**SOTO KWALI SOLO MBOK DARMI'S FAMILY BUSINESS STRATEGY IN INCREASING SALES IN SEMER 50, KEROBOKAN, KUTA, BADUNG REGENCY, BALI**

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**ABSTRACT**

Soto Kwali Solo Mbok Darmi is a family business located on Jl. Semer No 50 Kerobokan Village, Kuta District, Bali Province, established in 2016. The research problem is “What is the strategy used by the management of Soto Kwali Solo Mbok Darmi in increasing its sales?” The purpose of this research is to determine the strategies used by the management of Soto Kwali Solo Mbok Darmi in increasing sales. The research method used is a qualitative research method, by conducting observations, interviews with owners and managers of Soto Kwali Solo Mbok Darmi, and documentation. The findings and analysis are that in the process of making and presenting Soto Kwali Solo Mbok Darmi, they were very concerned with cleanliness, employee hospitality, food delicacy, and ethics and consumer culture so that they have many consumers. Initially they only use conventional marketing strategies. However, eventually it changed, and the strategy used in increasing their sales was to provide training to all employees in management and marketing management and the use of technology related to GoFood and Grab. This business is sufficiently developed to its maximum potential so that its sales turnover is quite interesting. In the end, they were able to increase sales of the business. The marketing strategy is getting better because it uses a marketing strategy using Social Media through Facebook, Instagram, and WhatsApp, as well as GoFood and GrabFood. The family business of Soto Kwali Solo Mbok Darmi can develop, sales turnover is increasing, and provides inspiration to the community to become entrepreneurs so as to improve the welfare of the business.

**Keywords: Menu, Strategy, Soto Kwali Solo Mbok Darmi Family Business, Marketing and Sales.**

***ABSTRAK***

*Usaha Soto Kwali Solo Mbok Darmi adalah usaha keluarga yang terletak di Jl. Semer No 50 Desa Kerobokan, Kecamatan Kuta, Provinsi Bali, berdiri tahun 2016. Rumusan masalah penelitian ini adalah Apa strategi yang digunakan oleh manajemen Soto Kwali Solo Mbok Darmi dalam meningkatkan penjualannya? Tujuan penelitiannya adalah untuk mengetahui strategi yang digunakan oleh manajemen Soto Kwali Solo Mbok Darmi dalam meningkatkan penjualannya. Metode penelitian yang digunakan adalah metode penelitian Kualitatif, dengan melakukan observasi, wawancara dengan pemilik dan pengelola Usaha Soto Kwali Solo Mbok Darmi serta dokumentasi. Temuan dan analisisnya adalah dalam proses pembuatan serta penyajian Soto Kwali Solo Mbok Darmi sangat memperhatikan kebersihan, keramahtamahan pegawai, kelezatan makanan dan etika serta budaya konsumen sehingga memiliki banyak konsumen. Pada awalnya hanya menggunakan strategi pemasaran yang konvensional. Namun akhirnya berubah, strategi yang digunakan dalam meningkatkan penjualannya adalah memberikan pelatihan kepada seluruh pegawai tentang menajemen pengelolaan dan pemasaran serta penggunaan teknologi berkaitan dengan GoFood dan Grab. Usaha ini cukup berkembang secara maksimal sehingga omzet penjualannya cukup menarik. Strategi pemasarannya semakin lebih baik karena menggunakan strategi pemasaran menggunakan Media Sosial melalui Facebook, Instagram dan WhatsApp, serta GoFood dan Go Grab. Usaha keluarga Soto Kwali Solo Mbok Darmi dapat berkembang, omzet penjualan semakin meningkat, dan memberikan inspirasi kepada masyarakat untuk berwirausaha sehingga meningkatkan kesejahteraan usaha tersebut.*

***Kata kunci: Menu, Strategi, Usaha Keluarga Soto Kwali Solo Mbok Darmi, Pemasaran dan Penjualan.***

1. **Introduction**

A family business has a very important role to support the economy of a family. About 80-98% of businesses in the world are family businesses, and even in the United States they can contribute to GDP by 64% to 75% (Yohanes Leonardo, 2016: 120). Meanwhile, according to Ward Aronof, a family business is a family company if it consists of two or more members who oversee the company's finances. In the same study, according to Donneley (2002), an organization is said to be a family company if at least two generations are involved in the family and influence the company's policies.

Family business is very interesting to discuss, especially in the COVID 19 pandemic situation, which has hit Indonesia and even the world. Many family businesses in Indonesia are included as micro, small, and medium enterprises, depending on the type of business and the size of the business. There are also large family companies with large businesses, but they are not included as a family business.

