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## CULINARY BUSINESS STRATEGIES DURING COVID-19 IN THE TURAP SIAK SRI INDRAPURA'S VOCATIONAL SCHOOL OF CULINARY TOURISM

**Abstract:** This study is entitled *Culinary Business Strategies during the Covid-19 in the Siak Sri Indrapura Culinary Tourism Area*. This study aims to determine a strategy that can be applied by the culinary business to be able to adapt to the crisis during the Covid-19 period. A descriptive method using a qualitative approach was employed in this study with the help of the EFE Matrix (External Factor Evaluation) and IFE (Internal Factor Evaluation). The EFE Matrix helped the decision-making to summarize and evaluate external environmental information. Meanwhile, the Internal-External (IE) Matrix was used to map the total score of the IFE and EFE matrices. SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) had also a role major in developing profitable business strategies. Based on the results of data analysis and discussion, it can be concluded that the adaptation strategy that can be carried out during a pandemic is a strategy of product and service diversification, by implementing health protocols as strictly as possible to prevent a prolonged pandemic, cleaning turap culinary locations with disinfectants to win consumer trust, providing take away and delivery order services, carrying out online sales, processing and packaging product hygienically according to customer desires, innovating food menu that can increase body immunity, trying to maintain regular customers, and establishing good relationships with new customers to win the competition with other culinary businesses.

**Key words:** Business strategies, Covid-19, SWOT Analysis.

**Language:** English

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### Introduction

#### Background of the Study

The Coronavirus pandemic that is currently happening in Indonesia as well as in other countries has a major impact on the economy of various sectors, especially Micro, Small, and Medium Enterprises (MSMEs). Among the MSMEs, the type of business that is most affected is the culinary business. This is the result of a survey conducted by Paper.id in collaboration with SMESCO and OK OCE in conducting a survey entitled "The Impact of the Covid-19 Pandemic on MSMEs." This survey was conducted online and submitted. Based on existing data findings, 78 percent of respondents admitted to experiencing a decrease in turnover. The largest

category was in the decline of more than 20 percent (67.50 percent) and occurred in almost all business sectors. The survey data showed that there are three types of businesses that experience the greatest impact, namely culinary (43.09 percent), services (26.02 percent), and fashion (13.01 percent). One of the sectors of the economy that has been seriously affected is the culinary industry. Many culinary businesses in the world have been forced to close their businesses for a while or even go bankrupt. Burhan (2020) argued that the culinary sector experienced a decrease in daily income reaching 37%, the fashion retail sector decreased to 35%, while the beauty services decreased to 43%.

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Cooperatives, Small and Medium Enterprise, and Trade Office of Riau noted that during the Covid-19 pandemic that occurred in Riau, there were hundreds of thousands of Small and Medium Enterprises (SMEs) and Small and Medium Industries (SMIs) that is affected during a pandemic, these SMEs and SMIs cannot run their business. Head of the Riau Cooperatives, Small and Medium Enterprise, and Trade Office, Asrizal, stated that there were around 10 thousand IKMs and 263 thousand SMEs that have been recorded as being affected with Covid-19.

The impact of the Covid-19 pandemic on the tourism business in Riau was felt for those involved in it. Thus, substantial losses cannot be avoided. The Riau Province Tourism Office calculated that the losses due to Covid-19 are around IDR 7 billion. The Covid-19 pandemic has made the regional income of Siak Regency, especially from the tourism sector, drop dramatically in 2020.

The tourism objects of the Siak Palace and Netherlands Barrack recorded only getting IDR 533,975,000 from ticket sales throughout 2020. This amount of revenue is very far from the figure targeted by the Siak Regency Government of IDR 2 billion. Compared to 2019, Siak Regency's revenue from the tourism sector reached IDR 1.5 billion.

Since the pandemic period began to worry in early April 2020, the Regent of Siak, Alfredri, took a policy to close all tourist attractions. In June, the tourism sector was opened to the public with the application of health protocols, but it only lasted for a few days until it was closed again in early November 2020. Siak Palace was closed since March 2020 leading the people's economy around the tourist area was very sluggish or even died during the pandemic even though the Siak Palace has been an icon of regional tourism.

RIAU24.COM wrote that the coronavirus or Covid-19 in Siak has claimed many victims. The appeal for a ban on leaving the house has a bad impact on culinary tourism traders in Turap, Siak Subdistrict, Siak Regency. Furthermore, they claimed to have decreased sales turnover by up to 80 percent. Some of them even admit that there is no buying and selling at their place of sale.

