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Value Chain Analysis of Restaurant and Eatery Business at The F1 Powerboat Racing Event (F1H2O) Throught a DMAIC Perspective in Toba Regency

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Abstract: Toba Regency is one of the Lake Toba regions hosting the prestigious F1 PowerBoat (F1H2O) competition held in Balige City, Napitupulu Harbor area. Restaurants and eateries have an important role in providing food and drinks to visitors so that they contribute to regional economic growth. This research analyzes the value chain of restaurants and restaurants in Toba Regency after the F1 PowerBoat event through the DMAIC perspective, thus enabling a deeper understanding of the value chain, the added value generated, and the factors that affect business performance. This type of research is qualitative descriptive explorative, data collection methods with observation, interviews, and documentation of 5 restaurants and eatery business actors as key informants and the Kemenkomarves team as supporting informants who coordinate directly with the event organizer, InJourney. Results can be proven from data analysis using Nvivo and processed research data. The results of data coding found the words value chain and added value as words that were widely conveyed by business actors. Visualization of increased visitor data through percentage and total visitor data, PSP Holiday Restaurant 3360 (200%), Labersa Restaurant 3570 (150%), Tepi Danau Restaurant 5600 (200%), Damar Toba Restaurant 3360 (150%) and Balige Beach Restaurant 1736 (150%). The increase in value added in the value chain is an improvised evaluation of restaurants and eatery business actors.

Keywords: Toba Regency, Value Chain, Value Added, Restaurants and Eateries, F1 PowerBoat, DMAIC.

INTRODUCTION
Background of the problem
Tourism is a complex industry consisting of many diverse companies with a common theme of providing products, services, and services to visitors (Camilleri, 2018). In 2015, the Government of Indonesia first initiated tourism development that focused more on the

development of the five Super Priority Destinations (5 DSPs). The development of Super Priority Destinations is a form of national tourism development master plan 2010-2025 which is regulated in Government Regulation (PP) No. 50 of 2011. One of them is the Lake Toba area, namely Toba Regency, precisely Balige City, which is included in the international event calendar in 2023. The formation of the F1H2O event was then coordinated and chaired by an organization under one of the business units of the Ministry of BUMN Holding Tourism (PT Aviasi Pariwisata Indonesia (Persero) or InJourney). In addition to the F1 PowerBoat event, there are several local events recorded in 2023 which can be seen in Table 1.

Table 1. Events in Balige City, Toba Regency, North Sumatra Year 2023

Event Name	Event Date
F1 PowerBoat (F1H2O)	24-28 February 2023
HUT Kab Toba (Cultural Art Performance)	08 -09 March 2023
Toba Got Talent 2023	17 April 2023
Toba Fashion Week	30 April 2023
Art performance to commemorate National Education Day (Talent Scouting, Atlet Dancesport)	02 May 2023
Toba Kite Fest	14 May 2023
Toba Jou-Jou Festival	23-25 June 2023
Pekan Raya Sumatera Utara	28 June 2023
Event Water Sky-Wakeboard and Wakesurf	02-09 July 2023
Traditional Game Competition	29 August 2023
Toba Maraton Competition	28 September 2023
National Ulos Day	16 October 2023
Acoustic Song and Music Festival	10-17 November 2023
Toba Kreatif Festival (Inauguration of Toba Creative Village)	18 November 2023
Lake Toba People's Party (4 districts)	22-26 November 2023
Event Aquabyke World Championship 2023	26 November 2023

Source: Culture and Tourism Office of Toba Regency, North Sumatra (2023)

Restaurants are commercially organized places, which provide good service to all guests in the form of food and drinks. General problem indicators and through the results of the pre-survey, the indicators that are the focus of 9 problem indicators include customer service, disproportionate prices on the menu, waiting time, location, sustainability, dependence on limited human resources, lack of use of technology, lack of promotion and marketing and regulation.

Previous research on the Implementation of Sustainable Development in Improving the Welfare of Ecosystems and the Tourism Economy of North Sumatra (F1H2O Racing Study at Lake Toba Location) by Marolop Butar-butar et al in 2023 explained that the economy in Toba Regency could not develop with the closed mindset of the community because sustainable development is not only infrastructure but also the mindset of the community to improve welfare both social and economic. Previous research is an affirmation of the scope of the problem indicators that will be seen through this research using the DMAIC perspective.