One of the family businesses discussed in this article is the business of Soto Kwali Solo Mbok Darmi. This Soto Kwali Solo Mbok Darmi, is a family business located on Jl. Semer No. 50 Kerobokan Village, Kuta District, Bali Province, established in 2016.

The employees of Soto Kwali Solo Mbok Darmi consist of 4 people, i.e. Mas Rudi Haryanto who has participated from the beginning in preparing the stall layout, from Ngawi, East Java. Then, there is Nonik from Nias Island, North Sumatra, Irwan from Bandung, and Dewi from Bali. They have good communication in performing their duties and responsibilities according to the Standard Operating Procedures in Soto Kwali Solo Mbok Darmi. In the management of this family business, it is managed by kinship, and is able to increase the sales of this business. This is interesting for the researchers, because until now the family business of Soto Kwali Solo Mbok Darmi, has been able to increase its sales and has been able to survive, even in the COVID-19 situation.

From the background above, the problem formulation in this article is “what strategy is used by the management of Soto Kwali Solo Mbok Darmi, in increasing sales?” From the formulation of the problem above, the research objective is to determine the strategies used by the management of Soto Kwali Solo Mbok Darmi, in increasing sales.

1. **Theoretical Framework**

**Marketing Management**

Oentoro (2012:13) defines marketing management as a tool for analyzing, planning, implementing and controlling programs designed to create, build, and maintain exchanges that use the intended target market to achieve organizational goals.

Alma (2013:289) suggests that marketing management is as follows: "Marketing management is the activity of analyzing, planning, implementing and all activities in order to achieve the level of marketing in accordance with the objectives set by the company.”

From this definition, it can be said that marketing management is the analysis, planning, implementation, and control of programs designed to plan, set prices, and distribute products, services, and ideas that are able to satisfy the desires of the target market in order to achieve the organizational goals set by the company.

**Definition of Marketing**

According to Ari and Jusuf (2015:1), marketing is a very important and dynamic subject, because marketing involves daily activities in a society. Further, according to Tjiptono and Diana (2016:2), Marketing is a product distribution function or activity that connects producers and consumers, while economics emphasizes the production and consumer functions.

From the definitions above, it can be said that marketing is a value exchange transaction activity. It is a dynamic subject in which its function or activity is the distribution of products related to producers and consumers.

**Marketing Concept**

According to Kotler and Amstrong (2012:10), the marketing concept is a concept with an emphasis on consumer needs. this philosophy focuses more on feelings and responding to what consumers need. Further, according to Assauri (2011:77) management-oriented marketing concept which emphasizes on the key to achieving organizational goals stands from the ability of the company or organization to determine the needs of the target markets and the ability of the company or organization to meet the desired satisfaction more effectively and efficiently than its competitors. The following are some marketing concepts: (1) Production Concept, (2) Product Concept, (3) Sales Concept, (4) Marketing Concept, (5) Social Marketing Concept, (6) Global Marketing Concept. Based on these definitions, the marketing concept is a customer-oriented marketing effort with the aim of providing customer satisfaction as the key to achieving the goals of the organization.

**Definition of Strategy**

Fahmi (2014:2) states that a strategy is a plan that is prepared and managed by taking into account various sides with the aim that the influence of the plan can have a positive impact on the organization in the long term. Further, Rangkuti (2015:3) states that strategy is a tool to achieve goals. The main goal of this tool is that the company can objectively see internal conditions, so that the company can anticipate changes in the internal environment. From these definitions, it can be said that strategy is a method used by management or an organization to achieve the targets in order to further achieve the goals of the company.

**Definition of Marketing Strategy**

Assauri (2011:16) defines a marketing strategy as a comprehensive, integrated, and unified plan in the field of marketing, which provides guidance on the activities to be carried out in order to achieve the marketing objectives of a company. Further, according to Rupaidah (2014:234), Marketing strategy is the development of markets, companies, or business units with the aim of capturing market opportunities that are larger than the existing markets through current products. From this definition, it can be said that the marketing strategy is planning, comprehensive, and integrated in the marketing sector aimed at capturing market opportunities, target markets, product placement in the market, the marketer's mix, and the level of marketing costs required by a company.

**Marketing Mix**

Kotler and Keller’s (2012:23) marketing mix can be defined as the marketing tools that companies use to pursue company goals. Kotler and Amstrong (2012:62), also identifies the marketing mix as consisting of component objectives. The seven marketing updates are briefly described as follows: (1) Product, (2) Price, (3) Place, (4) Promotion, (5) People, (6) Process, ( 7) Physical Evidence.