The coronavirus pandemic that has occurred in various regions has hit the economy of the community. Sales turnover has even dropped dramatically by 50 to 80 percent due to this virus outbreak. Sales turnover fell due to people reducing their activities outside the home. They confine themselves in their homes and only go out when they need important things. Moreover, in recent weeks, there has been an appeal from the government for the buyers to only buy take-away food.

Meanwhile, based on field observations several places selling various foods and drinks at Turap Siak tourism place are still open as usual. However, due to the Coronavirus pandemic, this place which is usually

busy is currently quiet. Moreover, along the banks of the Siak River, no people are sitting and resting and only a few traders are cleaning their stalls.

Turap is a place that is located along the banks of the Siak river which is the center of culinary tourism in the Siak, the City of the Palace, where along the Siak river are lined up with traders selling various culinary delights. Therefore, it is normally one of the tourist destinations both from inside and outside Siak City. The objective of this study is to find a strategy that the culinary industry can use to improve its ability to respond to the crisis during the Covid-19 period.

## Literature Review

### Definition of Culinary Business

The food (culinary) business or industry is one of the industries that is currently booming and has a lot of room for expansion. Culinary refers to activities including food preparation. Culinary arts, namely the art of preparing, cooking, and serving food, are among the activities covered by the term culinary.

The culinary business is a type of business that is profitable and will always be in demand all the time. Food is a basic human requirement that cannot be separated from our life for this reason. There are numerous areas in this culinary sector, ranging from snacks to drinks to stable foods. Depending on how the seller distributes the products, all categories in this culinary business (snacks, drinks, and essentials) have a lot of potential.

Griffin and Ebert (in Sancoko, 2015) define business as all activities and institutions producing goods and services in everyday life, while the specific definition of business is an organization that provides goods and services that aim to make a profit. Thus, business is all activities producing goods and services that aim to make a profit. Hence, it can be said that the culinary business is the activity of producing dishes, whether in the form of side dishes, snacks, or drinks to make a profit. Culinary business can also be said as a type of business carried out by someone engaged in the food sector.

According to [wartawirausaha.com](http://wartawirausaha.com) (2013), there are 7 basic concepts of culinary business concepts that have to be considered for business continuity: 1) Taste. The taste of the food has to be adjusted to the target market. Thus, a market survey of consumer preference in the area of business has to be conducted. Furthermore, being objective in the taste of the product to be sold has to be avoided. A seller should not pay attention to his or her tastes and desires only. 2) Lifestyle. Currently, food is not only a means to satisfy hunger, but also a part of a lifestyle. 3) Purchasing power. A seller has to pay attention to the source of raw ingredients, production flow, production process, equipment, product advantages, and product packaging. Thus, a seller is not only selling the products if raw ingredients are difficult to

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obtain, but it might also disrupt the production process. 4) Marketing plan. Before deciding which company to execute, it is better to analyze the market and marketing style. Giving a discount when the company opens for the first time as a promotion is preferable. 5) Location. Location determines the level of competition. Culinary business sites that are located in strategic places, such as education and offices will make many people see and access. Not only in the room but the parking space is required to be taken into account. Naturally, interfering with access to public roads and chaotic settings is forbidden. 6) Hygiene. The place where the food is served has to be clean. Every guest goes to the chair as soon as it is cleaned. The food presentation also pays attention to cleanliness. However, a comfortable atmosphere of the place will increase customer's appetite. 7) Suggestion Box. A suggestion box or SMS center for customer feedback should be provided. Discounts or promotions to customers who are willing to make a positive contribution to the business should be given. Interaction with customers can also be done through social media. A special account to interact while promoting its culinary activities should also be provided.

According to Kanya Anindita (2020), there are 5 ways for restaurant businesses to optimize business opportunities during the Covid-19 pandemic. Even though the Covid-19 pandemic has made many types of businesses lose a lot of turnovers, that does not mean restaurant businesses have to experience the same thing. The restaurant business can optimize business opportunities in times of crisis because many people rely on restaurants for their daily food needs. The following are five ways that restaurant business owners can optimize their business opportunities amid the Coronavirus outbreak. 1) Improving takeaway and delivery quality is the time for restaurant owners to focus on takeaway and delivery services. First, the food presentation needs to be improved, because this will give a good impression to customers. The owner can also take advantage of this good food presentation for photo competitions on Instagram. Second, concern for customers needs to be shown by giving greeting cards or writing on the packaging of their orders. A thank you to customers for their loyalty to the restaurant they chose in this difficult situation or a note reminding them to wash their hands before enjoying the food ordered will give the customer a special memory. Third, the serving time of restaurant orders can be increased to be able to fulfill more customer orders each day. This can be done if a restaurant has a kitchen display system (KDS). KDS makes it easy for cooks to accept incoming orders, set priorities for serving orders, determine estimated serving times, and much more. Fourth, customers can order menus at restaurants easily. If the restaurant does not have its website, it should at least be easy to find on social media like Instagram. Customers are

