



Marketing Strategy of HDL 293 Cilaki Bandung Seafood Restaurant (West Java) in the Midst of COVID-19 Pandemic

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

This research was held at HDL 293 seafood restaurant located on Cilaki street, Bandung, West Java. The implementation started on April 2020 until May 2021. This research aims to analyze internal environmental conditions including strengths and weaknesses, while external environmental conditions including opportunities and threats faced, then formulate and analyze marketing strategy during the COVID-19 pandemic. The method used is a case study using primary and secondary data. The sampling method used was accidental sampling and data processing used SPSS 25, Ms. Excel through SWOT analysis. Based on research, the best strategy for development of HDL 293 Cilaki Bandung seafood restaurant using SWOT analysis is in Quadrant I by implementing the SO (Strength and Opportunity) strategy or supporting an aggressive growth policy (growth oriented strategy). Where the coordinates are 0.38 ; 0.05 means taking advantage of strengths to seize opportunities that exist.

Keywords: Covid-19; HDL 293 cilaki; marketing strategy; SWOT.

1. INTRODUCTION

Seafoods are widely consumed by the people of Indonesia because it is a good source of nutrition, but has a relatively short shelf life because it is susceptible to pathogenic microbial contamination [1].

In running a business, the thing that needs to be considered is the marketing strategy so that the desired goals are achieved. The marketing strategy must first understand the general condition of the restaurant which includes the vision, mission and marketing environment. The marketing environment in question includes the internal environment and the external environment. This simply means SWOT and PESTLE (Ratnasari 2009).

Research on the marketing strategy of the HDL 293 Cilaki Bandung seafood restaurant in the midst of the COVID-19 pandemic is to analyze the internal environmental conditions which include strengths and weaknesses, while external environmental conditions including the opportunities and threats faced by the HDL 293 Cilaki Bandung seafood restaurant during the COVID-19 pandemic, then formulate and analyze the marketing development strategy of the HDL 293 Cilaki Bandung seafood restaurant during the COVID-19 pandemic.

Marketing management according to Kotler quoted by Basu Swastha and Hani Handoko, (1997:4) as follows: "Marketing management is the analysis, planning and monitoring of programs aimed at causing the exchange with the target market in order to achieve the company's goals".

1.1 COVID-19 Conditions in the Fishery Processed Product Market

As well known, a new virus was discovered that originated in the city of Wuhan, China. The virus is called COVID-19. COVID-19 is an abbreviation of Corona Virus Disease, and 19 which means the year 2019. The virus has spread to all corners of the world and was declared a pandemic by WHO on March 11, 2020. On that date the corona virus has spread to 114 countries. In Indonesia, the first case of COVID-19 entered in March 2020.

The existence of the corona virus that has spread in Indonesia certainly has a bad influence on all aspects of life, especially in the economic aspect. To reduce the spread of COVID-19, the Indonesian state imposed a "lockdown" or PSBB (Large-Scale Social Restrictions) policy that affected the state budget because the economy was hampered. PSBB activities are very influential, especially on businesses in the Food and Beverage (F&B) sector, because they include restrictions on direct buying and selling at "dine-in" places, so that many restaurants enforce new regulations such as only allowing take away, drive thru, or ordering from online delivery applications [2].

The challenges faced by UMKM KP during the COVID-19 pandemic are the paradoxical shift in the supply chain of fishery production inputs and outputs and the paradox of shifting consumer preferences in buying a fishery product which has an impact on the income of fishery business actors. The supply chain paradox in the UMKM KP business is a risk faced by marine and fisheries business actors related to the supply chain system which includes cooperative risk between fisheries business actors, management decision risk for fisheries business actors, information of supply and demand sharing risk, operation schedule risk, financial risk, fisheries process risk, and fisheries market risk. product market risk [3].

2. METHODS

2.1 Research Location and Time

This research was held at the HDL 293 seafood restaurant branch Cilaki Street 36th Bandung, West Java in April 2020 – May 2021.

2.2 Types and Methods of Data Collection

The basic method used in this research is the case study method, with HDL 293 Cilaki Bandung restaurant as the case unit. The types and sources of data used in the observations during the implementation of the research include primary data and secondary data. In this study, primary data is data obtained from interviews and filling out questionnaires that have been filled out by restaurant owner, manager, and visitors to identify IFAS and EFAS for HDL 293 Cilaki Bandung seafood restaurants. Secondary data is supporting data which is obtained from recent researches at HDL 293

Cilaki Bandung seafood restaurant, and other library references.

