

Strategy Analysis of Culinary Business in the Pandemic Era Using the Timmons Model Approach (Case Study Rm. Andalas)

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Abstract

The culinary business development will continue to exist and advance even with the various conditions that exist today. The food business will continue to grow because this business promises big profits even during the Covid 19 pandemic. Competition in the culinary industry is unavoidable, so an entrepreneur must always see the opportunities that exist. The purpose of this research is to analyze the development strategies effort of the Timmons model approach and SWOT analysis. This research method uses descriptive qualitative. The results showed that the Andalas restaurant was seen from the three aspects of the Timmons model approach in the excellent category. The SWOT analysis resulted in strategies based on the strengths, weaknesses, opportunities, and threats that existed.

Keywords

culinary, entrepreneur, Timmons model, SWOT analysis.

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Introduction

The culinary business development will continue to exist and advance even with the various conditions that exist today. The food business will continue to grow because this business promises big profits. Changes in the lifestyle of the Indonesian people who are more consumptive accompanied by an increase in people's purchasing power have caused a shift in consumption patterns that lead to the intensity of people buying food at restaurants rather than cooking at home. According to Thearling (1999) in Haryandika and Santra (2021), the growth of the food and beverage business is still recorded as high growth in various parts of the world (Thearling, 1999). This industry has excellent potential and prospects and can develop quickly if planned, managed, and operated properly. Moreover, according to Juliana, Pramezwary, Djakasaputra, Halim, and Meilivia (2021) that this industrial sector can last forever because basically everyone needs to eat and drink during his life. Sri Mulyani also stated that in 2021 culinary became one of the brandings that raised the name of a region and even entered into one of the sub-sectors that contributed to Indonesia's creative economy. Based on data from the Ministry of Tourism and Creative Economy, culinary is a sub-sector that contributes to the largest GDP of the creative economy, each year around 43% of the total GDP of the creative economy. One of the cities that contribute to this sub-sector is the city of Bandung. Where the city of Bandung is a tourist destination, one of which offers various types of culinary, although it is dominated by a variety of typical foods and drinks from the West. Bandung also provides a variety of culinary specialties from the traditional and abroad (placewisatabandung, 2015). According to BPS data for 2020, Bandung is the capital city of West Java Province where Bandung is one of the big cities with a large population in Indonesia and Bandung has a population of 2,507,888. With a substantial population and attractiveness, it can also affect opportunities for tourism and entrepreneurship in the culinary field. However, it is undeniable that we are currently in the period of the covid pandemic that has hit the world. Its negative impact in various aspects has made conditions uncertain, especially in the culinary world. Although the culinary business in Bandung still looks promising, it can be seen from the increasing number of restaurants and cafes with various unique and exciting concepts that are the current culinary trends, and on the one hand, many are closed. One of the traditional's culinary businesses in the city of Bandung is the Andalas Restaurant which has been established since 1982, and has the type of food from Sumatra, especially Padang and has gone through ups and downs and has been victorious so far but still feels the impact of this pandemic and the competition that has existed so far. Competition in the culinary industry is unavoidable; there are several competitors in it, one of them is RM. Simple, Ampera and other places to eat. This situation requires business people to compete in creating the latest innovations. Not only products but also other aspects such as what new opportunities lie ahead, what resources that have now, and must have a solid team to keep moving forward and innovating. So, based on the explanation above, it is necessary to analyze business development strategies seen from the three aspects of the Timmons model approach and swot analysis so that Andalas Restaurant can survive and achieve success in entrepreneurship.

Literature Review

According to Bygrave and Zacharakis in Masenya (2021) entrepreneurship is the process of creating or obtaining and pursuing opportunities by the resources being controlled. Entrepreneurship and management experts state that the evolution of entrepreneurial theory began with Richard Cantillon (1680-1734) in France as the father of entrepreneurship. In Cantillon's book *Essai Sur la Nature du Commerce en General* (Writing on the nature of Commercial Commerce) (Cantillon, 1931) published in 1755, two decades before the appearance of Adam Smith's book. Entrepreneurship experts state that writing on entrepreneurship before the era of Richard Cantillon is referred to as "the prehistoric era of entrepreneurial theory" (Tripathi, 2011). The culprit is called Entrepreneur, where according to Schumpeter, entrepreneur is a safe person who sees opportunity. Next, according to Timmons, Spinelli, and Tan (2004) in Santisteban, Mauricio, and Cachay (2021), the entrepreneurial process is creating and discovering business opportunities followed by the willingness and action to seize these opportunities. The entrepreneurial process requires a willingness to take risks, both personal and financial, but deliberately to overcome obstacles to success constantly or balance risk with the rewards to be gained. In general,

entrepreneurs use their ingenuity to take advantage of limited resources. It takes the role of an entrepreneur and a team to balance the driving factors that underlie the success of a business consisting of business opportunities, strategies, networks, teams, and business plans. So the Timmons chart appears to determine the shape and size of opportunities, teams, and resources (Timmons et al., 2004).



