyze systematically and accurately the facts and characteristics of the phenomena investigated. Based on the expression

(Sugiyono, 2017), qualitative research is:

"The qualitative research method is a research method based on the philosophy of positivism, used to research on natural object conditions, (as opposed to experiments) where the researcher becomes the key instrument, sampling data sources is done purposively and snowball, collection techniques are triangulation (a combination of ), data analysis is inductive/qualitative in nature and the results of qualitative research emphasize meaning rather than generalization"

This is supported by the opinion (Sugiyono, 2017) regarding the descriptive approach which states that:

"This descriptive research method is carried out to determine the existence of independent variables, either only on one variable or more (stand-alone variables or independent variables) without making comparisons of the variables themselves and looking for relationships with other variables."

To find the results of this study, researchers took several steps, namely observation by the author himself to find data related to the design of business development strategies for the Jakarta Botanica Dining Restaurant business.

The author's reason for using this research method is to find out business development strategies through external and internal factors as well as challenges and opportunities in the Jakarta Botanica Dining restaurant business.

A, according to Sugiyono (201, research variables3), re as follows: "constructs or properties to be studied. In broad terms, Sugiyono explains what forms are determined by researchers to be reviewed so that information is obtained and then conclusions are drawn.

## Table 1. Classification of Research Variables

External Environment Variables

| Sub-Indicators | Indicator |
| --- | --- |
| Political | Laws and Perda |
| Economy | Purchasing power |
| Social | Lifestyle |
| Technology | Digitization |

Internal Environment Variables

| Sub-Indicators | Indicator |
| --- | --- |
| Political | Laws and Perda |
| Economy | Purchasing power |
| Social | Lifestyle |
| Technology | Digitization |

In the opinion of (Sarosa, 2012), in his book, he says that in qualitative research, the data collection techniques most often used in research are interviews, observation, and document review. In this study, the data collection

techniques used were observation and interviews.

In analyzing the research results, the descriptive qualitative method is used. Data analysis is data activity from all respondents that have been collected. The data analysis technique is a step to analyze the data obtained to test the problem formula. Researchers must ensure that the pattern of analysis used is in accordance with the type of data collected. Data analysis aims to organize data meaningfully to be easily understood (Sugiyono, 2014).

This study's data is qualitative in the form of points of opinion from sources analyzed. After getting the answers from the informants, the authors continued to explore using two parts of the method, which were divided into external analysis consisting of PEST (Politic et al.), 5 Forces, and EFE, and internal analysis consisting of 7s Mckinsey Matrix and IFE. Then, the results of the method findings are continued with the IE matrix, SWOT, and QSPM to determine what business strategies are suitable to be implemented.

## RESULTS AND DISCUSSION
### Results

This restaurant, which is located in Senopati, is a restaurant that has a natural concept and a unique design, namely nature vibes, which is a reclaimed bar that has been developed with a variety of food and beverage menus in addition to its main sales, namely minimum alcohol. This concept and design provide an atmosphere like simultaneously being in the middle of a forest and the modern era. It will surely catch visitors' attention to the Ashta SCBD Mall. This restaurant is a retail project owned by ASRI (a subsidiary of the Agung Sedayu Group) which was established on March 16, 2021.

### External Analysis PEST

Table 2. PEST

| Political | Economy | Social | Technology |
|---|---|---|---|
| 5 policies MenCop above Covid-19 | Increase in inflation rate | Consumer gender | Minimal technology in operations |
| DKI Governor Decree number 3 of 2021 regarding the extension of the PSBB | Tax increase | Social status and consumer environment | Long order taking process |
| HPP Law (Tax Regulation Harmonization Act) | People's purchasing power | A cultural shift in using restaurants | delivery service for product purchases |

