

Original Article

Proposed Marketing Strategy of Jiu Jiu Chinese Food 99 Bandung

¹Indra Ivan Michael, ²Atik Aprianingsih

¹Magister Business Administration, Bandung Institute of Technology, Bandung, Indonesia.

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Abstract: *Jiu Jiu Chinese Food 99 is an affordable Chinese food restaurant that has undergone an exciting rebranding journey from its former identity as Chinese Food 99. With a renewed commitment to delivering authentic flavors, exceptional service, and affordable dining experiences, Jiu Jiu Chinese Food 99 has become a go-to destination for those seeking delicious and budget-friendly Chinese cuisine. However, despite its initial success and popularity, Jiu Jiu Chinese Food 99 is grappling with a critical challenge related to declining sales and customer retention. Despite experiencing an initial surge in popularity, the restaurant is facing difficulties in sustaining customer interest and maintaining profitability during the mid-phase of its operations. The strategy is developed based on a thorough analysis of the restaurant's current marketing mix, customer satisfaction, and repurchase intentions, using the PLS-SEM approach known as Partial Least Squares Structural Equation Modelling. The marketing mix elements considered include price, product, place, promotion, process, and people. The Dineserv model is used to measure customer satisfaction, focusing on tangibles, reliability, responsiveness, assurance, and empathy.*

Keywords: *Customer Retention, Customer Satisfaction, Marketing Strategy, Repurchase Intention, Restaurant Marketing.*

I. INTRODUCTION

The restaurant industry is something that is growing rapidly in also the city of Bandung. Restaurants have been an integral part of the city of Bandung since it developed into a modern city at the beginning of the 20th century. Culinary activities continue to grow along with the development of tourism service activities in the Flower City. The numbers continue to increase. Referring to Susenas (National Socioeconomic Survey) data published by the Central Statistics Agency (BPS) in 2018, there are 782 restaurants and canteens. In Bandung, in 2019, there were 899 cases recorded. This number continued to increase in 2020 until it reached 1,339. In recent years, the Indonesian restaurant industry has witnessed a notable trend: the initial surge of popularity followed by the challenge of sustaining that momentum. This phenomenon presents unique retention challenges for restaurant owners and managers as they strive to retain the influx of customers and maintain long-term success. Understanding and addressing these challenges are of utmost importance to ensure the sustainability and profitability of Indonesian restaurants. In Indonesia, Several restaurant businesses couldn't survive when coming into mid-phase. It causes most businesses to have declining sales.

Jiu Jiu Chinese Food 99 is a rebrand from Chinese Food 99 that was established in 2009. Jiu Jiu Chinese Food 99 is an affordable Chinese food restaurant that has undergone an exciting rebranding journey from its former identity as Chinese Food 99. With a renewed commitment to delivering authentic flavors, exceptional service, and affordable dining experiences, Jiu Jiu Chinese Food 99 has become a go-to destination for those seeking delicious and budget-friendly Chinese cuisine. In an effort to identify the cause of the problem, an initial interview was conducted with the owner of Jiu Jiu Chinese Food 99. The owner started this business due to attractive offers and strong fundamentals. Additionally, the owner wanted to replace their declining old business with a new, fresher venture. In the beginning, sales were booming, and they reached their target. According to the owner, this was due to delicious and appealing food, promotions on various social media platforms, and the popularity of their previous branches, which had already established a reputation.

Jiu Jiu Chinese Food 99 is grappling with a critical challenge related to declining sales and customer retention. Despite experiencing an initial surge in popularity, the restaurant is facing difficulties in sustaining customer interest and maintaining profitability during the mid-phase of its operations.

II. LITERATURE REVIEW

To conduct an internal and external analysis of Jiu Jiu Chinese Food 99 restaurant, we can use various strategic tools such as the marketing mix, segmentation, targeting, and positioning (STP), PEST analysis, competitor analysis, and customer analysis conceptual framework for repurchase intention can be developed based on various factors identified in the literature.



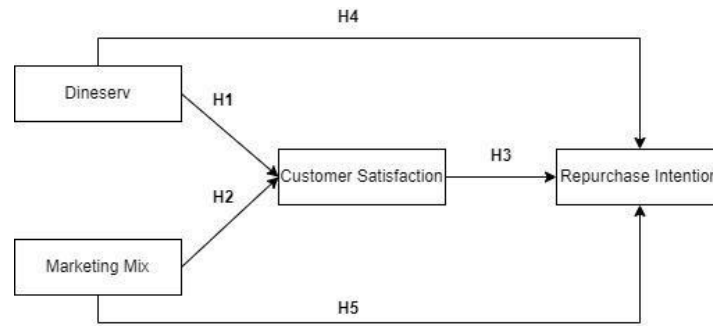


Figure 1: Conceptual Framework

These factors include customer satisfaction, trust, attitude, perceived value, perceived usefulness, perceived ease of use, and convenience (Ibzan, E, 2016). DINESERV is a model Steven, P. (1995) for the service quality aim at the catering industry. It is derived from the SERVQUAL model, which is an optimization and improvement of the SERVQUAL model. The DINESERV model is based on the belief that customers can tell which restaurant meets their psychological expectations and value standards. Restaurants that fail to meet the standards will soon see a decline in the number of customers. The DINESERV model has five dimensions: reliability, assurance, accountability, tangibility, and empathy. The marketing mix is a conceptual framework that identifies the key elements that marketers can control or manage to influence consumers and achieve their marketing goals. It is referred to as the 4Ps: Product, Price, Placement, and Promotion.