2.3 Data Collection Technique

The data collection technique used by the restaurant external is accidental sampling, the sampling of respondents who is coincidentally meets the researcher and can be used as a sample if the person who happened to be met is suitable as a data source [4]. According to Siagian [5], the minimum limit requirement for a normally distributed sample in statistics is thirty samples. According to Slovin [6] to determine the sample size of a population, namely $n = N/N(d)2 + 1$.

2.4 Variable Operational

Variable operational is a variable by giving meaning or specifying activities or providing an operation needed to measure the variable [7].

2.5 Data Analysis

2.5.1 Quantitative and qualitative descriptive analysis

Analysis of quantitative data obtained in this research is data from respondents' questionnaires which are processed using the SPSS 25 (Statistical Program for Social Science) computer program. While qualitative data obtained through observation and in-depth interviews. The combination of qualitative and quantitative data is processed and analyzed by presenting it in the form of narrative text, graphs, tables, column charts or charts, then conclusions are drawn from all the data that has been processed.

2.5.2 Validity and reliability analysis

Validity comes from the word validity which means the extent to which the accuracy of a measuring instrument (test) in carrying out its function [8]. According to Sugiyono [9], validity analysis is the accuracy between the data collected and the data that actually occurs in the object under study. The statistic used to measure the validity of all questionnaire items for this variable is the product moment correlation from Pearson with the formula (Santoso 2006):

$$r_{xy} = \frac{n \sum X_i Y - \sum X_i \sum Y}{\sqrt{[n \sum X_i^2 - (\sum X_i)^2][n \sum Y^2 - (\sum Y)^2]}}$$

Where:

r_i = Correlation Coefficient

X_i = Item i or score of each item

Y = Total score

n = Number of samples or respondents

Reliability analysis [10], is the process of measuring the accuracy (consistent) of an instrument. Reliability comes from the word reliability which means the extent to which the results of a measurement can be trusted. Reliability as a measure of how far an individual's deviation score, or z-score, is relatively consistent if the administration is repeated with the same test or an equivalent test according to Nur [11] in Prameswari et al. [12]. Azwar [13] in Prameswari [12] states that reliability is one of the main characteristics or characteristics of a good measurement instrument.

Djali [14] in Afina [12] Internal consistency test (reliability) is determined by the Cronbach Alpha coefficient. This test determines the consistency of respondents' answers to a research instrument. Nunnally [15] requires a reliable instrument if it has a Cronbach Alpha coefficient above 0.700. To calculate reliability using the alpha formula, as follows:

$$r_{11} = \frac{k}{k-1} \times \left\{ 1 - \frac{\sum S_i}{S_t} \right\}$$

Where:

r_{11} = reliability value

S_i = Total score variance of each item

S_t = Total variance

k = Number of items

2.5.3 Stage of analyzing the restaurant environment (EFE and IFE)

This stage includes the process of analyzing internal and external factors that affect the restaurant. Internal analysis is carried out to find out the strengths and weaknesses of the restaurant. External analysis was conducted to identify opportunities and threats faced by restaurants. This analysis will be presented in the matrix of Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE).

Table 1. Internal strategy factors

Internal Strategy Factors	A	B	C
Strength			
Weakness			
Total			

Source: Rangkuti [17]:34

Table 2. External strategy factors

External Strategy Factors	A	B	C
Opportunity			
Threat			
Total			

Source: Rangkuti [17]:34

Table 3. Assessment of weights of external factors

External Factor	A	B	C	...	Total
A					X_i
B					
C					
...					
Total					$\sum_{i=1}^n X_i$

Source: Rangkuti [17]:45

Table 4. Assessment of internal factor weights

Internal Factor	A	B	C	...	Total
A					X_i
B					
C					
...					
Total					$\sum_{i=1}^n X_i$

Source: Rangkuti [17]:45

The stages in the preparation of the EFE and IFE matrices are:

1. Identification of Company's Internal and External Factors

In the identification stage of internal and external factors is by listing all the strengths and weaknesses possessed by the restaurant as well as the opportunities and threats faced by the restaurant. The determination of these factors is carried out by discussion between owner and consumers with the author.

2. Factor Weighting

Determine the weight of each factor in column A, with a scale ranging from 1.00 (very important) to 0.00 (not important). This weighting is based on the influence of these factors on the strategic position of the restaurant. The sum of these weights should not exceed the total score of 1.00 [16].

