



Deciding the Best Location for RM Bunut Sari to Open A New Branch in Greater Bandung

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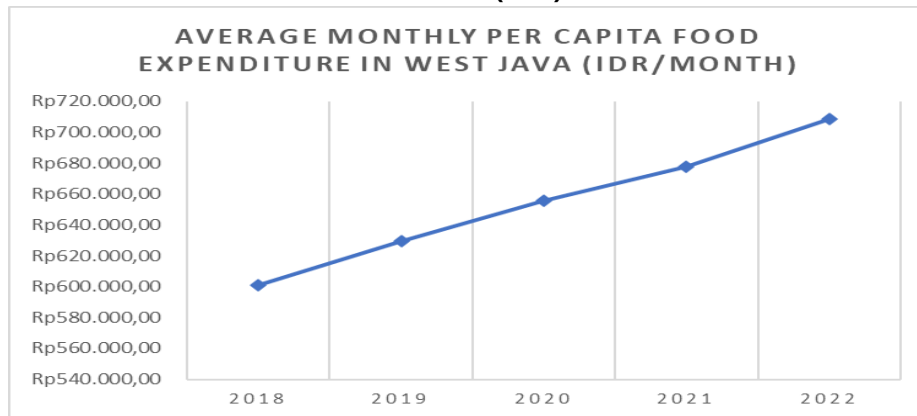
ABSTRACT

This research aims to support the Sundanese restaurant RM Bunut Sari in determining the optimal location for opening a new branch in the Greater Bandung area of West Java. Environmental analysis is conducted by assessing the internal capabilities of RM Bunut Sari and examining external market conditions in Bandung City, Bandung Regency, and West Bandung Regency. Analytical Hierarchy Process (AHP) modeling is then utilized to evaluate which alternative location offers the greatest strategic advantages. Based on comparisons across decision criteria such as parking facilities, building size, visibility, distance from competitors, and property prices, Bandung Regency emerges as the recommended location. An implementation plan details the necessary launch activities spanning site selection, renovation, licensing and permissions, staffing, promotions, and eventual restaurant opening. The recommendations highlight leveraging RM Bunut Sari's existing strengths in taste quality and service experience while closely monitoring operational and marketing outcomes from the new branch. Thus the analytical approach delivers an optimized location choice for RM Bunut Sari's expansion, guided by environmental analysis and multi-criteria decision making.

INTRODUCTION

The restaurant industry is one of the fastest expanding business sectors in Indonesia. With a huge and diversified population, as well as an expanding trend of demand for meals outside the house, this business has become an appealing destination for entrepreneurs. The consistency of income and profit in the restaurant industry in Indonesia has offered strategic chances for development into diverse locations. Indonesia is the world's fourth most populated country and boasts the world's biggest Muslim population. According to this data, the commercial prospect for halal-certified restaurants is enormous (Shilviani & Riyanto, 2022).

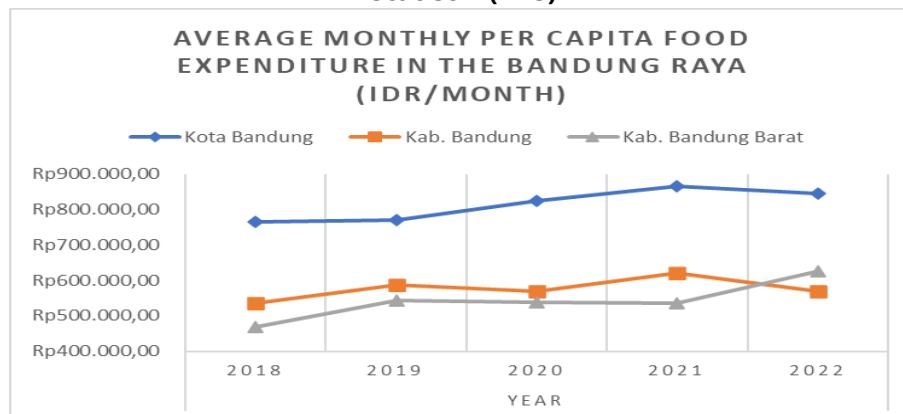
Figure 1 Graph of Food Consumption per Capita in West Java Based on Badan Pusat Statistik (BPS)



