

MARKETING STRATEGIES AND FOOD AND BEVERAGE SALES AT VILA LUMBUNG

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ABSTRACT

This study is to identify the strengths and weaknesses of internal factors, to identify opportunities and threats from external factors, and to assess the appropriate strategies to be applied at Vila Lumbung, Bali, Indonesia. Data collection methods used are participant observation, structured interviews, questionnaires and documentation. The analysis techniques used in this study are descriptive qualitative analysis, Internal Factor Analysis Summary (IFAS) Matrix, External Factor Analysis Summary (EFAS) Matrix, Internal-External Matrix (IE), SWOT analysis and Quantitative Strategic Planning Matrix (QSPM) analysis. There are internal and external factors that influence the marketing strategy to increase food and beverage sales which carried out by the sales marketing and F&B staff at the Vila Lumbung. Based on the results of IFAS matrix analysis, the main strength are strategic location and employee hospitality in providing services, while the main weaknesses is complete facilities to support marketing strategies to increase food and beverage sales. Based on the results of the EFAS matrix analysis, it is known that the main opportunity is the hospitality of the local people, while the main threat faced are consumer spending patterns and global economic conditions. The results of the IE Matrix research, show that the company was place in the Growth (Cell V) position. The SWOT analysis resulted in 9 alternative marketing strategies, from that 9 strategies obtained by 3 marketing strategies that were prioritized and were calculated through the QSPM Matrix, with a total TAS 347.50, 315.14, and 307.65.

Keywords: marketing mix, alternative strategies, food and beverage marketing.

INTRODUCTION

The development of tourism in Bali has an impact on increasing the number of tourism industry developments, one of which is the construction of hotel accommodation facilities. The hotel is a form of building that provides rooms for guests to stay, food and beverages, as well as the facilities needed and managed professionally to gain profits (Rumaksono, 2004: 2). In addition to staying at this hotel, guests also need food and drinks to fulfill their basic needs. In this case the Food and Beverage Department is the part that is responsible for fulfill customer needs and satisfaction in terms of serving food and beverages. Realizing that, many hotels are now highlighting their Food and Beverage section in an effort to attract guests and increase hotel revenue (Soekresno dan Pendit, 2000).

One of the hotels that is intensive marketing activities in Bali is Vila Lumbung. Vila Lumbung is a four-star hotel with 70 rooms with a resort hotel concept consisting of various types and facilities that support guest comfort during their stay. Vila Lumbung provides various products other than rooms, namely, gym facilities, restaurants, swimming pools, as well as several outlets that provide food and beverages. The food and beverage service is available in two outlets, namely, Lumbung Restaurant which serves breakfast, lunch, dinner, and room service which serves delivery services to rooms (Endar Sugiarto & Sri Sulastiningrum, 2008), and the second outlet is Sunken Bar which is located in the pool area. Data on number of tourist visit to Bali and food and beverage sales at Vila Lumbung in the last three years can be seen in Table 1 and Table 2.

Table 1. Data on number of tourist visit to Bali in 2018-2020

Month	Year		
	2017	2018	2019
1 January	1.097.839	1.201.735	1.272.083
2 February	1.197.503	1.243.996	863.960
3 March	1.363.426	1.311.911	470.970
4 April	1.302.321	1.274.231	160.042
5 May	1.242.705	1.249.536	163.646
6 June	1.322.674	1.434.105	158.256
7 July	1.547.231	1.468.173	157.939
8 August	1.511.021	1.530.268	163.185
9 September	1.370.943	1.388.719	151.275
10 October	1.291.605	1.346.434	153.918
11 November	1.157.483	1.280.781	175.313
12 December	1.405.554	1.377.067	
Total			

(Source: bps.go.id, 2020)

Table 2. Data on food and beverage sales of Vila Lumbung in 2018-2020

Month	Year		
	2018	2019	2020
1 January	505.520.000	579.700.000	608.516.000
2 February	536.030.000	508.500.000	518.187.000
3 March	613.675.000	585.860.000	234.640.000
4 April	618.273.000	594.500.000	0
5 May	665.957.000	546.230.000	0
6 June	636.157.000	672.594.000	0
7 July	740.802.000	657.711.000	0
8 August	698.765.000	694.620.000	0
9 September	683.003.000	630.055.000	179.530
10 October	756.900.000	670.630.000	14.186.000
11 November	532.900.000	581.137.000	-
12 December	485.025.000	610.930.000	20.870.000
Total	7.473.007.000	7.332.467.000	1.396.578.530

