



Marketing Strategy Development At Bumikayu Villa And Restaurant

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ABSTRACT

This study investigates the challenges faced by Bumikayu Restaurant, a tourism-focused dining destination in Garut, Indonesia, and explores strategies to improve its performance. Despite its unique offerings, including Sundanese cuisine, cultural immersion, and natural ambiance, the restaurant has struggled to achieve its revenue targets. The research adopts a mixed-method approach, combining qualitative and quantitative analyses to assess both internal and external factors affecting the business. Internal evaluations using the Marketing Mix (7Ps) and Segmentation, Targeting, and Positioning (STP) frameworks highlight areas for improving product offerings, pricing, and promotional strategies. External analysis through PESTEL and Porter's Five Forces reveals competitive challenges and macro-environmental influences. Key findings emphasize Bumikayu's strengths in cultural and natural differentiation, alongside challenges such as inconsistent customer volume and limited transaction frequency. Metrics such as Average Transaction Value (ATV) and transaction volume are identified as crucial tools to optimize sales performance. Integrated Marketing Communication (IMC) and a focus on purchase intention are recommended to enhance customer engagement and brand loyalty. The study suggests refining segmentation strategies, leveraging digital marketing, and building partnerships within the local tourism ecosystem. These findings provide actionable insights for tourism-based businesses to balance cultural authenticity with strategic marketing for sustained growth.

INTRODUCTION

Bumikayu is a tourism restaurant located amidst the natural beauty of Garut, specifically in the Griya Sanding Indah residential area in Samarang District, West Java. Officially opened in February 2023, the restaurant offers a 180-degree view of rice fields, complemented by the cool climate of the highland region. Its wooden architecture reflects the name "Bumikayu," symbolizing a connection to the earth through the use of natural materials. This design allows

visitors to appreciate the surrounding environment while experiencing the ambiance of traditional architecture.

The primary concept of Bumikayu is "Makan Nikmat" or "Delicious Dining," aiming to provide an authentic and immersive cultural experience. Visitors dine at the edge of rice fields or gardens, reminiscent of farmers enjoying meals after a day of work in the fields. Bumikayu's menu highlights Sundanese cuisine, including nasi liwet, various meat dishes with sambal, tofu, tempeh, salted fish, and an assortment of fresh vegetables and greens. Beyond its culinary offerings, Bumikayu enriches the visitor experience with various activities that explore local culture and natural beauty.

One of its most popular attractions is the "Panenjoan," a photo spot offering panoramic views of the rice fields, drawing visitors of all ages to capture memorable moments. Additionally, the restaurant provides evening BBQ nights with equipment and fire pits for guests who stay overnight. Bumikayu also emphasizes educational experiences as part of its appeal. Among these is a traditional tea-drinking ceremony, where visitors learn about the history and cultural significance of tea in Sundanese tradition. The experience is narrated in the Sundanese language, adding an authentic cultural touch. Bumikayu further integrates modernity with its cultural theme through an Internet of Things (IoT)-based aeroponic farming exhibit. Visitors can learn about the combination of modern technology with traditional farming practices.

Activities like rice field tracking allow guests to walk through the scenic rice paddies, offering insights into rural life while enjoying the picturesque environment. The restaurant, with a dining capacity of 120 and two villas accommodating up to four guests each, embraces a traditional Javanese architectural style. The restaurant is divided into two areas, Joglo and Limasan, while the villas are designed in the Gladak style. To stay competitive, Bumikayu plans to expand its facilities and adapt to market demand continually. Despite these efforts, Bumikayu faces significant challenges.

Operating from February 2023 to August 2024, the restaurant has experienced fluctuations in revenue, highlighting the difficulties of sustaining consistent income. Data from February to December 2023 reveals inconsistent net revenue, with the highest sales recorded in February and the lowest in September. The company set a monthly net revenue target of IDR 75,000,000 but has yet to achieve this target, even after 11 months of operation. Analysis of the restaurant's financial data shows that while the Average Transaction Value (ATV) of IDR 266,483 is relatively strong, the low transaction volume (1,815 transactions) significantly hampers overall revenue. This imbalance points to an underlying issue with attracting sufficient customer footfall, a crucial determinant of revenue generation.

Figure 1 Revenue Statistics Of Bumikayo In 2023



To address these challenges, Bumikayu must leverage metrics like ATV and transaction volume more effectively. ATV measures the average monetary value of individual customer transactions during a specific period, reflecting pricing strategies or promotional effectiveness (Smith, 2023). In contrast, transaction volume indicates overall sales activity and can measure the success of marketing campaigns or customer engagement (Smith, 2023). Integrated Marketing Communication (IMC) offers a potential solution to these challenges. IMC ensures the consistency of marketing messages across multiple media platforms and integrates tools such as advertising, public relations, digital media, and sales promotions to create a unified campaign (Luxton, Reid, & Mavondo, 2015).

By implementing a coherent IMC strategy, Bumikayu can enhance brand perception and build customer loyalty. Furthermore, understanding purchase intention is critical for shaping marketing strategies. Purchase intention reflects the likelihood of a consumer choosing a product or service in the future. This metric is influenced by factors such as product perception, value, brand awareness, social norms, and promotional impacts. By addressing these factors, Bumikayu can tailor its offerings to align more closely with customer preferences.