5 Forces with regard to external factors, another way to collect the factors that influence the development of the Botanica Dining Jakarta restaurant business is to include them in the 5 forces analysis model, including Threat of substitute products with regard to the threat of substitute

products, the following correspond:
1. There are products with free-delivery services
2. Competitors offer products of the same quality at lower prices. Threat of newcomers
3. The company is still not mature, the opportunity for newcomers is still relatively high
4. Owned capital will affect the strength of competition in the industry
5. The company's ability to differentiate products according to consumer buying interest
6. Difficulties in building network and company efficiency due to technological limitations
7. The location is quite strategic to get the market but the competition is authoritarian. Bargaining power of suppliers
8. Suppliers come from large suppliers; Botanica Dining is a retail company that works with vin+ so that they have the same suppliers and can get lower prices for large volume purchases
9. Lots of choices and the latest product updates

Bargaining power of buyers
1. The number of main buyers continues to grow due to the rise of promotions
2. Purchasing power is expected to increase due to the improving economy in Indonesia
3. Convenience for consumers to compare product quality and value through social media and restaurant recommendation sites

Competition between existing companies
1. The number of competitors in this industry is quite a lot, ranging from traditional and foreign retailers with modern formats, so the competition is relatively high
2. Fixed costs tend to increase as inflation is just announced by the government
3. The need for product differentiation so that retail has characteristics that distinguish it from other restaurants

From the discussion of external analysis above, it can be described 5 force analysis as follows:
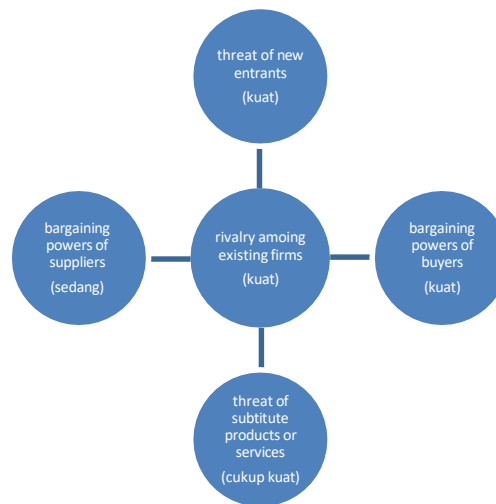
Figure 2. Diagram 5 Forces

EFE

The data attached above is then processed with the EFE matrix which is presented as follows:

Table 3. EFE Matrix Table

| NO | OPPORTUNITY | WEIGHT | RATING | SCORE |
|----|-------------|--------|--------|-------|
| 1 | The location is in a strategic area inside the mall, near apartments, hotels and Jalan Sudirman Menteng | 0.2 | 4 | 0.8 |
| 2 | The target market for the middle to upper class is often in the area near Botanica | 0.1 | 3 | 0.3 |
| 3 | There are no strong competitors that sell the same product yet | 0.15 | 4 | 0.6 |
| 4 | Offers a certain prestige to consumers | 0.05 | 2 | 0.1 |
| | THREAT | | | |
| 1 | Starting to have many competitors selling similar drinks | 0.15 | 3 | 0.45 |
| 2 | Government regulations regarding alcoholic beverages | 0.15 | 2 | 0.3 |
| 3 | Tax increase | 0.1 | 1 | 0.1 |
| 4 | Similar competitors are already using more up-to-date technology | 0.1 | 2 | 0.2 |
| | total | 1 | | 2.85 |

Based on the calculation results in the EFE matrix table, it is found that the total EFE score is 2.85

Internal Analysis McKinsey 7s
Strategy

In its strategy, Botanica Dining Jakarta is oriented towards increasing profits, which is the general goal of every business person, related to strategies to increase profits, efficient cost management is carried out. In

addition, Botanica Dining Jakarta's goal is to become the largest gin bar in Jakarta, so the strategy used is to highlight its beverage products, especially those made from gin, such as cocktails.

Structure

Functional structure to classify tasks and activities based on their respective work portions, such as the operational department, which includes service and kichen, marketing, finance, and human resoueces department. The general manager creates this structure.

