








Analysis Of “All You Can Eat” Business Strategy Implementation in Bandung City’s Restaurants

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Abstract. The application of the All You Can Eat business strategy in restaurants has garnered significant popularity, where customers are able to partake in unlimited food with a single payment. This study aims to elucidate the aforementioned concept and its impact on increasing sales. The research subjects for this study are culinary entrepreneurs in Bandung who implement the All You Can Eat strategy. The research methodology utilized a qualitative approach, with data collection conducted through semi-structured interviews and analyzed using interactive analysis, comprising of data reduction, categorization, conclusion, and verification. The findings suggest that the implementation of the All You Can Eat business strategy can lead to increased sales, with an average of 500 customers on weekdays and 150 on weekends. Furthermore, restaurants that employ this strategy also place emphasis on service-oriented quality and products that are subject to quality control and internal quality processes.

Keywords: : All You Can Eat, Business Strategy, Sales.

1 Introduction

The food industry in Bandung City is characterized by intense competition. Businesses play a crucial role in the production of goods and services for customers, and they engage in transactions with other entities. In this context, it is essential for managers from various functional areas to collaborate and coordinate their efforts to achieve maximum profits and reach common targets [1]. Business economics typically refers to an enterprise that distributes goods or services to consumers or other businesses for a profit. The term "business" connotes a state of being occupied or engaged, relevant to the involvement of individuals, communities, and society as a whole. Numerous food establishments present a diversity of menus and ideas to attract patrons.

It is not uncommon for certain food businesses to encounter challenges in increasing sales and maintaining a competitive edge. The sales process, which involves the acquisition of goods and services by individuals and groups, is a critical component of marketing and is integral to the promotion of products within a comprehensive marketing strategy [2]. In light of marketing strategy challenges, it was determined that

the All You Can Eat promotional campaign had a notable impact on consumer purchasing choices [3]. It is observed that consumer’s exhibit heightened interest in dining at restaurants that offer All You Can Eat promotions. The All You Can Eat concept operates as a payment system where customers pay a single fee to consume as much food as they desire, subject to the condition that the price of the food has been pre-determined by the restaurant. Prior to partaking, customers are required to pay the established price for the food they intend to consume, after which they may avail of the food in the form of a buffet [4].

Price and food quality are crucial factors that influence customer purchasing decisions, thus, an effective and efficient business strategy is necessary to boost sales and maintain a competitive edge in the food industry in Bandung City. The distinction between corporate-level strategy and business-level strategy lies in the former's focus on improving the competitive position of the company's goods or services in a particular market sector. To effectively implement a business strategy, a company may utilize Strategic Business Units (SBUs) [5], which typically possess several defining characteristics: (1) have a mission and strategy; (2) produce goods or services in line with the mission and strategy; (3) produce goods or services in detail; (4) competition with clearly known parties. The research objectives for this study include the problem formulations and concept implementation in the All You Can Eat business. The research subjects are food businesses in Bandung, particularly those that employ the All You Can Eat business strategy. The implementation of this research will result in a comprehensive understanding and potentially provide the appropriate solution or business strategy.

2 Method

The research utilized a qualitative methodology, which is geared towards explicating the state of an object or event's original condition or meaning [6]. The data was collected through interviews, with a semi-structured format that incorporated both structured and unstructured questions of both standard and open-ended nature [7]. The interviews were conducted via WhatsApp voice chat due to circumstances that precluded in-person interviews. The study involved two informants from Restaurant A and Restaurant B, and efforts to recruit additional informants from other All You Can Eat-type restaurants in Bandung were unsuccessful due to licensing issues and lack of response from relevant parties. The research was conducted in Bandung, a city renowned for its diverse culinary offerings. As for identity of the informants shown in Table 1. as follows:

Table 1. Informants Identity

No	Informant's Initial	Position	Brand Restaurants	Year Founded
1	RAM	Owner	Restaurant A	2022
2	SR	Admin and Operations	Restaurant B	2018

On May 15th and May 18th, 2023 interviews were conducted. The data analysis technique utilized in this research employed the Milles and Huberman model data interactive analysis procedure [8]. The credibility test employed in this study was technical triangulation, during which the data credibility was established by verifying it through multiple techniques, such as comparing the documentation of the prospect of the number of restaurant consumers with the concept of "All You Can Eat".

3 Result and Discussion

Based on the results of the interviews, some information was obtained from the informants as follows.