In response to its unmet revenue goals, Bumikayu must develop a comprehensive marketing strategy informed by consumer behavior insights, including the role of IMC and purchase intention. This approach will provide actionable recommendations to attract and retain customers, ultimately boosting sales and ensuring long-term sustainability. This study aims to identify the reasons behind Bumikayu's failure to meet sales targets, examine the influence of IMC and purchase intention on consumer behavior, and develop strategies to enhance the restaurant's sales performance. These findings will be instrumental in positioning Bumikayu as a premier tourism restaurant in West Java.

LITERATURE REVIEW

Theoretical Foundation

The theoretical foundation of this research provides the basis for identifying and addressing the business challenges faced by Bumikayu Restaurant. Marketing strategy is central to this foundation, as it emphasizes the importance of creating customer value and achieving sustainable competitive advantage.

According to Kotler and Keller (2016), marketing strategy is a company's effort to differentiate itself from competitors by leveraging brand strengths, resources, and unique market positioning. Hollensen (2017) elaborates that marketing strategy involves identifying and engaging with target markets while adapting to changes in consumer preferences and market conditions. This responsiveness ensures the relevance and effectiveness of marketing efforts.

Internal Analysis

Internal analysis focuses on the evaluation of Bumikayu's operations and marketing strategies using frameworks such as the Marketing Mix (7Ps) and the Segmentation, Targeting, and Positioning (STP) model. The Marketing Mix, originally conceptualized as 4Ps—product, price, place, and promotion—was later expanded to 7Ps by Kotler (2012) to accommodate the unique dynamics of service industries. It evaluates the product or service offering, pricing strategies, distribution channels, promotional efforts, the role of people in service delivery, operational processes, and physical evidence.

For Bumikayu, this framework helps to refine its offerings, optimize service quality, and strengthen its market position. By addressing elements such as the ambiance of the restaurant, employee interactions, and the integration of cultural and natural themes, Bumikayu can enhance its competitive advantage.

The STP framework provides a structured approach to identifying and targeting specific market segments. Segmentation divides the market into groups based on demographic,

geographic, psychographic, or behavioral criteria. Targeting then selects the most relevant and profitable segments, allowing for focused marketing efforts. Finally, positioning establishes a distinct and appealing brand image in the minds of the target audience. For Bumikayu, leveraging the STP framework allows for precise alignment with customer preferences, emphasizing its unique integration of Sundanese culture, culinary excellence, and natural beauty.

Internal Analysis

External analysis explores the macro- and micro-environmental factors influencing Bumikayu's operations, using Porter's Five Forces, competitor analysis, and customer analysis. Porter's Five Forces framework assesses the competitive dynamics within an industry. The threat of new entrants examines the likelihood of competitors entering the market, influenced by barriers such as capital requirements and customer loyalty. The bargaining power of suppliers evaluates their influence on pricing and quality, while the bargaining power of buyers considers customers' ability to demand better deals.

The threat of substitutes analyzes alternative products or services meeting similar needs, and rivalry among existing competitors examines the intensity of competition in the industry. For Bumikayu, this analysis highlights the critical need for differentiation and the importance of building strong customer relationships to maintain its competitive edge. Competitor analysis involves identifying the strengths, weaknesses, and strategies of competing businesses. This helps Bumikayu understand its position relative to competitors and develop strategies to capitalize on its unique value proposition.

Customer analysis focuses on understanding consumer preferences, behaviors, and decision-making processes. By analyzing factors such as customer attitudes and perceptions, Bumikayu can tailor its offerings to align with market demand, enhancing customer satisfaction and loyalty.

Integrated Marketing Communication, Attitude, And Purchase Intention

Integrated Marketing Communication (IMC) is a strategic approach that ensures consistency across all marketing efforts, combining traditional and digital tools to maximize customer engagement. IMC components such as advertising, sales promotions, public relations, personal selling, and direct marketing are essential for delivering cohesive messages. For Bumikayu, implementing an IMC strategy ensures that its branding and promotional efforts resonate with its target audience, enhancing its market presence. Customer attitudes, shaped by cognitive, affective, and behavioral components, are key predictors of purchasing behavior. Positive attitudes toward Bumikayu's offerings, fostered by effective marketing and superior service, are likely to increase purchase intention.

Purchase intention, in turn, represents the likelihood of a customer choosing Bumikayu's services. It is influenced by factors such as perceived value, brand awareness, and social influences. Understanding these variables is critical for developing strategies that drive customer loyalty and sales. Marketing strategy is the marketing logic by which a company hopes to create customer value and achieve profitable relationships.

PESTEL Analysis And SWOT-TOWS Framework

The PESTEL framework examines the broader macro-environment, assessing political, economic, social, technological, environmental, and legal factors that affect Bumikayu's operations. Political factors include government regulations and tax policies, while economic factors address issues such as inflation, interest rates, and consumer spending power.

Social factors, such as demographic trends and cultural preferences, provide insights into customer behaviors. Technological advancements, environmental considerations, and legal

requirements further shape the external environment. Understanding these factors enables Bumikayu to anticipate changes and adapt its strategies accordingly.

