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## Implementation of Marketing Strategies as an Effort to Increase Customer Loyalty at Dapur Cita Rasa Berkah Sukorejo

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**Abstract:** The culinary business is a crisis-resistant business because food is a basic human need. With the growth of the culinary business, Kopontren Musa'adah owned by Pondok Pesantren Salafiyah Syafi'iyah Sukorejo seized this opportunity by opening a culinary venture named Dapur Cita Rasa Berkah. To increase consumer loyalty, Dapur CRB uses the 7P marketing mix strategy, including product, price, place, promotion, people, process, and physical evidence. Using a qualitative descriptive research method, this study found that Dapur CRB utilizes members of Kopontren Musa'adah for promotions, offers a varied menu selection, is located in a densely populated residential area with an attractive layout for dining, relaxing, and meetings, provides Cash On Delivery (COD) service, and despite having many close competitors, conducts price comparisons directly in the field. They also offer packaging options tailored to the price for take-away purchases, and all tasks are carried out by 10 employees. The challenge faced is that the number of employees at Dapur Cita Rasa Berkah is only 10 people, divided into 2 work shifts, which is not proportional to the orders received, and the lack of understanding among employees regarding marketing strategies.

**Keyword:** Consumer Loyalty, Marketing Strategies, Marketing Mix.

### INTRODUCTION

Along with the current developments, the food and beverage business continues to grow, and the culinary business has become highly sought after not only by women but also by men, not only in urban areas but also in rural areas. This is in line with the recovery of the economic conditions post-COVID-19 pandemic. The Ministry of Industry of the Republic of Indonesia recorded that in 2022, the growth of the restaurant and dining industry sector increased by 3.68%, up from 2.95% in 2021. In line with this, the Ministry of Tourism and Creative Economy of the Republic of Indonesia noted that the culinary sector is the largest contributor to the Gross Domestic Product (GDP) of the creative economy, amounting to Rp. 455.44 trillion or 41% of the total GDP of the creative economy, which was Rp. 1.134 trillion in 2020 ([www.cnbcindonesia.com](http://www.cnbcindonesia.com)).

According to Marsum, a restaurant is a place that is organized commercially by providing good service in the form of food and beverages to consumers. In Indonesia, restaurants are also known by the term "rumah makan." A restaurant is a gastronomic term for a business that provides dishes and a place to enjoy them, as well as setting prices for food and service. According to standardization, a dining establishment is called a restaurant if it meets certain standards, such as menu quality standards, service standards, employee appearance standards, and so on, whereas a dining place is just a general eating place without being bound by specific standards. The striking difference between the two lies in the presentation of the food and the readiness of the food service. In a restaurant, the food is served in a raw or semi-cooked state, and when customers arrive, the food must be processed first. In contrast, in a dining establishment, the food is already cooked, and customers simply choose what they want.

The culinary business is a crisis-proof business because food is a basic human need. With the development of the culinary business, people need food that is practical in its preparation and consumption. It's no wonder that many are interested in seizing that opportunity by starting a culinary business, including Kopontren Musa'adah. The Kopontren owned by Pondok Pesantren Salafiyah Syafi'iyah Sukorejo seized the opportunity by opening a culinary business called Dapur Cita Rasa Berkah, which is located not far from the Pondok Pesantren and densely populated residential areas. Located in Sumberejo Village with a population of 21,058 people ([www.sumberejo.id](http://www.sumberejo.id)) and near the largest pesantren educational institution in Situbondo Regency, as well as the religious tourism site of the National Hero KHR. As'ad Syamsul Arifin's tomb, which is frequently visited by pilgrims, it is certainly not difficult for Dapur Cita Rasa Berkah to promote itself.

Dapur Cita Rasa Berkah provides friendly service, a diverse menu selection, a comfortable dining area with free WIFI, parking space of approximately 2x8, affordable prices, and delivery services. With these various services, facilities, and comforts, it has been proven that since its opening in September 2023, Dapur Cita Rasa Berkah has sold an average of 300 to 400 portions daily from various menu options. However, to maintain its existence, a good marketing strategy is certainly needed to create customer loyalty. The initial promotion, which was quite successful, piqued the researchers' interest in conducting a study titled "Implementation of Marketing Mix Strategies as an Effort to Increase Consumer Loyalty at Dapur Cita Rasa Berkah Kopontren Musa'adah Sukorejo." This title was deliberately chosen by the researchers because Dapur Cita Rasa Berkah is a new restaurant that has not been studied by any researchers, and previous studies on the marketing mix in restaurants have only focused on the 4Ps, with very few examining the 7Ps.