The DMAIC perspective is a decision support model that can provide a more optimal analysis of Lake Toba on the Value Chain to achieve added value through the F1 PowerBoat (F1H2O) event. Vincent Gasperz's 2012 book "All in One Management Tool Book: Application Examples in Modern Business and Industry" explains that the DMAIC model (Define, Measure, Analyze, Improve, Control) is a continuous improvement methodology. The research objectives are on the notion of Value Chain first introduced by Michael Porter in his

book "Competitive Advantage: Creating and Sustaining Superior Performance" (1985), which is a tool to be able to analyze a business process as a whole to determine a competitive advantage. By creating added value that leads to a competitive advantage, the added value also creates higher profitability for the business process.

Problem Formulation
Based on the description above, the formulation of this research problem is as follows:
1. What is the existing condition of the value chain in restaurants and eateries during the F1 PowerBoat racing event in Toba Regency?
2. How to analyze the value chain that generates added value in restaurants and eateries during the F1 PowerBoat racing event when viewed using the DMAIC perspective?
3. What are the improvements of the problem indicators through the DMAIC perspective by the restaurants and eateries association to be recommended as a value chain that generates added value through F1 PowerBoat racing events in Toba Regency?

METHOD
Research
The type of research used is qualitative research using an exploratory descriptive approach. Qualitative research has a descriptive nature and tends to use an inductive approach analysis so that the process and meaning based on the subject's perspective are more highlighted in qualitative research (Fadil, 2020, p.33). This research was made to analyze and comprehensively describe a situation and phenomenon related to added value through the value chain of restaurants and restaurants in the F1 PowerBoat (F1H2O) racing event, analyze after the event, and compile a solution to the problem indicators into a strategic plan. The research also analyzes what problem indicators hinder the improvement of restaurant and restaurant businesses after the F1 PowerBoat (F1H2O) event in Toba Regency through the DMAIC perspective.

Design, Sample, Time, and Place of Study
In this research, the research design or strategy is a case study where researchers find indicators through a pre-survey. After conducting a pre-survey, the researcher selected a sample of 5 restaurants and restaurants, namely PSP Holiday Rumah Makan, Labersa Restaurant, Tepi Danau Restaurant, Damar Toba Restaurant, and Balige Beach Restaurant. Supporting informants are Expert Staff for Maritime Economy Mr. Dr. Sugeng Santoso, MT, Dr. Zeny Liz Marbun as Assistant Deputy for Tourism and Creative Economy Coordination, and Mr. Andi Barli Head of D5 of the Coordinating Ministry for Maritime Affairs and Investment. The research was conducted on October 19, 2023, precisely around the location of the F1H2O event venue, namely Napitupulu Port, Lumban Bulbul, Balige, Toba Regency.

Data Collection Methods and Research Instruments
Data collection methods through observation, interviews, and documentation with the main research instrument, namely the researcher himself as an instrument that can relate directly to the audience or respondent and can understand and assess various forms of interaction communication in the field. The supporting instrument is the interview. For the interview guide, the researcher used questions related to the DMAIC perspective and problem formulation.

Data Analysis Method
The results of direct interview research will go through a data analysis stage consisting of data reduction, data display, conclusion drawing, and verification. Data reduction is a stage

that involves reducing raw data into smaller and more relevant units of analysis. Reading and searching for patterns, themes, or categories that emerge from the data. Techniques such as coding, annotation, and segmentation were used to organize the data into units of analysis that could be grouped using the Nvivo 12 application. Data Display involves organizing and presenting the reduced data. Researchers used techniques such as diagrams, pie charts, and tables to illustrate relationships between identified themes, categories, or units of analysis. The researcher analyzed and combined relevant findings from the data display to produce a deeper understanding of the phenomenon under study.