The weight of each variable is obtained by determining the value of each variable to the

total value of the variable using the following formula which is sourced from Kinnear, 1991:

$$a_i = \frac{x_i}{\sum_{I=1}^n x_i}$$

Information:

a_i = Weight of the 1st variable

x_i = Value of the 1st variable

$i = 1, 2, 3, \dots, n$

n = Number of variables

- How to calculate the rating in column B for each factor by giving a scale ranging from 4 (very influential) to a weight of 1 (less influential) based on the influence of these factors on the condition of the restaurant at the time of the study.

a. IFE Matrix

For the strength factor, the score scale used is: 1 = very weak, 2 = weak, 3 = good, 4 = very good. Meanwhile for the factors that become weaknesses, the rating is given the opposite way.

b. EFE Matrix

For factors that become opportunities, the scale of values used are: 1 = low, 2 = moderate, 3 = high, and 4 = very high. Meanwhile for factors that pose a threat, the rating is given the opposite way.

- Multiplying the weight in column A with the rating in column B to obtain the weighting factor in column C. The result is a weighting score for each factor that varies from 4 (very influential) to 1 (less influential).

- Add up the weighting scores in column 4, to obtain the total weighting score for the company concerned. This total value shows how the company reacts to its internal and external strategic factors. Total weighting between 0 to 4 and 0 to 4.

2.5.4 Stage of formulating alternative marketing strategy

After conducting an internal and external analysis, the next stage is the stage of formulating an alternative marketing strategy. The analysis used at this stage is a SWOT analysis as below:



Fig 1. SWOT analysis

Quadrant 1 as a favorable situation signifies a strong and potential company. The strategy that must be established is to support a progressive growth policy. Quadrant 2 indicates a strong company but faces various challenges. The strategy is to use strength to take advantage of long-term opportunities which means diversification strategy. Quadrant 3 signifies a company that is weak internally but gains market opportunities. The strategy is to focus the company on minimizing the company's internal problems to be able to seize better market opportunities. Quadrant 4 indicates the state of a company that is weak and facing big challenges. The strategy is to survive every threats and challenges.

SWOT analysis which is divided into internal factors is external factors that combine strengths, weaknesses, opportunities, and threats can be prepared with various strategies that can maximize or overcome problems that arise in the business by using SWOT matrix analysis.

3. RESULTS AND DISCUSSION

3.1 Location and Overview of Research Site

This research was conducted at the HDL 293 Cilaki seafood restaurant, located at Cilaki 36th street Bandung, West Java, operated from 10.00 am to 22.00 pm. This restaurant is a seafood restaurant with raw materials of freshwater fish, seawater fish, shrimp, crab, squid, lobster and others which are processed into ready-to-eat foods with various types of preparations such as padang sauce, oyster sauce, butter sauce, grilled, fried flour and others with a menu price range of processed products around Rp. 35,000 – Rp. 725,000 per menu. This restaurant has a visible kitchen concept (open kitchen), has a capacity of 120 seats, some seats downstairs and some upstairs.

3.2 HDL 293 Cilaki Seafood Restaurant Profile

This HDL 293 Cilaki restaurant was founded in 1994. The owner of this seafood restaurant, Mr. H. Tabari Busro, is a Tegalese who migrated to Bandung in 1983. The origin of the naming of HDL 293 itself is where the number 293 is the number of the restaurant's house located in Cimahi branch No. 293, while HDL means abbreviation of Hidangan Dari Laut.

3.3 Characteristics of Respondents

Characteristics of respondents in this study are gender, age and level of education. From 92 respondents, the average frequency of respondents' visits is once a month. This information can be used as material to explain the research results obtained. The following is a description of the characteristics of respondents from the results of research that has been carried out including.

From table 6 above, information is obtained that most of the respondents who visited the HDL 293 Cilaki Bandung seafood restaurant involved in this study were women with a total of 49 respondents with a percentage of 53% while men with a total of 36 respondents with a percentage of 47%.

From table 7 above, information is obtained that visitors to the HDL 293 Cilaki Bandung seafood restaurant involved in this study were dominated by consumers with an undergraduate education level, namely 38 respondents with a percentage of 41.30%. This is because the level of education affects the insight into the nutritional content of seafood. The nutritional content of seafood known to the respondents is their reason for eating at this seafood restaurant because apart from having many benefits, seafood can also nourish our body.