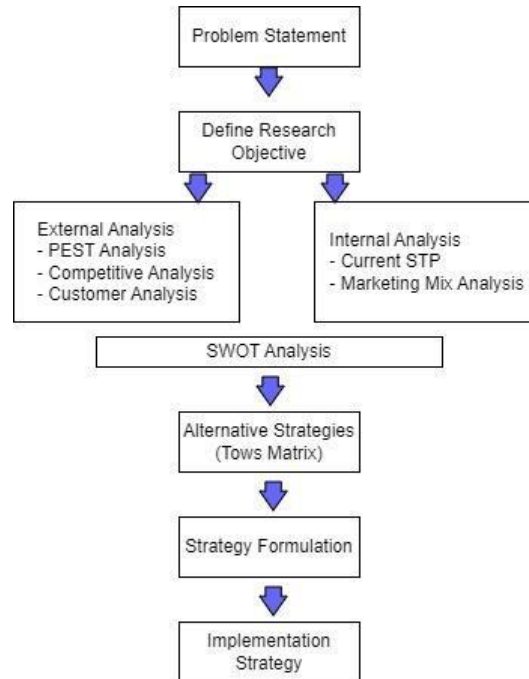


Figure 2: Research Design

In this research study, we delve into the intricacies of customer retention and service quality at Jiu Jiu Chinese Food 99. The objective is to comprehensively examine the factors that influence customers' loyalty to the restaurant and to evaluate the quality of services provided. Our research methodology employs a mixed-method approach, combining qualitative interviews and quantitative surveys. Through in-depth interviews, we aim to capture nuanced customer experiences, understanding the specific elements that drive their loyalty, such as menu preferences, recommendations, and participation in loyalty programs. Simultaneously, quantitative surveys will be conducted to quantitatively measure service quality, including staff interactions, speed of service, and overall dining satisfaction. By integrating these qualitative and quantitative methods, this research endeavors to provide a holistic understanding of the dynamics shaping customer retention and service quality at Jiu Jiu Chinese Food 99.

The survey should incorporate both open-ended and closed-ended questions. Closed-ended questions present a set of predefined responses for the participant to select from, while open-ended questions allow the participant to express their thoughts

in their own words. The responses to closed-ended questions can be structured as a Likert Scale, which typically ranges from strongly disagree (1) to strongly agree (5). Open-ended questions provide the respondents with the opportunity to elaborate on their chosen responses to closed-ended questions and offer additional information not captured by the closed-ended questions.

The survey can be disseminated to a subset of customers using various sampling methods such as stratified sampling, convenience sampling, and purposive sampling. The collected data can then be cleaned and organized into tables for easier analysis, and conclusions can be drawn based on the inferences made from the collected data.

Table 1: Marketing Mix Survey Plan

Variable	Item	Indicator
Product Marketing Mix (X1)	PROD 1	The meals served by the restaurant are tasty.
	PROD 2	The restaurant offers a variety of foods.
	PROD 3	The restaurant offers a variety of drinks.
	PROD 4	The restaurant had good packaging of food.
	PROD 5	The restaurant has a good brand name.
Price Marketing Mix (X2)	PRIC 1	The price of Jiu Jiu Chinese Food 99 is relatively affordable.
	PRIC 2	The restaurant offers value for money in terms of quality.
	PRIC 3	The restaurant offers value for money in terms of quantity.
	PRIC 4	The price of Jiu Jiu Chinese Food 99 is relatively cheap compared to similar restaurant competitors.
Place Marketing Mix (X3)	PLAC 1	It is easy to reach the restaurant.
	PLAC 2	The location can be seen clearly.
	PLAC 3	It is comfortable to visit.
	PLAC 4	The restaurant has many branches.
Promotion Marketing Mix (X4)	PROM 1	Jiu Jiu Chinese Food 99's information is easily accessed.
	PROM 2	Jiu Jiu Chinese Food 99's information is provided by social media.
	PROM 3	There is a diversity promotion understanding of consumer needs.
	PROM 4	There is diversity in the seasonal promotion.
People Marketing Mix (X5)	PEOP 1	The restaurant has polite staff.
	PEOP 2	The restaurant has courteous staff.
	PEOP 3	The restaurant has neatly dressed staff.

Customer surveys are a crucial tool for gauging customer satisfaction with products or services. In the restaurant sector, the DINESERV instrument is a popular survey tool that assesses customer satisfaction with dining facilities. This instrument includes a 29-item service-quality scale that covers five quality dimensions: tangibility, reliability, responsiveness, assurance, and empathy. Some studies have modified DINESERV to include other quality dimensions such as food taste, price, cleanliness, location, amenities, safety, employee courtesy, operating hours, and the availability of healthy menu options. The survey asks respondents to rate each of the 29 statements on a 10-point scale. Additionally, the survey measures customer satisfaction and loyalty to the restaurant.

Table 2: Dineserv Survey Plan

a) Tangible	
TAN 1	Jiu Jiu Chinese Food 99's parking area is visually attractive.
TAN 2	Jiu Jiu Chinese Food 99's building exteriors are visually attractive.
TAN 3	Jiu Jiu Chinese Food 99's Dining areas are visually attractive.
TAN 4	Jiu Jiu Chinese Food 99's Staff are clean.
TAN 5	Jiu Jiu Chinese Food 99's Staff are neat.
TAN 6	Jiu Jiu Chinese Food 99's Staff are appropriately dressed.
TAN 7	Jiu Jiu Chinese Food 99's décor is in keeping with its image and price range.
TAN 8	Jiu Jiu Chinese Food 99's décor is in keeping with the price range.
TAN 9	Jiu Jiu Chinese Food 99's menu is easy to read.
TAN 10	Jiu Jiu Chinese Food 99's reflects the restaurant's image.
TAN 11	Jiu Jiu Chinese Food 99's dining areas are comfortable.
TAN 12	Jiu Jiu Chinese Food 99's dining areas are easy to move around in.

