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STRATEGIC IMPLEMENTATION OF MARKETING MANAGEMENT AT TMRN CAFE

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ARTICLE INFORMATION

Received: 28th April 2020

Revised: 20th May 2020

Issued: 23th August 2020

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DOI:10.31933/DIJDBM

Abstract: TMRN Restoran Cafe is one of the businesses engaged in culinary services and products that has the motto of having a variety of foods and delicious flavors and accompanied design that creates comfort. The purpose of this article is to conduct an analysis of external and internal factors which are the strengths and weaknesses of TMRN Resto and Cafe using qualitative descriptive data analysis methods. This article obtains results from TMRN Cafe which require a work structure in order to have each employee's work desk as well as company standard SOPs that are made in a directed and clear manner, in addition to developing or increasing marketing through radio and events or bazaars, making cards a member for TMRN Cafe loyal customers. The strategy that is best implemented and managed will help in the business development process that is carried out.

Keywords: Management Strategy, Restaurants, Cafes

INTRODUCTION

In the development of the current era of globalization has an impact on the development or increase in business, especially in the culinary business, the reason is because food is the most important requirement for human life. Without the presence of food and drink immune from a person can be decreased so that it is difficult for humans to do activities. But because it is accompanied by increasingly sophisticated technology, food is no longer concerned with taste, but about how unique the food is and also the fame that is prioritized for society in general, especially millennials. This is very often the case because many people who become social media users such as Twitter, Instagram, Facebook, and so on. By seeing this development, it can be used as an opportunity or opportunity for entrepreneurs who have culinary businesses to innovate their businesses to be more attractive and attract the attention of consumers.

In addition to utilizing technological advancements regarding social media that are used due to changes in the lifestyle of Indonesian society today, companies in the culinary field also take advantage of the convenience of making non-cash payments. Non-cash

payments can facilitate the public in making transactions, and restaurants can easily attract consumers by making discounts because they collaborate with ecommers such as gofood with payments through gopay, grabfood with ovo payments, and so on and take advantage of delivery services without having to come to the location restaurant.

A business will find success in competing for consumer interest if it implements an effective marketing strategy. Basically a marketing strategy is to look for equal internal and external capabilities that companies have in the market. This equation can then be translated into a strategy. By knowing or understanding the strengths and weaknesses of the company it will be able to be used as a benchmark for the company in making an effective and efficient decision to consider the opportunities that exist in the market to be able to face and win the competition they face.

By looking at the development of the business world in the culinary field, researchers are interested in doing research at TMRN Cafe which is located at Jalan Manggala Kav. Deplu Adam Malik, Tangerang. This restaurant has a uniqueness from the usual restaurants, if usually the restaurant wants a location that is near the highway in the middle of the city crowd, in contrast to TMRN Cafe which has a location inside the housing and is more hidden so it is not disturbed by other transportation noise. This restaurant has a fairly wide location and even the visitors can not only bring children but also can bring large families to gather and chat together. TMRN Cafe is often used as a place that is used to create certain moments such as: birthday events, family gatherings, social gathering, fiance, reunion, or even meetings.

Not only has a large, quiet place, accompanied by the comfort of the atmosphere of the trees so that the air becomes fresh and visitors do not feel hot or saturated because seeing the beautiful greenery can also be a place of refreshing for the customers. TMRN Cafe also has heavy and light food menus such as: spaghetti, fettucine, steak, pinch cakes, toast, grilled chicken rice, grilled chicken fillets, soup, etc. at affordable prices around Rp. 12,000; to Rp. 56,000; drinks that are also provided in various forms and unique ways such as black coffee which are given an additional number of biscuits, so customers who come and only order black coffee without ordering food, don't worry because TMRN Cafe provides several pieces of biscuits for free to accompany the ordered black coffee.

The concept of this restaurant or cafe is an open park, so if customers come from 16:00 to 20:00 it would be very pleasant plus the atmosphere will be seen at sunset with a very cool atmosphere. TMRN Cafe has facilities such as a children's playground, wifi, and a place to sing and visitors can use as a karaoke venue to be seen by many other visitors.