Service at an All You Can Eat (AYCE) Restaurant

Based on the results of interviews with both informants, the service strategy provided is customer-oriented, where the restaurant never differentiates the background of customers. In quality, there are dimensions of customer satisfaction consisting of empathy, assurance, tangible, reliability, and responsiveness [9]. In line with one study that shows service quality has a significant partial effect on customer satisfaction in All You Can Eat type restaurants [10]. In addition, one of the informants applies a buffet or self-service system in its service strategy. A buffet system with self-service combined with moral persuasiveness and discounts will also result in the least amount of food waste [11]. In addition, a study mentioned that self-service service quality simultaneously affects customer satisfaction through testing functional, enjoyment, convenience, and assurance variables [12]. Services that are considered good by both informants are solely not only to provide satisfaction to customers, but from an economic point of view, they can also increase sales. In addition, a study also states that consumers with different characteristics have different limits so that at the same level of satisfaction value, the repurchase value is systematically different among different customer groups, meaning that customer satisfaction has a positive and significant influence on customer consumption behavior, where satisfied customers tend to buy more products and more often to increase sales [13].

Both informants have different strategies when dealing with customers who are in a bad mood. One informant mentioned that when the restaurant has customers in a bad mood, the service will provide entertainment by saying something humorous to the customers. While other informant welcome visitors in a friendly manner, fulfill all customer wishes, and provide comfort to restore the customer's mood. This strategy is in line with research which states that emotion has a partially significant effect on customer satisfaction [14]. Meanwhile, for the ordering process, both informants use social media such as Instagram and WhatsApp as a liaison with consumers when they want to make an order or reservation.

Restaurant Promotion Strategy All You Can Eat (AYCE).

The results of our interviews with two informants have revealed that both restaurants utilize social media as a part of their promotional strategies, with Instagram serving as a primary platform for disseminating information about services, food, and promotions. One of the informants also employs the use of influencer services to attract potential customers. It is important to note that the promotion strategy is inherently linked to marketing communication, which serves as a medium for companies to provide information, extend invitations, and remind customers about their brands in both direct and indirect ways [15]. Business actors choose to carry out promotions using social media due to several factors, one of which is low cost. Promotions carried out on social media tend to require low costs compared to using other media [16]. Apart from using social media to carry out promotional strategies, the prices offered by the two informants can also be used for promotion. The price offered based on data from informants is not much different. Price is the amount of payment for a good or service to consumers [17]. This strategy is in line with research which states that affordable prices can attract consumers to visit and can also compete with other restaurants [18].

Consumer Purchase Interest in All You Can Eat (AYCE) Type Restaurants.

Based on the results of interviews with the two informants, there is a significant difference in consumer buying interest between Restaurant B and Restaurant A. Specifically, Restaurant B experiences a considerable increase in the number of visitors on weekend days. The informants reported that on average, 40-50 people and even 100-150 people visit the restaurant on weekends, indicating a higher level of consumer interest on these days. Conversely, Restaurant A has a consistent daily visitor count of 500, as reported by the informant, with no significant fluctuations over time. Despite this lack of change, the steady number of diners still demonstrates the restaurant's ability to attract consumers. It is important to note that maintaining consumer interest and satisfaction is crucial for business success, and Restaurant A's consistent visitor count highlights the importance of maintaining existing customer relationships.

The primary distinction between Restaurant A and Restaurant B lies in the trend of consumer buying interest. Restaurant B experiences a rise in the number of patrons on weekends, indicating a growing fascination from customers at these times. Conversely, Restaurant A has a consistent customer count every day, indicating steady interest in the establishment. Restaurant B has implemented special promotions and activities on weekends to attract more customers, while Restaurant A has built a strong reputation and drawn in customers with its All You Can Eat concept. Both restaurants must understand and manage their customers' buying interests. In summary, Restaurant B experiences a surge in customers' buying interest, particularly on weekends, while Restaurant A has a consistent and steady buying interest from customers. This variation can be attributed to various factors such as promotions, food quality, location, or restaurant reputation. For both establishments, it is crucial to continue to comprehend and fulfill customers' preferences and provide a positive experience to maintain purchase intention and customer satisfaction.

Financial Strategies in an All You Can Eat (AYCE) Restaurant.

Based on the interviews with the two informants, there exist disparate financial strategies between Restaurant A and Restaurant B. Specifically, Restaurant B does not disclose the specific net profit earned each month due to confidentiality reasons. The informants noted that the net profit earned by Restaurant B varies based on the number of branches that are operational. In contrast, Restaurant A is said to earn a steady net profit of 15 million rupiah per month. It is unclear whether this net profit continues to increase, but the figures indicate a stable and healthy income for this restaurant. In terms of financial strategy, Restaurant A appears to prioritize maintaining a consistent net profit by optimizing operating costs and managing financial aspects prudently.

Both restaurants require a well-devised financial strategy to ensure long-term success. It is imperative for Restaurant B to ensure that each of their branches generates sufficient net profit and can sustain their operations. Conducting proper evaluation and management of each branch can aid in improving their financial performance. As for Restaurant A, they must focus on maintaining the stability of their net profit. This can be achieved through prudent financial management, optimization of operating costs, and regular monitoring of their financial performance. By doing so, they can ensure that their revenue remains stable and their net profit remains healthy.