The conclusions are based on data analysis and linked back to the research questions or theoretical framework used. After that, verification can be done in various ways, such as providing opportunities for participants or research participants to provide feedback on findings, triangulating data by combining different data sources or involving other researchers to test the consistency and validity of interpretations. The research flow can be seen in Figure 1.
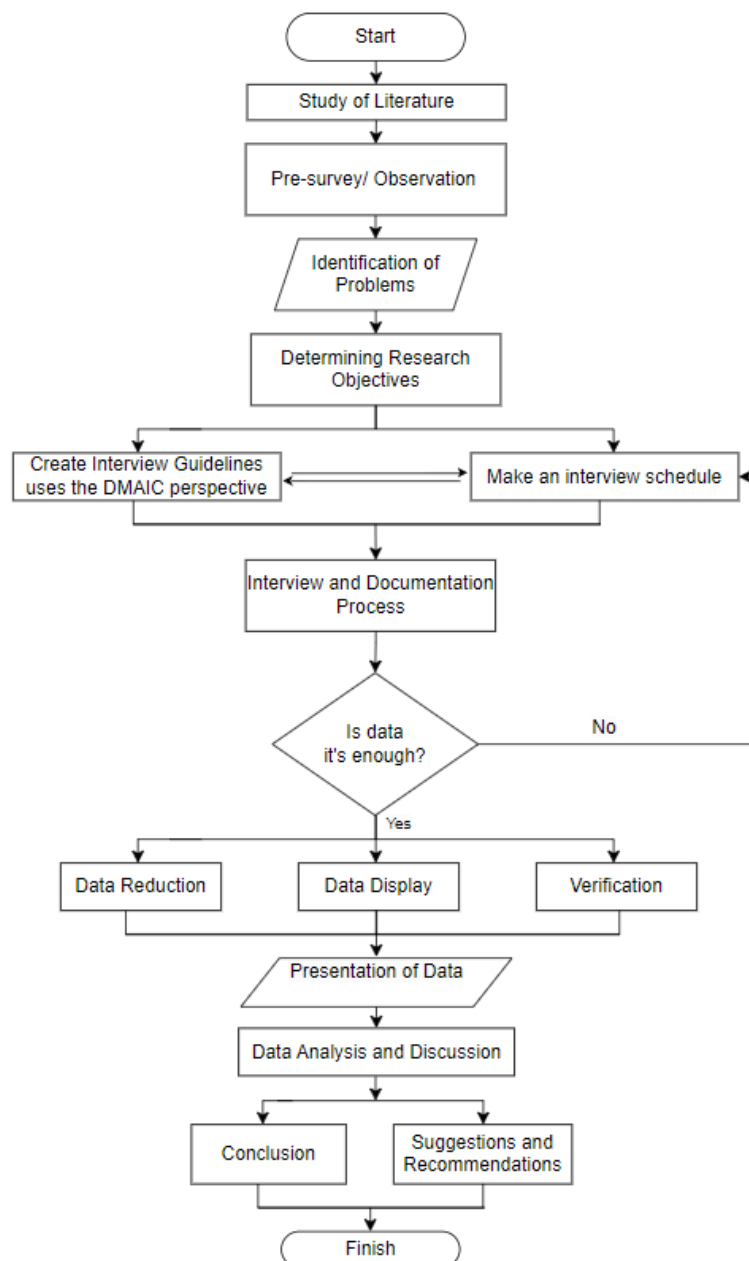
Source: Processed data from researchers (2023)
Figure 1. Research flow