Figure 2 TOWS Matrix

	<i>Strengths</i>	<i>Weaknesses</i>
<i>Opportunities</i>	Maximize on strengths and opportunities	Maximize on opportunities, minimize on weaknesses
<i>Threats</i>	Maximize on strengths, minimize on threats	Minimize on weaknesses, minimize on threats

The SWOT analysis evaluates internal strengths and weaknesses alongside external opportunities and threats, providing a comprehensive understanding of Bumikayu's current position. The TOWS matrix extends this analysis by linking internal capabilities with external factors to generate actionable strategies. For instance, leveraging Bumikayu's strengths to capitalize on emerging market opportunities or addressing weaknesses to mitigate external threats ensures that the restaurant remains competitive and resilient.

METHODS

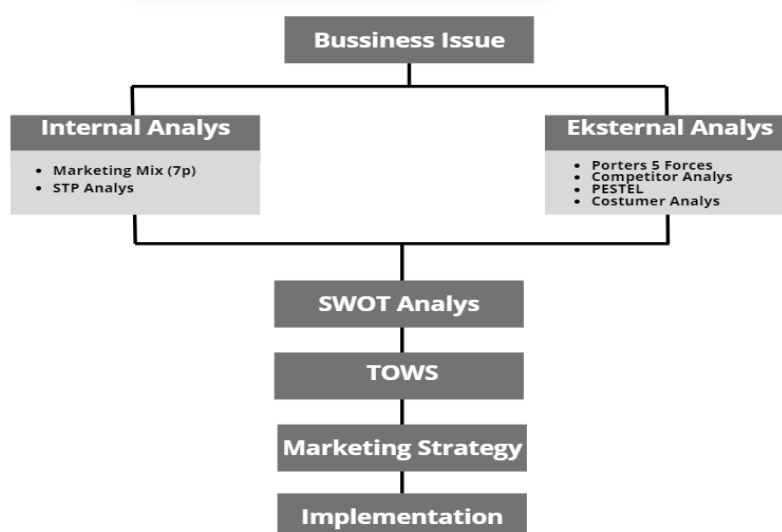
Research is a systematic and structured process involving the collection, analysis, and interpretation of data to understand a phenomenon. It is governed by well-defined objectives and frameworks that ensure accuracy, consistency, and coherence in the research process (Williams, 2011).

Research methodology serves as the foundation for selecting the appropriate strategies and techniques to address research questions. This approach enables researchers to develop a tailored research design that aligns with specific objectives while considering practical factors such as resource availability, time constraints, and other logistical considerations (Sugiyono, 2013).

Research Design

The research design is a critical framework that guides the investigation process by defining the methodologies for data collection, analysis, and interpretation. The primary aim of this research design is to ensure the validity, reliability, and precision of the findings while addressing the research objectives effectively (Cresswell, 2018).

The design for this study incorporates both qualitative and quantitative methods, allowing for a comprehensive analysis of Bumikayu Restaurant's business challenges.

Figure 3 Research Design

The first step of this research involves identifying the core business issues faced by Bumikayu Restaurant. This phase builds on insights detailed in the background section. Once the business problems are clearly defined, internal and external analyses are conducted to understand the company's position and its competitive landscape. For the internal analysis, frameworks such as the Marketing Mix (7Ps) and STP (Segmentation, Targeting, Positioning) are employed. These tools help evaluate Bumikayu's internal operations and competitive strategies. Meanwhile, external analysis incorporates methods like PESTEL analysis, Porter's Five Forces, competitor analysis, and consumer analysis.

These approaches are used to assess the external environment and identify key factors affecting Bumikayu's performance in the restaurant industry. Customer analysis plays a pivotal role in this study, focusing on understanding purchasing decisions and customer satisfaction. Three core variables—Integrated Marketing Communication (IMC), attitude, and purchase intention—are examined to develop actionable solutions to the identified challenges. IMC includes advertising, sales promotion, public relations, personal selling, and digital marketing. Insights from this analysis serve as a foundation for formulating effective marketing strategies for Bumikayu Restaurant.

Population And Sample

The population of this study refers to the total number of individuals, groups, or items from which generalizations about research findings can be drawn. After defining the population, the next step involves identifying or constructing a sampling frame—a comprehensive list of the population's members. This sampling frame facilitates the selection of a subset, or sample, for participation in the study. The sample comprises a smaller group drawn from the population and serves as the basis for data collection to infer characteristics of the larger population (Sue & Ritter, 2007).

In this study, the criteria for selecting respondents were established to ensure relevance and alignment with the research objectives. Bumikayu Restaurant serves as the respondent for gathering internal data, while survey data collection focuses on respondents who meet the following criteria: Respondents must be within the productive age range of 16–54 years; Respondents must have an interest in tourism restaurants.

The demographic age range of 16–54 years was selected to include individuals considered to be in their productive years. These are individuals in the working age group who are capable of generating income to meet their needs and who may reasonably have the financial means and inclination to dine at tourism restaurants.

The sample size for this study was determined using the guidelines provided by Hair et al. (2009). Based on the six observed variables and the total of 24 indicators utilized in this study, the recommended sample size ranges between 120 and 360 respondents. Using the midpoint of this range, a minimum sample size of 240 respondents was selected to ensure the robustness of the analysis.