(Source: Vila Lumbung, 2020)

Table 1 shows data on the number of tourist visits to Bali in the last three years which has decreased which of course has an impact on room sales revenue and food and beverages at the Vila Lumbung. Table 2 shows food and beverage sales data at Vila Lumbung in 2018 the income from food and beverage sales at Vila Lumbung was Rp. 7,473,007,000, in 2019 income from sales of food & beverages at Vila Lumbung decreased by Rp. 140,540,000 with a percentage of -2%, and in 2020 income from sales of food & beverages at Vila Lumbung decreased by Rp. 5,935. 888,470 with a percentage of -79%. Therefore, so that hotel revenue does not continue to decline, in the future an appropriate marketing strategy is needed to handle with this problem, which if prolonged can adversely affect hotel sales revenue (Kotler and Armstrong (1992) quoted by Sunyoto (2015: 2). The strategy needed so that planning can be carried out in a

practical and specific way, must take into account and adjust to the reactions of people who influence the marketing activities (Yoeti, 2013: 164). Marketing as a human activity directed at meeting and satisfying needs and wants through the exchange process Assauri (2014: 05). Marketing strategy is the main approach that will be used by the business unit in achieving the goals that have been set beforehand (Rangkuti, 2015: 4). Meanwhile, Gultinan Gordon in Sunyoto (2015: 2) stated marketing strategy is a basic statement about the expected impact to be achieved in terms of demand in a particular target market in which the main decisions are threatened regarding the target market marketing mix 7p's. According to Kotler and Armstrong (2016:47), product placement in the market, marketing mix, and required level of marketing costs. In addition, good cooperation from various parties involved and a well-targeted marketing strategy is needed, such as research conducted by Syabina Putri Rahardjani (2017) which uses a marketing strategy to increase sales of food & beverage in which contains the conclusion that sales will work well if the marketing strategy is good. The comparison with the research is an interactive analysis, while this study uses a SWOT analysis.

The marketing strategy is the main approach that will be used by the business unit in this case the parties involved such as the Food and Beverage Department and the Marketing Department must be able to work together to find the right marketing strategy in achieving the goals that have been set beforehand, in which decisions are threatened. In planning the right marketing strategy, it is necessary to identify the internal and external factors (Rangkuti, 2017: 24) owned by Vila Lumbung. Therefore, this study will analyze the marketing strategy as a strategy to increase sales of food and beverages at Vila Lumbung. The method used in this research is interviews and questionnaires, where the results of interviews and questionnaires will be analyzed using SWOT analysis to formulate alternative strategies (Rangkuti, 2017: 24) which are then evaluated through QSPM to find marketing strategies that must be prioritized to increase sales of food and beverages optimally (Purwanto, 2012: 142) or maintain revenue in season Covid-19 pandemic at Vila Lumbung.

RESEARCH METHODS

The research was conducted at the villa lumbung hotel, especially in the Food and Beverage Department and the Sales and Marketing Department. This hotel is a 4-star hotel which is located at Jalan Petitenget No.1000x, Seminyak, North Kuta, Badung Regency, Bali. The object of this research is a marketing strategy to increase sales of food & beverages at Vila Lumbung. The type of data used in this research is quantitative and qualitative data (Sugiyono, 2015). The quantitative data in this study is the sales income of food & beverage at Vila Lumbung in the period January 2018 to December 2020. The qualitative data in this study is an overview of the hotel, a description of the research results on marketing strategies to increase food & beverage sales at Vila Lumbung. This study begins by identifying internal variables which are internal factors of Vila Lumbung with indicators from the 7P's marketing mix (Kotler and Armstrong, 2016: 62), namely products, places, price, promotion, physical evidence, people, and processes. External variables that are outside the company's environment that affect the company in determining marketing strategies. In this study, external variables are included, namely: competitors, politics & legislation, technology, natural environment, social and cultural environment, and finance (Budiani et al, 2016).

The data sources are primary data and secondary data (Sugiyono, 2014). The primary data from this study is the result of interviews with the Restaurant & Bar Manager and Sales & Ecommerce Manager, in the form of implementing the marketing mix carried out by Vila Lumbung and filling out questionnaires, while secondary data is food & beverage income at Vila Lumbung from January 2018 until December 2020 and the number of foreign tourist visits to Bali in 2018-2020. The method when the sample in this study is purposive sampling. Purposive sampling is a sampling technique for data sources with certain considerations such as people who are considered to know best what we expect (Sugiyono, 2016: 85). The sample is

17 people of staff hotel. The collection methods used in this study were observation, interviews, questionnaires and documentation.