allowed to order via WhatsApp and telephone. A restaurant can also be registered in a delivery order app such as GoFood or GrabFood. 2) Adding healthy menu variants. To show the restaurant's concern for health, adding a new, healthier menu variant should be considered. During the Covid-19 pandemic, public concern for healthy food is increasing. Therefore, this situation can be taken advantage of. It can also help increase business opportunities by bringing in new customers (for example, those who enjoy a healthy lifestyle or are on a diet). 3) Managing employee shifts effectively. 4) Optimizing the food supply. The most critical aspect of running a restaurant is keeping food on hand. Culinary entrepreneurs do not want to miss out on business chances because restaurant outlets run out of food ingredients. On the other hand, they do not want to experience waste due to storing too much stock. 5) Focusing on digital marketing. In the current physical distancing situation, it is the right moment to take advantage of digital marketing. People spend more time at home relying on the internet. Thus, posting ads on social media and sending marketing emails is a great way to optimize a restaurant business opportunity. Creating interesting content regularly on Instagram can also be done. Culinary entrepreneurs can post free and paid advertisements, but paying for ad posts will certainly get them more exposure. Culinary entrepreneurs can also consider filling the website with content that is useful to readers and sending that content to subscribers by email regularly.

Tips for culinary business to survive during the Corona pandemic is also shared by Muhayati Faridatun (2020). This pandemic has a major impact on all sectors of life, including in the field of Macro, Small, and Medium Enterprises (MSMEs). Many business sectors have gone out of business, including entrepreneurs. Even though his business experienced a major decline, Christopher did not immediately give up. The culinary entrepreneur who owns three brands immediately developed a new strategy, which can help his business survive during a pandemic. A strategy is a must. Even with a strategy, it is still difficult due to the current conditions (pandemic). Christopher shared tips applied by budding businessmen in the culinary field as follows: 1) pushing in the online industry, such as in a delivery or marketplace application, 2) giving maximum discounts and promos online, and 3) launching frozen food products to enable food to last for a few days.

### Strategy

#### Definition of Strategy

Rangkuti (2014) states that strategy is a tool to achieve goals. Daft (2010) defines strategy as an action plan that explains the allocation of resources and various activities to face the environment, gain competitive advantage, and achieve company goals. Meanwhile, Sedarmayanti (2014) argues that strategy is a plan to increase influence on the market, both in

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the short and long term, which is based on market research, appraisal, product planning, promotion and sales planning, and distribution. Furthermore, Pearce and Robinson (in Sancoko, 2015) define strategy as a plan on a large scale and future-oriented to interact with a competitive environment to achieve company objectives. Furthermore, according to Johnson and Scholes (2016), strategy is the direction and scope of an organization in the long term that achieves benefits for the organization through the configuration of resources in a challenging environment. Moreover, according to David & Wheelen (20011), strategy is a way to achieve long-term goals. Furthermore, according to Anthony and Govindarajan (2011), strategy is a systematic management process that is defined as a process in making decisions on programs to be implemented by the organization and an estimate of the resources that will be allocated in each program over the next few years.

### - Business Strategy

Business strategy is the ability of entrepreneurs/companies in analyzing the external and internal environment of the company, formulating strategies, executing (implementing) plans designed to achieve company goals, as well as evaluating to get feedback in formulating future strategies. This variable is measured by three dimensions, namely, differentiation, low cost, and focus strategy (Mahmud and Anomsari, 2011). Business strategy can take the form of geographic expansion, diversification, acquisition, product development, market penetration, employee rationalization, divestment, liquidation, and joint ventures.

Business strategy refers to the actions and decisions a company takes to achieve its business goals and be competitive in its industry (Sugi Priharto 2020). There are several reasons why business strategy is important for the organization for its functions like planning, assessing strengths and weakness, efficiency, and controlling competitive advantage. Meanwhile, components in business strategy are vision and business goals, core value, SWOT analysis, tactics, resource allocation plan, and measurement.