West Java has the highest population density in Indonesia, as seen in Figure 1. The amount of food consumption in West Java province then continues to rise year after year, according to figure I.2 from Badan Pusat Statistik (BPS). This demonstrates that the food market has a lot of possibilities for new businesses. There is a positive and considerable impact between disposable income and household consumption spending in Indonesia, which means that when disposable income rises, so will household consumption expenditure (Illahi et al., 2018). A rise in GRDP (Gross Regional Domestic Product) will boost household consumption in West Java province (Rizki, 2022).

West Java is well-known for its traditional Sundanese food, and Rumah Makan Bunut Sari (RM Bunut Sari) is a typical Sundanese restaurant with an economical buffet format. RM Bunut Sari, which opened in 1986, is one of the few Sundanese restaurants in Bogor that has survived for decades and has become a popular eating destination. RM Bunut Sari, a mature restaurant, now has two locations and plans to expand to other parts of West Java. However, there are complications in selecting a possible site for a business owner. The complexity that a company owner may confront, such as severe competition, intricate bureaucracy, and expensive rental prices.

Figure 2 Graph of Food Consumption per Capita in Greater Bandung Based on Badan Pusat Statistik (BPS)



Greater Bandung is divided into three regions: Bandung City, Bandung Regency, and West Bandung Regency. These three areas will be the alternate options for the future Greater Bandung branch. Stakeholders have numerous issues when it comes to picking a location in Greater Bandung in order to acquire a better position for RM Bunut Sari's internals and customers. Stakeholders are concerned about the locations that will be expanded, such as those

near government or private offices, those near existing and well-known restaurants, those with ample parking space, and those with easy access to restaurants for internal parties and customers. Because the property location will be rented, the stakeholders are unconcerned with the price or government requirements.

The Analytical Hierarchy Process (AHP) approach will be employed in this research to assist identify which site may be used to open new branches in Greater Bandung. The TOWS matrix will be used to create the AHP analysis criteria and sub-criteria. To achieve the goals, the criterion and sub-criteria AHP will support the strategies from the TOWS matrix. Opening a new branch based on product purchases is viable and can enhance revenue and profit (Setiawan, 2018). Due to the complexity and obstacles that they will have in selecting a location, this research is anticipated to assist the management of RM Bunut Sari in identifying which location may be used to open their third new branch.

The objectives of this research are knowing the business situation regarding Sundanese restaurants in Greater Bandung and determining location that have the potential to be used as a place to open new branches using the Analytical Hierarchy Process (AHP) method.

LITERATURE REVIEW

Value chain

A corporation can understand cost patterns and potential and present sources of differentiation by breaking down its activities into strategically significant components using the value chain (Porter, 2004). Every company in the value chain consists of a range of activities completed to design, produce, market, distribute, and maintain its products. The margins and value activities that make up value chains make up their entire worth. The two types of value activities include procurement, technological development, human resource management, and firm infrastructure. Primary activities include inbound logistics, operations, outbound logistics, marketing and sales, and service.

Porter's 5 forces

Knowing the competitive forces and their underlying causes helps uncover the reasons behind an industry's current profitability and provides a framework for predicting and influencing competition (and profitability) over time (Porter, 2008). Since an industry's strategic position can help a company gain competitive strength, using Porter's Five Forces can help researchers understand the circumstances surrounding the current business situation of Sundanese restaurants and help them accomplish the goals of this study. There are five key components to understanding the business environment of a business industry: rivalry among current competitors, threat of substitute products, bargaining power of suppliers, bargaining power of buyers, and threat of substitute products.