A non-probability sampling technique, specifically purposive sampling, was employed in this study. Purposive sampling involves selecting respondents based on predefined criteria relevant to the research objectives. This approach ensures that the sample consists only of individuals who meet specific inclusion criteria, thereby enhancing the relevance and reliability of the collected data (Sibona, 2013). By using purposive sampling, the study targets respondents who align with the research focus, such as productive-age individuals with an interest in tourism restaurants.

Data Collection And Analysis

This study adopts a mixed-methods approach, combining qualitative and quantitative data to achieve a well-rounded analysis. Primary data, collected through quantitative methods such as surveys and structured questionnaires, is used for consumer analysis. Secondary data is gathered from reliable sources, including the Indonesian Central Bureau of Statistics (BPS), academic articles, and official websites. These secondary data sources provide supplementary information to contextualize the findings. In this study, qualitative data was collected through structured interviews with key stakeholders, including the owner of Bumikayu Restaurant and potential customers.

Interviews with the restaurant's management provided insights into internal business operations, marketing strategies, and competitive positioning. Additionally, interviews with potential customers were conducted to explore consumer decision-making processes when selecting a restaurant. These interviews served as a primary source for identifying factors influencing purchase intention and customer satisfaction. The qualitative analysis also incorporated several well-established frameworks. The data collected was categorized according to the variables investigated, as summarized in Table.

Table 1 Data Details

Data	Target	Technique	Research Variables
Marketing Mix	Owner of Bumikayu	Interview	Place, Promotion, Product, Price, People, Process, Physical Evidence
STP	Owner of Bumikayu	Interview	Segmentation, Targeting, Positioning
Competitor Analysis	Owner of Bumikayu	Interview, Internet	Marketing Mix Competitor Analysis
Porter's Five Forces	Owner of Bumikayu	Interview, Internet	- Threat of New Entrants
			- Bargaining Power of Suppliers
			- Bargaining Power of Buyers
			- Threat of Substitutes
			- Rivalry Among Existing Competitors
PESTEL	Owner of Bumikayu	Interview, Internet	Political, Social, Economic, Environmental, Technological

The data collected is analyzed through a series of systematic frameworks. Internal, external, and consumer analyses are synthesized into a SWOT analysis to summarize Bumikayu's strengths, weaknesses, opportunities, and threats. This is followed by a TOWS analysis, which integrates external and internal factors to identify actionable strategies for addressing the

company's challenges. The analytical process ensures a comprehensive understanding of Bumikayu's current position in the market and provides insights for future strategic planning.

RESULTS

This study uses The analysis of Bumikayu Restaurant reveals a multifaceted understanding of its internal operations, external environment, and competitive positioning, which together shape its market performance and potential for growth. The findings highlight the restaurant's unique strengths, including its authentic Sundanese culinary offerings, culturally inspired architecture, and scenic location, while also identifying areas for strategic improvement.

Internal Analysis

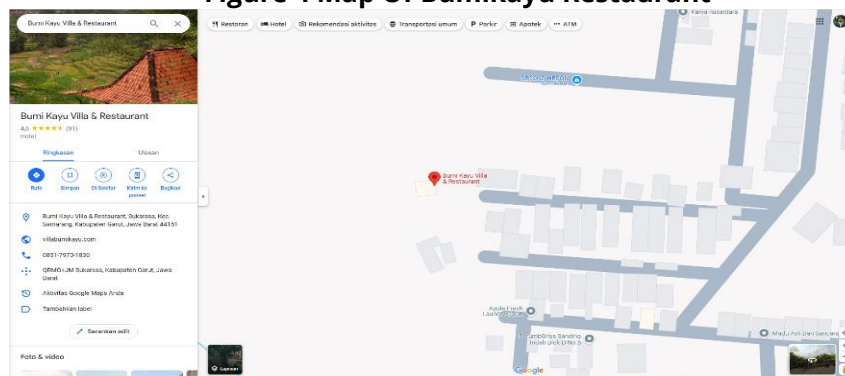
The internal analysis of Bumikayu Restaurant is conducted through the lens of the Marketing Mix (7Ps) framework to examine its current operational practices, identify strengths, and highlight areas for improvement. This comprehensive analysis provides insights into the restaurant's core offerings, market positioning, and operational strategies. Bumikayu Restaurant operates with a dual business model comprising a restaurant and villa. This analysis focuses primarily on the restaurant, which has a seating capacity of 150 and emphasizes Sundanese cuisine under the concept of "Makan Nikmat" (delicious dining). The tagline reflects the restaurant's aim to provide meals that exceed ordinary expectations of taste and offer a uniquely satisfying culinary experience.

This philosophy is inspired by the simple yet hearty meals traditionally enjoyed by Sundanese farmers after a day of work in the fields. The product offerings are a cornerstone of Bumikayu's identity. The restaurant's signature dish, Nasi Liwet, is served in large portions designed for sharing among four people, emphasizing communal dining traditions. The dish is accompanied by staples such as sambal, fried tofu and tempeh, crackers, and fresh vegetables.

To further enhance its uniqueness, Bumikayu offers innovative beverages, including mocktails crafted from unconventional local ingredients such as basil leaves and kecombrang (torch ginger flower), which are typically used in traditional Sundanese dishes but reimagined into refreshing drinks. The restaurant's strategic location in Samarang, Garut, is another critical asset. Samarang ranks as the second most popular tourist destination in Garut, following Cipanas, known for its hot springs.