Table 8 above shows that the age of visitors from the HDL 293 Cilaki Bandung seafood restaurant is mostly in the age range of 31-40 years with a total of 28 consumers with a percentage of 30.43%, while the number of samples with the lowest age level is in the age range <18 years with the number of consumers 3 with a percentage of 3.26%. This is because at that age the average income is fixed and quite large because the price of products in this restaurant is included for the upper middle class. In the age range of 31 to 40 years also usually bring their family members to eat together.

3.4 Reliability and Validity

3.4.1 Validity analysis

Validity analysis is done by calculating the correlation (r) of each question in the questionnaire (item) with the total score. Furthermore, the results of the calculation of the value of r_{count} are compared with the value of r_{table} at a significant level (α) 5%, r_{table} using a

correlation value of ≥ 0.30 . The decision is if the value of $r_{count} \leq r_{table}$ is 0.30, then the data is declared invalid [19]. The statistic used to measure the validity of all questionnaire items for

this variable is Pearson's product moment correlation. Calculation of validity testing is done using SPSS 25.

a. Gender

Table 5. SWOT matrix

External	Internal	(Strength – S)	(Weakness- W)
(Opportunity - O)		Quadrant I SO Strategy Using all the power you have to take advantage of the opportunities that exist	Quadrant III WO Strategy Overcome all weaknesses by taking advantage of all available opportunities
		Quadrant II ST strategy Using all strength to avoid the threat	Quadrant IV WT Strategy Suppress all weaknesses and prevent all threats

Source: Rangkuti [18]

b. Education

Table 6. Gender of Visitors to HDL 293 Cilaki Bandung Seafood Restaurant

Gender	Frequency	Percentage (%)
Male	43	47
Female	49	53
Total	92	100

c. Age

Table 7. education level of visitors to HDL 293 Cilaki seafood restaurant

Education	Frequency	Percentage (%)
SMP	4	4,34
SMA	28	30,43
D1	1	1,08
D3	12	13,04
D4	1	1,08
S1	38	41,30
S2	7	7,60
S3	1	1,08
Total	92	100

Table 8. Age of visitors to HDL 293 Cilaki seafood restaurant

Age	Frequency	Percentage (%)
<18 years	3	3,26
18-23 years	17	18,48
24-30 years	25	27,17
31-40 years	28	30,43
41-50 years	7	7,60
>50 years	12	13,04
Total	92	100

Source: Processed from primary data

a. Strength

Testing the validity of the planning variable is done by using the Pearson correlation of 5 indicators. In indicator 1, the result is 0.546, indicator 2 is 0.520, indicator 3 is 0.657, indicator 4 is 0.414, and indicator 5 is 0.700 which is > 0.300 , so it can be concluded that the strength can be said to be valid.

b. Weakness

Testing the validity of the weakness is done by using the Pearson correlation of 5 indicators. In indicator 1, the result is 0.494, indicator 2 is 0.523, indicator 3 is 0.596, indicator 4 is 0.498, and indicator 5 is 0.655 which is > 0.300 , so it can be concluded that the weakness can be said to be valid.

c. Opportunity

Testing the validity of the opportunity dimension is carried out using Pearson's correlation of 5 indicators. In indicator 1, the result is 0.506, indicator 2 is 0.414, indicator 3 is 0.556, indicator 4 is 0.559, and indicator 5 is 0.432 which is > 0.300 , so it can be concluded that opportunities can be said to be valid.

d. Threats

Testing the validity of threats is carried out using Pearson's correlation of 5 indicators. In indicator 1, the result is 0.308, indicator 2 is 0.510, indicator 3 is 0.540, and indicator 4 is 0.336 and indicator 5 is 0.445 which is > 0.300 , so it can be concluded that the threat can be said to be valid.

3.4.2 Reliability analysis

The results of reliability testing on the four factors of the overall strength factor indicators resulted in a cronbach alpha score of 0.783, the weakness factor resulted in a cronbach alpha score of 0.777, the opportunity factor resulted in a cronbach alpha score of 0.726 and the threat factor resulted in a cronbach alpha score of 0.669.

According to Wiratna Sujarweni [20], the questionnaire is said to be reliable if the Cronbach alpha value is > 0.600 . Thus the research instrument used by each factor in the study can be declared reliable and truly as a reliable measuring instrument and has a high level of stability, in the sense that if the measuring instrument is carried out repeatedly,

the results of testing the instrument will show the same result.