There are 10 tricks to succeed in a culinary business during the pandemic from brand and culinary experts. They are 1) listing of potentials, 2) paying attention to health protocols, 3) maximizing online platforms, 4) getting direct, 5) understanding the process from start to finish, 6) having distinctive features, 7) its capital only contributes 10%, 8) taking advantage of the pre-order technique, 9) understanding self-potential, and 10) managing food waste.

Changes that occur in the business environment have resulted in existing companies trying to adapt their strategies to these changes. A good strategy is a strategy that can adapt to various changes in the business environment that occur to gain a competitive

advantage. Competitive advantage can only be achieved through continuous efforts of brainstorming designs and strategies in order to realize sustainable competitive advantages. That way, the company can dominate the old and new markets.

Meanwhile, strategic management according to David & Wheelen (in Juwono, 2011) is a series of managerial decisions and actions that determine the company's long-term performance. Whereas, according to David (in Juwono, 2011) strategic management can be defined as the science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals.

Many business actors have made profits from this culinary business. However, many culinary business actors have gone bankrupt, because the strategies used are not quite right and the quality of service is not optimal. This indicates that the success of a culinary business in winning the competition is determined by the application of the right strategy and the good relationship it has with consumers.

According to Juwono (2011), business strategy is to review the strengths, weaknesses, opportunities, and threats of existing business; always updating the strategies formulated to suit developments and responding to the external environment which is always changing; will change and will continue to change; innovating products to be always with consumer tastes and striving to always have product development; implementing and evaluate the chosen strategy effectively and efficiently; as well as evaluating performance, reviewing the situation and making various adjustments and corrections if there are deviations in the implementation of the strategy. Meanwhile, the benefits of strategic management according to Juwono (2011) are that it can solve problems faced by the company faster and more precisely; become more sensitive in responding to threats that come from outside the company; make the best decisions because group interaction brings together a larger variety of strategies; cooperation within the employee team in the formulation of strategies will be able to improve their understanding of productivity rewards in every strategic plan and thus increase their work motivation; and that organizations that use strategic management concepts will be more profitable and more successful. Hitt, et al., (in Juwono, 2011) explained that the strategic management process is to determine the direction and mission of the organization, understand the internal and external environment and then formulate a strategy.

### - SWOT Analysis

According to Rangkuti (2014), a SWOT analysis is the methodological identification of many aspects in order to build a firm strategy. The reasoning behind this study is to optimize strengths and possibilities. However, it minimizes weaknesses and

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threats at the same time. The strategic decision-making process is always related to the development of the company's mission, objectives, strategies, and policies. Thus, strategic planning must analyze the company's strategic factors (weaknesses, strengths, opportunities, and threats) and current conditions. This is called a situation analysis. The most popular model for this is the SWOT analysis.

### - Covid-19

Coronavirus Disease (Covid-19) is an infectious disease caused by the newly discovered coronavirus known as acute or severe respiratory syndrome coronavirus 2 (SARS-CoV-2). Lina Sayekti (2020) stated that besides having a serious impact on health, the Covid-19 pandemic also weakens the national and international economy. Various industrial sectors, including the culinary business, experienced disruption. The coronavirus pandemic that is currently happening in Indonesia as well as in other countries has had a major impact on the economy of various sectors, especially in the culinary business sector. Business activities are required to adapt to the new behavior of people who apply for work from home and social distancing. Currently, consumers cannot dine in and various restaurants only focus on take-away and delivery orders. Business operators are obliged to rack their brains to think of new strategies to survive the pandemic. Furthermore, Gloria Fransisca Katharina Lawi in 2020 (Bisnis.com) suggests that about 3 months of Large-Scale Social Restrictions in almost all regions of Indonesia have had a major downturn impact on the culinary business, causing profit to be reduced by up to 90%. According to Soraya Novika (2020), the food and beverage industry in Indonesia might face serious challenges from the impact of the spread of the Coronavirus (Covid-19). Due to Covid-19, household consumption growth has fallen once, usually 5%, and in the first quarter of 2020, it was only 2.84%. Moreover, household consumption that is contributed by food and beverage and health care is very significant 44%.

Furthermore, according to Angga Bratadharma (2021), the Covid-19 pandemic that has hit since 2020 has had a huge impact on human life. Not only affects health problems, however, the pandemic has also rocked various industrial and business sectors with one of the biggest impacts being the culinary business or Food and Beverage (F&B). In a pandemic that has not yet ended, business actors continue to strive to rise from adversity. To face all kinds of challenges, they are required to be more creative by maximizing their marketing strategies, both online and offline sales. Moreover, business actors are required to be clever at looking at the opportunities that exist in the market and the current capacities of society. This is important to make business actors in the culinary field survive amid uncertainty and fierce competition.

