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Boosting Competitiveness with Innovative Fast Food Business Strategies

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ABSTRACT

Objective: The objective of this study is to investigate the management and growth techniques employed by fast food businesses in Mataram City, with a specific focus on the creative ways used by Banana Vitara to enhance their competitiveness.

Approach: A qualitative descriptive technique was employed, which included conducting semi-structured interviews with owners of fast food businesses. The snowball sampling technique broadened the pool of participants, and data were augmented by secondary sources such as business information and pertinent papers.

Results: The research emphasizes the significance of marketing campaigns, financial planning, efficient production, and strategic human resource management. Key areas of focus are efficient recruitment strategies, motivation based on performance, manual financial management with intentions for integrating technology, and the creation of inventive menus. Marketing tactics involve partnerships with platforms for distribution and advertising through local media.

Novelty: This study offers valuable information on the distinct difficulties and tactics employed by fast food establishments in Mataram. Specifically, it focuses on how these firms utilize local market conditions and improve consumer engagement by introducing novel products and delivery services.

Practical Applications of the Research: By highlighting the importance of strategic marketing and internal management techniques for attaining sustainable growth and competitiveness in the food service sector, the study provides insightful insights for fast food entrepreneurs operating in emerging regions.

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1. Introduction

Bank (2019), Micro, Small, and Medium-Sized Enterprises (MSMEs) play a crucial role in economies across the globe by creating jobs, stimulating economic growth, and encouraging entrepreneurship. Particularly in industries like food and beverage, which have experienced

significant growth despite economic downturns, MSMEs are essential to Indonesia's socioeconomic development (Tambunan 2019). The fast food business, operating within the micro, small, and medium enterprise (MSME) sector, has demonstrated its ability to adapt to changing customer tastes and urbanization trends, making

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it a robust and flexible component of the economy (Hutahayan and Yufra 2019).

The ability of micro, small, and medium enterprises (MSMEs) to withstand economic crises highlights their significance in upholding economic stability and supporting people's livelihoods (Lussak et al. 2020). Small businesses are frequently more adaptable and quick to react to changes in the local market than larger companies, which in turn leads to a substantial impact on local job creation and income development (Gray 2002). Nevertheless, in spite of their economic contributions, micro, small, and medium enterprises (MSMEs) encounter a multitude of obstacles that jeopardize their capacity to compete and maintain their long-term viability (Kumara et al. 2020). MSMEs require a fresh growth and business strategy that prioritizes capacity development through the acquisition of knowledge and skills, updating of technology, enhancement of product quality and competitiveness, fostering innovation, and promoting entrepreneurial activities (Harvie 2019).

Within the fast food industry, micro, small, and medium enterprises (MSMEs) face obstacles including market saturation, fierce competition, and the necessity for ongoing innovation to sustain consumer interest and loyalty (Candra et al. 2022). The capacity to efficiently handle these difficulties relies on strong company strategy and flexible management methods (Jack and Raturi 2002). Gaining insight into the internal and external factors that impact the performance of MSMEs is essential for developing customized strategies that improve their competitive advantage and ability to withstand challenges (Maheshkar and Soni 2021).

Theoretical frameworks offer significant perspectives for analyzing the intricacies of MSME management (Silva et al. 2021). The Porter's Five Forces model provides a comprehensive analysis of the competitive forces that influence industry dynamics. Grundy (2006) applying Porter's model in a practical manner involves several steps. Firstly, it requires mapping the competitive forces, which can differ greatly between markets and regions, as well as within the same industry.

Secondly, it involves understanding the dynamics of these forces. Thirdly, it entails prioritizing the forces based on their importance (Lee, Kim, and Park 2012). Fourthly, it requires conducting a macro analysis of the sub-drivers that constitute each of the five forces (Lee et al. 2012). Lastly, it involves exploring the key interdependencies, within as well as between each force (Grundy 2006; Street and Cameron 2007). These forces include the strength of suppliers and buyers, the threat of new entrants and substitutes, and the intensity of industry competition (Porter, 1980). To maximize their operational effectiveness and strategic placement in the market, MSMEs must excel internally in areas including marketing, production operations, finance management, and human resource management (Rani, Yadav, and Jain 2016).

