Analysis of the Menus' Factors that are Influential in Determining the Marketing Mix: an Empirical Study on Mawar Saron Restaurant in Puri Saron Hotel Seminyak - Bali

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Abstract
In the global tourism sector, food and beverage menus no longer play a supporting role. In contrast, food occupies a central position both in determining tourists' decision-making to travel and vacation experiences. The purpose of this study was to determine the level of popularity of the menu and the profit level of the menu at Mawar Saron Restaurant. In addition, this study also aims to determine what marketing strategies are appropriate to use to increase sales results according to the menu category. The data analysis technique used in this study is the engineering menu analysis technique which consists of 12 steps. The results of research on the Mawar Saron Restaurant in Puri Saron Seminyak can be seen that 32% or 16 menu items of the entire a la carte menu offered belong to the star menu class (popular and profitable), 26% or 13 menu items belong to the Plowhorse menu class (popular but unprofitable).) and 20% or 10 menu items belong to the Puzzle menu class (less popular but profitable). While 22% or 11 menu items belong to the Dog menu class (less popular and less profitable). Management policies implemented in increasing food sales are maintaining food quality and price for the star group, increasing food quality and selling price of food for the plowhorse group, improving food raw materials so as to reduce food prices for the puzzle group and evaluating materials, services, promotions and food prices for the dog category.

Keywords: Menu popularity, Food Cost, Margin Contribution
INTRODUCTION

Changes in consumer behavior in the pandemic era until the new normal era have triggered actors in the tourism sector to continue to think and study to stimulate the growth of tourist visits. Bali as an international tourist destination that relies on the tourism sector and as one of the largest contributors to Indonesia's foreign exchange from tourism certainly also seeks to be able to revive the tourism sector. Bali has attractive tourism potential supported by panoramas and native culture that make Bali Island included in the list of the best destinations from other popular tourist destinations around the world. An increasing number of tourists who come to Bali opens the opportunity for the local people to work in tourism objects (Anggayana, Nitiasih, Budasi, 2016). To restore the confidence of tourists visiting Bali, the government and stakeholders are trying in various ways to take action as a tourism recovery strategy such as implementing health protocols, implementing CHSE, to intensifying mass media coverage regarding destinations, activities, to re-elevating Balinese culture through digital news.

In order to revive tourism conditions in the new normal era in Bali, tourism marketers can prepare marketing plans. As a fundamental marketing plan, the marketing mix can be applied by taking into account the 7P, Product, Price, Place, Promotion, Process, Physical Evidence, and People (Lupiyoadi, 2013: 92). Additional marketing mix elements in the form of Programs and Packages, is also an important component and needs to be considered in an effort to stimulate tourism. For example, in terms of products, namely offering a variety of food and drinks in restaurants as an effort to increase the desire to travel. Research by Richard (2009) states that one of the most enjoyed experiences by tourists tends to come from small-scale tourist attractions, offering a reflection of local and authentic culture. More and more tourists want to experience local culture, live like a local and dig deeper into the areas visited. Based on data from tourism and creative economy statistics for 2020, for three of the 16 creative economy sub-sectors, culinary is in first place contributing the largest gain, namely 2.95%, while fashion contributes 1.30%, and crafts contributes 1.08%. According to Hartomo and Cahyadin (2013) indicators of sustainability in the creative economy are production; market and marketing; management and finance; government policy; and business partnerships.

According to Nurdiyansyah (2014; 139) local culinary is food and drink that is commonly consumed by the local community with a distinctive taste that is accepted by certain communities. Food is a tradition, what's interesting about food is the process and
role of food in various traditional rituals and ceremonies that have been passed down from generation to generation and ancient recipes in food processing are being passed down from generation to generation. Food can also be seen as a form of mixing various cultures or acculturation according to the origin of tourists, both from Indonesia and abroad. Besides, as a tourist destination, English must also be considered to support the success of communication with foreign tourists. English is an essential aspect of communication. English exists as a global language. Therefore English is widely regarded as a global language (Anggayana, Nitiasih & Budasi, 2016). It is even known as an international language (Asriyani, Suryawati & Anggayana, 2019). It is done to minimize errors in grammar or English grammar aspects, such as the use of tenses in sentences (Lindawati, Asriyani & Anggayana, 2018).