## Research Methods

This study employed the followings:

- Descriptive method using a qualitative approach is research conducted by providing a more detailed description of a symptom or phenomenon by looking at the object in the form of the current condition that is taking place. According to Bogdan and Taylor (in Moleong, 2014), qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. Meanwhile, Sugiyono (2011) argues that a qualitative approach tends to direct research towards descriptive types of research. Descriptive research can describe and provide an understanding of reality. The research data were analyzed using descriptive statistics, with the interpretation of the average score.

- EFE (External Factor Evaluation) and IFE (Internal Factor Evaluation). The EFE matrix helps decision-making to summarize and evaluate external environmental information, namely economic, social, cultural, demographic, environmental, political, government, technology, and so on. The IFE matrix is used to summarize and evaluate the main strengths and weaknesses faced by the company (Hendri-yani, 2010).

- Internal-External (IE). IE matrix is used to map the total score of the IFE and EFE matrices generated from the company's external and internal audits. The IE matrix consists of two dimensions, namely the total score of the IFE matrix and the total score of the EFE matrix. The total score of the IFE matrix is mapped on the X-axis with a score of 1.0 to 1.99 which states that the internal position is weak, 2.0 to 2.99 for the average position, and 3.0 to 4.0 for a strong position.

- SWOT analysis (Strengths, Weakness, Opportunities, and Threats) is a simple analysis method but has a big role in developing a profitable business strategy. According to Rangkuti (2013), almost every company and business observer in their approach use a lot of SWOT analysis. This analysis systematically identifies various factors to formulate a corporate strategy. This analysis is based on logic to maximize strengths and opportunities, but at the same time minimizes weaknesses and threats.

## Research Results And Discussion

Internal and External Factors of Siak Sri Indrapura Plaster Culinary Business during the Pandemic Period are presented in this section. Internal factors for the strength possessed by the culinary business in Siak Sri Indrapura during this pandemic are the *turap* culinary business area located in the open on the banks of the Siak river with a layout which is already at a distance from one table to another and has implemented health protocols by always using masks and providing handwashing stations to protect employees and consumers, cleaning sales locations

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with disinfectants, some culinary businesses are already selling online, and providing discounts and promos online maximally via online. The company has implemented sales by implementing a take-away and delivery orders system, improved product processing and packaging to be more hygienic, already had loyal customers, innovated in the form of new healthy menus at low prices and optimized the management of foodstuff stocks, implemented competitive price, and had an attractive and unique view.

Meanwhile, internal factors that become weaknesses are providing additional costs for implementing health protocols, experiencing the impact of a significant decrease in sales, depending on business continuity on sales by delivery, and thinking more about survival than pursuing profit. The performance of the culinary business is disrupted because it is forced to reduce the number of employees, difficulties in obtaining raw ingredients, and difficulties in retaining competent employees, difficulties in paying employee salaries.

Then, the external factors for the opportunities owned by Siak Sri Indrapura's culinary business during this pandemic, namely consumers have started to pay attention to health, including in terms of choosing food. Customers prefer food that in the takeaway and delivery orders services. Consumers have begun to switch to purchasing WhatsApp and Instagram, the government's seriousness in driving the economy while overcoming the pandemic, opened new market segments in the form of hygienic packaged food and frozen food and culinary business entrepreneurs are still able to establish a good relationship with customers.

### - Internal Factor Analysis Summary (IFAS)

Based on the Internal Factor Analysis Summary (IFAS), it shows that the strength with the highest value is to innovate in the form of new healthy menus at low prices. This is understandable, considering that during the pandemic the purchasing power of the community was low. Thus, there is a need for new menu innovations that are very affordable to consumers during the pandemic while still paying attention to hygiene. Meanwhile, the main drawback is experiencing the impact of a significant decrease in sales. This is due to the decline in consumer demand during this pandemic, which has resulted in a decrease in the income of *turap* culinary entrepreneurs. Almost all *turap* culinary companies in Siak Sri Indrapura experienced a decline in incoming during this pandemic. Thus, making innovative innovations for products that are sold to survive is a better choice.

The results of the IFAS matrix show that the culinary business value score during the pandemic was 3,400, which was above the average value of 3,314 from all internal factors. Meanwhile, the results of the value of strengths were greater than weaknesses, with a score of 1,767, greater than 1,713. the two values are not far apart, this shows the optimism of culinary business entrepreneurs in difficult times like today.