Recent research highlights the significance of creative business tactics in effectively dealing with the difficulties encountered by MSMEs. Dhow important product differentiation, market segmentation, and strategic planning are for maintaining competitiveness and long-term growth (Brooksbank, Subhan, and Miller 2018; Puglieri et al. 2022). Furthermore, the adoption of digital technology in corporate operations has opened up new opportunities for MSMEs to expand their market reach and engage with customers (Bagale et al. 2023; Setyawati, Sugangga, and Maula 2023). However, this requires the implementation of flexible strategies to effectively leverage technological improvements. This crisis has resulted in the development of resilience skills as a secondary dynamic capability by offering SMEs the chance to utilize digital technology for transformation (Khurana, Dutta, and Singh Ghura 2022).

The importance of studying MSMEs in the fast food industry is to address these crucial issues and discover the potential for expansion in the face of intense competition and economic uncertainty. This research seeks to provide empirical insights that guide government decisions and industry practices by analyzing management practices and methods for MSME business growth, specifically in Mataram, Indonesia. In addition, this research aims to provide useful suggestions to assist

MSMEs in capitalizing on their advantages and overcoming barriers to promote sustainable growth and financial stability. Overall, this introduction offers a thorough explanation of the importance of MSMEs in the worldwide economy. It also highlights the specific difficulties faced by the fast food industry within the MSME context. Additionally, it introduces important theoretical frameworks, emphasizes the need for research in this field, and outlines the objectives and societal advantages of the study.

2. Critical Review

The role of Micro, Small, and Medium-Sized Enterprises (MSMEs) in the fast food industry is pivotal, given their ability to adapt and innovate amidst economic challenges (Bank, 2019; Tambunan, 2019). These enterprises not only contribute significantly to local economic growth but also foster entrepreneurship and job creation (Hutahayan and Yufra, 2019). However, their resilience is often tested by market saturation and intense competition (Candra et al., 2022).

Recent studies underscore the importance of strategic management and innovation in enhancing the competitiveness of MSMEs (Jack and Raturi, 2002; Brooksbank et al., 2018). Strategies such as product differentiation and market segmentation are crucial for sustaining consumer interest and loyalty (Puglieri et al., 2022). Moreover, the adoption of digital technologies has emerged as a transformative factor, enabling MSMEs to expand their market reach and operational efficiency (Bagale et al., 2023; Setyawati et al., 2023).

Theoretical frameworks, such as Porter's Five Forces model, offer valuable insights into the competitive dynamics within the fast food industry (Porter, 1980). This model helps in analyzing the bargaining power of suppliers and buyers, the threat of new entrants and substitutes, and the intensity of industry rivalry (Grundy, 2006). Such analytical tools assist MSMEs in identifying strategic opportunities and threats, thereby guiding their operational decisions (Lee et al., 2012).

The ongoing research emphasizes the need for MSMEs in the fast food sector to develop adaptive strategies that leverage both internal strengths and external market opportunities (Rani et al., 2016). This approach not only enhances their competitive edge but also promotes sustainable growth amidst economic uncertainties (Khurana et al., 2022). In conclusion, the critical review highlights the evolving landscape of MSMEs in the fast food industry, emphasizing the significance of strategic management, innovation, and digital transformation. By addressing these key factors, MSMEs can navigate challenges effectively and capitalize on growth opportunities in the competitive market environment.

3. Method Innovations

In order to fully comprehend the management and growth of fast food Banana Vitara enterprises in Mataram City, a qualitative descriptive research methodology was selected for this study. This methodology enables researchers to directly see the events being studied, collect data from multiple sources, and deliver thorough research results. Fast food entrepreneurs in Mataram City are the study's main subjects because they are the main information sources for details about their development and management strategies. The study focuses on multiple facets of fast food enterprises, encompassing managerial strategies, operational processes, and issues specific to the local business climate.

The main method used to obtain data is conducting semi-structured interviews with owners of fast food businesses. This approach allows for freedom in posing detailed and pertinent inquiries to gather thorough insights into the business operations and management carried out by the participants. In addition, the snowball technique is used to expand the sample size by obtaining referrals for more informants from the first respondents. The primary data collected through face-to-face interviews is supplemented by secondary data, including product information and pertinent paperwork from fast food establishments in Mataram City.