TAN 13	Jiu Jiu Chinese Food 99's restrooms are thoroughly clean.
TAN 14	Jiu Jiu Chinese Food 99's dining areas are thoroughly clean.
TAN 15	Jiu Jiu Chinese Food 99's seats in the dining room are comfortable.
B) Reliability	
REL 1	Jiu Jiu Chinese Food 99's food was served in the time promised.
REL 2	Jiu Jiu Chinese Food 99 Quickly corrects anything that is wrong.
REL 3	Jiu Jiu Chinese Food 99's service is consistent.
REL 4	Jiu Jiu Chinese Food 99's bill provided to me was accurate.
REL 5	Jiu Jiu Chinese Food 99 served the exact same food that I ordered.
C) Responsiveness of the restaurant	
RES 1	Jiu Jiu Chinese Food 99 maintains its speed during busy times.
RES 2	Jiu Jiu Chinese Food 99 maintains its quality during busy times.
RES 3	Jiu Jiu Chinese Food 99 provides quick service.
RES 4	Jiu Jiu Chinese Food 99 makes an extra effort to handle special requests.
D) Assurance	
ASS 1	Jiu Jiu Chinese Food 99's Employees can answer my questions completely.
ASS 2	Jiu Jiu Chinese Food 99's make me feel comfortable.
ASS 3	Jiu Jiu Chinese Food 99 make me feel safe dealing with them.
ASS 4	Jiu Jiu Chinese Food 99's staff are willing to give me information about menu items.
ASS 5	Jiu Jiu Chinese Food 99's staff are willing to give me information about their ingredients.
ASS 6	Jiu Jiu Chinese Food 99's staff are willing to give me information about methods of preparation.
ASS 7	Jiu Jiu Chinese Food 99 makes me feel personally safe.
ASS 8	Jiu Jiu Chinese Food 99's staff seems well-trained.
ASS 9	Jiu Jiu Chinese Food 99's staff seems competent.
ASS 10	Jiu Jiu Chinese Food 99's staff seems experienced.
ASS 11	Jiu Jiu Chinese Food 99 seems to give employees support so that they can do their jobs well.
E) Empathy with the Restaurant	
EMP 1	Jiu Jiu Chinese Food 99's employees are sensitive to my individual needs.
EMP 2	Jiu Jiu Chinese Food 99's employees are sensitive to my individual wants.
EMP 3	Jiu Jiu Chinese Food 99 makes me feel special.
EMP 4	Jiu Jiu Chinese Food 99 anticipates my individual wants.
EMP 5	Jiu Jiu Chinese Food 99 anticipates my individual needs and wants.
EMP 6	Jiu Jiu Chinese Food 99's employees are sympathetic and
EMP 7	Jiu Jiu Chinese Food 99 reassures if something is wrong.
EMP 8	Jiu Jiu Chinese Food 99 seems to have customers' best interests at heart.
F) Customer Satisfaction I am satisfied with the...	
SAT 1	Jiu Jiu Chinese Food 99's price of my purchase at this restaurant.
SAT 2	Jiu Jiu Chinese Food 99 inquiry service is provided by this restaurant.
SAT 3	Jiu Jiu Chinese Food 99's customer service in transactions.
SAT 4	Jiu Jiu Chinese Food 99's service in handling customer dissatisfaction in this restaurant.
G) Repurchase Intention	
REP 1	I intend to plan more visits to this restaurant more frequently.
REP 2	I intend to recommend this restaurant to others.
REP 3	I will suggest that my friends and family dine at this restaurant.

By combining questions related to service quality, marketing mix, customer satisfaction, and repurchase intention, Jiu Jiu Chinese Food 99 can gain comprehensive insights into what keeps customers loyal and satisfied. These responses can be invaluable for making strategic decisions to enhance customer experience and improve retention rates,

III. RESULTS AND DISCUSSION

This chapter presents the findings derived from the data collected and analyzed using the Partial Least Squares Structural Equation Modelling (PLS-SEM) method. This chapter is divided into several subchapters, each focusing on a

specific aspect of the research findings and their implications.

A) Internal Analysis

Internal analysis is a critical component of strategic management aimed at identifying the organization's strengths and weaknesses. This process is essential for understanding the organization's capacity and resources, which can be leveraged as a source of competitive advantage.) method. This chapter is divided into several subchapters, each focusing on a specific aspect of the research findings and their implications.

a. Segmentation

Demographics for Jiu Jiu Chinese Food 99 involves categorizing potential and existing customers into distinct groups based on shared demographic characteristics such as age, income, and occupation. This segmentation enables the restaurant to understand and cater to the specific needs and preferences of different customer groups within Bandung, Indonesia. The main goal of this internal analysis is to tailor the restaurant's menu offerings, pricing strategies, and marketing efforts to align with the distinct characteristics of each segment, thereby enhancing customer satisfaction and business performance.

Psychographically, the restaurant can target individuals who appreciate diverse culinary experiences. This could include offering healthier menu options, catering to food enthusiasts who appreciate unique flavors, and emphasizing the cultural authenticity of the dishes. Customers have lifestyles and preferences for Chinese food. Jiu Jiu also has options for vegetarians and other health-conscious diners.

Behavioral segments might include frequent diners, occasional visitors, and those seeking special deals or discounts. Jiu Jiu Chinese Food 99 can tailor loyalty programs for regular customers and promotional offers for price-sensitive diners. Customers that have a high frequency of visit or purchase.

b. Targeting

Based on the segmentation and personas identified for Jiu Jiu Chinese Food 99, the restaurant can develop specific targeting strategies for each group. Here are some of the targets based on persona.