3.5 Internal and External Environmental Conditions for Seafood Restaurant HDL 293 Cilaki Bandung

1. Internal Factors Evaluation Matrix

The IFAS matrix is used to evaluate internal factors to see the strengths and weaknesses of the HDL 293 Cilaki Bandung restaurant towards its business marketing.

2. External Factors Evaluation Matrix

The EFAS matrix allows strategic planning to evaluate external factors. The EFAS matrix is used to analyze the external environment which includes opportunities and threats.

3.6 Weighting

Giving weight to internal and external factors is based on the distribution of questionnaires that have been conducted on visitors to HDL 293 Cilaki Bandung restaurant. The average of internal and external factors obtained on the opinion of respondents is as follows:

1) Strength

The results of the sum of the scores for each indicator of strength in all respondents are then divided by the total number of 92 respondents. The average weight value is 0.566 which means that each respondent gives a value to the strength factor well. Where the weights with a scale ranging from 1.00 (very important) to 0.00 (not important). This weighting is based on the influence of these factors on the company's strategic position.

2) Weakness

The results of the sum of the scores for each indicator of weakness in all respondents are then divided by the total number of respondents, totaling 92 respondents. The average weighted value is 0.433 which means that each respondent gives a score on the weakness factor from good to very good. Where the weights with a scale ranging from 1.00 (very important) to 0.00 (not important). This weighting is based on the influence of these factors on the company's strategic position.

3) Opportunity

The results of the sum of the scores of each indicator of opportunity for all respondents are then divided by the total number of respondents, totaling 92 respondents. The average weighted value is 0.507 which means that each respondent gives a score on the opportunity factor from good to very good. Where the weights with a scale ranging from 1.00 (very important) to 0.00 (not important). This weighting is based on the influence of these factors on the company's strategic position.

4) Threats

All respondents were then divided by the total number of respondents, which amounted to 92 respondents. The average weight value is 0.492 which means that each respondent gives a score on the threat factor from good to very good. Where the weights with a scale ranging from 1.00 (very important) to 0.00 (not important). This weighting is based on the influence of these factors on the company's strategic position. The sum of all these weights should not exceed the total score of 1.00 [16].

3.7 Rating

The rating value is given by asking visitors to the HDL 293 Cilaki Bandung restaurant as a benchmark. The owner of the HDL 293 Cilaki Bandung restaurant is considered the source who best understands the condition of the restaurant both internally and externally. The results of the internal rating of the strength factor on indicator 1 get a value of 3.30, on indicator 2 it gets a value of 3.20, on indicator 3 gets a value of 3.13, on indicator 4 gets 3.10, on indicator 5 gets a value of 3.36. While the weakness factor in indicator 6 gets a value of 2.37, on indicator 7 gets a value of 2.26, on indicator 8 gets a value of 2.54, on indicator 9 gets a value of 2.59, on indicator 10 gets a value of 2.55.

The results of the external rating of the opportunity factor for indicator 1 get a value of 3.23, while for indicator 2 it gets a value of 2.95, indicator 3 gets a value of 3.07, on indicator 4 gets a value of 3.04, on indicator 5 gets a value of 2.73. On the threat factor indicator 6 gets a rating value of 2.86, on indicator 7 gets a value of 2.84, on indicator 8 gets a value of 3.00, on the indicator gets a

value of 2.89, while for indicator 10 gets a value of 2.97.

3.8 IFAS and EFAS Matrix Analysis

Identification of the internal and external factors of HDL 293 Cilaki Bandung restaurant after being analyzed, then given a weight and rating. The following table arrangement is the result of the analysis that has been carried out at the HDL 293 Cilaki Bandung restaurant which can be used in the implementation of marketing strategies.

The strength and weakness factors have a value of 1.82 and 1.07, where the strength factor of the seafood restaurant HDL 293 Cilaki Bandung is higher than its weakness.

In the indicator of adequate capacity with a total of 120 people, seafood raw materials are obtained from permanent suppliers from Losari, Brebes, Pemalang, Pantura, etc. The location of the HDL 293 Cilaki seafood restaurant is in the center of Bandung City near Gedung Sate which is approximately 1 km. The absence of a signboard on the road to the restaurant causes visitors not to know the exact location, but if accessed using google maps, the location is immediately known. The COVID-19 protocol is well implemented in this restaurant, because before entering every customer, his or her body temperature is checked first. Friendly and fast service makes consumers quite satisfied, as well as inadequate parking space due to the large area of land that consumers often complain about.