SWOT

The internal functionality of an organization (strengths and weaknesses) and the external environment (opportunities and threats) are the main subjects of a SWOT analysis (Speth, 2015). SWOT analysis is employed in this study to illustrate RM Bunut Sari's internal and external situations, which can aid in identifying potential alternate solutions.

TOWS matrix

To assist match external threats and opportunities with the internal weaknesses and strengths of the business, the TOWS matrix is provided as a conceptual framework for a methodical examination (Wehrich, 1982). The TOWS matrix is a tool that makes it possible to

connect a company's opportunities and threats in the external environment with its strengths and weaknesses (Proctor, 2021).

Analytical Hierarchy Process (AHP)

According to Bhushan et al. (2004), the Analytic Hierarchy Process (AHP) facilitates the decomposition of an issue into a hierarchy of subproblems that are easier to understand and assess subjectively. Based on the established priority ranking of a criterion and its sub-criteria, the analysis that will be performed using AHP is arranged. AHP aids in the logical analysis of the choice problem and helps transform the gut instinct and intuition of decision-makers into numerical values that can be transparently questioned by others and elucidated by others (Bhushan et al., 2004).

METHODS

Mixed approach research methodologies, which include qualitative and quantitative approaches, were employed in this study. Business scenario analysis is examined using the qualitative technique, and the AHP method's many criteria are calculated using the quantitative method. In this research, conducting interviews served as the main means of gathering data. Secondly, data does not immediately supply data to researchers or data collectors (Sugiyono, 2013). Research data acquired from sources other than the institution itself is referred to as secondary data.

Respondent selection is essential for gathering primary data in this study, particularly for external parties connected to the study's candidate alternatives. The research participants are classified into two groups: internal and external parties. Internal parties from RM Bunut Sari (owner and supervisor): Mrs. Tera Anisa, Mrs. Nina's daughter, is the supervisor and Mrs. Nina is the owner. Respondents with expertise in Sundanese restaurant industry on the proposed alternatives (Bandung Regency, West Bandung Regency, and Greater Bandung City) are considered external stakeholders. There are 3 people who are respondents in data collection for external analysis:

1. Mr. Rizki Handoko: owner of the Sundanese restaurant Dapur Sedap Nikmat in Bandung City.
2. Mr. Agus Sayuti: owner of the Sundanese restaurant Selera Sunda in Bandung Regency.
3. Mrs. Dyah Handayani: owner of the Sundanese restaurant Warung Hejo in West Bandung Regency.

In this research, the descriptive analysis approach was applied for data analysis. To facilitate classification, this approach gathers raw data according to predetermined categories. Following data gathering by both internal and external businesses, analysis is performed in accordance with the requirements of the research goals, including:

1. Business environment analysis, which includes both internal and external company factors.
2. Analytic Hierarchy Process (AHP).

RESULTS

Value Chain Analysis

There are two types of activities in value chain analysis: main activities and support activities. This chapter will discuss RM Bunut Sari's primary and supporting operations.

1. Primary Activities; there are 5 activities that are the main activities owned by companies as a driver of business activities.
 - **Inbound logistics:** The operations team at RM Bunut Sari begins its inbound logistics activities at 4 a.m. by purchasing ingredients at a nearby market in Bogor city, which is only

5 km away from RM Bunut Sari. Direct selection of the ingredients is made from the market merchants. The supplies are purchased and shipped directly to two locations of RM Bunut Sari, which reduces shipping costs and saves time.