Figure 1. Timmons chart in the entrepreneurial process Source: (Timmons et al., 2004)

Next is the SWOT analysis; according to Rangkuti (2006) in Danylkiv and Sadura (2021) is the identification of various factors systematically to formulate company strategy; this analysis is based on a logic that can maximize strengths and opportunities, but simultaneously can minimize weaknesses and threats. (Rangkuti, 2006). This analysis assumes that an effective strategy will maximize existing strengths and opportunities and minimize weaknesses and threats. When applied accurately, these simple assumptions significantly impact the design of a successful strategy and analysis of the business environment that provides the information needed to identify opportunities and threats that lie within the company. Where the TOWS Matrix analysis are made to see each strategy.

Research Method

The research method in this study is descriptive qualitative, in the form of research using a case study method or approach (Thamhain, 2014). Methods of data collection using interviews, observation, and literature study. Data sources are primary and secondary. The unit of analysis in this study is the Andalas Restaurant.

Discussion and Result

Timmons Model Analysis

From the model, Timmons analyzes that the shape, size, and depth of business opportunities determine the shape, size, and depth of the condition of resources and teams.

1. The Andalas Restaurant business opportunity can be said to be good because, especially in the city of Bandung, based on the statement from the Goukm.id portal, the restaurant business opportunity is still the prima donna in the culinary field. Everyone still needs to eat, and this business is a business that has long-term opportunities. The busier an area is, of course, the opportunity to open a restaurant business is increasing. Furthermore, the restaurant business will always bring in a daily turnover. This is also supported by data in 2020 taken from Sindo.com that the Creative Economic Agency (Bekraf) of the Republic of Indonesia noted that the culinary sub-sector contributed 41.4% of the total creative economy contribution IDR922 trillion in 2016. higher than 16 other sub-sectors in Bekraf RI. Even amid the current economic growth contraction, the food and beverage industry could still grow by 0.22% from the previous year. Currently, it is known that the city of Bandung is one of the cities that has a variety of unique and exciting foods and drinks, not only from the taste, but from the presentation, the name and the packaging are made to be attractive. Bandung is a city that has much culinary tourism. Even though the current situation and conditions are in a state of the Covid 19 pandemic, resulting in restrictions everywhere, significantly

to limit the movement of people. However, this restriction has sparked a new opportunity, namely by using an online sales approach that Andalas Restaurant will continuously improve in collaboration with Gojek, Grab, Shopeefood, etc.

2. Resources reported from www.investopedia.com on January 16, 2017, in Santisteban et al. (2021) that resources are divided into resources and intangible resources. Resources can also be distinguished in 6M according to Terry (1971) in his book *Principle of Management*, mentioning six main resource factors that are managed in a business, namely things that are regulated in management there are six elements, namely: Man, Money, Materials, Machines, Method, and Markets.

a. Man. The resources owned by Andalas Restaurant, especially human resources who can carry out concurrent work such as a cook, focus not only on cooking but also on the finance department because he can calculate in detail how much it costs for cooking operations at home eat. Furthermore, other human resources are also focused on their core work and can control other parts of the restaurant business.

b. Money is funds that become business capital, the circulation of money through income and expenses in the business. Andalas Restaurant business owners continuously monitor and measure the financial performance of the business. According to the Andalas Restaurant business owner, monitoring and measuring the company's financial performance can make it easier for the owner to prevent future losses.

c. Materials are everything that is used to support the running of the business, mainly used in processing raw materials so that they become products. The raw materials used in making food at this Andalas Restaurant use suitable materials and have gone through a thorough check process. This is one of the selling points of this company.

d. Machine is everything that is used to support the running of the business, mainly used in processing raw materials into production. Along with the development of the times and increasingly sophisticated technology, the Andalas Restaurant company also uses equipment standardized by SNI to support the production process to become more effective and efficient and save costs and energy. The use of the proper cooking utensils can even make the appearance of the resulting product more attractive to consumers.