The stages carried out in this research are divided into 5 stages of data analysis, starting with the IFAS (Internal Factor Analysis Summary) matrix, the EFAS (External Factor Analysis Summary) matrix, the IE (Internal-External) matrix, SWOT analysis according (Rangkuti, 2017: 83-84), The tools used to develop the company's strategic factors are the SWOT matrix, and the QSPM (Quantitative Strategic Planning Matrix) analysis. According to Purwanto (2012: 142) QSPM analysis is an analysis used to find out what alternative strategies are best to choose or implement in a company. In analyzing the data in this study, researchers conducted observations and interviews on internal and external factors at Vila Lumbung to Restaurant & Bar Manager and Sales & E-commerce Manager. Next, sort the data and identify the interview results files into tabulations of internal and external factors that will be used as questionnaires to be distributed and filled out by 17 respondents. The results of the questionnaire distribution will be used to measure the weights, ratings, and scores of IFAS and EFAS. After obtaining the total IFAS and EFAS scores, they will be used to determine the company's current position and then combine internal and external factors into the SWOT matrix to formulate four strategies between the SO (Strength-Opportunity) strategy, ST (Strength-Threat) strategy, WO (Weakness-Opportunity), and WT (Weakness-Threat) strategy. The final stage of data analysis in this study is to evaluate alternative strategies to find alternative marketing strategies that must be prioritized through QSPM analysis.

RESULT AND DISCUSSION

Analysis of Internal Factors

The first step begins by conducting a qualitative analysis, namely conducting interviews related to internal and external factors at Vila Lumbung to informants, namely the Restaurant & Bar Manager and Sales & E-commerce Manager who are more aware of the application of the marketing mix in increasing food and beverage sales at Vila Lumbung. Furthermore, the results of the interview will be used as a means of measuring weights, ratings, and scores in quantitative analysis. The results of the interviews in this study were then entered into the IFAS (Internal Factor Analysis Summary) matrix (Table 3) and the EFAS (External Factor Analysis Summary) matrix (Table 4). In this study, the researchers showed the results of the rating and weighting of the two matrices to the Restaurant & Bar Manager and Sales & E-commerce Manager, to be used in analyzing the position of Vila Lumbung in the IE (Internal-External) matrix in Figure 1.

In the IFAS matrix, the score is obtained from the average weighting of each internal factor indicator multiplied by the average rating result for each internal factor indicator, therefore obtaining a score for each internal factor indicator. The overall total score is obtained by adding up all the scores from the internal factor indicators. Internal factors in the IFAS matrix are divided into two categories, namely Strengths and Weaknesses so the score result from the IFAS matrix in the table above is 2.97 in Table 3.

Table 3. IFAS matrix of marketing strategy

No	Strength	Weight	Rating	Score
1	Quality of food & beverage products to be sold (according to price)	0.05	3.18	0.17
2	Presentation of food and beverage products sold	0.05	2.88	0.15
3	The price offered is affordable	0.05	3.35	0.17
4	There is a special price given in every promotion	0.05	3.29	0.17
5	Various payment methods	0.05	3.53	0.19

6	Strategic location	0.06	3.53	0.20
7	Good road access to the hotel	0.04	3.24	0.14
8	Spacious parking space	0.04	2.76	0.12
9	Advertising by sales & marketing department	0.05	2.94	0.15
10	Sales promotion	0.05	3.06	0.14
11	Hospitality of employees in providing services	0.05	3.53	0.17
12	Standard Operating Procedure of the F&B Department in providing services to guests	0.05	3.12	0.15
13	Routine in conducting marketing activities	0.05	2.94	0.16
14	Cozy restaurant area and attractive design	0.05	3.06	0.15
15	Utilization of supporting tools (brochures, websites) for marketing strategies	0.04	3.18	0.13
Total		0.73		2.36
Weakness				
1	Variety of food and drink menus on offer	0.05	2.35	0.12
2	Personal selling from the food & beverage department team at the restaurant	0.05	2.41	0.13
3	Product Knowledge of employees on the products sold	0.05	2.41	0.12
4	Upselling ability of each employee in marketing hotel products	0.05	2.35	0.12
5	Complete facilities to support marketing strategies to increase sales of food & beverage	0.05	2.24	0.11
Total		0.25		0.60
Total of Weights and Scores for Internal Factor		1.00		2.96