RESULTS AND DISCUSSION

The results of direct interviews were made into transcripts and processed using Nvivo as coding results. The coding results of the interview transcript data show that the F1 PowerBoat event held on February 26-28, 2023 at Napitupulu Port, Lumban Bulbul, Balige, Toba Regency produces added value and explains the answer to the potential and encouragement for the development of restaurants and eateries in Balige City. In coding the data, the researcher relates the DMAIC perspective as a description and improvement item from the problem indicators described earlier. The coding results displayed by researchers are one of the results of interviews from 5 restaurants and eateries, namely Tepi Danau Restaurant, which can be seen in Figure 2.
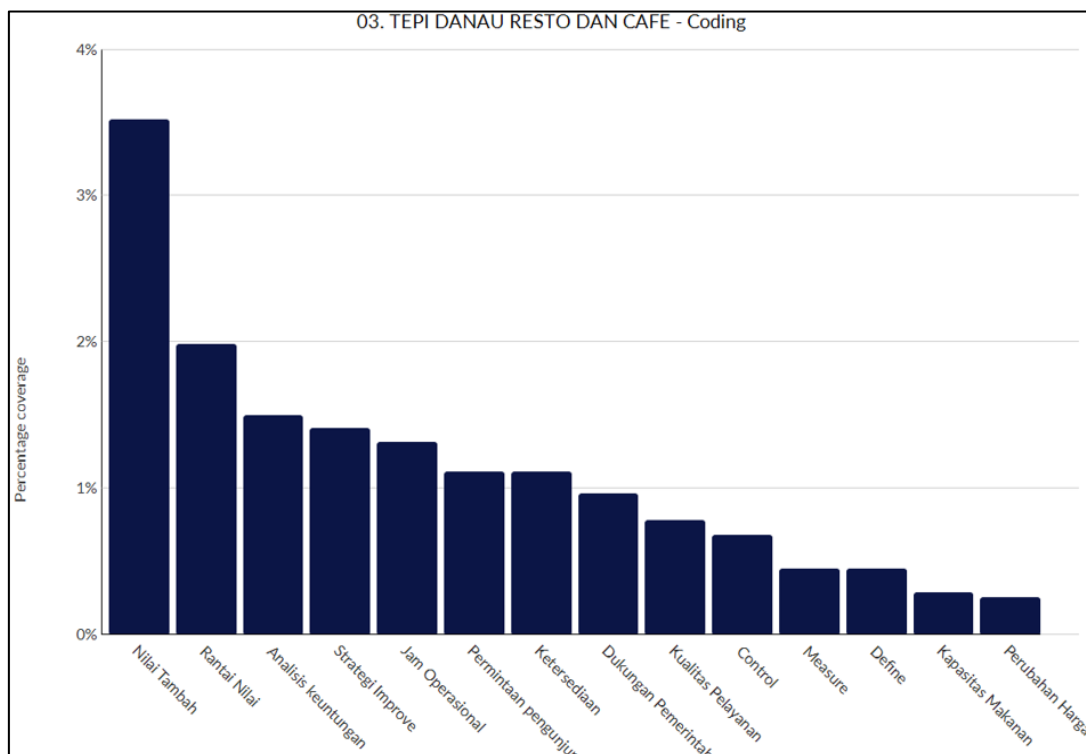
Source: Researcher data processing using the Nvivo12 application (2023)
Figure 2. Coding results through the Restaurant Lakefront interview transcript

The existence of national or international events further increases the value chain in added value for each restaurant and eateries business actor. The rapid and drastic increase in visitors has made business people improve and evaluate their performance, this was also conveyed by Dr. Zeny Liz Marbun as Assistant Deputy for Tourism and Creative Economy Coordination of the Coordinating Ministry for Maritime Affairs and Investment. In addition to coordinating he also said that there is an important role that must be built and developed by government agencies in Toba Regency because, with major events such as F1H2O, people will be more accustomed to the point of view of improving and developing.

During the F1H2O event, it was explained that there were many more requests to add tickets to be able to watch the event closer to the location or venue. With such a picture the enthusiasm of visitors is very large. Here the role of restaurant and eateries businesses is needed as an example of expanding the land or arranging a joint viewing facility for the F1H2O event to be able to accommodate more visitors, making food and drink packages during the event, as

well as business actors promoting restaurant and eateries so that besides the event visitors still feel interested and comfortable to visit again.

Visualization of visitor data submitted directly by the informant of each restaurant and eateries business through interviews with researchers, where restaurant and eateries businesses have an average target of visitors per day. Total visitor data in the form of percentages described by restaurant and eateries businesses at events and national holidays is also a reference for researchers to make a percentage of added value, target visitor data per day can be seen in Table 2.