Regarding its development, TMRN Cafe is quite famous and is growing rapidly among the people of Tangerang. This factor makes several things that also experience changes such as: adding the number of employees, restaurants that are always innovating for the better, adding facilities to make consumers more comfortable in TMRN Cafe, coupled with delivery services to facilitate consumers who are reluctant to leave the house .

The complaints faced related to TMRN Cafe are that some menus are used up more quickly because the number of visitors to TMRN Cafe is often crowded so it does not match the raw materials, children's play facilities are too narrow and cannot be used after rain because of the location TMRN Cafe is open so that it does not cover the children's playground and can be exposed to rain and because in making TMRN Cafe use angklung

musical instruments located in each seat of the customer so that sometimes when calling the waiter for longer until because the waiter may not hear the angklung sound and waiters can come later than consumers want.

Based on the changes that occur to further improve the quality that is owned starting from the facility to the food, the researchers are interested in conducting research on the implementation of management strategies in TMRN Cafe business development. The purpose of this study is to describe management and understand the implementation of management strategies in TMRN Cafe.

LITERATURE REVIEW

Definition Strategy Management

Strategic Management is an action or collection that can produce formulation or formulation and implementation of plans designed to achieve organizational goals (Pearce and Robinson, 2013). Furthermore Wheelen & Hunger (2010) also wrote that over time, strategic management evolved as follows:

- 1) Stage 1:
Basic financial planning, which is corporate planning based on financial planning. Generally referred to as a management system based on a budget. This system is the most traditional system, and is very short-term oriented, which is one year.
- 2) Stage 2:
Forecast-based planning, which is the development of the system above, because it is used for long-term planning, due to the weakness of the limited budget system in the short term. Here the external conditions with a larger portion are taken into account. The basis is the company's future projections.
- 3) Stage 3:
Strategic Planning, which is the development of forecast-based planning, taking into account market conditions and competition. Here the company has considered how (its strategy) to win the market. The strategy formulation process is carried out at the management level, while the implementation and implementation is carried out by the executing ranks. The process is done top-down.
- 4) Stage 4:
Strategic Management, which is the development of strategic planning. Here, input from lower levels is also considered. The process does not only concentrate on the formulation of strategies, but also the careful implementation process. Because based on experience using strategic planning, companies often do not achieve their goals because it turns out that the formulated strategy is not implemented effectively.

The magnitude of the role of strategic management is increasingly recognized at this time compared to the previous period. In a global economy that allows the free movement of goods and services among various countries, companies continue to be challenged to become increasingly competitive. Many companies also have increased the level of competition and offer products to consumers with higher value and this happens while generating profits above the average.

According to Pearce & Robinson (2013) strategy is a plan in playing in a company. The strategy reflects the company's awareness of how, when and where the company must

compete against opponents and with the intent and purpose. In general, the strategy is a process that can be a determinant of planning for top managers that lead to a long-term goal of the company accompanied by the preparation of efforts to achieve the expected goals. Whereas in particular the strategy can be said as an action that is continually increasing and is carried out in accordance with the perspective of what is desired and expected and carried out in accordance with the perspective of what is desired and expected by consumers for the future.

Purpose Strategy Management

- 1) Evaluate and run the strategies that have been chosen in an effective and efficient manner.
- 2) Perform performance evaluations, review, review, carry out adjustments and correct if there are errors or irregularities in implementing a strategy.
- 3) Update the strategy that has been formulated to suit the development of the external environment.
- 4) Reviewing the strengths, weaknesses, opportunities and business threats that exist
- 5) In order to be able to carry out innovations on products and goods to suit the tastes desired by consumers.

Benefit Strategy Management

According to Fachrodji (2020) There are several benefits to an organization if they apply strategic management to their company or business, namely:

- 1) Provide long-term direction to be emulated
- 2) Help the organization adapt to the changes that occur
- 3) Making an organization more effective
- 4) Identify the comparative advantage of an organization in an increasingly risky environment
- 5) Strategy making activities will enhance the company's ability to prevent future problems from arising
- 6) The involvement of organizational members in making strategies will further motivate them at the implementation stage
- 7) Overlapping activities will be reduced
- 8) Reluctance to change from old employees can be reduced

Process and Stages Strategy Management

There are three stages of the strategic management process according to David (2011), including:

- 1) Strategy Formulation, is the initial stage carried out in the strategy management process which includes:
 - a. Development of vision and mission
 - b. Identification of the organization's external opportunities and threats
 - c. Analyzing internal strengths and weaknesses
 - d. Formulate long-term goals
 - e. Generate alternative strategies

- f. Choose a specific strategy to reach the goal
- 2) Implementation of the strategy
At this stage the development of a culture-supporting strategy is carried out, an effective organizational structure, rearranging marketing efforts undertaken, preparing a budget, developing information systems and linking employee compensation to organizational performance.
 - a. Corporate Strategy
 - b. Business strategy
 - c. Functional Strategy or Business Activities
- 3) Strategy Evaluation and Oversight, the stage of supervision of all activities of the company knowing what has been going according to the chosen strategy planning, using a comparative analysis method of the actual achievement conditions compared with the initial planning.

RESEARCH METHODS

This research uses descriptive qualitative analysis method. Descriptive analysis is used in order to analyze and describe the results of a study. According to Sugiyono (2014) descriptive research method is a method used to describe or analyze a research result but is not used to make broader conclusions. While the qualitative research model is a divided research model in which the data can be verbal, visual, touch data and arranged in a descriptive form.

Based on the following understanding, it is concluded that this research was conducted as an activity carried out to process, conclude, and collect data from various sources in order to find out the problems and answers encountered using certain techniques..

FINDINGS AND DISCUSSION

Restaurant Profile

TMRN Cafe is a cafe that was founded in mid-2015 and is located in the Ciledug area. This cafe or restaurant has its own uniqueness when compared to normal restaurants, such as the location of this restaurant choose a place in the road towards housing that is not seen by many people from the highway. Besides this restaurant also has a unique concept because it is more directed like a large park with a variety of trees before arriving at the seat desired by the customer when he arrived at the restaurant. TMRN Cafe also has a varied and affordable food menu so that customers can choose according to their own budget and don't feel bored or bored with the menu offered.

Motto TMRN Cafe

Provides a varied food and beverage menu which is complemented by delicious and delicious flavors. Also offers a comfortable and beautiful atmosphere, so it becomes a suitable place to relax with family, friends or relatives.

Vision TMRN Cafe

Creating and developing a network of cafes and restaurants that prioritize atmosphere and unique design comfortably, but able to provide food with quality taste that is not easily forgotten without having to forget politeness, speed, friendliness in providing services.

Mission TMRN Cafe

- 1) Making customer satisfaction an interest for all parties in the restaurant
- 2) Develop innovation for the development of restaurants in the long run
- 3) Be creative and skilled in order to achieve maximum performance
- 4) Serve foods that give priority to taste to be quality

Marketing Strategy TMRN Cafe

The marketing strategy currently carried out by TMRN Cafe is by relying on a promotion system through social media, in collaboration with several WO (Wedding Organizer) and word of mouth. For advertising through social media, TMRN Cafe has Instagram and places paid advertisements at certain times to notify promotions or discounts that are being applied so that Instagram users and customers can easily find out the information. By cooperating with WO, of course the name TMRN Cafe will be increasingly known among the people, not only those located in these locations but also in several other regions such as the DKI Jakarta area. Because TMRN Cafe has a strategic location and a large parking area, it is suitable to be used as a photo session if carrying out events at TMRN Cafe, it will increasingly attract consumer interest. As for the word of mouth strategy used, because TMRN Cafe is often made to hold events such as fiancée, applications, wedding receptions, reunions, birthdays, etc. making other visitors talk about the location to be recommended because it has an affordable price as well as a great atmosphere. very comfortable to gather with relatives, friends and family.

Internal Environmental Analysis TMRN Cafe

Internal environment analysis can be used by TMRN Cafe, in identifying its strengths and weaknesses. Information on strengths and weaknesses can be used in developing the TMRN Cafe strategy.

Market Segmentation, Target Market and Market Position TMRN Cafe**1) Market Segmentation**

Is a division of the market into different groups of buyers. TMRN Cafe conducts geographical segmentation based on the location of the region, namely the Ciledug area and demographic divides based on work such as students or students, civil servants, private employees, entrepreneurs and income for the middle to lower class.

2) Target Market

The target chosen by TMRN Cafe is students or students chosen because the location of TMRN Cafe is located quite close to the campus, school, and even hotels in the Ciledug area.

