



Culinary Business Strategies In The Midst Of Pandemic Of Covid-19 (Case Study At Pork Star Bali)

Billy Tanius¹, I Gusti Ayu Ari Agustini²

¹ Politeknik Internasional Bali, Bali, Indonesia, 82121

E-mail: billy.tanius@pib.ac.id

² Politeknik Internasional Bali, Bali, Indonesia, 82121

E-mail: igari0908@gmail.com

*Corresponding Author(s) Email : billy.tanius@pib.ac.id

ABSTRACT

This study aims at finding the existing business implemented by Pork Star Bali to survive during the pandemic of Covid-19. Besides, it aimed at exploring the business strategies that can be implemented by Pork Star Bali. The research method used was descriptive qualitative method by applying SWOT analysis to find out the strategies. Data needed were obtained through interviews and literature study. Based on the analysis, it was found that Pork Star Bali implemented rescheduling work time for all the employees to avoid any laid-off, waiting list strategy to accommodate customers' interests to enjoy Pork Star Bali foods, and selling vacuum products via e-commerce and Instagram. Meanwhile, the strategies that can be applied in the future by Pork Star Bali are maintaining the quality of products, developing innovative menus and products by utilizing technology based on the market's trends, opening branch outlets since the market is large, strengthening the online marketing, developing customers' loyalty by improving the quality and services, and developing staff's loyalty to avoid any hijacking.

Key Words : culinary business, business strategy, culinary, business

Article History:

Received : March, 21,2022

Revised : May, 4, 2022

Accepted : June, 12, 2022

DOI :

<https://doi.org/10.55606/bijmt.v2i2>

1. Introduction

The Covid-19 pandemic that occurred at the end of 2019 was a threat to the lives of the world's people. This pandemic is not only a threat to public health but also a threat to global economic conditions. In the midst of a pandemic, entrepreneurs face four major threats, namely decreasing income, layoffs, decreased production processes, and decreased overall productivity (Puspita & Frida, 2020). The four threats brought the company towards bankruptcy as a result of the company's inability to survive. Running and operating a business during a pandemic challenge for entrepreneurs. Therefore, entrepreneurs must try to maintain the business they have. One of them is to ensure that the company's finances are in a stable and healthy condition. Entrepreneurs find it difficult to achieve the targets that have been set and are unable to expand their business.

One of the areas of business that has been badly affected by the pandemic is the culinary business. Ezizwita (2021) noted that the culinary business sector experienced a decrease in daily income by up to 37%. Another study conducted by Manutur, Mangindaan, Mukuan (2021) also found the same thing that the pandemic caused the income of seafood restaurants to only be 40% of their previous income. The results of this study indicate that the culinary business is in difficult times. In addition to the economic downturn, the decline in culinary businesses, such as restaurants and cafes, was also caused by the emergence of home industries selling similar culinary products at lower prices. Culinary business entrepreneurs must find the right strategy to maintain the business they have. Kawohan (2021) suggests that to face the obstacles that arise as a result of the covid-19 pandemic and keep the business running, we need a strategy that is relevant to the current situation. Business owners or business people are required to be adaptive and creative to find new strategies to maintain their business.

The downturn in the culinary business also occurred in Bali. Based on the results of initial observations, many restaurants and cafes in the Kuta and Canggu areas are temporarily closed and even permanently closed. So far, the Kuta and Canggu areas are known as tourist destinations that are always crowded with domestic and foreign tourists. But amid the pandemic, restaurants and cafes in the area are also experiencing a slump and bankruptcy. During the downturn in the culinary business, there is one restaurant in the Kuta area that can still survive today. The restaurant is Pork Star Bali. Until now, Pork Star Bali is still operating and surviving without any layoffs.

Seeing this, a study to examine more deeply the business strategy carried out by Pork Star Bali needs to be carried out so that the research results can be adopted by business actors and entrepreneurs who will open a business in the culinary field. This research was conducted to analyze the business strategy carried out by the management of Pork Star Bali to survive.

2. Literature Review

This research is based on Porter's Five Forces Model. The Porter's Five Forces Model was first developed by Professor Michael E. Porter of Harvard University. The Porter's Five Forces Model consists of five components that can be used to analyze a company's competitive advantage and power (Hole, Pawar, & Bhaskar, 2019). Here are the five components that are part of the Porter's Five Forces Model.