To find the deeper significance of the information acquired, data analysis is carried out using an organized method that includes data reduction, classification, and in-depth interpretation. This methodology adheres to the methodologies frequently employed in qualitative descriptive research. In addition, the study utilizes source triangulation techniques to guarantee the accuracy and dependability of the data. This involves comparing and cross-validating information from several sources, such as entrepreneurs, employees, and supervisors, in order to strengthen confidence in the research conclusions.

The study seeks to offer a comprehensive portrayal of the management and development strategies employed by fast food establishments in Mataram City. This will enhance our comprehension of the operational dynamics of enterprises at the regional level. The project aims to provide in-depth insights for practitioners, researchers, and policymakers who are interested in the management and development of micro, small, and medium-sized firms in the fast food sector. This will be achieved through a complete qualitative descriptive approach.

4. Result and Discussion

The internal environmental analysis encompasses management functions including planning, organizing, actuating, and controlling across key business functions such as human resources, finance, production and operations, and marketing.

The company sets forth planning objectives for its human resources, ensuring preparedness for scenarios like employee resignations, requiring advance notice to facilitate timely recruitment. Formal recruitment involves interviews conducted by the owner, manager, and supervisor, with criteria based on educational attainment, work experience, and specific skills (e.g., minimum high school diploma for waiters, bachelor's degree for supervisors, and two years' kitchen experience). New hires undergo a three-month probationary contract period, during which they receive training and performance

evaluations. At the probation's end, performance reviews determine contract extensions or terminations. Time constraints pose challenges to recruitment and training efforts due to their time-intensive nature.

The company lacks a dedicated HR division, managing external and kitchen staff without specialized departments. Work assignments align with individual capabilities, operating seven days a week with two shifts: 08:00-15:00 and 15:00-22:00. Orientation sessions, led by the owner and supervisors, emphasize company goals to foster strong work ethics among employees (Al-Awlaqi, Aamer, and Habtoor 2021). Motivational strategies include performance-based rewards such as monetary bonuses or health insurance benefits for exemplary work. Captains oversee staff activities, issuing warnings for infractions and escalating to suspension or dismissal after repeated offenses (Montecalvo et al. 2023). Daily briefings serve as effective control mechanisms, allowing employees to exchange feedback and enhance overall performance. This analysis provides insight into the company's internal management practices, highlighting strategic approaches in human resource management aimed at maintaining operational efficiency and employee motivation within the fast food industry.

Supervisors oversee the financial administration in the organization, which includes performing manual bookkeeping tasks to maintain accounting records and handling sales and purchase bills. The main source of revenue is derived from sales of food and beverages, while expenses encompass monthly staff pay, bonuses, unforeseen expenses, production and operational costs, and purchases of raw materials. Occasional mistakes arise in the bookkeeping process as a result of manual financial reporting. Hence, the corporation intends to adopt computer technology for financial reporting in order to reduce inaccuracies. The owner formulates strategies for managing short-term operational funds based on the financial reports. A portion of the excess funds is set aside for unexpected events, while another portion is reinvested to accelerate long-term objectives, such as establishing other

branches in the same city or in other locations with strong economic capacity. The cashier people oversee the operations of the financial division, under the guidance of supervisors who delegate responsibilities such as manual bookkeeping, recording transactions, and documenting purchases made by suppliers and customers. The owner retains exclusive authority over the ownership of capital. The sales are documented on a daily basis, combined by supervisors, and then reported to the owner. This process guarantees that the cashiers are honest and accurate in their transactions, as they are continuously monitored by the managers.

Production is a crucial stage in which raw materials undergo a transformation process to become completed commodities, ultimately aimed at satisfying consumer needs and desires. Prior to production, servers document customer orders on duplicate sheets referred to as customer orders. Duplicates are allocated to the front and kitchen sections, providing instructions to chefs and assistants on how to prepare meals in the correct order. The organizational structure in production and operations of Rumah Makan Palem Asri is effectively managed, with distinct and well-defined work allocations for each staff position. In order to avoid duty overlap, the production team consists of chefs, associate cooks, food those who prepare, and head chefs, while the operational roles are cashiers, waiters, and supervisors. Each of these roles has specific duties from the time of recruiting. Regular menu innovation is crucial in fast food businesses to sustain diversity and customer engagement, with the introduction of new menu items every three months. By keeping an eye on the daily vegetable and fish supplies, the biweekly meat stocks, and the poultry every two days, operational planning aims to ensure food quality and quantity. Supervisors oversee control procedures to guarantee that staff maintain high job standards. Managers diligently oversee the cleanliness of the restaurant, the maintenance of equipment, and the quality of service. The executive chef and checker oversee the control operations in the kitchen to ensure that the flavor and manner in which quality of food produced remains consistent.