3) **Market Position**

Positioning, TMRN Cafe wants to position itself in the minds of consumers as a restaurant or cafe which is the most comfortable place to restore the mood of consumers accompanied by quality food without having to think about the budget.

Service Marketing Mix TMRN Cafe

- 1) Product, offered by TMRN Cafe, is modern food with a distinctive taste. Consists of Pasta Dish, Steak & Grill, 3 Roasted Roasted Chicken, Soto Ayam, Fish and Chips, Special Toast and others. The foods that are the mainstay menu at TMRN Cafe are based on 3 menu items, that is:
 - a. Opener
The mainstay of the TMN Cafe appetizers are Tmn fritters and Cheese rolls
 - b. Main
TMRN Cafe's favorite menus are Dory Sambal Matah, Japanese Curry Rice, 3 Roasted Chicken Rice, and Chicken Ramen.
 - c. Closing
The most popular desserts are Banana Split, Waffle Choco, Panne Aglio Olio, and Mixed Fruit.
 - d. Drinks
The drinks that become TMRN Cafe's superior are Lychee Mint Sparkler, Es Teler, and various kinds of Fruit Juices.
- 2) Place, is a strategy in which there are activities carried out by business people or companies that bring some of the products to the market to cooperate with intermediaries. TMRN Cafe's place strategy is to have a location that is far from noise so as to create a comfortable and beautiful atmosphere, the location is located on Jalan Manggala Kav. Deplu Adam Malik, Tangerang. Not far from well-known universities, hotels and schools, the location is certainly very easy to reach because access to the location there are several public transportation such as busways, public transportation etc. that can be used to get to TMRN Cafe.
- 3) Process, influencing the increase in customer loyalty and trust. TMRN Cafe implements fast, polite and friendly service in creating customer satisfaction, if there are inconveniences caused in terms of presentation then consumers can report these complaints to social media such as TMRN Cafe Instagram. So that complaints can be given action by the management concerned.
- 4) Productivity and Quality, it is very necessary for smooth running in the long run. At TMRN Cafe the work done is still not based on clear specifications or organizational structure, but is able to adjust based on existing conditions and situations according to restaurant needs. Productivity can experience a high increase, if there are many customers every day, especially on weekends such as Saturday and Sunday or national holidays. The quality of services provided by TMRN Cafe for consumers or customers can be categorized quite good because the employees are polite, friendly, friendly and smiling.
- 5) People, have a function as service providers that can affect the quality of the services provided. TMRN Cafe has approximately 20 employees with a working time of

approximately 12 hours in one day divided into 2 shifts, each employee has an effective working time of 6 (six) hours. Employees on average are a vocational or high school graduation balanced with expertise, skills, speed as well as hospitality in serving food and services offered by TMRN Cafe.

- 6) Promotion, TMRN Cafe uses a promotional mix to add information to customers about the services it offers. The promotion is in the form of marketing through social media, in collaboration with several WOs and ecommerce, and through word of mouth. Based on the management of TMRN Cafe, the biggest influence is by collaborating with WO and e-commerce as well WOM (*word of mouth*).
- 7) Physical Evidence, which is a visual or other tangible clue that provides evidence of the level of quality of services provided by TMRN Cafe such as the design of the design arrangement that is made with the aim of creating comfort and satisfaction for consumers who come by forming the concept of a dining place surrounded by the garden and the fairly spatial distribution of brushes are supported by skilled food presentation and guaranteed security.
- 8) Price, is a very important element of the marketing mix which has a role in determining the marketing strategy. The price offered by TMRN Cafe can be indicated through the quality of food received by consumers. The price given is enough to adjust to the pockets of students or students because the target of this restaurant is to lower it. The cheapest food menu is Rp 12,000 to Rp 80,000. while the cheapest drinks range from Rp 5,000 to Rp 32,000.

External Environmental Analysis TMRN Cafe

1) Economic Environment

With the existence of economic instability in a country resulting in an impact on a business in terms of ability to generate profits. The increase in inflation every year requires TMRN Cafe to innovate the prices on the menu offered. The increase or decrease that occurs is due to the instability of the price of raw materials obtained. But at this time the prices owned by TMRN Cafe can still be accepted or reached by consumers according to the target marketing they have.