- a. The first threat is the threats of new entrants in the same field. The entry of new competitors in the same industry is a threat to entrepreneurs which causes entrepreneurs to have a strategy to maintain their business. In addition, the emergence of new competitors will have an impact on the reaction of old entrepreneurs in the same industry.
- b. Another threat faced by entrepreneurs is the emergence of substitute products that can divert consumers' interest to buy. Substitute products or substitutes here refer to products that can perform the same function and can provide the same benefits. The emergence of substitute products also needs to be a concern of entrepreneurs.
- c. Rivalry among existing firms is one of the biggest threats that need to be considered by entrepreneurs. Competition between companies in the same industry can develop in a negative direction or a positive direction. David (2006) cited from Foris and Mustamu (2015) mentioned that competition between similar companies can occur in the form of lowering prices, increasing quality, adding features, adding services, extending warranties, and also strengthening promotions.
- d. The bargaining power of buyers is closely related to the differentiation of products owned, including product prices, guarantees provided, quality, and other services.
- e. Bargaining power between entrepreneurs and suppliers is also one of the factors that entrepreneurs can pay attention to in developing their business. The high level of dependence of entrepreneurs on suppliers will lead to increased prices and an imbalance that can affect business operations.

3. Method

The research method used is a qualitative method to solve or answer all the problems that exist in the research. There are two techniques used to collect data, namely interviews and literature studies. Informants who will be interviewed in the study will be determined using purposive sampling. Interviews were conducted with

Pork Star Bali owners who directly design business strategies, make decisions, and are directly involved in the daily operations of Pork Star Bali. The data collected in this study were analyzed using a SWOT analysis of strengths, weaknesses, opportunities, and threats

4. Result

The Covid-19 pandemic is a tough challenge for culinary businesses. Many culinary businesses have to close their restaurants because of the absence of revenue or income. However, Pork Star Bali can still survive during a pandemic. The owner of Pork Star Bali directly formulated strategies to ensure that Pork Star Bali can still be running during the Covid-19 Pandemic. The following is the strategies implemented by Pork Star Bali to be able to survive in the Covid-19 pandemic.

a. Rescheduling the work time

During the pandemic, many employers have laid off their employees to sustain and survive. However, Pork Star Bali did not use layoffs as a strategy to survive during a pandemic. During the pandemic, Pork Star Bali has never laid-off employees. However, Pork Star Bali made changes to the work schedule. Before the pandemic occurred, in one week Pork Star Bali employees had an effective working time of six days and had one day off. However, after the pandemic occurred, Pork Star Bali employees had five days of effective working time and two days off.

This change in working hours was implemented to be able to survive during difficult conditions due to the pandemic. During the pandemic, Pork Star Bali must ensure that the company's finances was balanced while the the revenue was decreasing. By reducing working hours, Pork Star Bali can reduce the costs incurred for human resources so that the company's finances can be maintained in balance. The strategy of reducing working hours for employees can avoid layoffs at Pork Star Bali.

b. Implementing waiting list

The second strategy implemented by Pork Star Bali to be able to continue operating during a pandemic was to implement a "Waiting list". Before the emergence of the Covid-19 pandemic, Pork Star Bali had a seating capacity of 50 seats. However, during high season or peak crowds, Pork Star Bali could accommodate up to 60 to 70 visitors. With a seating capacity of 50 to 70, they sold could reach hundreds of portions. At peak crowds, Pork Star Bali could sell up to 780 servings of food and the lowest portion is 250 servings.

However, during the pandemic, the visitor capacity that Pork Star Bali could accommodate decreased. This is due to a regulation issued by the government to reduce restaurant capacity to 50% of normal capacity to prevent crowds from appearing. Therefore, the capacity or accommodation of Pork Star Bali decreased to 25 visitors. This also affects the number of food portions that Pork Star Bali had successfully sold. This also affected the income of Pork Star Bali.

To minimize losses due to a reduction in visitor capacity, Pork Star Bali applied a waiting list. This waiting list strategy was also implemented before the Covid-19 pandemic. When the Covid-19 pandemic emerged and with a reduction in restaurant capacity, this waiting list strategy could help the operations at Pork Star Bali.