- **Operations:** The cooks at RM Bunut Sari start cooking the products right away when they are purchased, following the options on the menu. When RM Bunut Sari opens at 9 a.m., the cooking procedure begins. When the cooking is ready, the food supply will be replenished; otherwise, the cooking process and the available food stock will continue. As soon as the customer places an order, beverages will be made.
 - **Outbond logistics:** The buffet system supplied by RM Bunut Sari will result in the cooked foods being delivered on various platters. Will allow the purchasers to take the meal wherever they like. When the beverages are ready, clients who place drink orders with staff members will receive their deliveries. Additionally, RM Bunut Sari offers a takeout service, therefore the meal must be packed carefully to prevent spills when traveling.
 - **Marketing and sales:** RM Bunut Sari uses a variety of marketing techniques, which are advertised on social media platforms including Tiktok and Instagram. Instagram and Tiktok are employed as tools to raise awareness of online presence in addition to promoting marketing initiatives. When there are orders or complaints, RM Bunut Sari also uses the Whatsapp app as a communication tool with its clients. Furthermore, in order to facilitate customers' ability to order meals from RM Bunut Sari without physically visiting the restaurant, the restaurant also partners with Grabfood and Gofood. Last but not least, RM Bunut Sari offers catering services in addition to nasi tumpeng and nasi kotak for clients hosting parties in their homes, businesses, or government organizations.
 - **Service:** In terms of customer service, RM Bunut Sari boasts a spacious and well-kept parking area in addition to an interior that evokes the atmosphere of an authentic Sundanese restaurant. Furthermore, RM Bunut Sari offers complimentary fresh tea drinks to customers, which are brought right to their table.
2. In support activities, there are 4 activities that can help improve the performance of primary activities to be better and more efficient.
- **Procurement:** When buying ingredients, RM Bunut Sari often purchases from a seller on the market. The quantity of ingredients is consistently bought based on RM Bunut Sari's daily requirements. Additionally, RM Bunut Sari offers a delivery subscription that makes it easier to get food from the market to the eatery.
 - **Technology development:** A smart cashier that makes it easier to record restaurant sales and costs is presently in use at RM Bunut Sari. Furthermore, RM Bunut Sari makes it simpler for customers to pay for items without using cash by using cashless payment methods like debit cards and qris. Finally, to make it simpler for customers to purchase meals from RM Bunut Sari, the restaurant uses the Go-food and Grab-food services for online ordering.
 - **Human resource management:** The staff of RM Bunut Sari is devoted to their work, and they teach new hires, particularly the cooks, to preserve the quality of the restaurant's food. All staff, however, cannot receive the training. Customer satisfaction and comfort levels consistently rise as a result of RM Bunut Sari's constant efforts to enhance the quality of its human resources and services.
 - **Firm infrastructure:** The organizational structure that RM Bunut Sari has created allows the business to operate steadily and effectively in accordance with the allocated tasks and responsibilities. It is anticipated that each division created under this organizational structure would be able to meet the company's goals.

Porter's 5 Forces Analysis

In order to understand the business environment of the Greater Bandung candidate alternatives—Bandung City, Bandung Regency, and West Bandung Regency—Porter's Five Forces

Analysis will be conducted. the conclusion drawn from the respondent's interview. The following will describe the analysis based on the aspects.

Rivalry among existing competitor

Table 1 The Aspects of Rivalry among Existing Competitors

Aspects	Alternatives		
	Bandung City	Bandung Regency	West Bandung Regency
Number of competitors	High	Low	Low
Product's price	Medium	Medium	Medium
Innovation	Low	Low	Low
Differentiated	High	Low	Low

According to the aforementioned study, Bandung City's current competitors have a high level of competition since they are distinct and many. In contrast, Bandung Regency and West Bandung Regency are low since they have few rivals and little distinction. This might serve as a guide for RM Bunut Sari when they enter the market with little competition.

Threat of substitute products

Table 2 The Aspects of Threat of Substitute Products

Aspects	Alternatives		
	Bandung City	Bandung Regency	West Bandung Regency
Substitute products	High	High	High
Price of substitute products	High	High	High
Switching cost of substitute products	Low	Low	Low
Innovation of substitute products	High	High	High
Trend of substitute products	High	High	High

As can be seen from the above study, Sundanese restaurants provide a wide variety of alternative items. Since there are many substitute products available, RM Bunut Sari needs to be aware of this and increase their ability to compete with current substitute items.