- Persona 1: The Trendy Student
- Demographics: Young Adult, 18-25 years old, income of Rp. 4,000,000 to Rp. 10,000,000 per month.
- Psychographics: Enjoys exploring new and diverse culinary experiences, often opting for healthier menu options.
- Behavioral Traits: Visits frequently, attracted by student discounts and affordable, trendy dishes.
- Persona 2: The Family Provider
- Demographics: Adult, 26-40 years old, income of Rp. 10,000,000 to Rp. 40,000,000 per month.
- Psychographics: Values quality time with family, prefers a mix of traditional and modern Chinese dishes that cater to both adults and children.
- Behavioral Traits: Occasional visitors often come for family meals on weekends or special occasions.
- Persona 3: The Connoisseur
- Demographics: Elderly, over 40 years old, income of Rp. 20,000,000 to Rp. 100,000,000 per month.
- Psychographics: Has a refined taste for authentic Chinese cuisine and a preference for upscale dining experiences.
- Behavioral Traits: Visits for gourmet experiences and may be part of an exclusive loyalty program.
- Persona 4: The Health-Conscious Professional
- Demographics: Adult, 26-40 years old, with a higher income bracket.
- Psychographics: Prioritizes a healthy lifestyle and seeks vegetarian and health-conscious menu options.
- Behavioral Traits: Regular customer who appreciates the consistent availability of healthy dishes.
- Persona 5: The Cultural Enthusiast
- Demographics: Varies, but often middle-aged adults with disposable income.
- Psychographics: Interested in the cultural authenticity of the food, appreciates the traditional aspects of Chinese cuisine.
- Behavioral Traits: They may not visit frequently but are high spenders on the occasions they do, seeking an immersive cultural experience.
- Persona 6: The Bargain Hunter
- Demographics: Broad age range, often with a more modest income.
- Psychographics: Looks for value in dining experiences and appreciates good food at a reasonable price.
- Behavioral Traits: Attracted to special deals and discounts, may visit sporadically when promotions are offered.

By understanding and targeting these personas, Jiu Jiu Chinese Food 99 can create tailored marketing strategies and menu options to meet the specific needs and preferences of each customer segment, ultimately aiming to increase customer

satisfaction and loyalty.

c. Positioning

Based on the demographic, psychographic, and behavioral segmentation provided for Jiu Jiu Chinese Food 99, the restaurant can establish its positioning in the market by crafting a clear and compelling positioning statement. This statement should encapsulate the unique value proposition of Jiu Jiu Chinese Food 99 and how it wants to be perceived by its target customers within Bandung, Indonesia. Jiu Jiu Chinese Food 99 is the go-to destination in Bandung for a modern twist on traditional Chinese cuisine, offering a diverse menu that caters to the tastes and lifestyles of young adults, families, and discerning diners. From our budget-friendly options for students to our health-conscious selections for professionals and our authentic, upscale dishes for the elderly, we provide a memorable dining experience that combines quality, affordability, and cultural authenticity.

According to McCarthy, E. J. (1960), A marketing mix is a framework that combines multiple areas of focus to create a comprehensive marketing plan. The marketing mix typically consists of the following: Product, Price, Place, Promotion, People, and Process. These Ps are essential components that help promote a brand or product in the market and generate revenue for a company.

Jiu Jiu Chinese Food 99 is a Chinese food restaurant that has undergone a rebranding journey from its former identity as Chinese Food 99. The restaurant is located in Mekar Laksana No.10, Bandung, and offers a variety of Chinese dishes. The marketing mix for Jiu Jiu Chinese Food 99 can be analyzed as follows:

d. Product

Jiu Jiu Chinese Food 99 offers a wide range of Chinese dishes that cater to different customer segments. The menu includes traditional Chinese dishes, healthier options, and unique flavors that cater to food enthusiasts. The restaurant also offers vegetarian options for health-conscious diners. The restaurant prides itself on offering high-quality food. This is reflected in the use of fresh ingredients and the careful preparation of dishes. The quality of the food is a key factor in attracting and retaining customers. The design of the dishes at Jiu Jiu Chinese Food 99 is influenced by traditional Chinese cuisine. The presentation of the food is also important, with dishes presented in a way that is visually appealing and reflective of Chinese culture.



Figure 3: Jiu Jiu Chinese Food 99 Product of Mie Goreng

Jiu Jiu Chinese Food 99 brand is associated with offering a diverse culinary experience that combines traditional Chinese cuisine with modern dining. This brand identity is reflected in the restaurant's product offerings.

e. Price

Jiu Jiu Chinese Food 99 offers a range of dishes at different price points, catering to customers with different budgets. This allows the restaurant to attract a broad customer base, from budget-conscious diners to those willing to spend more for premium dishes. Jiu Jiu Chinese Food 99 pricing reflects the quality of its food offerings. By offering high-quality dishes at reasonable prices, Jiu Jiu Chinese Food 99 can position itself as a restaurant that offers good value for money.

f. Place

The restaurant is strategically located in Bandung, providing a welcoming ambiance for patrons to enjoy the delicious Chinese cuisine. The location is easily accessible and situated in a vibrant area. Strategically located in Bandung, Jiu Jiu Chinese Food 99 welcomes guests to enjoy halal Chinese cuisine in an environment that respects both their dietary

preferences and cultural background. The first and the main restaurant is located in Mekar Laksana No.10, Bandung.



Figure 4: Jiu Jiu Chinese Food 99 Place

The restaurant is known for its clean environment, which enhances the dining experience for customers. The atmosphere of the restaurant is also rated highly by customers, contributing to a positive overall dining experience.

g. Promotion

Jiu Jiu Chinese Food 99 uses various promotional strategies to attract customers and increase brand awareness. These strategies include digital advertising, local publications, social media accounts, word of mouth, influencer marketing, and online reviews.



Figure 5: Jiu Jiu Chinese Food 99 Place

h. People

The employees at Jiu Jiu Chinese Food 99 are likely trained to provide excellent customer service, which is crucial for creating a positive dining experience. The expertise of the chefs in preparing authentic Chinese dishes also plays a significant role in the quality of the products offered to customers. Reviews indicate that Jiu Jiu Chinese Food 99 provides high-quality service, with customers noting the cleanliness of the place and the delicious food. This suggests that the staff is attentive and maintains a high standard of service. The way staff interacts with customers can differentiate Jiu Jiu Chinese Food 99 from its competitors. Personalized service, attentiveness to customer needs, and a friendly demeanor are all aspects that contribute to customer satisfaction and loyalty.

i. Process

Jiu Jiu Chinese Food 99 likely has a streamlined process for customers to place orders, whether for dine-in, takeout, or delivery. This process should be efficient and user-friendly to ensure customer satisfaction. The preparation of food at Jiu Jiu Chinese Food 99 involves the use of fresh ingredients and adherence to traditional Chinese cooking methods. The

process is designed to maintain high standards of food quality and authenticity. The restaurant must follow strict hygiene and safety protocols in food handling and preparation to ensure the well-being of customers. This includes regular kitchen inspections and staff training in food safety.