Analysis of External Factors

After analyzing the internal factors, then analyzing the external factors faced by Vila Lumbung to find out how much influence the external factors analyzed namely opportunities and threats contained in the EFAS matrix. In the EFAS matrix, the total score is obtained through the weighting of external factors and then multiplied by the average value of each external factor indicator. In the EFAS matrix, a total score of 2.88 can be seen in Table 4

Tabel 4. EFAS matrix of marketing strategy

No	Opportunity	Weight	Rating	Score
1	Similar products owned by competitors of Vila Lumbung in the Petitenget Region	0.07	3.12	0.23
2	Similar prices are offered by competitors of Vila Lumbung in the Petitenget Region.	0.07	3.06	0.22
3	Environmental carrying capacity (traditions, and the life of the surrounding community)	0.08	3.29	0.25
4	Pollution level	0.07	3	0.20
5	Profitable marketing technology or media	0.07	2.76	0.20
6	Health report policy on arrival	0.08	3.24	0.25
7	National political conditions	0.08	2.88	0.22
8	Hospitality of the surrounding community	0.09	3.59	0.31
9	Social and Culture of the surrounding community	0.09	3.41	0.29
Total		0.70		2.17
Threat				
1	Consumer spending patterns (Travel Budget)	0.08	2.12	0.16

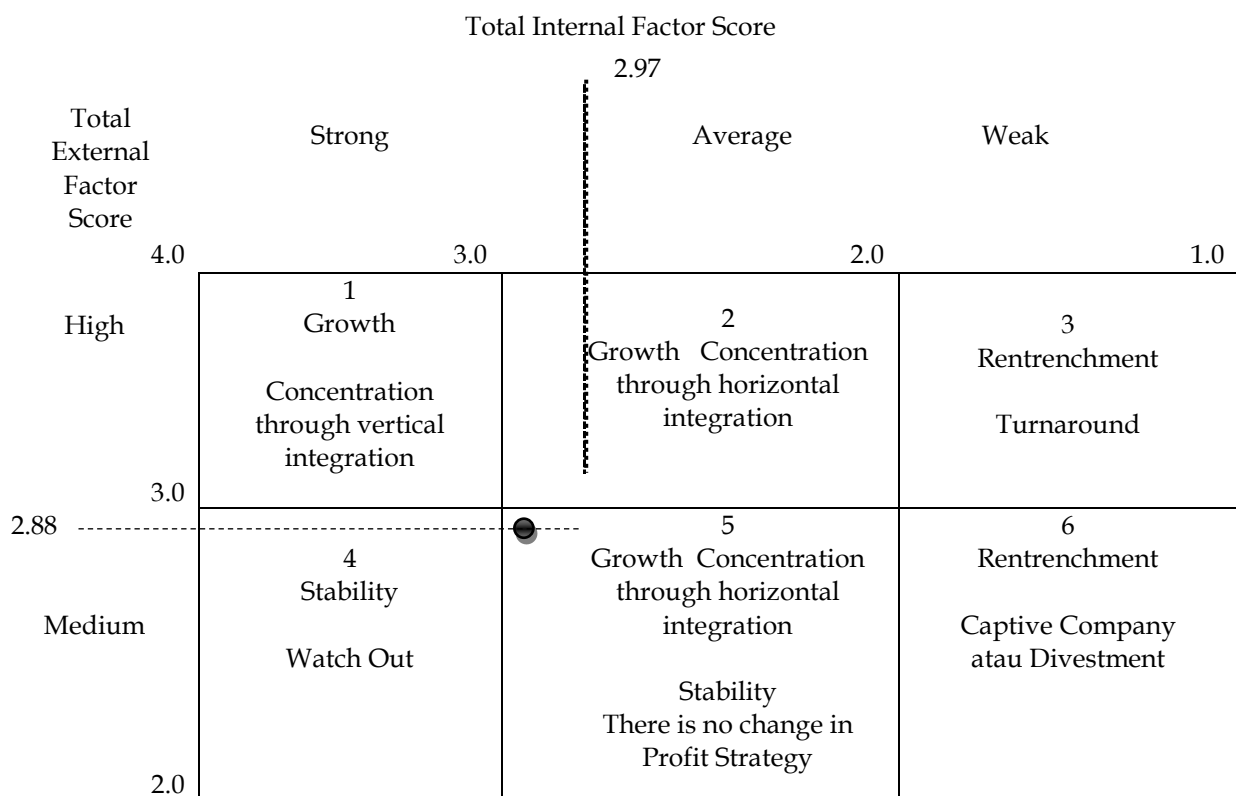
2	Global Economic Condition	0.08	2.12	0.16
3	Optimal use of technological advances	0.08	2.41	0.20
4	Government policy on tourist activities	0.08	2.35	0.19
	Total	0.32		0.71
	Total of Weights and Scores for External Factor	1.00		3.88