Systems

The SOPs used are made by general managers, consultants, and head relations. The existence of work standards can also be used as a tool to measure employee performance. At Botanica Dining Jakarta, the procedures for implementing the SOP have been going quite well; besides that, a new organizational structure has just been put in place, which is expected so that the system implementation will be better.

Shared values

The primary goal of Botanica Dining Jakarta is to become the number 1 gin bar in Jakarta. Thus, the vision and mission of Botanica Dining Jakarta is that everyone who wants to drink and relax will seek Botanica Dining Jakarta. The basic principles of Botanica Dining Jakarta emphasize comfort, loyalty, and trust. All employees will adhere to this principle while working. Amri leads styles Botanica Dining Jakarta as general manager, overseeing operations, logistics, finance, marketing, and human resources. In his leadership style, he is friendly and open to suggestions from his team. Besides being assertive, he also has quite a good sense of humor, so the work environment becomes productive and fun.

skills

Dining Jakarta has a motto: "Being at the forefront." The company maintains this motto in its competition while maintaining the previously mentioned principles.

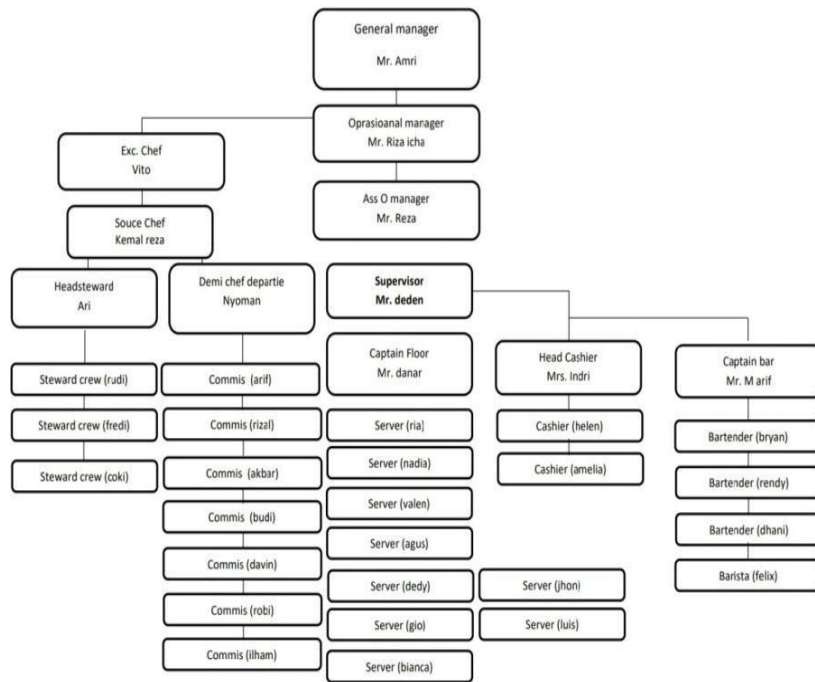Staff Botanica Dining Jakarta has 36 employees. Among them

Figure 3. Employees

IFE
The data that has been obtained is then processed using the IFE matrix

Table 4. IFE Matrix

| NO | STRENGTH | WEIGHT | RATING | SCORE |
|----|----------|--------|--------|-------|
| 1 | Gin products are unique, rare and varied | 0.2 | 4 | 0.8 |
| 2 | Food products that mix Asian, western and Indonesian | 0.15 | 3 | 0.45 |
| 3 | Unique interior design | 0.05 | 3 | 0.15 |
| 4 | Part of the largest retail alcoholic beverage importing company, PT Jadi Internasional | 0.1 | 3 | 0.3 |
| NO | WEAKNESS | | | |
| 1 | Procedure*order* still manually | 0.15 | 3 | 0.45 |
| 2 | Staff who are still less professional | 0.15 | 3 | 0.45 |
| 3 | popularity is not too high | 0.1 | 2 | 0.2 |
| 4 | Limitations in the use of digital systems | 0.1 | 1 | 0.1 |
| | total | 1 | | 2.9 |