The skills and components of the language contained in them are still general and less relevant to the needs of student (Sudipa, Susanta, & Anggayana, 2020). Grammar is a set of rules contained in certain languages (Lindawati, Asriyani & Anggayana, 2019). It is possible to develop their communicative competence in four language skills, namely listening, speaking, reading, and writing skills (Asriyani, Suryawati & Anggayana, 2019).

The primary energy source in terms of language sounds is the presence of air through the lungs (Anggayana, Suparwa, Dhanawaty, & Budasi, 2021). Languages studied can contribute to the Language Development and another researcher around the world (Anggayana, Suparwa, Dhanawaty, & Budasi, 2020).

Even though Indonesia consists of various dialects, it is not an obstacle (Anggayana, Budasi & Suarnajaya, 2014). Speaking English has become a conversation that is often done by foreign tourists (Anggayana, Budasi, & Kusuma, 2019). In these services, facilities, and service quality spearhead in terms of giving a good impression of service (Anggayana & Sari, 2018). In the cultural tourism industry is included (Redianis, Putra & Anggayana, 2019). Since Balinese people conduct many cultural and religious activities (Budasi, Satyawati, & Anggayana, 2021).

The tourism sector can provide economic, social and cultural benefits for all stakeholders of tourism stakeholders (Osin, Pibriari & Anggayana, 2019). One of the developments in tourism is to open opportunities for the millennial generations to conduct tourism in tourism village synergizing different parties, namely, the community and the Government (Osin, Purwaningsih, & Anggayana, 2021). Observing the growth and development of world tourism which continues to move dynamically and the tendency of tourists to travel in various different patterns is an opportunity as well as a challenge for all
destinations (Suarthana, Osin, & Anggayana, 2020). It is not surprising that the tourism industry is an important economic sector, where most people work in the tourism industry (Budasi & Anggayana, 2019). The progress of a nation is largely determined by the quality of education of its population (Anggayani & Osin, 2018).

The tourism sector continues to be encouraged because this sector is a mainstay in generating public income and foreign exchange for the country (Suryawati, & Osin, 2019). The development of tourism industry will affect the increasing income of the community around attractions and the creation of employment opportunities (Osin, Kusuma, & Suryawati, 2019). Many language expressions can be used to greet and offer help to the customers. In using those expressions, choosing the proper expression that suits the situation and the degree of the formality is essential (Anggayana, 2022).

The interests of tourism began to explore the potential of the region and as much as possible to package it into alternative tourism products (Suryawati, Dewi, Osin, & Anggayana, 2022). The existence of the tourism industry today has increased significantly both in quantity and quality, which is able to make an economic contribution to the country’s foreign exchange (Osin, Pibriari & Anggayana, 2020). Produces rules relating to the use and use of language on hospitality students. It uses theories and other disciplines related to the use of language is essential (Anggayana, 2022). Everyday hospitality students on campus attend lectures and practice according to their respective majors. There are still many found that errors in writing. This is very important to study, considering that hospitality students will often communicate with foreign guests, using English (Anggayana & Wartana, 2022).

Technology in this era is increasingly growing, advanced and modern. This requires the existence of quality human resources. Qualified humans are expected to be able to participate in the development of a country (Sengkey, Osin, & Anggayana, 2022).

Culinary tourism has complementary characteristics with economic activities and other tourism segments. Destination management organizations (DMOs) often integrate culinary tourism with art, music, festivals and destination events to add to their various effects. The tourism industry is a collection of tourism businesses that are interrelated in order to produce goods and/or services to meet the needs of tourists in implementing tourism. The need to eat and drink is the need of everyone, including tourists. To win the competition, Puri Saron Seminyak hotel management prepares quality food and beverage services that are expected to satisfy guests who come and stay. Food and drinks are prepared according to the needs and desires of guests at competitive prices. In addition, the type of service and service quality are always considered. This can be done by establishing
operational service standards (SOP) that are implemented in the restaurant. All employees are given training both in knowledge of the menu being sold, skills in communication and serving food and drinks. Mawar Saron Restaurant is one of the many restaurants located on Jalan Camplung Tanduk, Seminyak. This restaurant can accommodate up to 200 guests for a seating party and 600 people for a standing party. With the restaurant’s capacity, this restaurant deserves to be analyzed for its menu. Marsum (2005:7), "states that "Restaurant is a place or building that is organized commercially, which provides good service to guests, both in the form of food and drinks". Meanwhile Soekresno (2001: 16), argues that "Restaurant is a commercial business that provides food and beverage services for the public and is managed professionally." and drinks and other facilities intended for the public who want to get services food and Drink.