Situated just 15 minutes from the city center, Bumikayu offers a tranquil natural setting characterized by panoramic views of rice fields and mountains. The architecture, constructed from aged and artisanal wood, reinforces the brand's cultural authenticity. The proximity to the Pesantren Welas Asih, a well-known Islamic boarding school, also drives foot traffic, as many visitors to the school dine at Bumikayu.

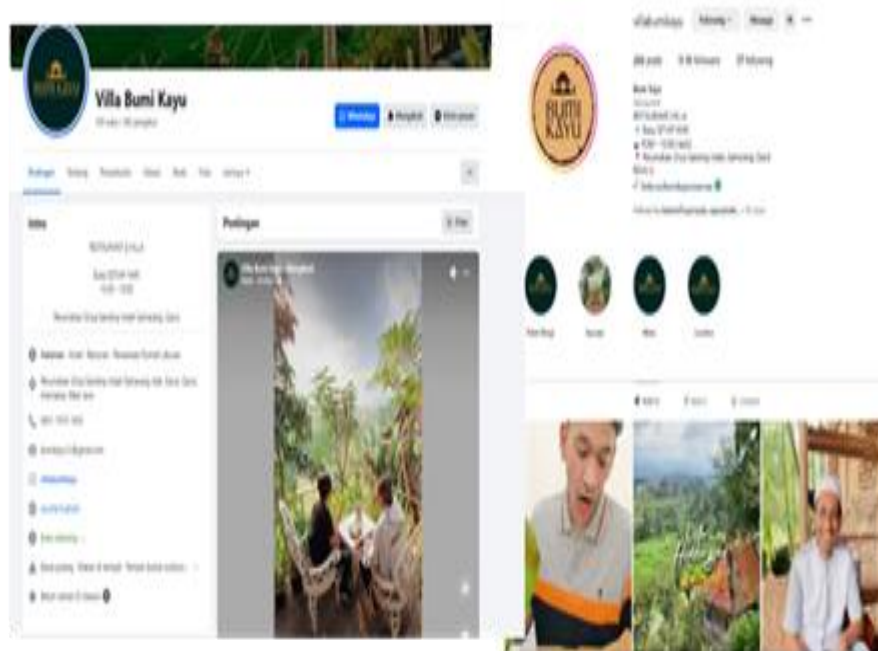
Figure 4 Map Of Bumikayu Restaurant



Pricing at Bumikayu is structured to balance value and profitability. With a menu of 84 items categorized into signature dishes, main courses, beverages, and snacks, the restaurant achieves an average cost of goods sold (COGS) of 40–45% of the selling price. Signature meal packages, such as Geunah, Merenah, and Tumaninah, are priced between IDR 270,000 and IDR 315,000, aligning closely with the restaurant's average transaction value (ATV) of IDR 266,300. This indicates a successful reception of the pricing strategy by the target market. Promotion plays a significant role in building brand awareness and attracting customers.

Bumikayu actively utilizes social media platforms such as Instagram and Facebook to engage with its audience. Instagram, with over 11,100 followers, serves as the primary channel for organic content and promotional activities. Additionally, Bumikayu employs Key Opinion Leaders (KOLs) and celebrity endorsements, including notable figures like Habib Jafar Husain and Ruben Onsu, to enhance visibility and drive traffic. However, Facebook's impact is relatively limited due to its mirrored content from Instagram, indicating room for optimization.

Figure 5 Bumikayu Social Media



Human resources are integral to Bumikayu's operations. The restaurant employs 16 staff members, supported by three managers overseeing finance, marketing, and operations. The finance and marketing managers operate on a part-time basis, focusing on budgeting, forecasting, and strategy execution.

The operational manager, a full-time position, handles daily activities such as inventory management, cleanliness, and customer service. This well-structured team ensures the restaurant's smooth functioning and adherence to high standards of service. Processes at Bumikayu are designed with customer convenience and operational efficiency in mind. The restaurant utilizes the Mocca system for sales and payment management, providing functionalities such as inventory tracking and payment processing. However, the system's analytical capabilities are limited, necessitating monthly manual evaluations by managers to assess performance and identify areas for improvement. This presents an opportunity for technological upgrades to enhance operational insights.

Finally, the physical evidence of Bumikayu underscores its cultural and aesthetic appeal. The architectural design, inspired by traditional Javanese styles such as Joglo and Limasan, is complemented by bamboo and natural elements, creating a serene and immersive environment.

The 120-seat restaurant, overlooking a 180-degree view of rice fields, provides a distinctive experience that combines culinary excellence with the tranquility of nature. The restaurant's logo, featuring a stylized depiction of aged wood, symbolizes its connection to cultural heritage and sustainability.

External Analysis

The external analysis for Bumikayu Restaurant utilizes two key frameworks: the PESTEL analysis and Porter's Five Forces. These tools assess external environmental factors and industry dynamics, offering insights into opportunities and challenges that influence Bumikayu's market positioning and long-term strategy.

The PESTEL framework explores the macro-environmental factors influencing the restaurant and tourism industry in Garut, West Java. Each factor provides insights into its impact on the industry and Bumikayu Restaurant specifically. For Political Factors, The Garut Regency government has prioritized regional investment growth, as stated in the Medium-Term Regional Development Plan (RPJMD) 2014–2019.