The indicator of a comfortable place is evidenced by the condition of the restaurant which is clean and tidy and the COVID-19 protocol is implemented quite well in this restaurant because before entering every customer, his temperature is checked first. Friendly and fast service makes consumers quite satisfied, coupled with the availability of non-cash payment alternatives, making customers have safer payment options because there is minimal direct physical contact. The location of this seafood restaurant HDL 293 Cilaki is in the center of Bandung City near Gedung Sate which is approximately 1 km so it is quite strategic (easy to find). The types of seafood offered also vary because the raw materials are obtained from regular suppliers from Losari, Brebes, Pemalang, Pantura, etc.

Table 9. Internal strategy factors for HDL 293 Cilaki bandung seafood restaurant

No	Strength	Rating	Weight	Weight x Rating
1	Alternative payment by non-cash (debit card, credit, ovo, etc.)	3,30	0,12	0,38
2	A comfortable place (according to the COVID-19 protocol)	3,20	0,11	0,36
3	Satisfactory service	3,13	0,11	0,35
4	Strategic restaurant location (easy to find)	3,10	0,11	0,34
5	Type of food (<i>seafood</i>) offered varies	3,36	0,12	0,40
				1,82
Weakness				
6	Product promotions that are less than optimal	2,37	0,08	0,20
7	No street sign on the way to the HDL 293 Cilaki restaurant	2,26	0,08	0,18
8	Lack of supporting facilities for "fish market"	2,54	0,09	0,23
9	Inadequate parking space	2,59	0,09	0,24
10	Lack of updates on social media	2,55	0,09	0,23
				1,07
Total			1,00	2,89

The absence of a sign on the road to the restaurant makes it impossible for visitors to immediately know the exact location of this restaurant unless accessed using Google Maps. Narrow and inadequate parking spaces are also often complained of by consumers. In addition, the lack of "fish market" promotion facilities and product promotions that are less than optimal, especially on social media are also shortcomings of this restaurant.

The opportunity and threat factors themselves have a value of 1.53 and 1.43 where the opportunity factor for HDL 293 Cilaki Bandung seafood restaurant is higher than the threat.

On the indicator of trust in the taste of food / having a distinctive taste, it is evidenced by customer testimonials that say HDL 293 seafood has a good taste so it is very popular with many people and is widely known for its nutritional content by the public. This is also supported by the name of this restaurant which already has a name/famous. However, the conditions during the COVID-19 pandemic caused the number of visitors to decrease drastically and many additional ingredients such as soy sauce, sauce, and so on were expired. This is also exacerbated by the amount of competition from similar fields and more innovative products coupled with the desire of the people who always want to try other products and the many alternative food products in the local area.

From the analysis above, initial information is obtained that the strength factor is greater than the weakness factor and the influence of the opportunity factor is greater than the threat factor. Therefore, the position of the HDL 293 Cilaki Bandung seafood restaurant is in quadrant 1 which means it is in a growth position, which shows the strong internal condition of the HDL 293 Cilaki Bandung seafood restaurant, and supportive environmental conditions.

3.9 Marketing Development Strategy for Seafood Restaurant HDL 293 Cilaki Bandung

After analyzing the marketing development strategy of the HDL 293 Cilaki Bandung seafood restaurant from internal and external factors, the next step is to combine the IFAS and EFAS values by using the marketing development strategy of the HDL 293 Cilaki Bandung seafood restaurant. Based on the results obtained from internal and external analysis, it is obtained for each factor as follows:

a. Internal Analysis Coordinates

(Total Score of Strengths – Total Score of Weaknesses) : 2

$$= (1.824 - 1.071) : 2 = 0.38$$

b. External Analysis Coordinates

(Total Opportunity Score – Total Threat Score): 2
 = (1,529 – 1,434) : 2 = 0,05

c. So the coordinates are at (0.38 ; 0.05)

Next, the results of these coordinates can be seen in the swot matrix diagram to find out the position of the HDL 293 Cilaki Bandung seafood restaurant.

After knowing the meeting point of the diagonals (X), then the position of the business unit is

known to be in quadrant I, which means that it is in an aggressive position, where this shows the internal condition of the HDL 293 Cilaki Bandung seafood restaurant which is strong with good opportunity conditions.