All You Can Eat (AYCE) Business Planning.

Based on the results of interviews with both informants, there are similarities in the business planning strategies employed by All You Can Eat type restaurants. Both informants note that these businesses target specific customer segments and offer a wide variety of affordable food choices and unique experiences to attract customers. However, when it comes to future plans for improving quality and customer satisfaction, there are differences between the two restaurants. Restaurant B does not have specific plans and relies on customer feedback to make improvements, while Restaurant A is focused on innovation to maintain their competitive edge. These insights were gathered from interviews with both informants and suggest that All You Can Eat type businesses should focus on market analysis, location selection, staff recruitment, stock management, and marketing strategy to ensure success.

Pros and Cons of All You Can Eat (AYCE).

With the results of interviews with both informants, both restaurants face difficulties and shortcomings of different types of All You Can Eat restaurants. Restaurant B is said to have difficulties in dealing with the government related to matters concerning official permits such as operating licenses or selling licenses, while Restaurant A faces the biggest challenge in customer service to ensure customer satisfaction to return to the restaurant. As for the advantages of these two restaurants, they both offer free fines related to time rules and food that is not finished. Generally, All You Can Eat type restaurants apply a fine or sanction system if the proposed conditions are violated, but Restaurant A and Restaurant B do not apply this. Both restaurants elimi-

nate the fine if the food taken is not finished and also eliminates the penalty if the customer eats more than the set duration.

All You Can Eat (AYCE) Business Strategy.

Based on the results of interviews with both informants, the two restaurants have their respective strategies starting from the achievements obtained by the two restaurants. Restaurant B by implementing a business strategy which implementing services to consumers like their own friends with a strategy so that consumers feel comfortable when visiting. Unlike the case with Restaurant A where this restaurant does business strategy by building a brand that is popular among the public, it can be achieved because of doing a very good promotion and good restaurant quality as well and also reinforcing by being the most popular restaurant in Cimahi City.

Both restaurants apply the same business strategy, namely by applying low or affordable prices for consumers so that it will attract interest for consumers to come. Using this strategy has proven to be able to attract consumer interest but must also think about the quality of the food served. With an average price offered of no more than 100 thousand rupiahs per person with an unlimited menu or portion. This proves that consumers are interested in the prices offered by these restaurants. These two restaurants also do not differentiate the rates or prices that must be paid if you want to visit during lunch, dinner, and on weekends. Based on the results of the interview, it can be concluded that the two restaurants have a business strategy that is similar, there are only differences in terms of the achievements obtained by the two restaurants. This can prove that the restaurant All You Can Eat restaurant implements a business strategy by selling at an affordable price to attract consumers to buy.

All You Can Eat (AYCE) Production Strategy.

Based on the results of interviews from both informants in the All You Can Eat production strategy in quality production, both have different opinions. Firstly, Restaurant B applies Inventory Control (IC) and Quality Control (QC) to suppliers to ensure that the products produced meet high-quality standards. In addition, they also apply strict quality control to the food ingredients used in their production. All food ingredients used must meet predetermined quality standards and be tested regularly to maintain their quality. Thus, they choose quality ingredients for their customers. Secondly, Restaurant A does not explain in detail the production of food ingredients, but they always pay attention to the quality of food ingredients used in every dish served to customers. In organizing the quality and quantity of food so that it is maintained even though the visitors are very many, both differ in opinion, first Restaurant B argues that seeing the conditions at a certain time, but they have prepared well. In this situation, they can manage it very well. Secondly, Restaurant A did not explain in detail the quality and quantity of food to be maintained. Based on the results of the interview, it can be concluded that there are different opinions on the production strategy of All You Can Eat restaurants. Restaurant B uses quality products as food ingredients and manages the quality and quantity of food well according to the conditions at any given time. Whereas Restaurant A chooses quality branded food ingredi-

ents and does not explain in detail the production of its food ingredients. However, they both pay attention to their customers' food quality.

4 Conclusion

Based on the results of the study, several conclusions were drawn: 1) Service in All You Can Eat restaurants is oriented towards customer satisfaction. One of the informants applies self-service or buffet in its service. As a marketing strategy, the restaurant uses social media for promotion and booking reservations, 2) Consumer buying interest has increased, especially on weekends, reaching 150-500 people even though the number of consumers is not stable, 3) The net profit earned by one of the informants is IDR 15 million per month, 4) In business planning, market observation is carried out, setting consumer targets, and setting affordable prices, 5) The business strategy applied is to set affordable prices to attract consumer buying interest, 6) In maintaining the quality of its products, one of the informants conducts Quality Control. Quality Control and Inventory Quality to raw material suppliers.

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