Initiatives such as improved permitting processes and substantial investment incentives have led to significant investments in the hospitality sector. For example, in 2014, investments in hotels and restaurants reached IDR 54.667 billion. This political climate fosters a favorable environment for restaurant businesses like Bumikayu. The government's focus on tourism infrastructure and hospitality offers opportunities for Bumikayu to expand its operations while capitalizing on increased tourism traffic in the region. Economic factors play a vital role in the discretionary spending required for dining experiences.

The 2024 provincial minimum wage in West Java increased by 3.57% to IDR 2,057,495. This wage growth, coupled with rising middle-class consumption, aligns well with Bumikayu's positioning as a mid-range restaurant with menu prices under IDR 100,000. Additionally, data from BPS shows an increase in per capita food expenditure from IDR 677,383 in 2021 to IDR 708,390 in 2022, further signaling improved purchasing power. This economic context provides an opportunity for Bumikayu to strengthen its appeal to middle-income customers seeking authentic dining experiences.

Dining out has become an essential social activity for Indonesians, driven by growing middle-class income levels and lifestyle changes. Research from Qraved in 2014 shows a significant increase in dining frequency, supported by a 250% growth in upscale restaurants over five years. This trend is expected to continue for the next decade, presenting a robust market opportunity for Bumikayu to position itself as a go-to destination for social gatherings, particularly for groups and families seeking a tranquil, cultural ambiance.

The role of technology in marketing and customer engagement has become indispensable. According to BPS, 87.92% of the population in West Java used the internet in 2023, compared to 79.48% in 2022. Popular platforms such as Instagram, WhatsApp, and TikTok, widely used for marketing, provide Bumikayu with opportunities to reach and engage its audience effectively. With 188.6 million active social media users in Indonesia (GWI, 2022), leveraging these platforms to create targeted campaigns can significantly enhance Bumikayu's digital visibility and customer acquisition.

Insert Figure: Popular Social Media Platforms In Indonesia, 2022

Bumikayu's location amidst rice fields and mountains emphasizes its alignment with sustainable tourism. However, regulatory pressures to preserve natural ecosystems in conservation zones require careful planning and compliance. While this imposes some constraints on expansion, it also positions Bumikayu as an environmentally conscious business, enhancing its appeal to ecotourism-focused customers. Legal compliance is critical for maintaining operational continuity. Restaurants in tourism regions like Garut must adhere to strict food safety and sanitation regulations outlined by the Ministry of Health. Additionally,

development restrictions near natural and heritage sites impose operational challenges but also ensure environmental preservation.

For Bumikayu, implementing sustainable practices not only ensures compliance but also solidifies its image as a responsible business. The competitive environment of Bumikayu Restaurant is shaped by several dynamics within the industry, as assessed through Porter's Five Forces framework. This analysis identifies the key opportunities and challenges in sustaining profitability and maintaining competitive advantage in the Garut tourism and restaurant sector. The threat of new entrants in the Garut restaurant industry is moderate. Establishing a restaurant that competes with Bumikayu requires significant initial capital investment and compliance with complex licensing regulations, particularly for businesses in tourism zones. Additionally, Bumikayu's unique offerings, including its stunning 180-degree view of rice fields and mountains, and its use of reclaimed wood in its architecture, create significant differentiation.

These features not only enhance the restaurant's appeal but also make it difficult and costly for competitors to replicate its value proposition. While new entrants may emerge, the uniqueness of Bumikayu's concept and its established market position reduce the immediacy and severity of this threat. Suppliers' bargaining power is relatively low for Bumikayu, owing to the availability of multiple vendors for essential food and beverage ingredients. This abundance of suppliers allows Bumikayu to negotiate favorable terms and avoid reliance on a single source. However, the restaurant's rural location presents logistical challenges, including higher transportation costs, which could affect overall operational efficiency.

To counter this, Bumikayu has the opportunity to collaborate with local farmers and suppliers, reducing logistical costs while reinforcing its positioning as a business that supports the local community. Establishing these partnerships would ensure consistent supply chains while promoting cost-effective operations. Buyers exert considerable influence in the hospitality industry, and this dynamic is no different for Bumikayu. Customers, particularly in the mid-to-high-end segment, have high expectations for quality, ambiance, and service. However, the restaurant mitigates price sensitivity by emphasizing its unique experiential offerings—authentic Sundanese cuisine served amidst natural surroundings. Bumikayu leverages the value-added experience it provides, which transcends simple dining to include cultural and aesthetic elements. This differentiation reduces customers' inclination to switch to lower-cost alternatives, as the value extends beyond the meal itself.

Continued focus on delivering superior service, personalizing experiences, and communicating its unique offerings effectively will be critical in maintaining customer loyalty and minimizing price-driven bargaining. The threat of substitutes in the restaurant industry is significant, as customers can easily switch to other dining options or even food delivery services. However, Bumikayu addresses this challenge by creating a distinct value proposition that cannot be easily replicated by substitutes.