### - External Factor Analysis Summary (EFAS)

The highest score for opportunity is the government's attention and seriousness in driving the economy while overcoming the pandemic. This shows that the culinary business is very dependent on government policies in overcoming the pandemic. Meanwhile, the biggest threat lies in three things, namely the application of social distancing which causes a decrease in the number of customers coming, a decrease in public consumption and purchasing power, and the need for government attention to maintain the performance of the culinary business during this pandemic. These three factors have the same points and have a close relationship, where the application of social distancing causes a decrease in the number of customers who come. Then, the decrease in the number of customers is not only due to social distancing and stay-at-home policy factors, but also caused by a decrease in consumption and purchasing power of the people due to community caution in shopping during the pandemic, which is estimated to be still long. Therefore, the government's concern for maintaining the performance of the culinary business during this pandemic is very necessary to keep the economy running.

The results of the EFAS matrix show that the culinary business value score during this pandemic was 3,375 above the average value of 3,342 from all external factors. The results of the opportunities value of 1,345 show a smaller number than the threats, which is 2,128. this shows that the threats faced by the culinary business during this pandemic are greater than the existing opportunities. That is why many businesses have been forced to close, including the culinary business in Turap Siak Sri Indrapura, which has also closed.

### - SWOT Analysis

A SWOT analysis was conducted to find the right strategy for the culinary business to deal with a pandemic. This SWOT analysis was translated into a SWOT matrix that describes the conditions faced by the culinary business during this pandemic. This matrix was used to help determine the right strategy.

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**Table 1. Turap Siak Culinary Business SWOT Analysis Matrix 2021**

<p>IFAS</p> <p>EFAS</p>	<p>STRENGTHS (S)</p> <ol style="list-style-type: none"> <li>The business has a very beautiful and attractive culinary location.</li> <li>It has a unique regional cuisine.</li> <li>It has implemented sales by implementing takeaway and delivery order services.</li> <li>It has health protocols to protect employees and customers.</li> <li>The culinary area is cleaned using a disinfectant.</li> <li>Product processing and packaging are improved to be more hygienic.</li> <li>The business has loyal customers</li> <li>It carries out online sales</li> </ol>	<p>WEAKNESSES (W)</p> <ol style="list-style-type: none"> <li>The business experienced a significant drop in sales,</li> <li>It incurs additional costs to implement health protocols,</li> <li>It focuses more on survival than on the pursuit of profit,</li> <li>Most of the employees just relax because no customers are coming in,</li> <li>The performance of the culinary business is disrupted because it is forced to reduce the number of employees.</li> <li>There is difficulty in buying/getting raw ingredients.</li> <li>Many raw ingredients are rotten, due to lack of sales.</li> </ol>
<p>OPPORTUNITIES (O)</p> <ol style="list-style-type: none"> <li>consumers nowadays pay more attention to health, including gin choosing hygienic foods.</li> <li>Customers prefer food using take away and delivery order services.</li> <li>Customers are starting to switch to purchasing via WhatsApp.</li> <li>The government's attention and seriousness in driving the economy while overcoming the pandemic.</li> <li>The opening of a new market segment that wants hygienic packaged food and frozen food.</li> <li>The ability to establish good relationships with customers.</li> <li>Siak has a tourist attraction that automatically increases culinary tourism.</li> </ol>	<p>S-O STRATEGY</p> <ol style="list-style-type: none"> <li>Adopting health protocols as strictly as possible to generate consumer trust.</li> <li>Increasing consumer confidence by frequently cleaning culinary locations with disinfectants.</li> <li>Implementing sales by using takeaway and delivery order services.</li> <li>Doing online sales.</li> <li>Processing and packaging products hygienically.</li> <li>Maintaining loyal customers and building good relationships with new customers.</li> </ol>	<p>W-O STRATEGY</p> <ol style="list-style-type: none"> <li>Prioritizing take away and delivery order systems to reduce the cost of implementing health protocols.</li> <li>Maintaining business continuity, by switching to foods that are healthy, hygienically packaged, and frozen food.</li> <li>Reducing the impact of the decline in sales, establishing good relationships with customers, and doing online marketing.</li> <li>Establishing good cooperation with raw ingredients suppliers and ordering them online.</li> <li>Taking advantage of the government's attention, such as the existence of various stimuli and assistance to drive the economy.</li> </ol>
<p>THREATS (T)</p> <ol style="list-style-type: none"> <li>There is a government policy to close tourist attractions during the pandemic.</li> <li>The pandemic is expected to last a long time.</li> <li>The application of the concept of social distancing and stay at home has resulted in a decrease in the number of customers who come.</li> <li>Customers might be more interested in the culinary business by processing and packaging food that is more hygienic.</li> </ol>	<p>S-T STRATEGY</p> <ol style="list-style-type: none"> <li>Adopting health protocols as strictly as possible to prevent a long-running pandemic, generating consumer confidence, and winning the competition with similar businesses.</li> <li>Cleaning the culinary area with disinfectant to reassure consumers.</li> <li>Limiting the number of arriving customers by implementing takeaway and delivery orders.</li> <li>Processing and packaging products hygienically to meet consumer demands</li> </ol>	<p>W-T STRATEGY</p> <ol style="list-style-type: none"> <li>Prioritizing take away and delivery order systems to reduce the cost of implementing health protocols.</li> <li>Maintaining business continuity by switching to foods that can increase body immunity, as well as hygienically processed and packaged.</li> <li>Taking advantage of government assistance to maintain the performance of culinary business entrepreneurs during this pandemic.</li> </ol>