Table 2. Target visitors per day at 5 Restaurants and Eateries at F1H2O Event Venue Location, Balige, Toba Regency

Restaurants and Eateries name	Target Visitors (per Day)
PSP Holiday Rumah Makan	60
Labersa Restoran	85
Tepi Danau Restoran	100
Damar Toba Restoran	80
Balige Beach Restoran	70

Source: Researcher data processing through interview results

The criteria for visitor data are all ages and female or male gender. Visitor data will be made for each restaurant and eatery that is the research sample. Total visitor data will be presented in the form of months and data in each month is cumulative of total visitors at each event. Visitor data shows the potential for added value to double when the F1H2O event is held in Balige City, Napitupulu Harbor.

Table 3. Data on the Number of Visitors to PSP Holiday Restaurant Lumban Bulbul Balige at the Event Year 2023

Event Name	Event Implementation (Month)	Total Visitors	Percentage of Visitors
F1 PowerBoat (F1H2O)	February	3360	200%
HUT Kab Toba (Cultural Art Performance)	March	1674	90%
Toba Got Talent 2023 & Toba Fashion Week	April	1710	95%
Art performance to commemorate National Education Day (Talent Scouting, Atlet Dancesport) & Toba Kite Fest	May	1674	90%
Toba Jou-Jou Festival & North Sumatra Fair	June	1350	75%
Event Water Sky-Wakeboard and Wakesurf	July	1860	100%
Traditional Game Competition	August	1302	70%
Toba Marathon Race	September	1260	70%
National Ulos Day	October	1488	80%
Aquabyke World Championship 2023 Event & Lake Toba People's Party (4 districts)	November	2160	120%

Source: Processed Data Researcher interview sources (2023)

Table 4. Data Jumlah Pengunjung Labersa Restoran pada Event Tahun 2023

Event Name	Event Implementation (Month)	Total Visitors	Percentage of Visitors
F1 PowerBoat (F1H2O)	February	3570	150%
HUT Kab Toba (Cultural Art Performance)	March	2240	85%
Toba Got Talent 2023 & Toba Fashion Week	April	2295	90%
Art performance to commemorate National Education Day (Talent Scouting, Atlet Dancesport) & Toba Kite Fest	May	2372	90%
Toba Jou-Jou Festival & North Sumatra Fair	June	2295	90%
Event Water Sky-Wakeboard and Wakesurf	July	2635	100%
Traditional Game Competition	August	1581	60%
Toba Marathon Race	September	1785	70%
National Ulos Day	October	1845	70%
Aquabyke World Championship 2023 Event & Lake Toba People's Party (4 districts)	November	3825	150%

Source: Processed Data Researcher interview sources (2023)

Table 5. Data on the Number of Visitors to the Lakefront Restaurant in Event Year 2023

Event Name	Event Implementation (Month)	Total Visitors	Percentage of Visitors
F1 PowerBoat (F1H2O)	February	5600	200%
HUT Kab Toba (Cultural Art Performance)	March	3100	100%
Toba Got Talent 2023 & Toba Fashion Week	April	2850	95%
Art performance to commemorate National Education Day (Talent Scouting, Atlet Dancesport) & Toba Kite Fest	May	3100	100%
Toba Jou-Jou Festival & North Sumatra Fair	June	2850	95%
Event Water Sky-Wakeboard and Wakesurf	July	3100	100%
Traditional Game Competition	August	2635	85%
Toba Marathon Race	September	2400	80%
National Ulos Day	October	3100	100%
Aquabyke World Championship 2023 Event & Lake Toba People's Party (4 districts)	November	3600	120%

Source: Processed Data Researcher interview sources (2023)

Table 6. Data on the Number of Visitors to Damar Toba Restaurant at the Event Year 2023

Event Name	Event Implementation (Month)	Total Visitors	Percentage of Visitors
F1 PowerBoat (F1H2O)	February	3360	150%
HUT Kab Toba (Cultural Art Performance)	March	2232	90%
Toba Got Talent 2023 & Toba Fashion Week	April	2160	90%
Art performance to commemorate National Education Day (Talent Scouting, Atlet Dancesport) & Toba Kite Fest	May	2108	85%
Toba Jou-Jou Festival & North Sumatra Fair	June	2280	95%
Event Water Sky-Wakeboard and Wakesurf	July	2356	95%
Traditional Game Competition	August	1984	80%
Toba Marathon Race	September	2040	85%
National Ulos Day	October	2108	85%
Aquabyke World Championship 2023 Event & Lake Toba People's Party (4 districts)	November	2760	115%