(Internal-External) Matrix

After using the analysis of IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) to determine the total score resulting from the calculation of weights and ratings, then the total score was transferred to the IE (Internal-External) matrix table. This IE matrix aims to obtain a more detailed corporate-level business strategy. From the total value of internal and external factors that have been obtained, then plotting is carried out on the internal - external matrix in the form of a nine-cell diagram. This diagram can identify 9 cells of a company's strategy, but in principle the nine cells are grouped into three main strategies, namely:

- a. Growth Strategy (Growth Strategic) where the growth of the company is in (cells 1,2,5) and growth with diversification efforts is located on (cells 7 and 8).
- b. The Stability Strategic located in (cell 4) is a strategy that is implemented without changing the direction of the strategy that has been set.
- c. Strategy Retrenchment (Strategic Retrenchment) is located in (cells 3,6,9) is an attempt to reduce or minimize the effort made by a company.

In the calculation of the results of the total IFAS, a score of 2.96 was obtained, while the total score for the EFAS was 2.88. From the total calculation of IFAS and EFAS, it is known that the position of the marketing strategy to increase sales of food & beverage at Vila Lumbung can be seen in Figure 1.



	7	8	9
	Growth	Growth	Retrenchment
Low	Concentric Diversification	Conglomerate Diversification	Bankruptcy or Liquidation
1.0			

Figure 1. Current Position of Vila Lumbung by IE Matriks

Figure 1 shows that the position of Vila Lumbung marketing strategy, in cell V in the Internal-External matrix, is in the Growth Strategy stage with concentration through horizontal integration. This growth strategy is designed to achieve good growth in sales, profit and increase the type of product or service. So to increase the target of the marketing strategy, Vila Lumbung needs to make efforts to increase or add variety to the menu, improve marketing routines by utilizing technology and applications to carry out promotions, add services for tourists by holding training activities about products knowledge, and train upselling to increase sales of food and beverages at Vila Lumbung. The results of the formulation of the Internal-External matrix will be used as consideration in formulating the Alternative Strategy technically and concretely in the SWOT matrix analysis.

SWOT Matrix

In the SWOT matrix (Table 5), all indicators of internal factors that become strengths and weaknesses as well as indicators of external factors that become opportunities and threats will be matched. The SWOT matrix is divided into four groups in formulating alternative strategies, namely strategies:

- a. SO Strategy (Strength - Opportunity)
- b. ST Strategy (Strength - Threat)
- c. WO Strategy (Weakness - Opportunity)
- d. WT Strategy (Weakness - Threat)

Table 5. SWOT Matriks

IFAS	STRENGTHS (S)	WEAKNESSES (W)
EFAS	S1, S2, S3, S4, S5, S6, S7, S8, S9, S10, S11, S12, S13, S14, S15	W1, W2, W3, W4, W5
OPPORTUNITIES (O) O1, O2, O3, O4, O5, O6, O7, O8, O9	<ol style="list-style-type: none"> 1. Improving marketing routines by actively looking at the technology or applications used in marketing media to be more up-to-date so that the sales team can use a wider range in marketing products, advertising, and utilizing social media to increase sales of food & beverage as already works with IG Adds, Facebook Adds, Fave and Tik Tok. 2. Improving relations with the surrounding community so that tourists who stay feel comfortable and feel at home so that they are able to support guests to spend all their time at the hotel and carry out marketing activities or upselling food & beverage products. 	<ol style="list-style-type: none"> 1. Adding food & beverage menus by actively conducting engineering menu research conducted by the Food & Beverage Department by applying cycle menu and guided by engineering menu, so that the menu offered are not monotonous so that guests are not bored to upselling food & beverage to guests. 2. Hold product knowledge training programs for each employee and provide motivation for those who succeed in upselling food & beverage sales, such as providing incentives or awards for those who do personal selling well. 3. Adding facilities that support marketing activities such as providing wi-fi with a stable internet connection, adding paid applications to support the creation of marketing photos or videos to increase sales of food & beverage.
THREATS (T) T1, T2, T3, T4	<ol style="list-style-type: none"> 1. Increase food & beverage promotion packages such as pool day pass, happy hour cocktail, pasta promotion, FAVE, and other packages, also looking at the current market for domestic tourists, adjusting to buying power because economic conditions Global is currently less stable. 2. Increase the creativity of the sales team in training each employee to be able to optimally utilize current technology and help to promote every promotion carried out by the sales team so that later they achieve the food & beverage sales target. 	<ol style="list-style-type: none"> 1. Adding Contemporary Menu Variants by applying the cycle menu obtained from viewing the engineering menu and adjusted to the buying power of the market. 2. Hold a training program on hotel product knowledge, especially every new menu that will be offered, every week routinely holding training that teaches how to do personal selling well in upselling food & beverage, and optimally utilize facilities and technology for each staff, daily worker, and trainees are then reviewed again.