**Impact Factor:**

<b>ISRA (India)</b> = 6.317	<b>SIS (USA)</b> = 0.912	<b>ICV (Poland)</b> = 6.630
<b>ISI (Dubai, UAE)</b> = 1.582	<b>ПИИИ (Russia)</b> = 0.126	<b>PIF (India)</b> = 1.940
<b>GIF (Australia)</b> = 0.564	<b>ESJI (KZ)</b> = 9.035	<b>IBI (India)</b> = 4.260
<b>JIF</b> = 1.500	<b>SJIF (Morocco)</b> = 7.184	<b>OAJI (USA)</b> = 0.350

5. Customers prefer healthy foods to increase their immunity.	5. Switching to a diet that can increase body immunity.	
6. A limited supply of raw ingredients.	6. Maintaining regular customers and building good relationships with new customers to win the competition with similar businesses.	
7. There is a decrease in consumption and purchasing power.		
8. There is competition with similar businesses.		

Furthermore, Figure 1 below visualizes the value scores for each strategy obtained. It can be seen that the biggest strategy value was in the Strengths-Threats (ST) Strategy, with a score of 3.783, followed by the

Weaknesses-Threats (WT) Strategy of 3.766, the Strengths-Opportunities (SO) strategy of 3.154, and the Weaknesses-Opportunities (WO) strategy of 3.766-2.859 at last.

EFAS \ IFAS	STRENGTH (S)	WEAKNESSES (W)
OPPORTUNITIES (O)	STRATEGI S-O : = 1,686 + 1,468 = 3,154	STRATEGI W-O : = 1,603 + 1,256 = 2,859
THREATS (T)	STRATEGI S-T : = 1,695 + 2,088 = 3,783	STRATEGI W-T : = 1,607 + 2,159 = 3,766

**Figure 1 - Matrix Strategy Combination Formulation**

**Formulation of SWOT Matrix Strategy Combination**

Figure 1 presents that the position of the culinary business during this pandemic was in quadrant II, in the diversification strategy quadrant where even though this business faces various threats, it still has strength from an internal perspective. The strategy that could be applied is to use strength to take advantage of long-term opportunities utilizing a diversification strategy (product/market). This strategy is made based on the strengths that the company has to anticipate existing threats. The use of the Strengths-Threats (ST) strategy indicates that the culinary business in Siak Sri Indrapura is obliged to use the strengths of the culinary business to overcome the threat of a pandemic impact. ST strategy uses the

company’s internal strength to avoid or reduce the impact of external threats.

**Analysis of Internal-External (IE) Matrix**

Internal analysis shows that the total internal factor value was 3,400. external analysis shows the total external factor of 3,273. furthermore, the Internal-External Matrix was used to find out how the position of the culinary business in this pandemic. The matching stage is the second stage of the culinary business strategy formulation process in order to adapt to the recovery period, by combining the various strengths and weaknesses of the culinary business from the internal environment with the various opportunities and threats it faces from the external environment.

EFAS \ IFAS	Strength 4,000 – 3,000	Medium 2,999 – 2,000	Weakness 1,999 – 1,000
High 4,000 – 3,000	Internal = 3,400  Eksternal = 3,273	II	III
Medium 2,999 – 2,000	IV	V	VI
Low 1,999 – 1,000	VI	VII	VIII

**Figure 2 - Internal-External (IE) Matrix**



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### Internal-External (IE) Matrix

The IFAS matrix value of 3,400 indicates that the culinary business during the pandemic has relatively high internal factors in terms of utilizing its strengths to cover existing internal weaknesses. The EFAS matrix value of 3,273 shows that the culinary business during the pandemic has a relatively high ability in terms of taking advantage of the opportunities they have to overcome existing threats.