Food and drinks sold in the restaurant will be written in a book known as the menu. According to Sugiarto and Sulastriningrum (2001: 106), in general a menu is a list of food available in a restaurant which is shown to guests when visiting a restaurant, the menu list is used as a provider of information about the types of food sold in the restaurant and the prices that can be purchased, selected according to the wishes of the guest. Menus offered to guests consists of 2 types, namely the ala carte menu, which is a type of menu consisting of many choices and each has its own price, as well as the set menu or table d’hote menu, which forms a set menu with one price. Every company needs a marketing management to promote the product or menu offered. According to Kotler and Keller (2007) defines marketing management as the art and science of choosing target markets and getting, keeping, and growing customers by creating and communicating superior customer value. The marketing mix is a set consisting of product, price, promotion, distribution, related people, physical facilities and processes in which it will determine the level of marketing success and all of that is aimed at getting the desired response from the target market. As for tourism communication through the promotion mix by utilizing digital media that can be done by maximizing company target communication, personal promotion, sales promotion, conducting public relations, direct marketing, and strengthening branding. Online marketing through various platforms such as Facebook, YouTube, WhatsApp, Instagram, TikTok, Messenger, blogs, and destination websites from both the government and tourism actors needs to be optimized. In increasing sales, company management can develop a marketing mix strategy or marketing mix. According to Basu Swastha (2002: 42) the marketing mix is a combination of four variables or activities which are the core of the company’s marketing system namely products, price structure, promotional activities and distribution systems.
Based on the existing problems, this research was conducted to conduct menu analysis to find out which foods are preferred (have a high level of popularity), which foods can bring maximum profit and to find out whether the menu conditions are still relevant to be offered to consumers.

Based on the background, the framework for this research can be presented, namely:

![Diagram of Research Framework]

**METHOD**

In this study the menu is the variable with four sub-variables. These four sub-variables will later be used to analyze menus in determining the marketing mix strategy at Mawar Saron Restaurant using Menu Engineering. The four sub variables are Menu Mix, Selling Price, Food Cost and Contribution margin. What is meant by Menu Mix is a number indicating the number of portions sold from each of the offered menus. Food Cost is the amount of money spent to buy the raw materials used in making a dish, while Contribution margin is the percentage of profit earned from each food. Selling price is the price that must be paid by consumers for all types of food sold.

The elements of the service marketing mix according to Kotler and Fox in (Lupiyoadi, 2013: 92) can be explained as follows:

1. **Product**

   The product is the whole concept of an object or process that provides a number of value benefits to consumers. What needs to be considered in the product is that
consumers do not only buy the physical product from the product itself but buy the benefits and value of the product which is called the offer.

2. Price

The pricing strategy is very significant in consumer purchasing decisions and affects product image. Policy strategies and tactics such as price levels, payment terms and discounts are considered by consumers in choosing the products offered.

3. Promotion

Promotion includes various methods of communicating service benefits to potential customers. These methods usually consist of advertising, sales promotion, personal selling, and public relations so as to introduce and show the service itself.

4. Place

Place in services is a combination of location and decisions on distribution channels, in this case related to how to deliver services to consumers and where strategic locations are located.

5. Process

The production or operational process is an important factor for consumers. Restaurant customers for example are greatly affected by their serving staff and the length of time they wait during the production process.

6. People

In relation to service marketing, the people who directly handle consumers in marketing activities are certainly very influential on the quality of the service itself. Therefore every service organization must clearly define what is expected of each employee in interacting with customers.

7. Physical evidence

Physical evidence is the physical environment where services are created and directly interacted with by consumers.

The data collection method used in this study is Observation, namely data collection through direct observation of the object of research, Interview is data collection that is carried out by direct question and answer with the leadership and documentation, namely data collection by looking at documents or records such as menus, lists food recipes and history of sales.
In analyzing the data using engineering menu analysis techniques, Schwartz (2006) menu engineering is a scientific approach that is used to classify products in a menu into four categories that can determine what will be done with a menu to generate more profit. Engineering analysis technique is an evaluation tool for analyzing menus mathematically and logically used by management so that the menu offered is more in line with the tastes or interests of prospective customers so that the menu can be better known and can provide maximum benefits.