Within the field of marketing, doing a thorough study is crucial for gaining insights into consumer behavior, improving sales methods, and successfully navigating the competitive environment. Analyzing consumer behavior is crucial for any business, particularly in the dynamic realm of fast food. Studying customer behavior and preferences yields significant insights into the factors that influence their purchasing choices. At the fast food outlet in Mataram, this study includes both direct observation and proactive tactics to monitor competition activities. By closely monitoring the popularity of adjacent competitors, the business can adapt its offerings and marketing techniques to maintain a competitive edge.

Product/Service Sales: To efficiently reach clients, Mataram's marketing strategy makes use of a variety of media. These encompass collaborations with delivery systems such as GrabFood and GoFood, advertising on local television, and recommendations through word-of-mouth. Newspaper advertising has been very successful in broadening the customer base through enhanced visibility and the attraction of new clientele. This multifaceted strategy guarantees that the firm may effectively reach a wide range of people, taking advantage of both online and offline marketing channels.

Product/Service Planning is a crucial element in keeping consumers engaged, as it involves consistently introducing new and innovative products. The company implements a policy of introducing new menus every quarter, with the goal of revitalizing the dining environment and attracting customers to return. Prior to introducing new products, the owner and management carry out thorough testing and evaluation to assess consumer satisfaction and market reception. As a proactive measure to improve resource allocation and streamline operations, less popular options are gradually phased out and only well-received items are added permanently to the menu.

Pricing Strategy; Establishing competitive prices is a complex process driven by multiple factors. These factors encompass consumer expectations, regulatory factors, negotiating

dynamics with suppliers, conditions from distributors, and comparing performance against industry peers. Through meticulous examination of competition pricing methods, the business can strategically position itself in the market, providing value while maintaining profitability. This strategy not only appeals to consumers who are sensitive to pricing, but also increases the perceived worth of items in comparison to other options available in the market.

Upcoming Marketing Initiatives; In the future, the company aims to enhance its marketing strategies in order to increase sales and expand its market presence. Sustaining brand awareness and introducing new menu items will depend critically on continued newspaper advertising expenditures. The current campaign has the dual objective of introducing new products and strengthening the brand's position in the local market. Moreover, utilizing delivery platforms such as GrabFood and GoFood enables the firm to broaden its customer base without incurring substantial expenses related to establishing a specialized delivery system. Integrating third-party delivery services provides a scalable alternative for culinary entrepreneurs, especially those in the Micro, Small, and Medium Enterprise (MSME) sector, to fulfill the increasing customer demand for convenience and accessibility. Through forming strategic alliances with proven platforms, businesses can optimize their operations, concentrate on their key strengths, and take advantage of the burgeoning trend of online meal delivery.

The application of Porter's Five Forces Model to analyze the external environment offers a methodical framework for comprehending industry dynamics and competitive challenges. The food business in Indonesia, being vital and culturally important, consistently attracts new participants, posing a threat of new entrants. Nevertheless, there are significant obstacles that must be overcome in order to enter the industry, such as the considerable initial expenses associated with establishing facilities, acquiring equipment, and setting up supply chains. In addition, creating a unique market position necessitates substantial investment in brand

development, client acquisition, and operational effectiveness, which presents difficulties for new entrants aiming to establish themselves in a fiercely competitive industry. Economies of scale provide a significant hurdle for emerging enterprises in the fast food industry (Jayanti and Raghunath 2018). During the initial operational phases, businesses typically incur higher expenses as they work towards building a customer base and improving their production and distribution methods. To overcome these initial obstacles, one must employ strategic planning, effective resource allocation, and a deep comprehension of market demand dynamics (Ojha, Patel, and Sridharan 2020).