Quadrant I is a favorable situation because the company has good opportunities and internal strengths, so that with its strengths it can take advantage of existing opportunities to become an advantage for the company. The strategy that must be applied is to support an aggressive growth policy (growth oriented strategy).

Table 10. External strategy factors for HDL 293 Cilaki bandung seafood restaurant

No	Opportunity	Rating	Weight	Weight x Rating
1	Belief in the taste of food / has a characteristic	3,23	0,11	0,35
2	Many people know the nutritional content of <i>seafood</i>	2,95	0,10	0,29
3	Many fans of <i>seafood</i> products	3,07	0,10	0,32
4	Have a name among competitors because it has been established since 1994	3,04	0,10	0,31
5	Own its place	2,73	0,09	0,25
				1,53
Threats				
6	Conditions during the COVID-19 pandemic	2,86	0,10	0,28
7	Competitors from similar fields (<i>seafood</i>)	2,84	0,10	0,27
8	Desire to always try other products	3,00	0,10	0,30
9	Other products that are more innovative	2,89	0,10	0,28
10	The number of alternative food products in the area	2,97	0,10	0,30
				1,43
Total			1,00	2,96

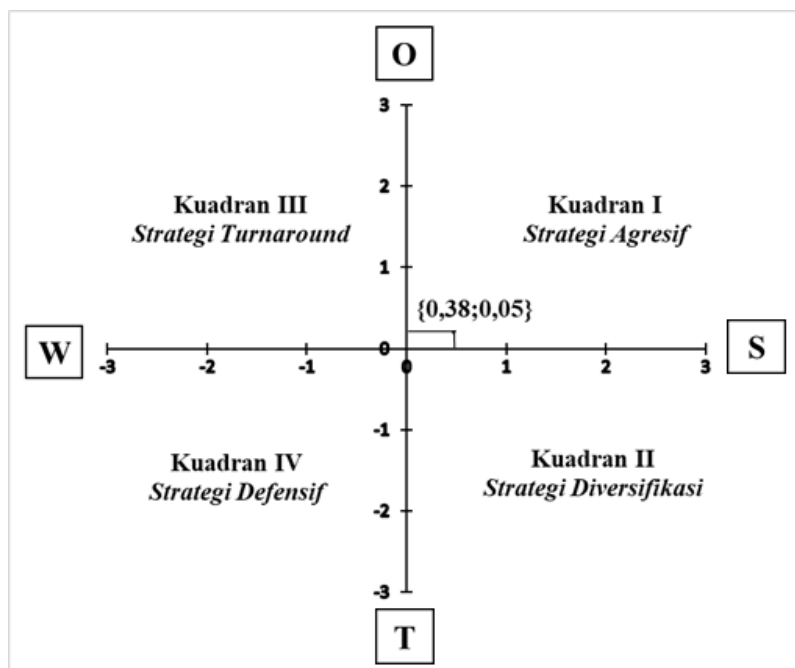


Fig 2. SWOT analysis chart

Table 11. IFAS and EFAS matrix

	Strenght (S)	Weakness (W)
IFAS	Alternative payment by non-cash A comfortable place (according to the COVID-19 protocol) Satisfactory service Strategic restaurant location (easy to find)	Product promotions that are less than optimal No street sign on the way to the HDL 293 Cilaki restaurant Lack of supporting facilities for "fish market" Inadequate parking space
EFAS	Type of food (<i>seafood</i>) offered varies	Lack of updates on social media
Opportunity (O)	Strategy (SO)	Strategy (WO)
Belief in the taste of food / has a characteristic	During the pandemic offer discount promotions from various non-cash payments and various applications (to reduce physical contact). In the post-pandemic continue non-cash payments as recommended payments	
Many people know the nutritional content of <i>seafood</i>	During the pandemic, attracting consumers with safe and comfortable facilities (according to health protocols during the pandemic), in the post-pandemic, they rearrange the restaurant to make it fresher and create a new atmosphere.	
Many fans of seafood products	During the pandemic, they held a package menu promotion for delivery services, while in the post-pandemic they upgraded the package menu for delivery options	
Have a name among competitors because it has been established since 1994	During the pandemic, there are more menu innovations offered so that they are unique from other restaurants, while in the post-pandemic, collaborate with influencers, especially food vloggers to promote restaurants through social media	
Own its place	At the time of the pandemic, it already had a complete license and was registered with a legal institution, so this restaurant was legal. Meanwhile, after the pandemic, create a fish market in the form of an aquarium containing live fish that can be directly selected.	
Threats (T)	Strategy (ST)	Strategy (WT)
Conditions during the COVID-19 pandemic Competitors from similar fields (<i>seafood</i>) Desire to always try other products Other products that are more innovative The number of alternative food products in the area		