Based on the calculation results in the IFE matrix table, the total EFE score is 2.9. Furthermore, all the results of external and internal environmental analysis are substituted into several decision-making matrices, including:

IE Matrix

Based on the results of the final scores on the EFE and IFE matrices, the data is then used in the IE matrix to get an overview of the necessary strategies. Based on the EFE and IFE analysis, an EFE score of 2.85 and an IFE score of 2.9 are obtained; the two points intersect in column 5 with an average or medium value. This gives a sign that the company can take a strategy to be developed, namely Market penetration and product development. The quadrants are presented as follows:
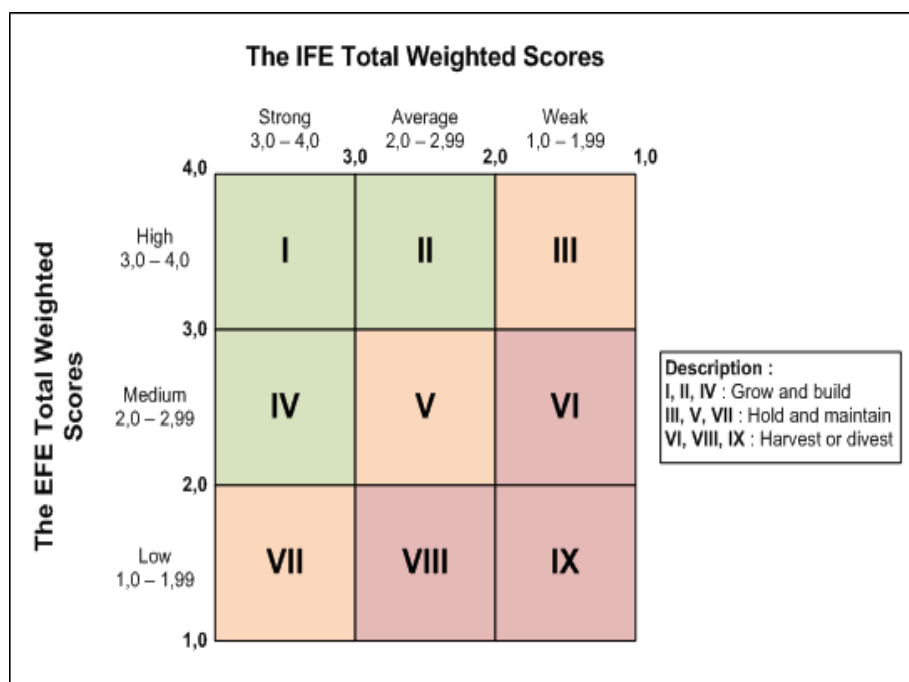


Figure 4. IE matrix quadrants

SWOT

Furthermore, the strategy formulation is carried out by applying the SWOT matrix because it already has data from the EFE and IFE matrices. Hence, the data processing uses the results of the EFE and IFE scores, which are substituted into the SWOT analysis quadrants. It is known that the EFE score is 2.2 and the IFE score is 2.4
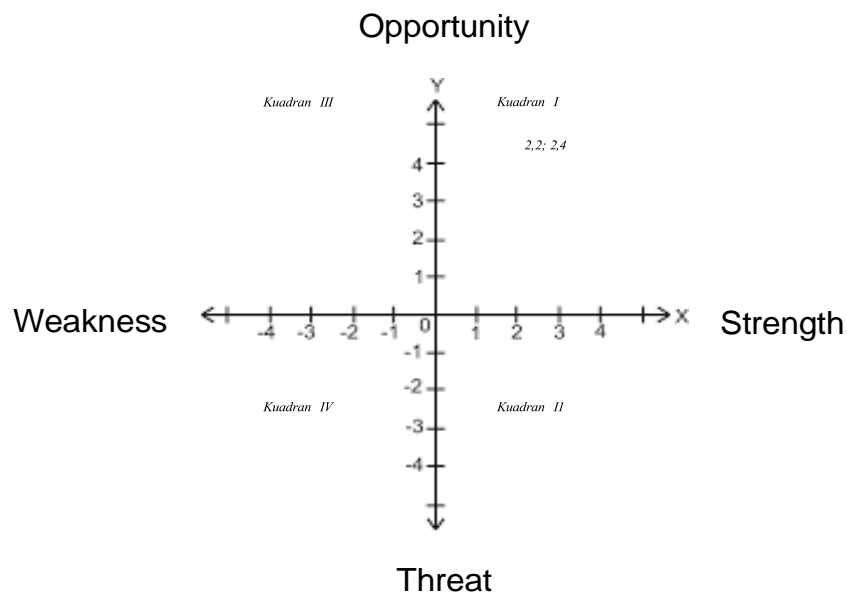
Opportunity