The steps are as follows:

1. Identify menus. Writes and groups all the names of the menus that appear from the menu list
2. Record the number of food portions sold from each menu (menu mixes)
3. Calculating the proportions of menu mixes (MM) with the formula:
   \[ \text{MM}\% = \frac{\text{Menu item sales}}{\text{Total number sold}} \times 100\% \]
4. Menu Mix percentage category (MM\% Category), menu mix percentage MM\% achievement rate. This achievement is determined by multiplying 70\% by one per the number of menus analyzed (1/N)
   \[ \text{MM}\% \text{ achievement} = \frac{1}{N} \times 70\% \times \text{Total MM} \]
5. Record the selling price of the menu
6. Determine the standard cost of food which is a combination of standard recipe costs, garnish costs and supplemental costs
7. Calculating Contribution Margin (CM) with the formula:
   \[ \text{CM} = \text{Selling Price} - \text{Food Cost} \]
8. Determine the total revenue (total revenue) of each food with the formula:
   \[ \text{Total revenue} = \text{Selling price} \times \text{menu mix} \]
9. Determine the total cost of goods (total food cost) of each food using the formula:
   \[ \text{Total food cost} = \text{Basic price} \times \text{menu mix} \]
10. Determine the total contribution margin (Total CM) using the formula:
    \[ \text{Total CM} = \text{CM} \times \text{menu mix} \]
11. Determine the contribution margin category
    \[ \text{Average CM} = \frac{\text{Total CM}}{\text{Total Number of Menu mixes}} \]
12. Classify each food according to the percentage category of the menu mix (MM %) which shows the popularity of the menu and the contribution margin (CM) category which shows the profit level.

1. Dog (dog): low MM% and low CM
2. Puzzle (puzzle): low MM% and high CM
3. Plowhorse (horse): high MM% and low CM
4. Star (star): high MM% and high CM

FINDING AND DISCUSSION

To answer the formulation of the problem stated above, an analysis of the menu or type of food sold at the Mawar Saron Restaurant in Puri Saron Seminyak was carried out, totaling 50 items using an engineering menu analysis technique consisting of 12 steps. Then the results of each food menu item analyzed can be grouped as follows:

1. Star Group

   The star group is a type of food that has a high level of popularity (High) and has a high Contribution Margin (High). Of the 50 foods that were analyzed, there were 16 foods that were classified as stars with their percentages:

   \[
   \frac{16}{50} \times 100\% = 32\%
   \]

   16 items or 32% type of dishes for the star group is Low-fat Chicken Caesar Salad, Fried spring roll, calamari & onion ring, spaghetti carbonara, classic of pumpkin soup, tomato sup, beef/chicken teriyaki, tenderloin of beef pepper sauce, apple pie ala mode, cream caramel, banana split, club sandwich, fillet of beef tenderloin sandwich, hot dog, and burger.

2. Plowhorse Group

   Types of food that are in the horse category have a high level of popularity (High) but are less profitable (Low). Of the 50 foods analyzed, 13 foods were classified as plowhorse or percentage

   \[
   \frac{13}{50} \times 100\% = 26\%
   \]

   13 items or 26% type of dishes for the plowhorse group is Greek salad, spaghetti aglio olio, mushroom soup, chicken curry, sate ayam, fillet of fish miniere, wienet schnitzel, chicken Florentine, chicken Gordon bleu,, mixed fresh fruits, banan fritter, ice cream sundies, blt sandwich.
3. **Puzzle Group**

Types of food that are in the puzzle category have a low level of popularity (Low) but provide high profits (High). Of the 50 foods analyzed, 10 foods were classified as puzzles or percentages:

\[
10 \times 100\% = 20 \%
\]

10 items or 20% type of dishes for the puzzle group is seafood cocktail, thai seafood salad, pork picata milanaise, cream of chicken soup, entrecote Tyrolienne, beef and tzatziki wrap, chicken and tzatziki wrap, beef quesadillas, nachos pico de gallo, chicken quesadillas.