The restaurant's integration of natural landscapes, traditional architectural elements, and Sundanese culinary authenticity provides an immersive experience that differentiates it from competitors. Unlike standard dining or home delivery options, Bumikayu offers its customers a holistic and unique dining experience. This differentiation reduces the likelihood that customers will opt for substitutes, particularly among those seeking cultural and experiential dining options.

The level of competition within the restaurant industry in Garut is intense, with several prominent players targeting similar customer segments. Key competitors, such as Nasi Liwet Asep Stroberi and Kampung Muara Sunda, offer comparable Sundanese culinary experiences and cater to tourists and locals alike. However, Bumikayu differentiates itself through its focus on sustainability, architectural uniqueness, and cultural immersion. While competitors may leverage their scale or pricing strategies, Bumikayu's distinctive positioning provides a competitive edge. Nonetheless, staying competitive will require continuous innovation in menu

offerings, targeted marketing campaigns, and strategic customer engagement initiatives to ensure sustained differentiation in a highly competitive landscape.

The overall profitability potential in Garut's restaurant and tourism industry remains promising, driven by increasing tourist numbers and a growing middle-class population with higher disposable income. Bumikayu is well-positioned to capitalize on these trends, given its alignment with key consumer preferences for experiential dining and cultural authenticity. However, sustaining profitability will depend on its ability to address industry dynamics, including managing customer expectations, staying ahead of competitors, and navigating logistical challenges. By leveraging its unique strengths and continually adapting to market demands, Bumikayu can secure long-term profitability and growth.

DISCUSSION

This study aimed to explore the internal and external factors that influence the performance of Bumikayu Restaurant and provide actionable strategies to address identified challenges. The analysis applied the Marketing Mix, STP, PESTEL, and Porter's Five Forces frameworks, revealing a nuanced understanding of Bumikayu's operational context within the competitive landscape of Garut's tourism and hospitality industry.

Internal Factors: Leveraging Strengths In Product And Place

Bumikayu's unique value proposition lies in its emphasis on cultural authenticity and integration of local Sundanese elements into its offerings. According to Kotler and Keller (2016), differentiation is crucial in competitive markets, especially within the service sector. Bumikayu's focus on authentic Sundanese cuisine, complemented by signature dishes like nasi liwet and innovative beverages derived from local plants, positions it as a distinctive player in the culinary market of Garut. This strategy aligns with the findings of Prahalad and Hamel (1990), who emphasize the importance of leveraging core competencies to create competitive advantages. The restaurant's location in Samarang offers an additional competitive edge by capitalizing on its natural surroundings.

The integration of traditional architectural styles, such as Joglo and Limasan, into the design of its facilities resonates with the principles of service-scape theory (Bitner, 1992). Service-scapes, particularly in the hospitality industry, play a pivotal role in shaping customer experiences by influencing their emotional and cognitive responses to the environment. Bumikayu's rural location, scenic views, and cultural ambiance are not only unique selling points but also key elements in enhancing customer satisfaction. However, the study also highlights the challenges associated with Bumikayu's pricing strategy.

While its average transaction value aligns with its signature menu pricing, the narrow focus on premium pricing may limit its appeal to middle-income segments. According to Monroe (1990), perceived value is a critical determinant of price elasticity. To address this, Bumikayu should consider diversifying its menu offerings to cater to a broader range of customers without diluting its premium brand identity.

External Factors: Opportunities And Challenges In The Market Environment

The external analysis using the PESTEL framework underscores significant opportunities in the political, economic, and sociocultural domains. The Indonesian government's emphasis on tourism development, as noted by Zainulmukhtar (2015), provides a conducive environment for businesses like Bumikayu to grow.

Investments in infrastructure, such as road networks connecting Garut to major urban centers, are likely to increase the inflow of tourists. These developments align with findings by Dwyer et al. (2009), who emphasize the role of government initiatives in stimulating tourism growth. Economic factors, including the growing middle-class population and their increasing

disposable income, also present a favorable outlook for Bumikayu. Henley (2015) projects the middle class in Indonesia to expand significantly, creating a larger consumer base for premium dining experiences. Furthermore, the rising trend of dining as a social activity, as highlighted by Graved (2014), reinforces the relevance of Bumikayu's communal dining concept.

Technological advancements in social media and digital marketing offer additional avenues for growth. Kaplan and Haenlein (2010) highlight the transformative impact of social media platforms in engaging consumers and building brand loyalty. However, Bumikayu's reliance on organic growth strategies in digital marketing limits its potential to maximize these opportunities. By adopting advanced analytics and targeted advertising, the restaurant can enhance its customer acquisition and retention strategies.

Porter's Five Forces: Navigating Competitive Pressures

Technological advancements in social media and digital marketing offer additional avenues for growth. Kaplan and Haenlein (2010) highlight the transformative impact of social media platforms in engaging consumers and building brand loyalty. However, Bumikayu's reliance on organic growth strategies in digital marketing limits its potential to maximize these opportunities.

By adopting advanced analytics and targeted advertising, the restaurant can enhance its customer acquisition and retention strategies. The Porter's Five Forces analysis reveals a moderate to high level of competitive intensity within Garut's hospitality industry. Rivalry among existing competitors, such as Nasi Liwet Asep Stroberi and Kampung Muara Sunda, is significant.

