

An Analysis of Inglo Restaurant's Strategies in Retaining Consumers in the Covid-19 Pandemic Era

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ABSTRACT

Strategy is an important thing that can influence the sustainability of the restaurant. All policies to be realized, always go through a strategic process. This research was conducted at the Inglo restaurant with the aim of knowing the strategies used by the Inglo restaurant to defend consumers during the Pandemic era. The method used in this research is descriptive qualitative using purposive sampling technique through observation, interviews and documentation. Seeing that the pandemic era is still a threat, the strategies used by the Inglo restaurant can still increase, decrease and change. The results of this study show that the Inglo restaurant has three main strategies, namely implementing health protocols, providing services through online media and reducing costs. This strategy was successful in maintaining the sustainability of the Inglo restaurant in its business and the strategy implemented was able to maintain consumers in terms of service, good image of the Inglo restaurant and consumer satisfaction in the pandemic era.

Keywords: Restaurant; Strategy; Pandemic; Covid-19.

First Received:
August 2021

Revised:
August 2021

Accepted:
October 2021

Final Proof Received:
November 2021

Published:
December 2021

1. Introduction

Home meal or restaurant is one of the businesses that can be promising, the daily necessities of restaurants has become a very important sector. Currently the restaurant has become an inherent part of a business idea. Restaurant is a general term to refer to a gastronomic business that serves dishes to the public and provides a place to enjoy these dishes and sets certain rates for food and services (Wirangga et al., 2016). Entrepreneurs, especially restaurant owners, wants to make the best business, get significant profits, and get recognized. All forms of restaurants business will begin from the lowest point, therefore the systems and strategies that are used also require extra attention. As, the restaurant business is growing, all the efforts and strategies made are useful for sustainability in the future. To prepare the readiness of the restaurant business, a quality strategy is needed to win the competition in getting consumers and provide satisfaction to customers. Therefore, the small-scale restaurant business also have to implement and develop a strategy to become a large-scale business.

Seeing that the restaurant business has a high opportunity, the idea of a restaurant with a goat meat-based concept was created. Inglo Restaurant is a goat specialty restaurant that was established on August 19, 1998 and was founded by Mr. Saefudin, the location of this restaurant is on Taman Makam Bahagia ABRI Street, Parigi, Pd. Aren sub-district, South Tangerang City, Banten. In the beginning, the name Inglo restaurant was created because as the owner, Mr. Saefudin, thought that names starting and ending using the A-IUEO alphabet had a high level of luck. Inglo's restaurant business started from the lowest point and first operated using only a cart as a tool. Currently, the employees have experience in their respective fields, this makes the restaurant have good quality in the field of service. The main menus served when the business is just started are young goat satay

and goat soup, these main menus has managed to get a response from the surrounding community and is selling well in the market. Inglo restaurants also get a lot of requests from consumers who want to try new menus, this makes Inglo restaurants create menus made from not only goat. After 23 years, this restaurant has become quite well known among the public. The Inglo restaurant currently has 60 menu variants of food and 17 menu variants of drinks. Menu enhancements are made to meet customer needs and satisfaction.

The year of 2020 has been a very stressful year for the businessman, due to the emergence of a dangerous and deadly, virus called Corona / Covid-19. The virus is still linked to the same families of SARS-CoV and the Middle

East Respiratory Syndrome Coronavirus (MERS-CoV) (Pascarella et al., 2020). This virus originated in China and is contagious from one another. This virus entered Indonesia precisely in March 2020. The 400-500 micrometer-sized virus spread rapidly and damaged the health and economy in Indonesia, all sectors of business affected by the impact of this pandemic. Almost all new and small to big businesses experienced losses up to bankruptcy. Until this paper is written, March of 2021 to be exact, the virus is still be a threat, especially for the employers.

The emergence of the Corona virus makes the Inglo restaurant experience difficulties in attracting consumers as their concerns and anxieties are still high. It makes the Inglo restaurant owner consider implementing new strategies if the pandemic continues to be a threat as the restaurant start getting serious problems such as the reduction in the number of consumers, the difficulty of maintaining the restaurant, and daily profit losses.

The purpose of the study this is to analyze the strategies of what are used and applied at the Inglo restaurant in maintaining consumers during the pandemic, As long as the pandemic still be a threat, the

strategies are very important to be studied and should also be implemented for the reasons that; first, to maintain a good business and good image; second, to retain consumers; third, to pay attention to customer satisfaction.

1) Literature Review

2.1. Strategy Definition

According to Jauch and Glueck (1988: 12), strategy is a plan that is put together, a comprehensive and integrated that associate excellence strategy of the company with the challenges of the environment and are designed to ensure that the company's main objective can be achieved through proper execution by the company (Riswandi et al., 2016). This new strategy serves to maintain the business that has been running since 1998 and serves to retain consumers.