e. Method (how to work) is a series of steps taken in running a business. The method implemented by the Andalas Restaurant company is carried out with a focus by considering the business objectives to be achieved, the money budget, production time, and human resources. The use of this management method can make the production process run efficiently.

f. Market is the target of the product produced by a business. Segmentation and target analysis of Andalas Restaurant consumers are all those who live not only in Bandung City and from outside Bandung, men, women, and all ages who can already eat heavy categories of food. Moreover, the marketing system carried out by the owner of the Andalas Restaurant is still simple, which only serves buyers who come to this restaurant. However, along with the times and technology, the Padang Andalas Restaurant company is now using digital media to promote the products it sells so that the target market of this company becomes wider and covers various groups.

3. Team in the Andalas Restaurant business is led by entrepreneurs who already have experience or high flying hours. Placing the right people in the correct positions will be very helpful in the ongoing business development process. Just like in the second point, having a qualified employee can be a distinct advantage for the company, ranging from experience in handling finances to being a cook at the Andalas Restaurant company. Here is the organizational structure at Andalas Restaurant.

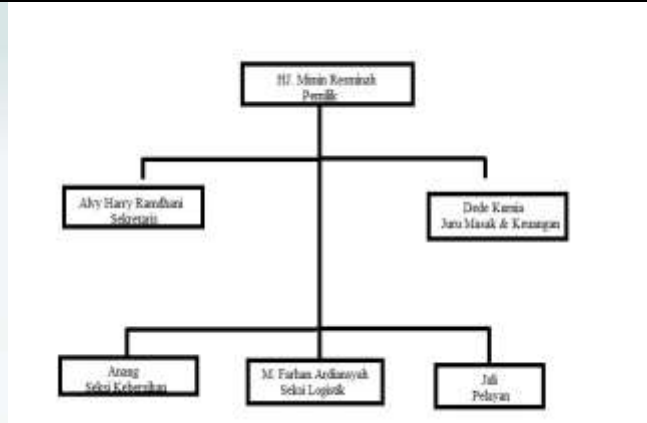


Figure 2. Organizational Structure

Andalas Restaurant has several people as actors in the continuity of its business processes, including:

1. HJ. Mimin Officialnah (owner)
2. Alvy Harry Ramdhani (secretary)
3. Dede Kurnia (cook and finance)
4. Anang (cleanliness section)
5. M. Farhan Ardiansyah (logistics section)
6. July (waitress)

SWOT Analysis

From the results of interview analysis and observations regarding the three aspects of Timmons, namely opportunities, resources, and the team running on the business, the researcher was able to identify the strengths, weaknesses, opportunities, and threats faced by the business. The researchers in table 1 below explain the identification:

Tabel 1

Strength Andalas Restaurant

Strength 1 – S1	Price according to quality
Strength 2 – S2	Guaranteed quality and fast service
Strength 3 – S3	Have strong characteristics
Strength 4 – S4	Various types of menus
Strength 5 – S5	Packaging that can be recycled so that it is environmentally friendly
Strength 6 – S6	Ease of purchasing process for consumers and having a delivery order system
Strength 7 – S7	Moving in offline stores and online stores so that it is flexible to reach the global market
Strength 8 – S8	It gives a unique taste of the traditional

Andalas Restaurant also certainly has some limitations, the most important of which is limited capital. With this limited capital, not all the strategies that have been planned can be implemented so that the results are not all optimal. More details about the weaknesses of Andalas Restaurant can be seen in the table below:

Tabel 2

Weakness Andalas Restaurant

Weakness 1 – W1	Limited capital
Weakness 2 – W2	Focus only on heavy food
Weakness 3 – W3	Consumer views of the newly established location
Weakness 4 – W4	Do not have a social media account yet
Weakness 5 – W5	Newcomers do not know the location of eating

The business development in Padang rice is very suitable for the tongue of the Indonesian people

because Padang rice is rich in spices that make the food more delicious. The Padang rice menu is also reasonably practical. Some of the opportunities for Nasi Padang can be seen in the table below.