2) Social-Cultural Environment

With a change in lifestyle in society because of the growth of the globalization era that can cause high labor productivity and have an impact on the desires of people who like a practical and easy way without having to leave the house. So that many cafes or restaurants pose a threat to TMRN Cafe in business competition.

3) Political Environment

Related to political or state security. So far, the location of TMRN Cafe, Ciledug, more precisely, the Department of Foreign Affairs still looks quite safe because it has very good security conditions.

4) Technology

Is the most important factor in the current era of globalization in improving the development of a business. TMRN Cafe follows the development of existing technology and takes advantage of these opportunities by providing modern transaction methods such as: ovo, gopay, funds and so on. Thus expanding the promotional system offered.

Analisis Lingkungan Industri TMRN Cafe

1) The threat of new arrivals

Will increase competition and threats to the TMRN Cafe restaurant business so it must determine alternative marketing strategies to be able to retain and attract new consumers to visit TMRN Cafe.

2) The same industry competition

This can be seen because within a few meters there is a similar business but does not resemble TMRN Cafe. It's just that some menus are the same as those of other cafes. By overcoming this competition, TMRN Cafe always strives to develop and innovate and also maintain its quality, starting from the promotion system, services to facilities and seating that has always changed design so that it does not saturate consumers and can be used as an advantage for TMRN Cafe.

3) Threat of substitute products

TMRN Cafe is a restaurant or cafe that has a modern specialty food and drink with a mainstay menu 3 grilled chicken sauce, steak and so forth. But TMRN Cafe always innovates to be creative by adding new menu menus so consumers don't switch to other restaurants.

4) Bargaining power of buyers

Because there is a lot of competition in these locations, TMRN Cafe requires that it always innovates with its creativity in order to increase consumer satisfaction. TMRN Cafe is also very considerate in raising prices because it pays attention to its marketing targets and also does not want its customers to switch to other similar restaurants because the prices offered by other similar restaurants are cheaper.

5) Bargaining

To have quality food, of course TMRN Cafe already has a permanent supplier and by having quality criteria, responsible, lower prices, established trust, availability of good raw materials.

6) Stakeholder influence

Currently, in addition to collaborating with WO (wedding organizer), TMRN Cafe's latest union is EO (Event Organizer), which is a service provider for companies that want to hold events to introduce their products and / or other events. It aims to expand the reach of consumers obtained by TMRN Cafe.

CONCLUSION AND SUGESTION

Conclusion

Based on research conducted with the data obtained, it can be concluded that:

1. Seen in the internal environment that is a strength factor of TMRN Cafe, namely comfort, cleanliness, innovation, variety, skills and expanding the promotion system, a unique and strategic place, adjusting prices accordingly quality products and services, karaoke facilities for music events. Meanwhile, based on the weakness of TMRN Cafe, it is still not improving the organizational structure system with clear specifications and also the lack of training and human resource development. Opportunities in the external environment are increased income and purchasing power of people, changes in life style or lifestyle of consumers, and

increasing population. While the factors that become a threat are the increase in prices of basic commodities, the high level of competition in similar businesses, and high consumer bargaining.

2. Alternative marketing strategies that might be considered by TMRN Café, namely by conducting a promotional system via radio and events or bazaars by providing savings packages (Buy 2 get 1 or so), providing member cards in the form of free ice the sweet or discounted prices with a minimum expenditure, improve the quality of facilities and food offered, improve managerial quality by conducting HR development and training, implementing well-directed and clear jobdesks, recording financial accounting, and improving service quality by applying SOP standards.

Sugestion

1. TMRN Cafe as a business that stands in the field of culinary products and services must always improve and maintain the products and services offered to consumers by always developing creativity as well as employee skills by creating and implementing a standardized SOP system to be more directed.
2. Establish good relations of cooperation with EO (Event Organizer) and WO (Wedding Organizer) in order to facilitate the promotion system and expand the reach of the target market they have to improve the company's image.
3. Can improve, develop and maintain the quality of products and services offered by adjusting the target market they have.
4. Future studies are expected to be better able to see further developments regarding TMRN Cafe and be able to use more specific data and include customers to be respondents in the study.

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