4. **Dog Group**

Types of food that are in the horse category have a low level of popularity (Low) and are also less profitable (Low). Of the 50 foods analyzed, 11 foods were classified as dog or percentage

\[
11 \times 100\% = 22 \%
\]

11 items or 22% type of dishes for the dog group is chicken Hawaiian salad, organic green salad, penne al suzo, tom yam goong, oriental chicken, aussie barbeque sauce, original beef Australian grill, Balinese grill sausage, crepe normande, coupe st jacquest, bruschetta.

**Tabel 1 Engineering Menu Analysis Calculation Results on Starter category**

<table>
<thead>
<tr>
<th>No</th>
<th>Menu Item</th>
<th>MM</th>
<th>MM %</th>
<th>MM Category</th>
<th>Selling Price</th>
<th>Food Cost</th>
<th>CM Category</th>
<th>Selling Price</th>
<th>Food Cost</th>
<th>Total Revenue</th>
<th>Total Food Cost</th>
<th>Total CM</th>
<th>CM %</th>
<th>CM Category</th>
<th>Menu Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Spaghetti Bolognaise</td>
<td>53</td>
<td>0.3</td>
<td>H</td>
<td>Rp.70.000</td>
<td>Rp.21.000</td>
<td>Rp 49.000</td>
<td>Rp 3.710.000</td>
<td>Rp 1.113.000</td>
<td>Rp 2.597.000</td>
<td>0.32</td>
<td>H</td>
<td>Star</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Spaghetti Carbonara</td>
<td>51</td>
<td>0.29</td>
<td>H</td>
<td>Rp.70.000</td>
<td>Rp 21.00</td>
<td>Rp 49.000</td>
<td>Rp 3.570.000</td>
<td>Rp 1.071.000</td>
<td>Rp 2.499.000</td>
<td>0.31</td>
<td>H</td>
<td>Star</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Spaghetti Aglio Olio</td>
<td>40</td>
<td>0.23</td>
<td>H</td>
<td>Rp.60.000</td>
<td>Rp 18.00</td>
<td>Rp 42.000</td>
<td>Rp 2.400.000</td>
<td>Rp 720.000</td>
<td>Rp 1.680.000</td>
<td>0.21</td>
<td>L</td>
<td>Plowhorse</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Penne Al Suzo</td>
<td>19</td>
<td>0.11</td>
<td>L</td>
<td>Rp.60.000</td>
<td>Rp 18.00</td>
<td>Rp 42.000</td>
<td>Rp 1.140.000</td>
<td>Rp 342.000</td>
<td>Rp 798.000</td>
<td>0.10</td>
<td>L</td>
<td>Dog</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Pork Picata Milanaise</td>
<td>9</td>
<td>0.05</td>
<td>L</td>
<td>Rp.70.000</td>
<td>Rp 21.00</td>
<td>Rp 49.000</td>
<td>Rp 630.000</td>
<td>Rp 189.000</td>
<td>Rp 441.000</td>
<td>0.06</td>
<td>H</td>
<td>Puzzle</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Total</td>
<td>172</td>
<td>0.98</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Rp 8.015.000</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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### Tabel 2 Engineering Menu Analysis Calculation Results on Pasta Italian Cuisine category

<table>
<thead>
<tr>
<th>No</th>
<th>Menu Item</th>
<th>MM</th>
<th>MM %</th>
<th>MM Category</th>
<th>Selling Price</th>
<th>Food Cost</th>
<th>CM</th>
<th>Total Revenue</th>
<th>Total Food Cost</th>
<th>Total CM</th>
<th>CM %</th>
<th>CM Category</th>
<th>Menu Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Classic of Pumkin Soup</td>
<td>28</td>
<td>0.28</td>
<td>H</td>
<td>Rp.45.000</td>
<td>Rp.11.700</td>
<td>33.300</td>
<td>Rp 1.260.000</td>
<td>Rp 327.600</td>
<td>932.400</td>
<td>0.29</td>
<td>H</td>
<td>Star</td>
</tr>
<tr>
<td>2</td>
<td>Tomato Soup</td>
<td>27</td>
<td>0.27</td>
<td>H</td>
<td>Rp. 45.000</td>
<td>Rp 11.700</td>
<td>33.300</td>
<td>Rp 1.215.000</td>
<td>Rp 315.900</td>
<td>899.100</td>
<td>0.28</td>
<td>H</td>
<td>Star</td>
</tr>
<tr>
<td>3</td>
<td>Mushroom Soup</td>
<td>29</td>
<td>0.29</td>
<td>H</td>
<td>Rp.40.000</td>
<td>Rp 10.400</td>
<td>29.600</td>
<td>Rp 1.160.000</td>
<td>Rp 301.600</td>
<td>858.400</td>
<td>0.27</td>
<td>L</td>
<td>Plowhorse</td>
</tr>
<tr>
<td>4</td>
<td>Cream of Chicken Soup</td>
<td>14</td>
<td>0.14</td>
<td>L</td>
<td>Rp.50.000</td>
<td>Rp 13.000</td>
<td>37.000</td>
<td>Rp 700.000</td>
<td>Rp 182.000</td>
<td>518.000</td>
<td>0.16</td>
<td>H</td>
<td>Puzzle</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>98</td>
<td>0.98</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3,207.900</td>
<td>1.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Tabel 3 Engineering Menu Analysis Calculation Results From The Kettle category