Tabel 3
Opportunity Andalas Restaurant

Opportunity 1 – O1	The development of heavy food outlets in Indonesia
Opportunity 2 – O2	Innovation from the Padang cuisine menu
Opportunity3 – O3	Can be attracted by various elements
Opportunity4 – O4	Helping the domestic economy

In addition to these opportunities, it turns out that there are threats that threaten the food business, where competitors who see the Andalas Restaurant business are starting to realize the promising opportunities of this business. They are the ones who will more or less threaten the sustainability of this business activity. Apart from competitors, the table below will show some of the threats that Andalas Restaurant will face:

Tabel 4
Threat Andalas Restaurant

Threat 1 – T1	Ancaman pandemic covid-19 dari segi eksternal
Threat 2 – T2	Kelengkapan produk perusahaan lain yang dimiliki competitor
Threat 3 – T3	Permasalahan harga bahan baku jika mata uang menurun
Threat 4 – T4	Banyak bermunculan gerai-gerai dengan tema serupa

Based on the SWOT analysis that has been done above, it can be determined what the business goals and strategies to achieve business goals are. Strategies based on SWOT analysis can be seen from the TOWS matrix table below: As entrepreneurship develops, there is a general perception and even stereotypes about successful entrepreneurs, such as myths. However, research results show that many of the founders of leading companies became successful because they refused to be like entrepreneurs in general. One example of a myth in entrepreneurship is that capital is a must for startup companies. However, in reality, capital will come by itself if the entrepreneur has the experience and skills. The dynamics and complexity of the entrepreneurial process require intelligence of its own. So that a genius may not necessarily be a successful entrepreneur, intelligence requires skills and other traits needed in entrepreneurship. With the business strategy guide above, this business is expected to find gaps in every opportunity and minimize every threat it faces. Nevertheless, competition is unavoidable, and this combination of strategies can be a company's race to develop, especially in this era of the covid-19 pandemic.

Conclusion

Based on the results of the analysis conducted by the researchers, the following conclusions can be drawn:

1. Timmons Model: Andalas Restaurant business opportunity, still in the excellent category. This can be seen from Goukm.id-data, Bekraf data, and Andalas Restaurant that has collaborated with Gojek, Grab, Shopee food, etc.; Resources, in the still good category, refers to 6M; and the entrepreneurship team, in the still good category. This can be seen because it is led by entrepreneurs who already have experience and place the right people in the correct positions.
2. SWOT analysis produces a TOWS matrix with strategies that in the future will make the Andalas Restaurant business more advanced, supported by SO, WO, ST, and WT strategies.

Tabel 5
Matrix TOWS

<p>Internal Factor</p>	<p>Strength :</p> <ul style="list-style-type: none"> • rice according to quality • guaranteed and fast service quality • have strong Characteristics • various types of menus • packaging that can be recycled so that it is environmentally friendly • ease of purchasing process for consumers and having a delivery order system • move-in the Offline Store and Online Store so that it is flexible to reach the global market • it gives a distinctive taste of the traditional 	<p>Weakness :</p> <ul style="list-style-type: none"> • limited capital • focus only on heavy food • consumers' views on newly established outlets • don't have a social media account yet • not many newcomers know the location of the Padang Restaurant
<p>External Factor</p>	<p>SO Strategy</p> <ul style="list-style-type: none"> • making prices relatively low will significantly help sales. • variations in the menu with a touch of traditional ingredients • the quality of service according to the SOP will also attract the attention of customers 	<p>WO Strategy</p> <ul style="list-style-type: none"> • food development on the culinary business, creating Padang special snacks in addition to the usual menu. • completing the shortage of product variety so that it can help consumers in shopping for food in the form of frozen food • product advertising will be digital
<p>Opportunities :</p> <ul style="list-style-type: none"> • The development of heavy food outlets in Indonesia • Innovation from the Padang cuisine menu • Can be attracted by various elements • Helping the domestic economy 	<p>ST Strategy</p> <ul style="list-style-type: none"> • Maintaining the quality of ingredients for the best product by starting your own upstream needs by growing your own vegetables or raising livestock • By providing superior services by collaborating with Gojek, Grab, Shopee, etc. with 	<p>WT Strategy</p> <ul style="list-style-type: none"> • Make long-term investments to minimize the lack of capital for raw materials. • Create a separate marketing and admin team to handle specifically for customers who use online applications
<p>Threats :</p> <ul style="list-style-type: none"> • the threat of the COVID-19 pandemic from an external perspective • Completeness of other company's products owned by competitors • The problem of raw material prices if the currency declines 		

- bundling promotions and discounts
- Many competitors have emerged with similar themes
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