From the results of the SWOT matrix analysis in table 5 and based on the results of the author's interviews with the Sales & E-Commerce Manager and Restaurant & Bar Manager as well as the results of the observations made by the author during the study, nine alternative strategies were obtained, namely:

1. SO Strategy (Strength - Opportunity)

There are two alternative marketing strategies in the SO strategy, the first increasing marketing routines by actively looking at up-to-date technology or applications such as those already running with IG Adds, Facebook Adds, Fave and Tik Tok which will increase market reach and branding to increase food sales. & beverages. Second, improve relations with the surrounding community so that tourists who stay feel comfortable and feel at home so that they are able to support guests to spend all their time at the hotel and carry out marketing activities / upselling food & beverage products.

2. ST Strategy (Strength - Threat)

There are two alternative marketing strategies in the ST strategy, the first increasing food & beverage promotion packages such as pool day passes, happy hour cocktails, pasta promotions, FAVE, and other packages according to buying power, so that there are many choices of packages and the benefits obtained will consider guests to buy the package. Second, increasing the creativity of the sales team in training each employee to be able to optimally utilize current technology that is able to provide an example to each employee on how to sell hotel products well so that later they can increase food & beverage sales.

3. WO Strategy (Weakness - Opportunity)

There are three alternative marketing strategies in the WO strategy, the first adding food & beverage menus by actively conducting menu engineering research, can be done every week or every day by adding one or two different menus, the least ordered menu and the least contribution to the engineering menu, called dog can be removed and replaced with a new one, therefore attracting guests who come to order food and drinks they like. Second, conducting product knowledge training programs for every employee related to hotel operational language, product knowledge and related to marketing and upselling activities to provide quality services to guests and providing motivation for those who succeed in upselling food & beverage sales such as providing incentives or awards for those who do personal selling well. Third, adding facilities that support marketing activities such as providing wi-fi with a stable internet connection, adding paid applications to support the creation of marketing photos or videos in making food & beverage product advertisements run as expected.

4. WT Strategy (Weakness - Threat)

There are two alternative marketing strategies in the WT strategy, the first adding a contemporary menu variant to overcome competition, in particular providing prices and quality in according with the market's buying power, by applying a cycle menu obtained from looking at the engineering menu so that the expected food & beverage sales target can be achieved. Second, holding a training program on product knowledge optimally for every staff, daily worker, and trainee then a review is held, because the fact that many staff are laid off, this program is very useful for trainees and daily workers who help run operations so that there is no reason later on anyone handling guests at Vila Lumbung can provide the best service and are able to do personal selling well.

QSPM (Quantitative Strategic Planning Matrix) Analysis

The final result in this study is to analyze the assessment of alternative marketing strategies that were previously formulated using a SWOT analysis matrix into the QSPM analysis for evaluation. The purpose of the assessment of alternative strategies is to find alternative strategies that should be applied as a marketing strategy to increase sales of food & beverage at Vila Lumbung by Sales staff and FB Department. The assessment of this QSPM matrix uses the average rating and average attractive score (AS) which will result a Total Attractiveness Score (TAS), which can be seen in Table 6.