Source: Processed Data Researcher interview sources (2023)

Table 7. Data on the Number of Visitors to Balige Beach Bulbul Restaurant at the Event Year 2023

Event Name	Event Implementation (Month)	Total Visitors	Percentage of Visitors
F1 PowerBoat (F1H2O)	February	2940	150%
HUT Kab Toba (Cultural Art Performance)	March	1736	80%
Toba Got Talent 2023 & Toba Fashion Week	April	1680	80%
Art performance to commemorate National Education Day (Talent Scouting, Atlet Dancesport) & Toba Kite Fest	May	1628	75%
Toba Jou-Jou Festival & North Sumatra Fair	June	1785	85%
Event Water Sky-Wakeboard and Wakesurf	July	2170	100%
Traditional Game Competition	August	1845	85%
Toba Marathon Race	September	1785	85%
National Ulos Day	October	1736	80%
Aquabyke World Championship 2023 Event & Lake Toba People's Party (4 districts)	November	2100	100%

Source: Processed Data Researcher interview sources (2023)

Informants as business actors mentioned that income reached twice the expected target due to the large number of visitors who attended the F1H2O event. There is a strategy from

business actors towards business target goals / achievement of added value (define), then a discussion related to measuring business actors on employee performance and income during the event which is evidenced through improvements every day during the event in order to delay so that customers do not feel long waiting in ordering food and drinks and other things that are addressed (Measuremen), analyzing opportunities or challenges to customer demand as an example when foreigners order menus not only local menus, business actors will evaluate both in terms of food ingredients and communication skills as a form of interaction with customers (Analyze), there is a change in mindset since the preparation of the F1H2O event due to the demand for restaurant and restaurant businesses to be visited by many visitors, there is an evaluation starting from operating hours, service, waiting time, cleanliness and equal price adjustments between restaurant and eateries businesses (Improve) with changes and development will make restaurant and restaurant businesses have new innovations as restaurant and eateries that have good standards in front of visitors. Furthermore, the control and division of shifts or cleaners (Control) on workers has been carried out by Tepi Danau Restaurant business actors so that there is added value to the value chain of the restaurant and eateries business.

CONCLUSION

The existing condition of the value chain of restaurants and eateries through the F1H2O event in Toba Regency, precisely in Balige City, Pantai Bulbul Village, explains that there is a rapid increase in the value chain that creates added value. Added Value is seen from the DMAIC perspective and identified factors that affect the added value of restaurants and eateries and there are greater changes in the value chain of restaurants and eateries in Balige City. The results of interviews with restaurant and eateries business actors who were sampled in the study, conveyed an increase in visitors through visitor data every month compared to other events in Balige City. With this percentage sourced from interviews with business actors, the DMAIC perspective is something that is applied by restaurant and eaterie businesses during the F1H2O event.

For better sustainability, it is necessary to increase cooperation between restaurant and eaterie business actors with parties involved in the business process, one of which is the Toba Regency Culture and Tourism Office. Cooperation can take the form of socialization, training, or promotion to tourists about restaurants and eateries in Toba Regency. That way restaurant and eaterie businesses can develop service quality, improve menus, and create innovations for sustainability.

Researchers also recommend to the Ministry of Tourism and Creative Economy, Expert Staff for Maritime Economy, Mr. Dr. Sugeng Santoso, MT with Dr. Zeny Liz Marbun as Assistant Deputy for Tourism and Creative Economy Coordination, and Mr. Andi Barli Head of D5 of the Coordinating Ministry for Maritime Affairs and Investment as policymakers and ministries that coordinate directly with the implementer of activities, namely InJourney for the continuation of the implementation of the F1H2O Event on an ongoing basis as an annual event in the Lake Toba Region. National or international events for the benefit of developing and increasing foreign exchange and the economy of the community considering that tourism has an important role in increasing foreign exchange or the outcome of a region.

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