B) External Analysis

External analysis is a process of evaluating an organization's strengths and weaknesses to identify areas for improvement. In marketing research, internal analysis involves examining the organization's internal environment, including its resources, capabilities, and core competencies. The purpose of External analysis is to identify the organization's strengths and weaknesses and to develop strategies that leverage its strengths and address its weaknesses.

a. PEST Analysis

PEST analysis is a strategic tool used to analyze the macro-environmental factors that can impact a business. For Jiu Jiu Chinese Food 99, this analysis helps in understanding the external forces that might influence its operations, customer base, and overall business environment. Analyzing these PEST factors provides Jiu Jiu Chinese Food 99 with a comprehensive understanding of the external influences, enabling the restaurant to adapt its strategies, offerings, and operations to the dynamic business environment and meet the evolving needs of its customers.

The PEST analysis of the restaurant industry in Indonesia reveals a stable political environment, economic growth, cultural diversity, technological adoption, environmental concerns, and a legal framework that protects employee rights and intellectual property. These factors can influence the success and growth of the restaurant industry in Indonesia.

b. Political Factors

Jiu Jiu Chinese Food 99 must adhere to Indonesian food regulations, including Law No. 18/2012 on Food and Government Regulation No. 28/2004 on Food Safety, Quality, and Nutrition. Compliance with these regulations is essential for ensuring food safety and maintaining customer trust. The restaurant must navigate the Indonesian bureaucracy, which has significant discretion in applying food laws. This can lead to policy changes that may affect the restaurant's operations, sometimes without public notice. Jiu Jiu Chinese Food 99 is also subject to the Consumer Protection Law, which requires businesses to act truthfully and follow regulatory standards, and the Trade Law, which may impose mandatory national quality standards on food products given the importance of halal food in Indonesia, Jiu Jiu Chinese Food 99 has claimed that all aspects of the restaurant are 100% halal and safe. Jiu Jiu must ensure that its products comply with the Halal Law if it serves or plans to serve a Muslim client. Political stability in Indonesia is closely linked to food availability and affordability. As a food business, Jiu Jiu Chinese Food 99 may be affected by government policies aimed at ensuring food security.

c. Economic Factors

According to Trading Economics 2023, Indonesia's economy has experienced significant growth in recent years, with a nominal GDP of around \$1,243.000 billion by the end of 2023. This growth has positively impacted the restaurant industry. The food service market in Indonesia is growing, with a compound annual growth rate (CAGR) of over 12% predicted from 2022 to 2027. This growth is driven by factors such as urbanization and rising purchasing power. The growing percentage of the young and working population in Indonesia, along with the availability of restaurants offering quality food and service, are contributing to increased consumer spending in the food service industry. Population growth and an increase in people's purchasing power are supporting the positive performance of the food and beverage industry in Indonesia. With increasing average incomes, the demand for food and beverages continues to rise. Fluctuations in the prices of raw materials can affect the cost of food preparation and, consequently, the pricing strategy of Jiu Jiu Chinese Food 99. Trends such as a growing focus on health and well-being, increased adoption of technology and digital innovation, greater emphasis on sustainability and ethical practices, and increased convenience and flexibility in dining experiences are shaping the food service industry in Indonesia.

d. Social Factors

Indonesia's large and growing middle class is becoming more discerning with higher expectations for quality and service. This creates business opportunities for restaurants like Jiu Jiu Chinese Food 99 that can meet these expectations. Indonesia is culturally diverse, with various ethnic and religious groups. For example, Islam is the dominant religion in the country, and many Indonesians prefer halal food products. Businesses that cater to these cultural and religious preferences can see significant growth. Cultural preferences and consumer behavior shape the industry in unique ways. For instance, fast-food restaurant chains are quite popular in Indonesia due to factors such as convenience, affordability, and the variety of food options offered.

e. Technological Factors

Restaurants in Indonesia are increasingly adopting information technology to improve performance. The use of IT can help Jiu Jiu Chinese Food 99 enhance its operational efficiency and customer service. Technological advancements in food processing can reflect the knowledge and innovation within a firm. Jiu Jiu Chinese Food 99 could benefit from adopting new technologies in food processing to improve product quality and efficiency. The level of technological infrastructure, including high-speed internet and digital services, can impact Jiu Jiu Chinese Food 99's ability to offer online ordering and delivery services, which are becoming increasingly important in the restaurant industry.

With the growing use of smartphones in Indonesia, Jiu Jiu Chinese Food 99 could leverage mobile-friendly services to reach customers and provide convenience, such as through a mobile app for ordering and payments. Technological advancements have revolutionized the restaurant industry by improving efficiency and customer convenience. Jiu Jiu Chinese Food 99 can utilize technology to reduce errors, streamline operations, and enhance the dining experience. The food and beverage industry in Indonesia faces challenges such as low utilization of information technology. Jiu Jiu Chinese Food 99 may need to overcome these challenges to stay competitive and meet customer expectations.

C) Evaluation of Outer Model

In assessing the measurement model, three parameters are employed to examine its validity and reliability. These evaluations, carried out in sequence, include internal consistency, convergent validity, and discriminant validity. The following is a detailed explanation of these three steps in the evaluation of the measurement model.