<table>
<thead>
<tr>
<th>No</th>
<th>Menu Item</th>
<th>MM</th>
<th>MM %</th>
<th>MM Category</th>
<th>Selling Price</th>
<th>Food Cost</th>
<th>CM</th>
<th>Total Revenue</th>
<th>Total Food Cost</th>
<th>Total CM</th>
<th>CM %</th>
<th>CM Category</th>
<th>Menu Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Seafood Coctail</td>
<td>24</td>
<td>0.09</td>
<td>L</td>
<td>Rp.60.000</td>
<td>Rp 19.200</td>
<td>Rp 40.800</td>
<td>Rp 1.440.000</td>
<td>Rp 460.800</td>
<td>979.200</td>
<td>0.09</td>
<td>H</td>
<td>Puzzle</td>
</tr>
<tr>
<td>2</td>
<td>Greek Salad</td>
<td>37</td>
<td>0.13</td>
<td>H</td>
<td>Rp. 45.000</td>
<td>Rp 14.400</td>
<td>Rp 30.600</td>
<td>Rp 1.665.000</td>
<td>Rp 532.000</td>
<td>1,132.200</td>
<td>0.11</td>
<td>L</td>
<td>Plowhorse</td>
</tr>
<tr>
<td>3</td>
<td>Chicken Hawaiian Salad</td>
<td>16</td>
<td>0.06</td>
<td>L</td>
<td>Rp.50.000</td>
<td>Rp 16.000</td>
<td>Rp 34.000</td>
<td>Rp 800.000</td>
<td>Rp 256.000</td>
<td>544.000</td>
<td>0.05</td>
<td>L</td>
<td>Dog</td>
</tr>
<tr>
<td>4</td>
<td>Organic Green Salad</td>
<td>10</td>
<td>0.04</td>
<td>L</td>
<td>Rp.45.000</td>
<td>Rp 14.400</td>
<td>Rp 30.600</td>
<td>Rp 450.000</td>
<td>Rp 144.000</td>
<td>306.000</td>
<td>0.03</td>
<td>L</td>
<td>Dog</td>
</tr>
<tr>
<td>5</td>
<td>Low-Fat Chicken Caesar Salad</td>
<td>26</td>
<td>0.09</td>
<td>H</td>
<td>Rp. 60.000</td>
<td>Rp 19.200</td>
<td>Rp 40.800</td>
<td>Rp 1.560.000</td>
<td>Rp 499.200</td>
<td>1,060.800</td>
<td>0.10</td>
<td>H</td>
<td>Star</td>
</tr>
<tr>
<td>6</td>
<td>Thai Seafood Salad</td>
<td>15</td>
<td>0.05</td>
<td>L</td>
<td>Rp 55.000</td>
<td>Rp 17.600</td>
<td>Rp 37.400</td>
<td>Rp 825.000</td>
<td>Rp 264.000</td>
<td>561.000</td>
<td>0.05</td>
<td>H</td>
<td>Puzzle</td>
</tr>
<tr>
<td>7</td>
<td>Fried Spring Roll</td>
<td>106</td>
<td>0.38</td>
<td>H</td>
<td>Rp.55.000</td>
<td>Rp 17.600</td>
<td>Rp 37.400</td>
<td>Rp 5,830.000</td>
<td>Rp 1,865.600</td>
<td>3,964.400</td>
<td>0.38</td>
<td>H</td>
<td>Star</td>
</tr>
<tr>
<td>8</td>
<td>Calamari &amp; Onion Ring</td>
<td>44</td>
<td>0.16</td>
<td>H</td>
<td>Rp.60.000</td>
<td>Rp 19.200</td>
<td>Rp 40.800</td>
<td>Rp 2.640.000</td>
<td>Rp 844.800</td>
<td>1,795.200</td>
<td>0.17</td>
<td>H</td>
<td>Star</td>
</tr>
<tr>
<td></td>
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<td>10,342.800</td>
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</table>
Management strategies in increasing food sales at Mawar Saron Restaurant are:

1. Star Category

   This type of menu is very popular with guests and has a high profit rate. So this type of menu must be maintained and if possible the number can be increased, so as to increase sales within the company. To maintain and increase sales, it can be described as follows:

   a. Product

   Products are anything that can be offered to guests, which in this case is the type of food sold at this hotel. Types of food or menus belonging to this star classification are generally very well known and are a favorite for guests who come to this hotel. The food is the main choice because it has quality and taste that can satisfy guests who enjoy it. For this reason, the quality of the food should be maintained both in terms of presentation, taste of the food and the ingredients used in the processing of these foodstuffs.

   b. Price

   Basically, the price offered or listed in this food is not a consideration for guests who order the food. This is because guests are more concerned with the quality and taste of food that can satisfy them. For this reason, the price of the food can be maintained because the guests who come understand very well and maintain

Tabel 4 Engineering Menu Analysis Calculation Results on Dessert category

<table>
<thead>
<tr>
<th>No</th>
<th>Menu Item</th>
<th>MM</th>
<th>MM %</th>
<th>MM Category</th>
<th>Selling Price</th>
<th>Food Cost</th>
<th>CM</th>
<th>Total Revenue</th>
<th>Total Food Cost</th>
<th>Total CM</th>
<th>CM %</th>
<th>CM Category</th>
<th>Menu Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Apple Pie ala Mode</td>
<td>22</td>
<td>0.1</td>
<td>H</td>
<td>Rp.60.000</td>
<td>Rp.12.450</td>
<td>Rp 47.550</td>
<td>Rp 1.320.000</td>
<td>Rp 273.900</td>
<td>Rp1046.100</td>
<td>0.11</td>
<td>H</td>
<td>Star</td>
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<tr>
<td>2</td>
<td>Mixed Fresh Fruits</td>
<td>24</td>
<td>0.1</td>
<td>H</td>
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<td>Rp 10.375</td>
<td>Rp 39.625</td>
<td>Rp 1.200.000</td>
<td>Rp249.000</td>
<td>Rp 951.000</td>
<td>0.10</td>
<td>L</td>
<td>Plowhorse</td>
</tr>
<tr>
<td>3</td>
<td>Cream Caramel</td>
<td>29</td>
<td>0.13</td>
<td>H</td>
<td>Rp.55.000</td>
<td>Rp 11.412</td>
<td>Rp 43.588</td>
<td>Rp 1.595.000</td>
<td>Rp 330.948</td>
<td>Rp 1264.052</td>
<td>0.14</td>
<td>H</td>
<td>Star</td>
</tr>
<tr>
<td>4</td>
<td>Crepe Normando</td>
<td>9</td>
<td>0.04</td>
<td>L</td>
<td>Rp.50.000</td>
<td>Rp 10.375</td>
<td>Rp 39.625</td>
<td>Rp 450.000</td>
<td>Rp 93.375</td>
<td>Rp 356.625</td>
<td>0.04</td>
<td>L</td>
<td>Dog</td>
</tr>
<tr>
<td>5</td>
<td>Banana Fritter</td>
<td>37</td>
<td>0.16</td>
<td>H</td>
<td>Rp45.000</td>
<td>Rp 9.337</td>
<td>Rp 35.663</td>
<td>Rp 1.665.000</td>
<td>Rp 345.469</td>
<td>Rp 1319.531</td>
<td>0.14</td>
<td>L</td>
<td>Plowhorse</td>
</tr>
<tr>
<td>6</td>
<td>Banana Split</td>
<td>21</td>
<td>0.09</td>
<td>H</td>
<td>Rp 55.000</td>
<td>Rp 11.412</td>
<td>Rp 43.588</td>
<td>Rp 1.155.000</td>
<td>Rp 239.652</td>
<td>Rp 915.000</td>
<td>0.10</td>
<td>H</td>
<td>Star</td>
</tr>
<tr>
<td>7</td>
<td>Ice Cream Sundies</td>
<td>74</td>
<td>0.32</td>
<td>H</td>
<td>Rp 50.000</td>
<td>Rp 10.375</td>
<td>Rp 39.625</td>
<td>Rp 3.700.000</td>
<td>Rp 767.750</td>
<td>Rp 2932.250</td>
<td>0.32</td>
<td>L</td>
<td>Plowhorse</td>
</tr>
<tr>
<td>8</td>
<td>Coupe St Jacquest</td>
<td>12</td>
<td>0.05</td>
<td>L</td>
<td>Rp 50.000</td>
<td>Rp 10.375</td>
<td>Rp 39.625</td>
<td>Rp 600.000</td>
<td>Rp 124.500</td>
<td>Rp 475.500</td>
<td>0.05</td>
<td>L</td>
<td>Dog</td>
</tr>
<tr>
<td>Total</td>
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<td>0.99</td>
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<td></td>
<td></td>
<td></td>
<td>Rp 9.260.406</td>
<td>1.00</td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
the price of food. The aim is also to retain consumers or guests, so they don't move to other hotels.