According to David (on Faruq & Usman, 2016), strategy is a collective means with long-term goals to be achieved. Business strategy can be in the form of geographical expansion, diversification, acquisition, product development market penetration, employee rationalization, divestment, liquidation and joint ventures.

2.2. Definition of Satisfaction and Quality

Satisfaction or dissatisfaction of consumers is the difference between expectations and perceived performance. If the perceived service is as expected, then the perceived quality is good and satisfactory. (Dewi & Nuryati, 2014).

Quality is the ability of a product or service to meet and satisfy someone's needs. Services according to Kotler is any act or action that may be offered by one party to another that is essentially intangible and produces no ownership of anything (Hendro & Syamswana, 2017).

2.3. Definition of Restaurant

Restaurant is any commercial venture whose scope of activities is to provide food and beverages for public (No.1098 / Menkes / SK / VII / 2003). Meanwhile, in the book

of Restaurant Operations Management (Jack D & David K, 2006) defines a restaurant as a profitable food service operation with the main basis of selling food and beverages to people and guests in small groups.

Currently, restaurants do not only focus on the factors of food and drinks supporting factor such as appearance should be well-thought-out to achieve the concept of a restaurant. The uniqueness of the restaurant could become a strength and attract visitors.

2.4. Definition of Pandemic

Definition of a pandemic, according to Kamus Besar Bahasa Indonesia (KBBI) is a plague that spread in unison in everywhere or occurring over a wide geographic area. The current pandemic is not the first outbreak in Indonesia. There had also been an outbreak of bird flu, an epidemic of polio, cholera, measles, and others that are dangerous and can lead to death. Covid-19 outbreak began in the city of Wuhan, China and began to spread to almost all over the world. The spread of the Covid-19 outbreak is very fast and no one can predict when the Covid-19 pandemic will end (Ristyawati, 2020).

From the explanation above, it can be concluded that the pandemic has a wide and fast spread, and the level of danger in this outbreak is very high and can cause death.

3. Materials and Methods

This research uses descriptive qualitative research method with purposive sampling technique, where the data is collected by observation, interviews and documentation. Observation is a way or method to collect information or data that is performed by holding the observation and recording it systematically against the phenomenon that is being used as targets of observation (Mania, 2008). According to Pantau et al., (2017) as cited by Wiriaatmadja (on Indah, 2015, p. 40) interviews are the questions were posed verbally to people who are

considered able to provide information or an explanation of things that is deemed necessary. In addition, documentation is used to strengthen the data in the observation method .

After collecting data by observing and interviewing the owner of the restaurant, researchers get the data which is then processed in such form and focus to achieve the purpose of the main study.

4. Results and Discussion

This research was conducted by analyzing Inglo restaurants and studying the strategies used by the restaurant during the pandemic era. The results of the data obtained for this study used observation, interviews and documentation techniques. Interviews were conducted to 10 people consisting of, (1). Inglo restaurant owner, (2). Four workers at the Inglo restaurant. (3). Four Inglo restaurant customers, and (4). One online motorcycle taxi driver. Documentation is done to strengthen the data obtained from the results of observation at the Inglo restaurant.

The result of this research is that Inglo Restaurant has main strategies in maintaining its business sustainability in the pandemic era, namely:

1) Strategy for Implementing Health Protocol

As long as the pandemics is still happening the Inglo restaurant continue to pay attention to the aspects of health. Health is a priority to workers and consumers to live everyday life to the fullest. As said by Mr. Saefudin as the owner of the Inglo restaurant who was interviewed on March 26, 2021, 'The 3M health protocol from our government is implemented as it should be, so people who want to order food are unconcerned, and the workers are more confident in their services'.

The Inglo restaurant also provide hand sanitizer in every entrance door, kitchen, cashier, and the area around the handwashing sink. The owner of the Inglo restaurant also placed a written appeal to all

consumers and workers to always wear masks. In an interview on March 25, 2021, an Inglo restaurant worker who worked at the cashier said 'we are required to wear masks here, sir, so those who don't want to wear masks can't work, we won't serve consumers who don't wear masks'. The provision of hand sanitizer and an appeal for the use of masks make consumers and workers more confident and aware of the importance of health

Besides that, the owner of the Inglo restaurant also check the body temperature of employees every day, and the result is placed next to the cash register to make sure that workers today in a normal body temperature. The restaurant owner also instructed employees to always check the consumers' body temperature before they enter the restaurant. So we provide a thermo gun to check the body temperature of workers and consumers to really make sure that the person is in a good health' this statement was expressed by the owner of the Inglo restaurant. In addition to the health protocol the Inglo restaurant also provide some spots for consumers to wash their hands before entering the dining area. From the statement above, it can be concluded that the Inglo restaurants pay attention to health aspects for consumer satisfaction and business sustainability.