"Back then it was 50 maximum. If it was full, it could be 60-70. We also have a waiting list during the high season of covid." (informant, 2022)

This waiting list strategy could avoid losing customers or switching customers to other restaurants. By implementing a waiting list, Pork Star Bali could accommodate the customers' desire to continue enjoying the menu served by Pork Star Bali without having to cause a crowd.

c. Selling vacuum products

The last strategy implemented by Pork Star Bali was selling vacuum products through e-commerce sites. The vacuum products offered by Pork Star Bali allowed customers to enjoy Pork Star Bali's menu at home. Customers can place orders through e-commerce, such as Tokopedia. In addition, the vacuum food products sold by Pork Star Bali can also be ordered by customers via the official Instagram of Pork Star Bali which is directly managed by the owner of Pork Star Bali. The Pork Star Bali vacuum product is a menu offered regularly at Pork Star Bali which is then packaged in such a way that it can be sent to various regions through an expedition company. Customers can still enjoy the Pork Star Bali menu even though they are not in Bali just by heating the vacuum product. But unfortunately, this product can not last long. Therefore, the owner of Pork Star Bali only accepts orders from customers who are in areas that can be reached by the shipping company within one day.

This vacuum product was developed by Pork Star Bali before the pandemic emerged. When the Covid-19 pandemic emerged, Pork Star Bali increasingly intensified the sale of vacuum products to accommodate customers' interest and demand for the menu at Pork Star Bali. Because it was developed before the pandemic, the management and employees of Pork Star Bali are used to such a sales system. Sales of vacuum products during a pandemic could also reach thousands. According to interviews, in the early days of the Covid-19 pandemic, Pork Star Bali was able to sell as many as 3,500 products.

"At the beginning of the pandemic, sales could sell vacuum products, up to 3500 packages were sold" (Informant, 2022).

This number was a large number considering the culinary business situation which also slumped when the pandemic emerged. The seller of vacuum products in very large quantities helped Pork Star Bali survive in the midst of the pandemic and even orders for raw materials to suppliers remained the same as before the pandemic.

In addition to this strategy, other strategies can also be applied by Pork Star Bali to survive in the midst of a pandemic and can even be applied to develop business in the future. The strategy was obtained by considering the weaknesses, strengths, opportunities, and threats faced by Pork Star Bali. The study of Pork Star Bali's business development strategy can be done using a SWOT (Strengths, Weaknesses, Opportunity, and Threats) Analysis. The combination of weaknesses and strengths with opportunities and threats can produce strategies that can help Pork Star Bali in developing the business in the future.

The analysis of strengths, weaknesses, opportunities, and threats faced by Pork Star Bali had been done by Tanius (2022). The strengths, weaknesses, opportunities, and threats of Pork Star Bali according to Tanius (2022) are as follows.

Table 1. The Strengths, Weaknesses, Opportunities, & Threats of Pork Star Bali

Strengths	Weaknesses	Opportunities	Threats
<ol style="list-style-type: none"> Pork Star Bali has a strategic location The menu prices offered by Pork Star Bali can compete with restaurants that offer similar menus Good taste and as expected by customers Have a reliable supplier who can serve quality raw materials The desire to continue to innovate and create new menus 	<ol style="list-style-type: none"> There is branch outlet The current restaurant is considered small 	<ol style="list-style-type: none"> Markets in other areas of Bali are very large, Culinary trends that continue to grow Food technology that develops from time to time, 	<ol style="list-style-type: none"> The emergence of new competitors in the culinary business The competition is getting tighter, The existence of employee hijacking, The price of raw materials continues to increase.

Source : Tanius (2022)

The results of the analysis of the strengths, weaknesses, opportunities and threats can be re-analyzed to produce a business development strategy. The strategy is obtained by combining strengths and weaknesses with opportunities and threats. The following is the result of a SWOT analysis to find the right strategy for Pork Star Bali in developing business in the future.

Table 2. SWOT Analysis

	Strengths	Weaknesses
Opportunities	<ol style="list-style-type: none"> Creating innovative menus according to market trends and tastes, Creating innovative products by utilizing food technology developments. 	<ol style="list-style-type: none"> Opening branch outlets in other strategic locations in Bali or outside Bali, Opening branch outlets with a larger seating capacity,
Threats	<ol style="list-style-type: none"> Creating new innovative menus that are different from competitors, Maintaining the quality of the taste of the food served, Promoting more strategically by venturing into e-commerce and strengthening promotions on social media, Providing training and programs that can increase employee loyalty. 	<ol style="list-style-type: none"> Strengthening sales via e-commerce, such as grab food, gofood, and Tokopedia as well as social media Instagram, Providing the best service to customers to develop loyalty.