## **THEORETICAL STUDY**

### **Marketing Mix Strategy**

The marketing mix or marketing mix elements are interrelated, blended, organized, and used appropriately, so that the company can achieve marketing objectives effectively while simultaneously satisfying customer needs and desires. (Hurriyati, 2008). According to Rambat Lupiyoadi (2001:58), the marketing mix for goods includes the 4Ps: product, price, place, promotion. Whereas for services, the four elements are still considered insufficient. Marketing experts add 3P other elements including people, process, and physical evidence as a mix; these elements influence each other, so if one is not organized properly, it will affect the overall marketing.

## Consumer Loyalty

Loyal means faithful and loyalty means faithfulness. Therefore, consumer loyalty means a steadfast commitment to repurchase or use services in the future, despite the influence of situational factors and marketing efforts that may lead to potential switching behavior. (Oliver, 1997:392).

## Obstacles in Implementing Marketing Mix Strategies to Enhance Consumer Loyalty

The obstacles in implementing the marketing mix strategy to enhance consumer loyalty are as follows:

1. Lack of Human Resources (SDM)
2. The lack of HR knowledge regarding good marketing strategies. (Nur Afandi, 2018:105-107).

## METHOD

Research methods are a line of thinking so that research can be conducted effectively and systematically, thus in this research method, it is necessary to explain the type of research. The type of research used in this study is descriptive qualitative. Qualitative research is research that uses a scientific background with the aim of interpreting the phenomena that occur and is conducted by involving various existing methods (Moleong, 2013:3). In reporting the research results, it is described and explained using words. (Subana, 2015: 126). This research was conducted at Dapur Cita Rasa Berkah Sukorejo.

## RESULTS AND DISCUSSION

### Research Findings

Islamic boarding schools that independently manage educational institutions certainly need to build economic strength, such as Pondok Pesantren Salafiyah Syafi'iyah Sukorejo. Dapur Cita Rasa Berkah is a culinary business managed by the Musa'adah Pesantren Cooperative (Kopontren) owned by Pondok Pesantren Salafiyah Syafi'iyah Sukorejo. Although it is relatively new, having been established in November 2023, Dapur Cita Rasa Berkah continues to innovate by creating new menus and refreshing its appearance to attract consumer interest. One proof of Dapur Cita Rasa Berkah's seriousness in competing in the culinary business is by improving its strategy implementation. The implementation of a strategy encompasses all activities and choices necessary to execute strategic planning. There are several findings by the researchers at Dapur Cita Rasa Berkah related to the implementation of marketing strategies, including:

1. The main purpose of establishing Dapur Cita Rasa Berkah is to meet the needs of the institution within the Pondok Pesantren Salafiyah Syafi'iyah Sukorejo.
2. In terms of marketing, Dapur Cita Rasa Berkah utilizes 680 members of Kopontren Musa'adah for promotion.
3. Purchases can be made using a membership card.
4. Established since November 2023, it has already undergone a layout change by adding chairs to increase visitor capacity and create an impression of a relaxing place.
5. Has 10 employees with details: 1 Admin, 2 Cashiers, 2 Waitstaff, 2 Menu Cooks, 1 Rice Cook, and 2 Cleaners who also serve as drivers for cash on delivery. (COD).
6. Dapur Cita Rasa Berkah offers 30 food and beverage menus, and has 1 new menu item available only on weekends, which is the chicken rice bowl.
7. Providing Cash On Delivery (COD) services or delivery services to the destination to make it easier for consumers to shop.
8. The pricing strategy used involves going into the field to adjust according to competitors' prices.

9. As a business unit of Kopontren Musa'adah operating in the culinary field, Dapur Cita Rasa Berkah experiences an increase in the number of orders in the first week of each month, which coincides with the regular meetings scheduled by all institutions within Pondok Pesantren Salafiyah Syafi'iyah Sukorejo.
10. Providing packaging options according to the preferences and prices for take-away consumers.
11. Dapur Cita Rasa Berkah is closely associated with the esteemed name of Pondok Pesantren Salafiyah Syafi'iyah Sukorejo, as evidenced by the label design that includes the name Kopontren Musa'adah, and the label stickers affixed to every takeaway food package.
12. Dapur Cita Rasa Berkah has many competitors, and one of them is located approximately 50 meters from the site.