c. Place
It is necessary to improve the process of processing and serving food to consumers so that it becomes more effective and efficient in the distribution of food.

d. Promotion
In terms of promotion, in this star classification it must still be done. This is intended so that consumers or guests always remember the hotel, restaurant and the type of menu that is sold at the restaurant. Carry out promotions both within the hotel and outside the hotel, by offering food sold by the F&B Department to guests who have just stayed or providing a menu book in front of the hotel so that guests from outside the hotel are interested in enjoying the menu sold at the restaurant.

e. Process
The production or operational process is an important factor for consumers. Restaurant customers, for example, are greatly affected by their serving staff and the length of time they wait during the production process.

f. People
In relation to service marketing, the people who directly handle consumers in marketing activities are certainly very influential on the quality of the service itself. Because of Therefore service organizations must clearly define what is expected of each employee in interacting with customers.

g. Physical Evidence
Essential evidence of decisions made by service buyers regarding the design and layout of buildings, rooms, etc.

2. Plowhorse Group
Is a type of food that has a high level of popularity and low profit levels. Management decisions that can be made are:

a. Product
Is maintaining the quality of food products such as presentation, taste of the food and the ingredients used in processing these food ingredients, because this type of food is a type of food that is favored by consumers.
b. Price
   Improving the quality of the food so that it becomes a Star category by gradually increasing the price while still referring to the development of demand for the food.

c. Place
   Is to improve the process and quality of service to guests by training the ability of restaurant and kitchen employees so that they have reliable competence. Besides that, it is necessary to increase cooperation between restaurant employees so as to create good teamwork in serving guests.

d. Promotion
   Promotions are still being carried out continuously to maintain the market or guests who are familiar with the food. This promotion can be done by placing food lists in strategic places such as in front of restaurant entrances, in the lobby and others, so that guests can easily see them. Besides that, it can also be used as a special menu so that it becomes more interesting.

e. Process
   Place the menu item in a strategic place but try not to disturb the position of the star food.

f. People
   Place creative people who are able to maintain the quality of food

g. Physical Evidence
   Peripheral evidence is an added value when it stands itself will not mean anything, so it only functions as a complement.

CONCLUSION

The results of this study indicate that among the 50 types of food studied at Mawar Saron Restaurant, 16 types of food or 32% belong to the star menu. This type of menu deserves to be maintained both in terms of quality and selling price. 13 types of food or 26% belong to the plowhorse menu, the selling price of the food needs to be reviewed, especially the use of basic prices and profit levels. 10 types of food or 20% belong to the puzzle menu. This type of food can be maintained, but needs to be rearranged and placed in a strategic place. and 11 types of food or 22% are classified as dog menu. This type of menu should be considered to be replaced with another menu, or renamed with a more popular menu.
REFERENCES