5. Discussion

The strategies resulting from the SWOT analysis can be described in more detail as follows.

a. Strengths – Opportunities Strategies

Strengths – Opportunities (SO) strategies are strategies that are obtained from a combination of existing strengths and opportunities. This strategy has the aim of maximizing existing strengths so that they can grab all existing opportunities. Pork Star Bali has strengths in the form of competitive prices, strategic location, good taste in food, reliable suppliers, and management's desire to always innovate. While the opportunities that exist are a large market share, culinary trends in Indonesia that are dynamic, food technology that continues to develop, and promotion and sales media are also growing. From these strengths and opportunities, the strategies that can be carried out are as follows.

1. Creating food menu innovations according to trends, tastes, and consumer demand. This strategy is following the strength possessed by Pork Star Bali that management and employees have a strong desire to innovate. Winarta (2015) in his research suggests that developing a menu according to market tastes is one of the SO strategies that can be implemented in a culinary business. Pork Star Bali has also innovated its menu by paying attention to market interest, namely by developing a menu made from chicken meat for customers who do not consume pork.
2. Creating product innovations following the conditions, trends, and consumer demand. This is closely related to the opportunity that food technology is constantly evolving and the power that Pork Star Bali has to innovate. Product innovation that can be developed is frozen food or frozen food that can be stored for some time so that it can be sent outside the region. In addition, the product that can be developed is the delivery of menu packages in the form of raw materials so that customers can cook themselves at home with menus and instructions from Pork Star Bali. It can provide its own experience for Pork Star Bali customers.

b. Weaknesses – Opportunities Strategies

The second strategy that can be applied by Pork Star Bali is Weaknesses – Opportunities Strategies or WO Strategy. This strategy is a combination of the weaknesses that Pork Star Bali has with the opportunities that exist. In the case of Pork Star, the weakness is that it does not have branch outlets in other areas of Bali or areas outside Bali. In addition, the current Pork Star Bali outlet also has not much customer capacity. Meanwhile, the market share for restaurants serving pork-based menus is very large in Bali, so a strategy is needed to minimize existing weaknesses. The strategies offered are as follows.

1. Opening branch outlets in other strategic locations in Bali or outside Bali is one strategy that can be implemented. The absence of branch outlets is a weakness of Pork Star Bali. However, the existing market has great potential so Pork Star Bali needs to develop its business by opening branch outlets in other strategic locations in Bali or other areas outside Bali.
2. Opening a branch outlet with a larger seating capacity can also be another option for Pork Star Bali to capture a larger market. The additional seating capacity can accommodate more customers who come to enjoy the Pork Star Bali menu.

c. Strengths- Threats Strategies

Strengths – Threats (ST) Strategies are strategies that are obtained by taking into account the strengths of Pork Star Bali as well as threats that can arise from the environment. ST Strategies aims to anticipate existing threats by optimizing their strengths. Here are the ST Strategies that Pork Star Bali can implement.

1. Creating new menu innovations that are different from competitors is the first strategy that can be implemented. Menu innovations that are different from competitors are unique for Pork Star Bali. Hasbullah, Haekal, Prayogi, and Prasetio (2021) say that innovative menus that are carried out on an ongoing basis help a restaurant or culinary business to be able to compete with competitors.
2. Maintaining the quality of the taste of the food served is also an important strategy to be able to compete during increasingly fierce competition and the emergence of new competitors. Maintaining the quality of food taste is closely related to the quality of the raw materials used. Restaurants need to choose suppliers who provide quality raw materials (Haekal, Prayogi, & Prasetio, 2021).