***Promotion Mix***

According to Setiyaningrum et al. (2015:232), the promotion mix is a combination of the four promotional components which include advertising, personal selling, sales promotion, public relations, and publications.Kotler and Amstrong (2012:432) argue that the promotion mix is a specific mix of promotional tools that companies use to persuasively communicate customer value and build customer relationships.

Kotler and Amstrong’s (2012:432) promotion mix consists of 5 (five) promotional tools, i.e.: (1) Advertising, (2) Sales Selling, (3) Personal Selling, (4) Public Relations, (5) Direct Marketing. Based on the above definition, it can be said that the promotion mix is a marketing strategy which is used as a promotional tool used by companies as an effort to introduce a product or service so that it can be recognized and accepted by the public.

**Factors Affecting Marketing**

The marketing environment is very influencing for the company because it is dynamic, infinite, and erratic. The marketing environment includes the places where the company should start researching opportunities and monitoring threats. There are two factors that influence marketing, i.e. (1) Internal environment and (2) External environment. For internal environment, Kotler and Amstrong (2012:62) state that the internal environment is an influence on overall company performance. The factors that must be analyzed objectively and in depth with respect to the internal environment consist of several aspects, including aspects of the marketing mix (product, price, place, promotion, people, process, physical evidence). Meanwhile, for external environment, Alma (2011:200) states that the external environment consists of larger social forces, i.e.: (1) Economic Environment, (2) Political, (3) Social/Cultural, (4) Law, (5) Technology and Industrial Structure.

**Definition of Restaurant (Warung)**

According to Mertayasa (2012:2) a restaurant is a room or a place where guests can buy and enjoy food and drinks or a section for preparing food and drinks for guests who need it. According to Soekresno as cited in Darmajati (2013:11), a restaurant is "a commercial place of business that provides food and beverage services to the public and is managed in a professional manner". According to Rutherford and O’ Fallon (2010:8), a restaurant is a facility that serves various types of food and drinks for guests, which are designed for the convenience of guests enjoying a meal. Based on these definitions, a restaurant is a place that sells food or drinks for guests who visit the restaurant and enjoy the dishes that are served.

**Types of Restaurant**

Bars are divided into the following 5 types: (1) Pub Bar Discotheque, (2) Public Bar, (3) Service Bar, (4) Banquet Bar.

**Types of Services**

The types of services according to Arisandi et al. (2017:3) are American Service, which is not so formal or official when compared with English service, French service, and Russian service, which are the systems most commonly used in restaurants.

**Types of Menu**

There are four types of menus according to Budiningsih (2010: 73), i.e. (1) A'la Carte Menu, (2) Table d'hote Menu, (3) Mixed Menu, (4) Special Party Menu.

**Types of Beverages**

According to Hamami (2015:36), if examined further, beverages can be divided into many types. However, to make it easier to classify, beverages can be categorized into groups of drinks derived from their ingredients, region of origin, method of manufacture, color, presentation technique, and alcohol content. In general, beveages can be divided into 2, (1) Alcoholic beverages—drinks that contain ethanol, a psychoactive substance. Alcoholic liquor contains ethyl alcohol which is obtained from the fermentation of honey, sugar, fruit juice, or tubers. The length of the fermentation process depends on the ingredients and the type of liquor produced. Examples of alcoholic beverages include: beer, wine, whiskey, rum, vodka, liquor, brandy, cognac, gin, arak, and genever. (2) Non-alcoholic beverages are all types of drinks that do not contain alcohol. Non-alcoholic beverages consist of: mineral water, refreshing drinks, tall drinks, stimulants, nourishing (nutritious drinks).

1. **Research Methodology**

The research method used is a qualitative research method, by making observations, interviews with the owner and manager of the Soto Kwali Solo Mbok Darmi, and documentations. According to Moleong (2006:6), qualitative approach is research that intends to understand the phenomena experienced by research subjects such as behavior, perception, motivation, an action., holistically, and by means of descriptions in the form of words and language, in a specific and natural context, and by making use of various natural methods.

Meanwhile, a qualitative method according to Sugiyono (2009: 15) is a "descriptive method with data collected in the form of words, pictures and not numbers.” Everything that is gathered is likely to be the key to what has been researched. The theoretical basis for qualitative research on this problem rests on the phenomenological method with the intention of revealing a symptom or event that occurs in an institution.