Table 6. Alternative strategies for marketing strategies implementation by QSPM

Ranking	Strategy Code	Alternative Strategies	TAS
1	ST1	Increase food & beverage promotion packages such as pool day pass, happy hour cocktail, pasta promotion, FAVE, and other packages, also looking at the current market for domestic tourists, adjusting to buying power because economic conditions Global is currently less stable.	347.50
2	SO1	Improving marketing routines by actively looking at the technology or applications used in marketing media to be more up-to-date so that the sales team can use a wider range in marketing products, advertising, and utilizing social media to increase sales of food & beverage.	315.14
3	WO1	Adding food & beverage menus by actively conducting engineering menu research conducted by the Food & Beverage Department by applying cycle menu and guided by engineering menu, so that the menu offered are not monotonous so that guests are not bored to upselling food & beverage to guests.	307.65
4	WT1	Adding Contemporary Menu Variants by applying the cycle menu obtained from viewing the engineering menu and adjusted to the buying power of the market.	282.99
5	WO2	Hold product knowledge training programs for each employee and provide motivation for those who succeed in upselling food & beverage sales, such as providing incentives or awards for those who do personal selling well.	259.40
6	ST2	Increase the creativity of the sales team in training each employee to be able to optimally utilize current technology and help to promote every promotion carried out by the sales team so that later they achieve the food & beverage sales target.	241.14
7	WT2	Hold a training program on hotel product knowledge, especially every new menu that will be offered, every week routinely holding training that teaches how to do personal selling well in upselling food & beverage, and optimally utilize facilities and technology for each staff, daily worker, and trainees are then reviewed again.	239.28
8	WO3	Adding facilities that support marketing activities such as providing wi-fi with a stable internet connection, adding paid applications to support the creation of marketing photos or videos to increase sales of food & beverage.	230.15
9	SO2	Improving relations with the surrounding community so that tourists who stay feel comfortable and feel at home so that they are able to support guests to spend all their time at the hotel and carry out marketing activities or upselling food & beverage products.	226.06

Table 6 shows the results of the assessment of alternative marketing strategies chosen by sales staff and FB department which should be applied to increase food and beverage sales at Vila Lumbung. The highest total attractiveness score will be the main priority strategy choice to be implemented and implemented by the sales and food & beverage team in implementing strategies to increase food & beverage sales at Vila Lumbung, then the lowest total attractiveness score will be the last choice. In their analysis, QSPM sales staff and FB department have

assessed and selected three alternative marketing strategies that are prioritized to be implemented in increasing food and beverage sales at Vila Lumbung. The first strategy for ST1 with a TAS score of 347.50 is to increase food & beverage promotion packages such as pool day passes, happy hour cocktails, pasta promotions, FAVE, and other packages. The second strategy is SO1 with TAS 315.14 is to improve marketing routines by actively looking at the technology or applications used in marketing media to make them more up-to-date. The third strategy WO1 with a TAS score of 307.65 is the addition of a food & beverage menu by actively conducting menu engineering research conducted by the Food & Beverage Department by implementing a cycle menu.

CONCLUSION

Internal factors to determine the strengths and weaknesses of Vila Lumbung there are 15 indicators as strengths, and 5 indicators as weaknesses from a total of 20 indicators of internal factors analyzed. Its main strength is the strategic location and hospitality of employees in providing services, while the main weakness is complete facilities to support marketing strategies to increase sales of food and beverage. External factors to determine opportunities and threats there are 9 indicators as opportunities, and 3 indicators as threats from the 13 external factor indicators analyzed. The main opportunity is the hospitality of the surrounding community, while the main threats faced are consumer spending patterns (travel budgets) and global economic conditions.

Marketing strategies that can be applied by sales & marketing and food & beverage departments based on the current strategy conditions are in cell five, namely the Growth Strategy stage with concentration through horizontal integration, this strategy is designed to achieve good growth in sales, profit and increase the types of products or services, Vila Lumbung is in a moderate attractive industry, the strategy applied is consolidation, with a relatively more defensive goal, namely keep away lost sales and loss of profit. Therefore, an alternative strategy that should be implemented by the sales & marketing and food & beverage department is to increase food & beverage promotion packages such as pool day passes, happy hour cocktails, pasta promotion, FAVE, and other packages, also looking at the current market, domestic tourists, adjust to buying power because the current global economic condition is less stable. Then improve marketing routines by actively looking at the technology or applications used in marketing media to make them more up-to-date. As well as the addition of a food & beverage menu by actively conducting menu engineering research conducted by the food & beverage department.

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