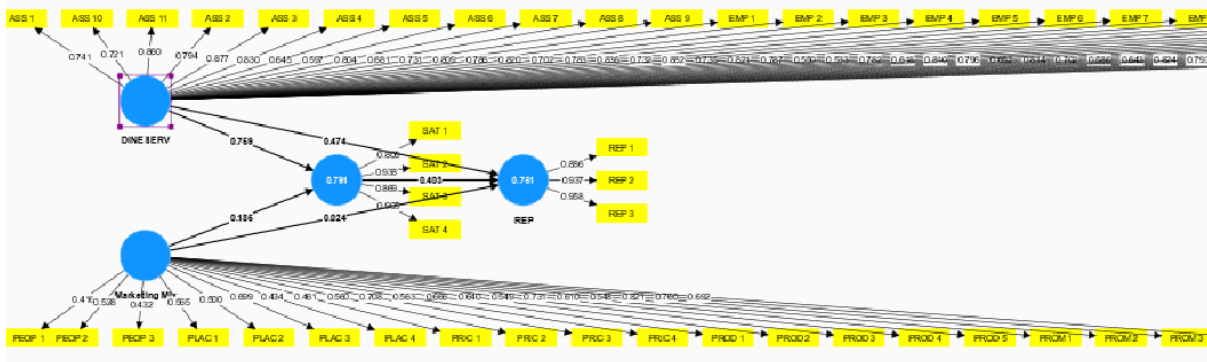


Figure 6: PLS-SEM Model

a. Internal Consistency

The initial stage involves assessing internal consistency reliability, utilizing the composite reliability score. This score is used to gauge the reliability of a variable. Haryono (2016) states that a composite reliability score higher than 0.7 indicates that the variable is valid.

b. Composite Reliability

Composite reliability, also known as construct reliability, is a measure that assesses the internal consistency of items within a scale. It reflects the extent to which scale items share variance, indicating the proportion of variance attributed to the true score as opposed to the total variance observed in the scale scores. Essentially, it's an indicator of how much the observed variables contribute to the variance of a latent construct they are intended to measure.

c. Cronbach's alpha

Cronbach's alpha, also referred to as tau-equivalent reliability or coefficient alpha, is a coefficient that measures the internal consistency of a test or scale. It is determined by correlating each item's score with the total score for each observation and comparing these correlations with the variance of all individual item scores. The number of items influences the value of Cronbach's alpha in a measure, the average covariance between item pairs, and the variance of the total score. A high value of Cronbach's alpha suggests that the responses across a set of items are consistent, indicating that the scale is reliable and the items likely measure the same characteristic.

While both measures are used to assess the internal consistency of a set of items, they are not interchangeable. They may yield different results depending on the characteristics of the data. It's also important to note that both measures provide information about reliability but not validity. They can indicate whether responses are consistent between items (reliability).

Table 3: Internal Consistency

Variable	Cronbach's Alpha	Composite Reliability
DINESERV	0.981	0.982
Marketing Mix	0.768	0.866
REP	0.896	0.935
SAT	0.903	0.932

The obtained composite reliability values for each variable are above 0.7. This indicates that all the utilized variables are reliable. In conclusion, the composite reliability values for each variable in this study are above the threshold of 0.7, indicating that all the variables utilized in this study are reliable. This provides a solid foundation for the subsequent stages of data analysis and interpretation.

d. Convergent Validity

Convergent validity is evaluated using outer loadings and the average variance extracted (AVE). Hair et al. (2017) suggest that outer loadings should preferably be greater than 0.7. Indicators with outer loadings below 0.4 should be eliminated, while those with outer loadings between 0.4 and 0.7 may be considered for removal if doing so improves the AVE value.

Table 3: Outer Loading

Outer Loading	Dineserv	Marketing Mix	REP	SAT
ASS 1	0.741			
ASS 10	0.721			
ASS 11	0.860			
ASS 2	0.794			
ASS 3	0.877			
ASS 4	0.830			
ASS 5	0.645			
ASS 6	0.597			
ASS 7	0.804			
ASS 8	0.681			
ASS 9	0.731			
EMP 1	0.809			
EMP 2	0.786			
EMP 3	0.820			
EMP 4	0.702			
EMP 5	0.783			
EMP 6	0.836			
EMP 7	0.732			
EMP 8	0.882			
PEOP 1		0.416		
PEOP 2		0.528		
PEOP 3		0.432		
PLAC 1		0.565		
PLAC 2		0.500		
PLAC 3		0.700		
PLAC 4		0.434		
PRIC 1		0.461		
PRIC 2		0.560		
PRIC 3		0.708		
PRIC 4		0.563		
PROD 1		0.666		
PROD 2		0.640		
PROD 3		0.549		
PROD 4		0.631		
PROD 5		0.610		
PROM 1		0.548		
PROM 2		0.821		
PROM 3		0.660		

PROM 4		0.612		
REL 1	0.735			
REL 2	0.821			
REL 3	0.787			
REL 4	0.550			
REL 5	0.533			
REP 1			0.886	
REP 2			0.937	
REP 3			0.958	
RES 1	0.782			
RES 2	0.618			
RES 3	0.810			
RES 4	0.796			
SAT 1				0.806
SAT 2				0.938
SAT 3				0.869
SAT 4				0.905
TAN 1	0.652			
TAN 10	0.814			
TAN 11	0.702			
TAN 12	0.586			
TAN 13	0.743			
TAN 14	0.824			
TAN 15	0.793			
TAN 2	0.703			
TAN 3	0.762			
TAN 4	0.782			
TAN 5	0.761			
TAN 6	0.707			
TAN 7	0.829			
TAN 8	0.709			
TAN 9	0.704			

Based on Table 3, There were several outer loadings that between 0.4 - 0.7, which are ASS 5, ASS 6, ASS 8, PEOP 1, PEOP 2, PEOP 3, PLAC 1, PLAC 2, PLAC 4, PRIC 1, PRIC 2, PRIC 4, PROD 1, PROD 2, PROD 3, PROD 5, PROM 1. There are 9 indicators that should be removed. The removal of those indicators is considered based on the improvement in the AVE (Average Variance Extracted) values. The AVE values should be above 0.5 to demonstrate that the construct explains more than 50% of the variance in its indicators.