Figure 5. SWOT matrix

She was then substituted into the SWOT table.

Table 5. SWOT matrix table

| | Strengths (S) | Weaknesses (W) |
|---|---|---|
| **IFE** / **EFE** | 1. Gin products are unique, rare and varied 2. Food products that mix Asian, western and Indonesian 3. Unique interior design 4. Part of the largest retail alcoholic beverage importing company, PT Jadi Internasional | 1. The order procedure is still manual 2. Staff who are still less professional 3. popularity is not too high 4. Limitations in the use of digital systems |
| **Opportunities (O)** 1. The location is in a strategic area inside the mall, near apartments, hotels and Jalan Sudirman Menteng 2. The target market for the middle to upper class is often in the area near Botanica 3. There are no strong competitors that sell the same product yet 4. Offers a certain prestige to consumers | 1. Increase marketing intensity with respect to strategic locations and unique products 2. Offering products above the average price that gives prestige value. 3. Collaborating with PT JadiInternational to get product supply that other competitors don't have 4. Maintain high spender consumer loyalty with special offers | 1. Improving employee work performance with training and rewards 2. Increase personal branding with promotions 3. The use of technology in social media and internally 4. Highlight products that are the hallmark of the company |
| **Threats (T)** 1. Starting to have many competitors selling similar drinks 2. Government regulations regarding alcoholic beverages 3. Tax increase 4. Similar competitors are already using more up-to-date technology | 1. Maintaining the uniqueness of the types of products sold 2. Follow local regulations regarding alcoholic beverages 3. Raising product prices following taxes. 4. Internal development of the company through updating the technology used | 1. Observation of competitor companies 2. Analyze government regulations and look for opportunities 3. Substituting a product with a cheaper material somewhat protects the price against tax increases 4. Re-recruitment for more professional staff |

Based on the diagram above, the position of the point is in quadrant 1, so the SO (Strength Opportunity) strategy can be determined from the determination of the strategy, namely by taking advantage of existing opportunities by using the potential or internal strengths they have. By referring to the EFE and IFE identification tables, steps can be taken including:

1. Increase marketing intensity concerning strategic locations and unique products.
2. Offering attractive products at prices above the average but can provide a specific prestige value to consumers.
3. Collaborate with PT Jadi Internasional to get a product supply that competitors do not have.
4. Maintain consumer loyalty and exceptionally high spenders by providing special offers.

QSPM

After carrying out the environmental and external analysis input stages through the IFE and EFE matrices and the matching stage using mQSPatriks

IE and SWOT, the next stage is the decision stage using QSPM. This technique indicates objectively the best strategic alternative. The QSPM uses input from the first stage and matching from the second stage to determine the strategic options objectively. The QSPM matrix is described as follows:

Table 6. QSPM matrix table

| INFORMATION | WEIGHT | MARKET PENETRATION | | | | PRODUCT DEVELOPMENT | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | AS | TAS | AS | TAS | AS | TAS | AS | TAS | AS | TAG |
| Key Factors | | Increase market value with promotions on social media | | Procurement of personal branding | | Adding products to the management development menu in terms of digitization | | Management development in digitalization | | Set up a delivery system | |
| **OPPORTUNITY** | | | | | | | | | | | |
| The location is in a strategic area inside the mall, near apartments, hotels and Jalan Sudirman Menteng | 0.2 | 4 | 0.8 | 4 | 0.8 | 4 | 0.8 | 1 | 0.2 | 4 | 0.8 |
| The target market for the middle to upper class is often in the area near Botanica | 0.2 | 4 | 0.8 | 4 | 0.8 | 3 | 0.6 | 1 | 0.2 | 0 | 0 |
| There are no strong competitors that sell the same product yet | 0.07 | 0 | 0 | 4 | 0.28 | 0 | 0 | 1 | 0.07 | 4 | 0.28 |
| Offers a certain prestige to consumers | 0.18 | 3 | 0.54 | 3 | 0.54 | 4 | 0.72 | 3 | 0.54 | 3 | 0.54 |
| **CHALLENGE** | | | | | | | | | | | |
| Starting to have many competitors selling similar products | 0.09 | 2 | 0.18 | 1 | 0.09 | 2 | 0.18 | 0 | 0 | 2 | 0.18 |
| Government regulations regarding alcoholic beverages | 0.07 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Tax Increase | 0.09 | 1 | 0.09 | 0 | 0 | 2 | 0.18 | 0 | 0 | 0 | 0 |
| Similar competitors are already using more up-to-date technology | 0.1 | 2 | 0.18 | 1 | 0.1 | 3 | 0.27 | 4 | 0.4 | 4 | 0.4 |
| TOTAL | 1 | | | | | | | | | | |
| **STRENGTH** | | | | | | | | | | | |
| Gin products are unique, rare and varied | 0.2 | 3 | 0.6 | 3 | 0.6 | 4 | 0.72 | 0 | 0 | 3 | 0.6 |
| Food products that mix Asian, western and Indonesian | 0.18 | 3 | 0.54 | 3 | 0.54 | 4 | 0.8 | 0 | 0 | 4 | 0.72 |
| Unique interior design | 0.2 | 4 | 0.8 | 4 | 0.8 | 4 | 0.15 | 1 | 0.2 | 0 | 0 |
| Part of the largest retail alcoholic beverage importing company, PT Jadi Internasional | 0.15 | 3 | 0.45 | 4 | 0.6 | 1 | 0.15 | 3 | 0.45 | 2 | 0.3 |
| **WEAKNESS** | | | | | | | | | | | |
| Order procedure still manually | 0.07 | 1 | 0.07 | 1 | 0.07 | 3 | 0.21 | 3 | 0.21 | 0 | 0 |
| Staff who are still less professional | 0.09 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0.18 | 2 | 0.18 |
| popularity is not too high | 0.05 | 1 | 0.05 | 3 | 0.15 | 1 | 0.05 | 0 | 0 | 3 | 0.15 |
| Limitations in the use of digital systems | 0.06 | 1 | 0.06 | 3 | 0.18 | 1 | 0.06 | 4 | 0.24 | 1 | 0.06 |
| TOTAL | 1 | | 5.16 | | 5.55 | | 4.89 | | 2.69 | | 4.21 |

Based on the results of the QSPM matrix, the two highest scores were obtained in the market penetration column of 5.16 and 5.7 points. This means that companies are advised to increase their efforts in market penetration in selecting their business development strategy, in this case, to increasing

market value by procuring promotions and establishing personal branding.

CONCLUSION

Based on the results of applying research methods to business development strategies, it is indicated that external factors, divided into political, economic, social, and technological influences, determine the business development strategy.

In testing several methods, it was found that the strategy that the management of the Botanica Dining Jakarta Restaurant can carry out is to expand market penetration followed by developing product attractiveness to expand market targets and maintain consumer loyalty. In addition, a high level of awareness and vigilance is required regarding competitive competitors and critical market targets in making choices. The benefits of the results of this study are expected so that the selection of market penetration strategies can be implemented to the fullest extent possible to benefit the company.

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