### Discussion

The results show that internally, the culinary business in Siak Sri Indrapura during the pandemic has several strengths which, if arranged from the highest to the lowest order, are as follows: having a culinary location that is very beautiful and attractive, having a unique regional cuisine, having implemented sales by takeaway and delivery order services, having implemented health protocols to protect employees and customers, cleaning the culinary area with disinfectants, being a culinary tourism area, improving product processing and packaging to be more hygienic, and having regular customers.

Meanwhile, the weaknesses of the culinary business during this pandemic, according to the order, are experiencing the impact of a significant decrease in sales, incurring additional costs for implementing health protocols, focusing more on survival rather than pursuing profit, relaxed employees due to no customers, disrupted culinary business performance because it is forced to reduce the number of employees, and the difficulty to obtain or buy raw ingredients as well as many ingredients are rotten due to lack of sales.

From the external side, the culinary business during this pandemic has several opportunities which, if sorted, are as follows: nowadays, consumers pay more attention to health, including in choosing hygienic food. Customers prefer restaurants that provide takeaway or delivery order services. Customers are starting to switch to purchasing via WhatsApp. Moreover, the attention and seriousness of the government in driving the economy while overcoming the pandemic open up new market segments that want hygienic and frozen food packing. A good relationship with customers will also be established. Moreover, Siak has a tourist attraction that automatically impacts increasing culinary tourism. Whereas, the threats faced according to the sequence are the existence of government policies to close tourist attractions during the pandemic. The pandemic will most likely last for a long time. Furthermore, the employment of social distancing and stay-at-home notions reduces the number of customers that come in. The customer might be more interested in the culinary business, which involves more sanitary preparation and packaging of food. Customers prefer healthy food to increase immunity. Hampered supply of ingredients, decreasing

consumption, and purchasing power of the community are also threats. Moreover, there is competition with similar businesses.

### SWOT Analysis Results

This shows that the position of the culinary business in Siak Sri Indrapura during the pandemic is in quadrant II. In that position, the best strategy to do is diversification (product/service). The culinary business in Siak is required to gain consumer confidence that the food produced is safe and hygienic, apply strict health protocols, take advantage of new open market segments in the form of takeaway and delivery order services, carry out online sales, carry out market development by online sale and promotions, innovate products in the form of healthy food and frozen food, and improve the quality and taste of dishes to win the competition.

Overall, the analysis of the culinary business strategy indicates that several business adaptation strategies can be formulated during the pandemic. For example, the culinary business in Siak Sri Indrapura is required to implement strict health protocols to prevent this pandemic from taking a long time. Furthermore, this might also lead to customer confidence in the culinary products produced. Implementing online sales, providing takeaway and delivery order services, can also be done to overcome the decline in the number of customers who come. Food served to consumers must be hygienically processed and packaged. Furthermore, product diversification can be done by innovating a food menu that can increase the body's immunity that is needed by consumers during the pandemic. Moreover, the next strategy that can be done is to always try to retain customers by establishing good relationships with customers, giving discounts to repeat customers. If all these adaptation strategies have been carried out, it is expected that the culinary business can survive in the midst of a pandemic that is not yet clear when it will end.

### Conclusion And Suggestions

#### Conclusion

Based on the results of data analysis and discussion, it can be concluded that the adaptation strategy that can be carried out during a pandemic is a product and service diversification strategy, by implementing health protocols as strictly as possible to prevent a long-lasting pandemic, cleaning the culinary place with disinfectants to win customer trust, providing take away a delivery order services, carrying out online sales, processing and packaging products hygienically according to customer desires, innovating food menu that can increase body immunity, and trying to maintain regular customers as well as establishing a good relationship with new customers to win the competition with other culinary businesses.

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### Suggestions

Based on the description above, the following can be suggested: The culinary business should try to make innovations or breakthrough menus and adjust to the circumstances to increase sales such as creating menus that can be sold online. The culinary business should also increase employee creativity, by providing activities that can make use of employee time by making food that can last a long time and can

be sold online such as fish chips, bills Bengkalis fish chips. To overcome difficulties in obtaining ingredients, several raw materials can be grown or should be planted such as ginger, turmeric, lemongrass, kale, bean sprouts, and others. Thus, ingredients can be produced by themselves. Furthermore, the purchase of foodstuffs is reduced during the pandemic, resulting in savings.

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