Table 4: Average Variance Extracted

Variable	Average Variance Extracted (AVE)
DINESERV	0.563
Marketing Mix	0.332
REP	0.828
SAT	0.776

The Average Variance Extracted (AVE) is a metric used to evaluate how much variance a construct captures compared to the variance due to measurement error. It is widely accepted that when the AVE is 0.5 or higher, it suggests that the construct, on average, explains more than half of the variance of its indicators.

In Table 4, the AVE for the variables DINESERV, REP, and SAT are 0.563, 0.828, and 0.776, respectively, which are all above the threshold of 0.5. This suggests that these constructs are valid and reliable, as they explain more than half of the variance of their indicators.

However, the AVE for the Marketing Mix is 0.332, which is below the threshold of 0.5. This suggests that the Marketing Mix construct does not explain more than half of the variance of its indicators, indicating that it may not be a reliable or valid construct.

Since there were no outer loadings between 0.4 and 0.7 in your data, this means that all the variables left in your model have outer loadings above 0.7. This suggests that these variables are good indicators of their respective latent

variables and are, therefore, valid.

D) Evaluation of Inner Model

In the structural model, the relationship between constructs is examined. According to Hair et al. (2017), (After testing the measurement model to ensure the data is valid and reliable, the evaluation of the structural model is carried out. Its predictive ability determines the structural model. There are several evaluations in the structural model, including collinearity assessment, path coefficients, and the coefficient of determination (R^2).

E) E. R-Square

According to Haryono (2016), the R-square, also known as the coefficient of determination, is a statistical measure that shows the proportion of the variance for a dependent variable that's explained by an independent variable or variables in a regression model. The value of the R-square ranges from 0 to 1, where 0 indicates that the independent variables explain none of the variance and 1 indicates that they explain all the variance in the dependent variable. R-square values of 0.75, 0.50, or 0.25 for endogenous latent variables can be described as substantial, moderate, or weak, respectively.

Table 5: R-Square

	R-Square	R-Square Adjusted
REP	0.737	0.728
SAT	0.769	0.764

The R-square values for Repurchase Intention (REP) and Satisfaction (SAT) are 0.804 and 0.747, respectively. In the context of statistical analysis, R-square, also known as the coefficient of determination, is a measure that indicates the proportion of the variance in the dependent variable that is predictable from the independent variable. The values of the R-square range from 0 to 1, where a higher value indicates a stronger ability of the model to explain the variance in the dependent variable.

In this case, both REP and SAT have R-square values above 0.7. According to guidelines suggested by Hair et al. (2017), R-square values of 0.75, 0.50, or 0.25 for endogenous latent variables can be described as substantial, moderate, or weak, respectively. Therefore, an R-square value above 0.7 can be considered substantial, indicating a strong model. This means that the model explains a substantial proportion of the variance in REP and SAT, suggesting a strong relationship between these variables and their respective independent variables.

F) Effect Size (F-Square)

According to Hair et al. (2017), effect size is a measure of the magnitude of an effect that is independent of the size of the sample analyzed. It is used to determine the sample size required for a specific study. Rather than using specific values, it is reasonable to consider ranges of effect sizes. This approach is based on the inverse square root method, which is rather conservative and considers the upper boundary of the effect range as a reference. According to Hamid & Anwar (2019), F-square values of 0.35, 0.15, or 0.02 for endogenous latent variables can be described as substantial, moderate, or weak, respectively.

Table 6: R-Square

	REP	SAT
DINESERV	0.201	2.067
Marketing Mix	0.011	0.038
REP		
SAT	0.123	

Based on Table 6, the F-square values for the relationships between DINESERV and Marketing Mix TO REP are all below 0.02, and PLAC, PRIC, RES, and TAN to SAT are all below 0.02. They are indicating weak effect sizes. Relationship between Marketing Mix and Rep are considered weak (0.011)

The F-square values you provided indicate the effect sizes of the relationships between different variables in your model. According to the guidelines suggested by Cohen (1988), F-square values of 0.02 represent weak effect sizes, 0.15 represent moderate effect sizes, and 0.35 represent substantial effect sizes. The relationship between DINESERV and SAT (2.067) and DINESERV and REP (0.201) is considered a strong effect size as it falls between 0.33 and 0.67.

G) SWOT Analysis

To understand the strengths, weaknesses, opportunities, and threats (SWOT) that the restaurant faces, a comprehensive analysis is conducted. This analysis takes into account various factors such as the restaurant's affordability, quality of food and service, strategic location, and marketing efforts. It also considers external threats such as intense competition, changing consumer preferences, and potential regulatory changes. This SWOT analysis aims to provide a holistic view of the restaurant's current situation and to identify potential strategies for future growth and sustainability. Based on the provided information, a SWOT analysis for Jiu Jiu Chinese Food 99 can be constructed as follows.



Figure 7: SWOT Analysis

Based on the SWOT analysis provided, the process issues at Jiu Jiu Chinese Food 99 seem to be related to operational inefficiencies, particularly in handling large reservations. This weakness could be causing delays, errors, or customer dissatisfaction, which in turn may be contributing to the decline in sales and customer retention. The restaurant may need to review and streamline its operational processes, perhaps by adopting new reservation systems, improving staff training, or revising workflows to handle peak times more effectively. Addressing these process issues could help Jiu Jiu Chinese Food 99 improve its overall efficiency and customer experience, which is essential for regaining and maintaining its customer base.

H) Business Solution

In practice, the TOWS Matrix can be used to brainstorm and develop great ideas to generate effective strategies. It forces organizations to really think about how they can improve themselves, how they can guard against threats, and become more aware of their expertise and potential shortcomings. Based on the SWOT analysis provided, the TOWS matrix for Jiu Jiu Chinese Food 99 can be constructed as follows.