1. **Result and Discussion**

Soto Kwali Solo Mbok Darmi, according to the characteristics mentioned by Mertayasa and Soekresno, is a warung (stall) because it provides direct food and beverage services and also provides on-site dining services as well as commercial transactions between traders and customers. Soto Kwali Solo Mbok Darmi also has several marketing strategies to survive and even become the customer's choice as a place to eat. Initially, this business was only using conventional marketing strategies. However, it is eventually changed, in which the strategy used in increasing sales was to provide training to all employees on management and marketing management.

Employee training is one of the factors that will influence marketing which is known as the internal environment. The internal environment is one of the resources that must be used properly by entrepreneurs. In addition to marketing management, product management, place management, and promotion management must also be trained in the end. The internal training is also one of the marketing mix strategies stated by Kotler and Armstrong so that Warung Soto Kwali Solo Mbok Darmi has many customers.

Warung Soto Kwali Solo Mbok Darmi also conducts external marketing, such as to people outside, one of which is using several unicorns in the world of transportation, i.e. Go-Food and Grab. Involving external marketing and distribution is also part of the marketing mix. Therefore, the turnover and sales made by Mbok Darmi are increasing.

The marketing method used by Warung Soto Kwali Solo Mbok Darmi is the Marketing Mix using the following methods:

1. *Product*

In the marketing mix method of Soto Kwali Solo Mbok Darmi, they provide products that are consumed by residents around Bali, i.e. products that lead to traditional food. The products produced by Soto Kwali Solo Mbok Darmi are Penyet Chicken, Geprak Chicken, Soto Kwali Solo both large and small, Fried Rice, Fried Noodles, Nyemek Noodles, Iced Tea Drinks, Ice Orange, Wedang Ewuh, and several snacks. such as crackers, tofu meatballs, and fried tempeh.

1. *Price*

The price of food provided by Mbok Darmi is very cheap for stalls around Bali. Bali is a tourist destination where usually it has a higher standard of price compared to regular stalls elsewhere in Indonesia. Therefore, it is very natural if Soto Kwali Solo Mbok Darmi is the prima donna for the people around Bali.

1. *Place*

The distribution carried out by Soto Kwali Solo Mbok Darmi is by using unicorns in the world of transportation, i.e. using Go-Food and GrabFood.

1. *Promotion*

Promotions used by Soto Kwali Solo Mbok Darmi are using the main website by showing all the prices so that people do not have any doubts about dining at Soto Kwali Solo Mbok Darmi because they already know the amount of prices beforehand.

1. People

Human resources or people recruited by mbok darmi are reliable chefs in the world of cooking, waiters who have a good spirit of service, and also marketing resources, such as by using websites and unicorns in the world of transportation.

1. Process

The food-making process carried out by Soto Kwali Solo Mbok Darmi is hygienic and clean. The presentation and place at Warung Soto Kwali Solo Mbok Darmi also has a fairly clean place so that people feel comfortable dining in at Soto Kwali Solo Mbok Darmi.

1. Physical Evidence

To be more convincing, Soto Kwali Solo Mbok Darmi opened a shop located on Jl. Semer No. 50 Kerobokan Village, Kuta District, Bali Province. Apart from being used for customers who dine in at the place, it also convinces other customers who use online transportation services.

Soto Kwali Solo Mbok Darmi also uses another strategy, i.e. the Promotion mix, where the promotional mix activities are as follows:

1. Advertising or advertisement made by Soto Kwali Solo Mbok Darmi is using mainstream media in the form of local newspapers and national newspapers.
2. Personal selling and direct selling are used as Soto Kwali Solo Mbok Darmi's strategies by using the WhatsApp application feature and also employees’ social media.
3. The public relation strategy used by Soto Kwali Solo Mbok Darmi is social media in the forms of Facebook, Instagram, and other social networking sites. In addition, they also use the transportation unicorns as part of the public relations strategy.

1. **Conclusion**

Based on the explanation above, it can be concluded that Soto Kwali Solo Mbok Darmi is included in the stall (warung) category and in carrying out their food trade Mbok Darmi uses the Marketing Mix. Those are Products—by providing menus, Price—by providing cheap prices, Place—distribution using GoFood and Grabfood, Promotion—using social media and websites. In recruiting Soto Kwali Solo Mbok Darmi workers, they also pay attention to quality. In addition, the food serving process is carried out in a hygienic or clean way. To further convince their customers, Soto Kwali Solo Mbok Darmi also opens a shop in the Semer Bali area.

The use of other methods is through the promotion mix by advertising their products through mainstream media in the forms of local newspapers and national newspapers. Meanwhile, personal selling and direct selling are performed through the WhatsApp feature, while public relation activities are performed through social media such as Facebook and Instagram. In addition, the external marketing is performed using the GoFood and Grabfood transportation unicorns.

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