Bargaining power of suppliers

Table 3 The Aspects of Bargaining Power of Suppliers

Aspects	Alternatives		
	Bandung City	Bandung Regency	West Bandung Regency
Number of suppliers	High	High	High
Switching cost of suppliers	Low	Low	Low
Number of Property	High	High	High
Strategic location	High	Medium	Medium
Property price	High	Medium	Medium
Alternative suppliers	Medium	Medium	Medium
Switching cost to alternative suppliers	High	High	High

The aforementioned research demonstrates how suppliers' bargaining strength differs depending on the options. The suppliers' negotiating strength is minimal for each of the potential options. RM Bunut Sari has the opportunity to grow by selecting the choice with the lowest level.

Bargaining power of buyers

Table 4 The Aspects of Bargaining Power of Buyers

Aspects	Alternatives		
	Bandung City	Bandung Regency	West Bandung Regency
Number of potential buyers	Medium	High	Low
Switching cost of buyers	Low	Medium	Medium
Buyers demanding concessions	High	High	High
Buyers demand for Sundanese cuisine	Low	Medium	Medium

Based on the above study, it can be inferred that Bandung City has a high degree of buyer bargaining power. In contrast, purchasers in Bandung Regency and West Bandung Regency have a medium degree of negotiating power. Therefore, in order to promote competition and attract devoted clients, RM Bunut Sari may grow into alternatives where buyers have less negotiating power.

Threat of new entrants

Table 5 The Aspects of Threat of New Entrants

Aspects	Alternatives		
	Bandung City	Bandung Regency	West Bandung Regency
Capital requirements	High	Medium	Medium
Government policies	Low	Medium	Medium
Trend from customers	High	High	High
Capital return	High	Low	Low

According to the above-mentioned analysis's findings, Bandung City faces a medium threat from new competitors as, despite their high capital requirements, they may provide a high rate of capital return. In the meanwhile, Bandung Regency and West Bandung Regency are low as the capital demand is medium and these choices have a low capital return. RM Bunut Sari can thus enter the high-level alternative because there is little chance of a new branch opening with this alternative.

Because of this, each of the Greater Bandung alternatives' Porter's Five Forces has a unique value. First, Bandung Regency and West Bandung Regency have low levels of rivalry, but Bandung City's current rivals have significant levels of rivalry. Secondly, all alternatives pose a considerable hazard from substitute items. Third, suppliers have little negotiating leverage over any potential alternatives. Fourth, purchasers have a high degree of negotiating power in Bandung City and a medium level in Bandung Regency and West Bandung Regency. In conclusion, Bandung City faces a medium degree of threat from new entrants, whilst Bandung Regency and West Bandung Regency face a low hazard.

SWOT and TOWS

The TOWS Matrix is a framework for examining external and internal aspects in a corporation in order to better comprehend the situation and then build strategies to efficiently fulfill corporate objectives and missions. The TOWS Matrix was designed to provide a strategy with each part incorporating all aspects of the SWOT to build a comprehensive plan.

Table 6 TOWS Matrix

		INTERNAL FACTORS	STRENGTHS (S)	WEAKNESSES (W)
		EXTERNAL FACTORS		
OPPORTUNITIES (O)	<ol style="list-style-type: none"> 1. Has a large number of suppliers. 2. Has a large number of potential locations for opening restaurants. 3. Low supplier switching cost. 4. Large number of potential buyers. 5. Capital return is large which can return capital quickly. 			SO STRATEGIES
			<ol style="list-style-type: none"> 1. S2O2. Find a location with a large parking lot and interior area. 2. S4O4. Using an online sales platform. 3. S6O4. Finding partners to collaborate with. 4. S3O4. Presenting the characteristics of the menu of RM Bunut Sari that are in accordance with the taste of Sundanese / Bandung people. 5. S1O1. Find a location with a restaurant that is close to many suppliers. 6. S5O2. Leverage brand reputation to build trust and credibility with new customers in new locations. 	<ol style="list-style-type: none"> 1. W1O5. Utilize locations with high capital returns for employee training.
THREATS (T)	<ol style="list-style-type: none"> 1. There are many substitutes for Sundanese restaurants 2. There are many competitors 3. Easy buyer switching 4. Has many differentiated restaurants 	ST STRATEGIES	WT STRATEGIES	
			<ol style="list-style-type: none"> 1. S5T3. Leverage brand reputation to build trust and credibility with new customers in new locations 2. S1T3. Develop loyalty programs and offer personalized recommendations to encourage repeat customers 3. S2T4. Enhance the Sundanese cultural experience and offer unique dining events to stand out from the competition 4. S3T1. Focus on delivering excellent customer service and high-quality food to retain loyal customers 5. S1S3T2T4. Increase differentiation in competition with competitors by locating restaurants that are not in the same area as strong competitors. 	<ol style="list-style-type: none"> 1. W1T1T2. Develop a strong company culture and employee engagement programs to retain employees and attract skilled workers