Product differentiation is essential for preserving a competitive advantage in a saturated market. The fast food industry sets itself apart by offering exceptional product quality, thorough ingredient selection, and strict adherence to rigorous food safety requirements. Through the procurement of superior ingredients from reliable vendors and the consistent execution of food preparation, the company improves customer happiness and loyalty, reducing the likelihood of becoming a commodity in a market driven by price sensitivity. Launching and maintaining a fast food business requires a substantial amount of capital investment in infrastructure, equipment, inventory, and labor. Having sufficient finance is essential for financing initial startup costs, ongoing operating expenses, and strategic expansion plans. Obtaining funding from trustworthy sources guarantees financial stability and facilitates the achievement of long-term growth goals, allowing the organization to take advantage of emerging possibilities and efficiently manage economic uncertainty. Supplier switching costs should be taken into account, despite the benefits of keeping stable supplier relationships. The imposition of a 20% cancellation charge on diverted orders highlights the significance of effective supplier administration and contractual arrangements that protect against unexpected breakdowns in the supply chain. By adopting a precautionary strategy, the company reduces operational risks and strengthens the ability of the supply chain to withstand disruptions. This

ensures that products are always available and customers receive consistent service.

The financial administration at Business is presently conducted manually by a supervisor who oversees accounting records, including the management of purchase and sales invoices. The corporation generates its revenue from the sale of food and beverages, while its expenditures encompass staff wages, bonuses, unforeseen costs, manufacturing expenses, and purchases of raw materials. The corporation intends to move its financial reporting to computer technology in order to improve efficiency and accuracy. The manufacturing process at Palem Asri Restaurant is efficiently structured, commencing with customer order records that function as directives in the kitchen. Establishing a clear allocation of tasks among chefs, assistant chefs, and waiters is crucial for upholding the quality of service and products. The company implements a regular practice of introducing new menus every quarter to guarantee a diverse selection of culinary options and maintain high standards of quality. The company uses word-of-mouth recommendations, local media, food delivery companies like GrabFood & GoFood, and active consumer analysis to promote its offerings and analyze client preferences. Marketing strategies also prioritize the creation and promotion of new menus in order to appeal to a wider range of customers. Encounters difficulties due to the presence of alternative products and the emergence of new competitors in the food and beverage sector. Nevertheless, there exist prospects to broaden distribution channels and allure novel market

segments. According to the SWOT analysis, it is recommended to improve service quality in order to retain consumers (Strengths-Opportunities) and to utilize delivery services to increase market penetration (Weaknesses-Opportunities). Additional tactics include hiring marketing teams to handle risks and vulnerabilities and attempting to keep customers happy (ST and WT). Banana naget vitara aims to establish itself as a frontrunner in providing high-quality, pre-prepared meals in Mataram. The Banana naget vitara hopes to achieve this by offering personalized packaging options and delivery services, while also seeking opportunities to extend its market presence. In order to accomplish these goals, the divisions of production, operations, and finance are essential.

5. Conclusion

In conclusion, the Banana naget vitara in Mataram strategically positions itself in the competitive food industry by leveraging detailed financial management, efficient production processes, and targeted marketing strategies. By addressing both internal strengths and external challenges through a comprehensive SWOT analysis, the Banana naget vitara is poised to enhance customer satisfaction, expand its market reach with new menu offerings and delivery services, and achieve long-term goals of market leadership in quality ready-to-eat meals in Mataram. This approach ensures sustainable growth and a strong competitive edge in the dynamic food service sector.

6. Table Data

Table1. Employee Performance

Employee Name	Position	Performance Score	Customers Serve	Bonus
Corespondence	Waiter	85	150	IDR 500,000
Corespondence	Chef	90	-	IDR 600,000
Corespondence	Supervisor	88	-	IDR 800,000

Table 2. SWOT Analysis Table

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Aspect	Strengths	Weaknesses	Opportunities	Threats
HR	Trained staff	No dedicated HR division	Training development	High employee turnover
Finance	Organized manual records	Prone to manual errors	Adoption of accounting technology	Fluctuating raw material prices
Marketing	Diverse marketing channels	Dependence on local media	Expansion into digital platforms	New competitors

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