2) Service Strategy Through Online Media

During the first Coronavirus outbreak, every public activity is proscribed including dining activity at the Inglo restaurant. However, the restaurant owner made a strategy in order to satisfy the consumer. The Inglo restaurant remain open, but the hours of operation reduced and are not allowed to eat in place (dine- in), the customer is only allowed to make a reservation and enjoyed the meal in their own place (take away). The owner of the Inglo restaurant emphasized in an interview about the service, 'Now dine-in is permitted unlike when the Covid first appeared, the restaurant remains open, but dine-in was not permitted consumers could only order

through take away or order by online'. The Inglo restaurant will continue to make efforts for customer satisfaction even in the most difficult position.

Services through online media also have a positive impact on online motorcycle taxi drivers. Many of them are waiting in front of the restaurant and are ready to deliver orders if an order comes in. The statement is based on the interview to Mr. Evan as a driver he stated, 'the situation is more difficult due to the Coronavirus, but fortunately there are restaurants that use our services, so we have to be on standby, if an order comes in, we are ready to deliver.' The Inglo restaurant fully trusts the online drivers as a bridge between companies and consumers, and believes that the drivers can work with full of commitment.

3) Cost Reduction Strategy .

In maintaining the sustainability of their business, the owner of the Inglo restaurant implements several cost reduction strategies. This cost reduction is really in a careful calculation, so that it does not cause disadvantages. Strategy reduction in cost that is executed until recently such as:

a. Reducing food cost

Reducing the food costs is the most core and very influential on the business that has been running since 1998, the food costs that are incurred every day have to be cut. Reducing food costs has an impact on the loss of some of the available menus. However, on the other hand, this cost cut has enabled the Inglo restaurant to continue to run its business. Cost cut are diverted for other purposes. For example, the usual food cost for egg-based menus that previously have five variants, since the cost reduction there are only three variants available, i.e. egg Balado, omelet, and stews eggs. The menus that are chosen to be maintained are the menus that are favorites among the public, and the menus that are omitted are the ones that have little demand.

b. Reducing raw material processing costs

The reduction of processing costs of raw materials is a strategy that still run until now. The reduction influences the haste of the performance in preparing and serving the dish. The utensils that help serving are also reduced alternately, for example the cooking gas that is reduced from three to only one unit, as well as are blenders, combustion tools, and magic coms. The reduction unit of raw material processing is done to minimize the operating cost of the Inglo restaurant.

c. Reducing employee salaries

Workers place reliance on the salary they get. However, the situation in the pandemic era has resulted in the impact of salary cuts for the Inglo restaurant employees and they need to be compliance, This policy is carried out in order to maintain a good image of the business being run and to maintain business continuity which is already well known among the public. The salary of each employee is cut up to 50%,. However, when the daily target is achieved, the employees would get bonuses in the form of food after the restaurant is closed. The reduction of salaries was done to stabilize cash flow, and to cover the health cost of the employees, such as rapid tests, swabs, and purchasing health protocol supplies.

5. Conclusions

The Inglo restaurant has successfully implemented the 3M health protocol, which is proposed by the government. The health protocol make employees and consumers feel more secured in performing daily activity during the pandemic.

The Inglo restaurant has successfully run the reservation system in the era of pandemic, namely take away and online ordering. Through this strategy is the Inglo restaurant able to maintain the satisfaction of consumers.

The Inglo restaurant implements three cost reduction strategies, including (1):

strategy for implementing health protocols; (2). service strategy through take away and online media; and (3). cost reduction strategy. These three strategies succeeded in maintaining the Inglo restaurant business during the pandemic era.

6. Suggestion

The Inglo restaurants should apply the health protocol not only during the pandemic, but until the pandemic is over, since the health protocol is very important and could raise the level of trust and comfort for workers and consumers in terms of health.

The Inglo restaurants should focus more on adding food types on online. Given the rapid development of technology, ordering food is easier to do through applications such as shopeefood, foodpanda and others.

Improve worker friendliness in dealing with consumers. The Inglo restaurant is obliged to create the atmosphere of a place that is not owned by the competitors namely improving hospitality such as greeting, smile, and dexterity in delivering orders to the consumers to encourage their revisit.

Lastly, to further complete and update facilities, the Inglo restaurants already have many customers thus far, a strategic location makes it easier for consumers to visit, to retain consumers. It is recommended that Inglo restaurants pay more attention to the lack of facilities such as Wifi, and update facilities such as toilets, prayer rooms and repaint the old tables..

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