AHP Analysis

To accomplish the intended purpose, AHP analysis needs criteria and sub-criteria that can assist in identifying pertinent elements in decision-making. The AHP procedure aids in articulating potentially complicated preferences and priorities, and its criteria are tailored to the particular objectives and requirements of the issue at hand. The TOWS matrix, which was previously stated to support the strategies, will constitute the AHP criteria that will be utilized for AHP analysis in this study. The owner of RM Bunut Sari, Mrs. Nina, assisted in the definition of the AHP criterion and sub-criteria by providing information that the researcher used to gather strategies from the TOWS Matrix.

Criteria and sub-criteria

1. Location: This criteria can be formed to support the S5O2 and S5T3 strategies which is leverage brand reputation to build trust and credibility with new customers in new locations. In this criteria, there are several sub-criteria:
 - Near market: This criteria is formed to support S1O1 strategy which is find a location with a restaurant that is close to many suppliers, S2O2 which is find a location with a large parking lot and interior area, and S5O2 which is leverage brand reputation to build trust and credibility with new customers in new locations.
 - Number of customer: This sub-criteria is formed to support the W1O5 strategy which is utilize locations with high capital returns for employee training.
 - Accessibility: This sub-criteria is formed to support the S5O2 and S5T3 strategies which is leverage brand reputation to build trust and credibility with new customers in new locations especially if restaurant have a good accessibility.
 - Visibility: This sub-criteria is formed to support the S5O2 and S5T3 strategies which is leverage brand reputation to build trust and credibility with new customers in new locations especially if restaurant have a good visibility.
 - Business environment: This sub-criteria is formed to support the W1O5 strategy which is utilize locations with high capital returns for employee training.
2. Physical building: This criteria is formed to support S4O4 strategy which is find a location with a large parking lot and interior area. In this criteria, there are several sub-criteria:
 - Parking area: This sub-criteria is formed to support S4O4 strategy which is find a location with a large parking lot and interior area.
 - Building area: This sub-criteria is formed to support S4O4 strategy which is find a location with a large parking lot and interior area.
3. Competition: This criteria is formed to support S1S3T2T4 strategy which is increase differentiation in competition with competitors by locating restaurants that are not in the same area as strong competitors. In this criteria, there are several:
 - The number of competitor: This sub-criteria is formed to support S1S3T2T4 strategy which is increase differentiation in competition with competitors by locating restaurants that are not in the same area as strong competitors.
 - The distance with competitor: This sub-criteria is formed to support S1S3T2T4 strategy which is increase differentiation in competition with competitors by locating restaurants that are not in the same area as strong competitor.