These competitors offer similar cultural dining experiences at competitive prices, posing a threat to Bumikayu's market share. As Porter (2008) suggests, differentiation is a critical strategy for mitigating the effects of competitive rivalry. Bumikayu's emphasis on cultural authenticity and its unique service-scape provides a strong foundation for differentiation, but continuous innovation is necessary to sustain its competitive advantage. The threat of substitutes, such as other dining options and food delivery services, further underscores the need for Bumikayu to enhance its experiential offerings. According to Zeithaml et al. (1996), creating superior perceived value through memorable customer experiences is essential in reducing the impact of substitutes.

Offering activities that integrate cultural education, such as cooking workshops or storytelling sessions, could enhance the restaurant's appeal as a destination rather than just a dining option. The analysis also highlights the moderate bargaining power of buyers and low bargaining power of suppliers. While buyers are willing to pay a premium for the unique experiences offered by Bumikayu, their high expectations necessitate consistent quality and innovation.

Supplier power is mitigated by the availability of multiple sourcing options, but logistical challenges due to Bumikayu's rural location could increase costs. Strengthening relationships with local suppliers, as recommended by Barney (1991), could address these challenges while aligning with the restaurant's commitment to sustainability and community development.

Strategic Implications And Recommendations

The findings of this study offer several strategic implications for Bumikayu. First, leveraging government support for tourism development and collaborating with travel agencies could enhance its visibility and attract more tourists. Second, diversifying its menu and introducing seasonal or limited-time offerings could cater to a wider audience while maintaining its premium positioning.

Third, investing in digital marketing tools and CRM systems could improve customer engagement and operational efficiency. Finally, Bumikayu should continue to emphasize its cultural and experiential elements, aligning with Pine and Gilmore's (1998) concept of the

experience economy, which argues that businesses can achieve sustainable competitive advantages by transforming their offerings into memorable experiences.

CONCLUSION

This study aimed to investigate the internal and external factors influencing the performance of Bumikayu Restaurant and to propose actionable strategies for its sustainable growth. Through a comprehensive analysis incorporating frameworks such as the Marketing Mix, STP, PESTEL, and Porter's Five Forces, the findings highlight key areas of strength, challenges, and opportunities that define the restaurant's strategic positioning in the competitive hospitality landscape of Garut, Indonesia. Internally, Bumikayu's emphasis on cultural authenticity, coupled with its unique offerings of Sundanese cuisine and architectural aesthetics, represents its primary strengths.

These elements provide the restaurant with a differentiated position in the market, resonating with customers seeking immersive cultural and culinary experiences. Furthermore, the scenic location in Samarang enhances its appeal, offering a tranquil environment that aligns with the increasing demand for experiential dining. However, the pricing strategy and limited menu diversity present challenges that may limit its broader market appeal. Addressing these issues through targeted menu innovation and customer-centric pricing adjustments can further strengthen its market position.

Externally, the analysis identifies several growth opportunities stemming from favorable government policies, the expansion of Indonesia's middle class, and increasing digital connectivity. Government initiatives to boost regional tourism, combined with infrastructure development, create a conducive environment for businesses like Bumikayu to attract domestic and international visitors. Moreover, the growing trend of dining as a social activity offers a fertile ground for Bumikayu to leverage its unique communal dining concept. However, intense competition from established players and the threat of substitutes necessitate continuous innovation to sustain its competitive edge.

The Porter's Five Forces analysis underscores the importance of differentiation and customer experience in navigating industry competition. While the barriers to entry and supplier power are relatively moderate, the high intensity of rivalry and the threat of substitutes demand that Bumikayu consistently innovate and enhance its value proposition. The findings emphasize the importance of creating a memorable service-scape and leveraging technological advancements in marketing to strengthen customer loyalty and attract new segments.

SUGGESTION

To enhance its performance and competitiveness, Bumikayu Restaurant should focus on several strategic areas. First, diversifying its menu offerings is essential. By introducing seasonal dishes and fusion cuisine, Bumikayu can cater to broader customer segments and encourage repeat visits. This approach will not only enhance the dining experience but also align with changing consumer preferences. Additionally, pricing strategies such as tiered pricing models, weekday discounts, and family packages should be implemented to address customer price sensitivity while maximizing revenue potential.

These strategies can help attract diverse customer groups, particularly during off-peak times. Digital marketing presents another critical opportunity for growth. Strengthening Bumikayu's online presence through active engagement on platforms such as Instagram and TikTok, alongside collaborations with influencers, can significantly increase brand visibility and attract new customers. This will be especially effective in appealing to younger audiences and expanding market reach. Moreover, investing in customer experience is paramount. Staff training programs should be prioritized to enhance service quality, and unique cultural

experiences, such as traditional music performances or interactive workshops, can be introduced.

These offerings will differentiate Bumikayu from competitors and foster stronger emotional connections with customers. Sustainability practices should also be a core focus. Bumikayu can adopt eco-friendly initiatives, such as sourcing local ingredients, reducing food waste, and using biodegradable materials.

These actions will appeal to environmentally conscious diners and strengthen the restaurant's reputation as a socially responsible business. Furthermore, forming strategic partnerships with local travel agencies and cultural organizations can position Bumikayu as an integral part of the regional tourism experience. Collaborative efforts could include integrated tourism packages that highlight Bumikayu as a must-visit dining destination.

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