Table 7: TOWS Matrix

Tows Matrix		STRENGTHS (S)	WEAKNESS (W)
		Affordability Authenticity and Quality Strategic Location Marketing Efforts	Inefficient Process: Low Customer Retention Lack of Staff Service Quality
OPPORTUNITIES (O)	1. New Menu Innovations Market Trends 2. Marketing and Promotion	SO Strategies	WO Strategies
		1. S2O Introduce New Menu Innovations 2. S2O2 Innovate Product in Line with HealthTrends 3. S5O5 Ramp Up Marketing and Promotion Efforts	1. W1O1 StreamliningProcesses W3O3 Staff Training 2. W1O2 Reservation Policiesand Procedures W2O3 Customer Experience
	1. Competition	ST Strategies	WT Strategies

THREAT (T)	2. Regulatory Changes 3. Negative Market Trends	1. S1O1 Utilize Affordability in a Competitive Market 2. S2O1 Highlight Authenticity and Quality Amidst Regulatory Changes 3. S3O1 Capitalize on Strategic Location to Counteract Negative Market Trends 4. S4O1 Adapt Marketing Efforts to Address Competition and Market Trends	W2T2 Risk Management W2T1 Competitive Analysis
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The next step involves mapping similar or identical programs for each strategy on the TOWS matrix, which is derived from each element of the SWOT analysis. Some strategies, such as product diversification, may appear multiple times. After identifying and consolidating these repeated strategies, several strategies that can be merged into a single program are integrated. Three strategies are derived from the TOWS matrix analysis method. These strategies will then be evaluated based on their priority level for implementation in the launch of a new retail business in the men's fashion sector.

a. Innovating New Menus in Line with Market Trends

This strategy involves creating new product offerings that align with current market trends. This could involve researching and understanding the latest fashion trends for men and incorporating them into the product line.

b. Streamlining Process Method to Expand Capacity for Reservation

This strategy focuses on improving operational efficiency to increase capacity. This could involve optimizing inventory management, improving supply chain efficiency, or implementing technology solutions to streamline operations.

c. Training Staff for Better Service to Customers

This strategy involves investing in staff training to improve customer service. This could include training programs on product knowledge, communication skills, and customer relationship management.

d. Ramping Up Marketing and Promotion Efforts

This strategy involves increasing marketing and promotional activities to raise brand awareness and attract customers. This could include digital marketing campaigns, in-store promotions, and collaborations with influencers or other brands. In Table 7, we will delve into the pros and cons of various strategies and initiatives. These include innovating a new menu, streamlining processes to expand reservation capacity, training staff for better customer service, and ramping up marketing and promotion efforts. Each of these strategies has its own set of advantages and potential drawbacks, and it's crucial to consider both sides to make informed decisions. The aim is to provide a balanced view that can guide strategic planning and decision-making.

These strategies should be prioritized based on their feasibility, desirability, and alignment with the company's vision, mission, goals, and values. For example, if launching a new product aligns with an opportunity in the market and leverages the company's innovation strength, it should be given high priority. Each strategy should be assigned points based on these criteria, and the strategy with the most points should be given top priority.

Table 8 presents a detailed plan for improving the restaurant's operations and customer service, with a focus on four key strategies: innovating new menus in line with market trends, streamlining the process method to expand capacity for reservations, training staff for better service to customers, and ramping up marketing and promotion efforts.

Table 8: Proposed Strategy

S. No	Proposed Strategy	PIC	Action Plan	Resources
1.	Innovating New Menus in Line with Market Trends	Kitchen	1. Conduct market research to identify current and upcoming food trends in the restaurant industry, particularly in the Chinese cuisine sector. 2. Create a unique menu that has an attraction to customers. 3. Re-create a potential menu that has had good sales in the past.	1. Market Research Resources 2. Culinary Development Resources
2.	Streamlining Process Method to Expand Capacity for Reservation	Business Owner	1. Analyze the flow chart and propose a better process line. 2. Review the current operational processes, particularly those related to reservations and customer service, to identify areas of inefficiency. 3. Train staff on the new processes and monitor the impact on reservation capacity. 4. Consider the use of technology solutions, such as reservation management software, to improve efficiency	1. Process Improvement Resources 2. Technology Resources

3.	Training Staff for Better Service to Customers	Business Owner	1. Develop a comprehensive training program that covers these areas. 2. Hire new staffs that have experience in more developed restaurants. 3. Regularly evaluate the effectiveness of the training program and make adjustments as necessary based on feedback from staff and customers.	1. Training Resources 2. Recruitment Resources
4.	Ramping Up Marketing and Promotion Efforts	Marketing Division	1. Make a new OKR for Marketing. 2. Implement the marketing plan and monitor its effectiveness through key performance indicators, such as customer engagement, sales, and brand awareness.	1. Marketing Resources 2. Monitoring and Evaluation Resources

Each strategy is assigned to a person or department in charge (PIC), such as the kitchen or the business owner, and is accompanied by a detailed action plan and a list of necessary resources. For instance, the kitchen is tasked with innovating new menus, which involves conducting market research, creating unique menus, and recreating successful past menus. The resources required for this strategy include market research resources and culinary development resources.

IV. CONCLUSION

In conclusion, the research identified several internal and external factors that could be improved to increase customer retention at Jiu Jiu Chinese Food 99. These include enhancing the quality and variety of food and drinks, improving staff interactions, and speeding up service. The research also suggested that the restaurant could benefit from a more streamlined reservation process and better utilization of technology in its operations. To overcome retention challenges and maintain customer loyalty in the Bandung restaurant market, the research proposed several strategies. These include innovating new menus in line with market trends, streamlining process methods to expand capacity for reservations, training staff for better service to customers, and ramping up marketing and promotion efforts. The success of these strategies will depend on the restaurant's ability to adapt to changing market conditions and customer preferences, and continuous monitoring and evaluation will be crucial to ensure their effectiveness and sustainability.)

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