3. Promote more strategically by venturing into e-commerce and strengthening promotions on social media. During the rapid development of technology and the digital world, culinary business players can take advantage of this to introduce products to a wider market. Indirectly it can help develop the business. Several studies suggested the same thing, namely the development of the digital world, especially social media and e-commerce, which are the right media to market products and develop business (Sumadhinata, Roesphinoedji, Sinaga, 2021).
 4. Providing training and programs that can increase employee loyalty is one strategy that targets the loyalty of Pork Star Bali employees considering the threat that exists in the form of employee hijacking by other restaurants. Therefore, Pork Star Bali needs to conduct training and other programs to increase employee loyalty to the company. Garnasih, Kurniawaty, & Suryatiningsih (2020) said that human resources are one of two important factors in developing a business.
- d. Weaknesses – Threats Strategies
- Weaknesses – Threats (WT) Strategies are strategies that are obtained by taking into account the weaknesses and threats faced by Pork Star Bali. Here are WT strategies that Pork Star Bali can implement.
1. Strengthening sales via e-commerce, such as grab food, gofood, and Tokopedia as well as social media Instagram. This strategy is similar to one of the ST Strategies already mentioned. The rapid development of e-commerce and social media has become the right means of media to promote and sell online. Currently, many human activities have turned online. One of them is ordering food online. Ezizwita and Sukma (2021) suggested that the culinary business today must switch to the online and digital world, such as conducting promotions in digital media and providing delivery services for online purchases. Pork Star Bali has implemented this strategy by using the services of GoFood, Grab Food, Tokopedia, and also Instagram.
 2. Provide the best service to customers to form loyalty. One thing that can differentiate one restaurant from another is the service provided. To increase customer loyalty, Pork Star Bali needs to provide the best service for its customers. Maximum and best service can help increase customer loyalty. Hasbullah, Haekal, Prayogi, and Prasetio (2021) also said that optimal service will anticipate the shift of customers to competing restaurants.

6. Conclusions

In running and developing a business, Pork Star Bali needs to pay attention to the strengths, weaknesses, opportunities, and threats that exist so that they can develop the right strategy. Strategies that can be implemented include opening branch outlets, increasing capacity, utilizing social media for promotion, utilizing food technology to innovate products, maintaining quality of taste and service to customers.

5. Acknowledgement

I would like to express my gratitude to all parties supporting this research. I would like to thank Politeknik Internasional Bali for all the supports provided during this research. I also appreciate and thank the owner of Pork Star Bali for the kindness and participation in this research.

References

- Ezizwita, E., & Sukma, T. 2021. Dampak Pandemi Covid-19 Terhadap Bisnis Kuliner Dan Strategi Beradaptasi di Era New Normal. *Jurnal Ekonomi dan Bisnis Dharma Andalas*, 23(1), 51-63.
- Frida, N. 2020. Analisis Strategi Mempertahankan dan Mengembangkan Bisnis di Tengah Pandemi COVID-19 Serta Mengetahui Dampak Perkembangan dan Pertumbuhan COVID-19 di Indonesia. *Jurnal Aktiva: Riset Akuntansi dan Keuangan*, 2(3), 26-36.
- Garnasih, R. L.; Kurniawaty; Suryatiningsih, D., 2020. Determinants of Culinary Business Performance, *J. Bus. Econ. Review*, 5(1) 01 – 09 [https://doi.org/10.35609/jber.2020.5.1\(1\)](https://doi.org/10.35609/jber.2020.5.1(1))
- Hasbullah, H., Haekal, J., Prayogi, P. R., & Eko, D. E. A. P. D. (2021). Business Development Strategy Using Swot Analysis Method In Culinary Industry. *Journal of Industrial Engineering & Management Research*, 2(3), 53-61.
- Hole, Y., Snehla, P., & Bhaskar, M. (2019). Porter's five forces model: gives you a competitive advantage. *Journal of Advanced Research in Dynamical and Control System*, 11(4), 1436-1448.
- Manutur, R. A., Mangindaan, J. V., & Mukuan, D. D. (2021). Dampak Pandemi Covid-19 bagi Usaha Rumah Makan Selera Laut. *Productivity*, 2(4), 304-308.

- Frida, N. (2020). Analisis Strategi Mempertahankan dan Mengembangkan Bisnis di Tengah Pandemi COVID-19 Serta Mengetahui Dampak Perkembangan dan Pertumbuhan COVID-19 di Indonesia. *Jurnal Aktiva: Riset Akuntansi Dan Keuangan*, 2(2), 84-94.
- Sumadhinata, Y. E., Roespinoedji, D., & Sinaga, O. (2021). Analysis Of Culinary Business Opportunities Through Canvas Model Business Approach to Determine a New Business Strategy with The Implementation of Community Activities Restrictions Implementation (Ppkm) In Bandung City (Case Study: Bandung Chicken Siomay. *Review of International Geographical Education Online*, 11(6), 523-531.
- Tanius, B. (2022). Culinary Business in Pandemic Era : Case Study at The Pork Star Bali. InHeic Proceeding.
- Winarta, M. (2015). Strategi Pengembangan Bisnis Makanan Pada Usaha Depot Dapur Jawa. *Agora*, 3(1), 463–469