Figure 3 The Weight Result for Each Sub-Criteria

Sub-criteria ranking	Result
Near market	0,0562
Number of potential customer	0,1058
Accessibility	0,1286
Visibility	0,1583
Business environment	0,1213
Parking area	0,2466
Building area	0,0789
Number of competitor	0,0413
Distance with competitor	0,063

Figure 4 Pairwise Comparison Matrix for Sub-Criteria and Alternatives

Alternatives Rankings with Structure	Near Market	Number of Potential Customers	Accessibility	Visibility	Business Environment	Parking Area	Building Area	Number of Competitors	Distance with Competitor	Result
Bandung City	0.0100	0.0753	0.0974	0.0298	0.0833	0.0165	0.0057	0.0033	0.0051	0.3264
Bandung Regency	0.0436	0.0240	0.0070	0.1199	0.0296	0.1580	0.0512	0.0141	0.0215	0.4689
West Bandung Regency	0.0026	0.0066	0.0242	0.0086	0.0084	0.0722	0.0220	0.0238	0.0363	0.2047

Based on the findings of the AHP calculation, Bandung Regency has a higher score (0,4689) than the other options. These three options each have benefits in certain sub-criteria. However, Bandung Regency is ranked higher overall, according to the data. Thus, RM Bunut Sari is now able to begin its expansion into Bandung Regency.

DISCUSSION

The business environment of RM Bunut Sari and Sundanese restaurants in Greater Bandung can be seen from the results of internal and external analysis. Value chain analysis of RM Bunut Sari shows that there is efficiency and development in their activities. Then, in porter's 5 forces, each alternative in Greater Bandung has its own value from each aspect that has been analyzed. First, the level of rivalry among existing competitors in Bandung City is high while Bandung Regency and West Bandung Regency is low. Second, the level of threat of substitute products in all alternatives is high. Third, the level of bargaining power of suppliers in all candidate alternatives is low. Fourth, the level of bargaining power of buyers in Bandung City is high while in Bandung Regency and West Bandung Regency is medium. Finally, the level of threat of new entrants in Bandung City is medium while in Bandung Regency and West Bandung Regency is low.

After that, the SWOT analysis showed that RM Bunut Sari and the alternatives in Greater Bandung have their own value based on strength and weakness of RM Bunut Sari and opportunity and threat of business environment in Greater Bandung. After analyze the SWOT from RM Bunut Sari and the candidate alternatives, TOWS matrix is defined to generate the strategies for RM Bunut Sari. Then, the results of TOWS matrix strategies will be used as the formation of criteria and sub-criteria assisted by the owner of RM Bunut Sari, Mrs. Nina. After forming the criteria and sub-criteria, the AHP calculation is done to get which alternatives are suitable for RM Bunut Sari in opening their third in Greater Bandung which is Bandung Regency.

CONCLUSION

Based on RM Bunut Sari's problem where they want to select a location to open their new branch in West Java and want to start from Bandung Raya. In this research there are 2 parts that are done to achieve this research. First, analyzing the business environment of RM Bunut Sari and also alternatives from Greater Bandung by using value chain analysis, porter's 5 forces analysis, SWOT analysis and TOWS matrix. The second is to identify 1 out of 3 alternatives for opening a new branch of RM Bunut Sari by using AHP method.

The result of TOWS matrix and AHP analysis conclude that RM Bunut Sari is feasible to run in Greater Bandung. AHP Analysis which was carried out to identify the selection of one of the three best alternatives to open outlets based on the criteria obtained literature review and interview for the pairwise comparison assessment found that the final results showed that two cities were feasible, namely Bandung Regency with an assessment weight of 0,4689, respectively. From the AHP analysis, some sub-criteria also be prioritized by the owner of RM Bunut Sari due to the selection location such as parking area, accessibility, visibility, business environment, and number of potential customers.

SUGGESTION

Some recommendations for RM Bunut Sari and more investigation are included in this study. The following recommendations are for RM Bunut Sari: begin planning the new Bandung Regency branch's implementation, concentrating initially on site selection, remodeling, licensing, recruiting and training, promotion, and launch; Utilize the new location's advantages—such as the buffet system, excellent flavor, and genuine experience—while addressing its disadvantages, such as inadequate staff training.

Pay special attention to the new branch's financial results and client comments for chances to improve marketing and operations. Next, the following recommendations are made for further research: compare the operational and financial performance of the new Bandung Regency branch with that of the current branches. Future researchers can examine novel techniques to develop new standards and substandards.

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