3.10 Formulation of Marketing Development Strategy for Seafood Restaurant HDL 293 Cilaki Bandung

Identification of internal and external factors can create four main strategies, namely: SO strategy (Strength and Opportunities), WO strategy (Weakness and Opportunities), ST strategy (Strength and Treats) and WT strategy (Weakness and Treats). The SWOT carried out at the HDL 293 Cilaki Bandung seafood restaurant found that the SO (Strength and Opportunities) strategy was the most appropriate, which in detail can be seen in the following Table 11.

The SO (Strength and Opportunity) strategy is applied where the strength of the restaurant is used to seize the existing opportunities so as to improve the performance of the HDL 293 Cilaki Bandung seafood restaurant. The owner of the HDL 293 Cilaki Bandung seafood restaurant offers discount promotions from various non-cash payments and various applications. Attracting consumers with safe and comfortable facilities is very important in the food & beverage business, especially during the COVID-19 pandemic. Holding a package menu promotion for delivery services, which is very much needed during a pandemic because it is considered simple and more economical. The number of menu innovations offered so that it has a characteristic compared to other restaurants, this is important for a business to have because without character it will not be remembered by consumers so there is no doubt that this business has been around for a long time because consumers always remember the distinctive taste of processed menu at this restaurant. In addition, this restaurant has a complete license and legally registered so that it is trusted for food safety [21].

4. CONCLUSION

The conclusions from the research results from the Marketing Strategy for HDL 293 Cilaki Bandung seafood restaurant in the midst of the Covid-19 Pandemic are:

1. Viewed from the economic and social aspects, this restaurant has a role in economic activity in the city of Bandung, such as employment, cooperation with suppliers such as fishermen and fish auction

places, and a contributor to the Bandung City Government's cash income through local taxes and levies.

2. The internal factors of the HDL 293 Cilaki Bandung seafood restaurant consist of 2 factors, namely the strength factor including: alternative non-cash payments, a comfortable place according to the COVID-19 protocol, satisfactory

service, strategic restaurant location (easy to find), variety of food offered. Then the weakness factors are: less than optimal product promotion, no signage on the road to the HDL 293 Cilaki restaurant, lack of "fish market" supporting facilities, inadequate parking space, lack of updates on social media. External factors owned by seafood restaurant HDL 293 Cilaki Bandung consist of 2 factors, namely the opportunity factor, namely: belief in the taste of food / has a distinctive, many people who are aware of the nutritional content of seafood, many fans of

seafood products, have a name among competitors because it has been established since 1994, privately owned land. Then the threat factors are: conditions during the COVID-19 pandemic, competitors from the same field (seafood), people's desire to always try other products, other products that are more innovative, many alternative food products in the area.

3. The business marketing strategy that can be carried out at the seafood restaurant HDL 293 Cilaki Bandung based on the results of the SWOT analysis entered into the Cartesian diagram obtained coordinates (0.38 ; 0.05) which is in quadrant I where is the SO strategy, which is a strategy where the strengths are owned can take advantage of existing opportunities into profits or called an aggressive strategy (growth oriented strategy). This can be done by: 1) During the pandemic, offering discount promotions from various non-cash payments and various applications (to reduce physical contact), while in the post-pandemic, continuing non-cash payments as a recommended payment. 2) During the pandemic, it attracts consumers with safe and comfortable facilities (according to health protocols during the pandemic), while in the post-pandemic, restaurants rearrange. 3) During the

pandemic, promotion of the package menu for delivery services, while in the post-pandemic, upgrading the package menu for delivery options. 4) During the pandemic, the menu innovations offered are increased so that they are unique from other restaurants, while in the post-pandemic period, they collaborate with influencers, especially food vloggers, to promote restaurants through social media. 5) At the time of the pandemic, they already had a complete license and were registered with a legal institution, so this restaurant was legal. Meanwhile, in the post-pandemic period, the fish market will be created in the form of an aquarium containing live fish that can be directly selected.

DISCLAIMER

The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

CONSENT

As per international standard or university standard, respondents' written consent has been collected and preserved by the author(s).

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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