## **Discussion of Research Findings**

### **Implementation of Marketing Mix Strategy in Increasing Consumer Loyalty at Dapur Cita Rasa Berkah Sukorejo**

Marketing strategy is very important in a business, including at Dapur Cita Rasa Berkah. Various marketing efforts or strategies are implemented, including:

#### **1. Product**

In implementing its product strategy, there are several steps taken by Dapur Cita Rasa Berkah:

- a) Providing a varied menu, there are approximately 30 food and beverage options offered. The advantage of this strategy is that consumers can choose the menu according to their preferences, but on the other hand, not all menus will have many enthusiasts. The challenge of this, of course, will leave some menus with very few customers. In addition, there are also dishes that are served incorrectly. According to the researchers' observations, this is due to the large number of dishes offered, causing employees to not master the production and presentation rules for all the available menus.
- b) Having a menu that is only available on weekends, which has just been launched, namely the hot rice bowl chicken, the advantage of this is a commitment from Dapur Cita Rasa Berkah to continue innovating according to developments. However, the downside of this strategy is that it makes Dapur Cita Rasa Berkah seem half-hearted in innovating, because loyal customers will buy repeatedly and consecutively. Dapur Cita Rasa Berkah's decision to offer this menu only on weekends will actually disappoint customers when they want to enjoy it on weekdays.
- c) For take-away customers, Dapur Cita Rasa Berkah offers a variety of packaging options tailored to different price points. The implementation of this strategy gives customers the choice in determining the packaging.
- d) In terms of product or label design, the inclusion of the name Koperasi Musa'adah in the Dapur Cita Rasa Berkah label and the attachment of label stickers on the packaging for every take-away purchase helps increase public interest in buying, because the prestigious name of Koperasi Musa'adah, which is owned by PonPes Salafiyah Syafi'iyah, makes the public more loyal, using the Koperasi Musa'adah slogan "buying is the same as donating to the Pesantren."

#### **2. Price**

The pricing set by Dapur Cita Rasa Berkah is done by conducting a competitor price survey and adjusting accordingly. This strategy is very appropriate to implement because the large number of competitors in the surrounding area also needs to be taken into consideration in price setting. As with the theoretical pricing strategy, there are two factors that need to be considered in pricing, namely the internal factors of the company which

include the company's marketing objectives, marketing mix strategy, and production costs. Also, the external factors of the company which include market characteristics and demand, competition, and government policies and regulations. (Kotler dan Armstrong, 2001:1).

### 3. Place

Factors to consider when determining the location or place for a restaurant business include access, visibility, traffic, spacious and safe parking, expansion, environment, competition, and government regulations. In this regard, Dapur Cita Rasa Berkah has a location with good accessibility and visibility, a parking area measuring 2x8 under CCTV surveillance, a supportive environment being situated in a densely populated area, and a regulation requiring institutions under the auspices of the Salafiyah Syafi'iyah Sukorejo Islamic boarding school to shop at the business unit owned by Kopontren Musa'adah. However, there is one variable that needs to be taken into consideration, which is competition. Where Dapur Cita Rasa Berkah is located 50 meters from its competitor, Rumah Makan Basoka, which offers several similar dishes to Dapur Cita Rasa Berkah.

### 4. Promotion

There are several promotional strategies that can be used by restaurant business owners, including advertising, sales promotions, public relations, face-to-face selling, and direct communication. Among these promotional strategies, Dapur Cita Rasa Berkah employs advertising and direct communication strategies by utilizing WhatsApp groups within the Pondok Pesantren Salafiyah Syafi'iyah Sukorejo environment and leveraging 680 members of Kopontren Musa'adah by providing facilities such as purchases using membership cards and encouraging them to upload Dapur Cita Rasa Berkah brochures. However, on the other hand, Dapur Cita Rasa Berkah does not yet have a dedicated social media account specifically for promoting its products or publicizing its activities, so promotion through social media is still not optimal.

### 5. People

There are two elements of human resources, namely service people and customers. Service people are individuals who play a crucial role in providing good, fast, friendly, and meticulous service that can enhance the company's reputation. In this case, the service people at Dapur Cita Rasa Berkah have done so despite all the existing limitations, namely on certain days such as the first week when all institutions at Pondok Pesantren Salafiyah Syafi'iyah Sukorejo hold meetings regularly, resulting in a drastic increase in orders at Dapur Cita Rasa Berkah. This will certainly affect employee performance, such as having to hire people outside of the regular staff who will naturally work with limited capabilities.

The second element is the customer, who can provide perceptions to other consumers about the quality they have experienced. This has happened at Dapur Cita Rasa Berkah through consumer posts on social media, as mentioned by employees to the researcher that some customers came because they were inspired by other consumers' social media posts.

### 6. Proses

The process encompasses all activities that include procedures, mechanisms, and the execution of tasks to meet consumer needs. The process mechanism at Dapur Cita Rasa Berkah is quite systematic, marked by the Standard Operating Procedure (SOP) in carrying out activities to meet consumer needs as established by the management of Kopontren Musa'adah. The advantage of having the SOP is that it clarifies the workflow, tasks, and functions of employees.

## 7. Physical Evidence

The physical environment is part of the company that provides services, interacts directly with consumers, and components that facilitate service performance or communication. The physical environment at Dapur Cita Rasa Berkah is quite adequate for daily use, but when compared to certain days, particularly the first week when orders saw a drastic increase, the facilitating components such as cooking utensils certainly still need to be added.

The above strategies are implemented by Dapur Cita Rasa Berkah to increase consumer loyalty. Indicators of consumer loyalty include making regular repeat purchases, buying the entire product line, recommending the products to others, and demonstrating resilience against competition.

If we relate the theory to the researcher's findings, it shows that 60% of Dapur Cita Rasa Berkah's consumers make repeat purchases, facilitated by using a membership card for Kopontren Musa'adah members. From the 30 food and beverage menus offered by Dapur Cita Rasa Berkah, there are 5 menus that are the best sellers, but this does not mean that other menus do not sell; rather, they have lower sales rates. This means that consumers at Dapur Cita Rasa Berkah purchase the entire product line. Additionally, many consumers at Dapur Cita Rasa Berkah come because they received referrals and saw posts on other consumers' social media. Regarding competitors, Dapur Cita Rasa Berkah's consumers have developed immunity to competition, as evidenced by the high public enthusiasm for purchasing the products offered by Dapur Cita Rasa Berkah amidst very tight competition with an increasing number of competitors and very close proximity. In other words, Dapur Cita Rasa Berkah's consumers have reached the point of being loyal customers.

### **Obstacles in Implementing the Marketing Mix Strategy to Enhance Consumer Loyalty at Dapur Cita Rasa Berkah Sukorejo**

With the high consumer interest and loyalty proven by the researchers' findings, it does not mean that Dapur Cita Rasa Berkah's business journey has been without obstacles. Here are the obstacles faced by Dapur Cita Rasa Berkah in implementing the marketing mix strategy.

#### 1. Lack of human resources

Based on the researchers' findings, it shows that the number of employees at Dapur Cita Rasa Berkah is 10 employees divided into 2 work shifts. This is not proportional to the number of orders received, so they often have to accept human resources who are not permanent employees. Such a situation certainly slightly hinders performance because the new hires need to adjust to the working methods at Dapur Cita Rasa Berkah.

#### 2. The lack of HR knowledge about good marketing strategies

The highest education level of the employees at Dapur Cita Rasa Berkah is Senior High School (SMA) or equivalent, resulting in very limited knowledge about marketing strategies. Kopontren Musa'adah, as the manager, has never specifically scheduled marketing strategy training, so the employees' knowledge in this area is very limited.

## **CONCLUSION**

### 1. Implementation of Marketing Mix Strategy in Increasing Consumer Loyalty at Dapur Cita Rasa Berkah Sukorejo

There are several marketing strategies implemented at Dapur Cita Rasa Berkah, including:

- a. In terms of products, Dapur Cita Rasa Berkah offers approximately 30 food and beverage menus, has special products available only on weekends, provides packaging options for

- take-away consumers, and uses the well-known name Kopontren Musa'adaha on its label.
- b. In terms of pricing, Dapur Cita Rasa Berkah conducts direct surveys of competitors as the basis for setting its product prices.
  - c. In terms of location, Dapur Cita Rasa Berkah has an accessible and visible site with a parking area measuring 2x8 meters monitored by CCTV. They are improving the layout to increase visitor capacity, situated in a densely populated area, making it easy to find customers but very close to competitors.
  - d. In terms of promotion, Dapur Cita Rasa Berkah, as a business unit managed by Kopontren Musa'adah, utilizes its 680 members to promote through social media. It does not have social media accounts to publish activities or promote, but there are consumers who frequently post positive testimonials about Dapur Cita Rasa Berkah.
  - e. In terms of human resources, Dapur Cita Rasa Berkah has 10 employees with the following job roles: 1 admin, 2 cashiers, 2 waitstaff, 2 menu cooks, 1 rice cook, and 2 cleaning staff who also serve as drivers for cash on delivery (COD) services. All employees are divided into 2 shifts, so on certain days when there is an increase in orders, they have to hire additional temporary workers outside of the permanent staff.
  - f. In the aspect of the process at Dapur Cita Rasa Berkah, the standard operational procedure (SOP) has been established by Kopontren Musa'adah.
  - g. In terms of the physical environment, Dapur Cita Rasa Berkah has complete equipment to support its production, but the quantity available often does not match the increased orders on certain days.
2. Obstacles in Implementing the Marketing Mix Strategy to Enhance Consumer Loyalty at Dapur Cita Rasa Berkah Sukorejo
- In implementing the marketing mix strategy, Dapur Cita Rasa is hindered by obstacles including:
- a. The ratio of the number of employees to the number of orders is disproportionate, so we have to call in others outside the permanent employees who still need to adapt to the work system and SOP of Dapur Cita Rasa Berkah.
  - b. The highest education level of the employees at Dapur Cita Rasa Berkah is Senior High School (SMA) or its equivalent, and they have never received training from Kopontren Musa'adah as the manager; only monthly evaluation meetings are conducted. This can also hinder employees in understanding marketing strategies.

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