

MARKETING STRATEGY ANALYSIS AND DEVELOPMENT OF ARTHA SARI CATERING SERVICE

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Abstract

In Indonesia, especially in its capital city which is Jakarta, the business opportunities that emerged in culinary are taken by business people to build new catering businesses. Artha Sari Catering Service is a catering that provides catering and also floral services for all kinds of events in Jakarta with various kinds of menu packages. On 2010 and 2011, Artha Sari got most of its revenue from institutions/companies/firms, and since Artha Sari doesn't have any effective marketing strategy yet, the owner wants to focus its marketing more to institutions/companies/firms to increase the company revenue. One of the main competitors of Artha Sari is Kiki Catering. Therefore, Artha Sari should focus more in serving Indonesian cuisines and improve those Indonesian cuisines' taste and presentations, set fixed discounted prices for certain menus to their loyal customers, create a membership system the loyal customers and give them fixed discounted price, build more partnership with institutions, companies, and firms, do a follow up for order confirmation, always have staffs to stand by in the office to take the order, improve the appearance of the waiters, improve the overall quality of its table decorations and make them have more characteristic, improve the overall quality website, participate in catering seminars and exhibitions, and build more partnership with buildings and institutions. The purpose of this research is to figure out the current marketing strategy of Artha Sari and then to develop the marketing strategy for Artha Sari. The theory used are Business Strategy which focused on Competitive Strategy by Michael E. Porter, Business Model by Osterwalder, and also marketing mix to analyze the current marketing strategy of Artha Sari, and then to develop the marketing strategy for Artha Sari. The analyses are the current condition and the segmentation analysis of both Artha Sari and its competitor, which is Kiki Catering, the Business Model for Artha Sari, in-depth interview to respondents from different

institutions/companies/firms, and comparison analysis between those two caterings. The end of the research shows that Artha Sari focus in serving certain menu packages. The events that Artha Sari has served and the partnerships that Artha Sari made are fewer compared to Kiki Catering. Artha Sari's current marketing strategy is it serves both individuals/personal and institutions/companies/firms, provides good taste and presentation quality of various menu packages, good quality and appearance of waiters, and beautiful table and floral decorations, uses website, brochures, and word of mouth for its promotions channel, and creates good relationships to all customers, from personal to company staffs by making phone calls and visits them directly. The strengths of Artha Sari compared to Kiki Catering, are in their product and price factors, and its weaknesses which are in their promotion, process and people factors. This research only cover two companies which are Artha Sari and Kiki Catering that located on East Jakarta, and menus only focus on packages menus. The outcome of this research is Business Strategy in form of new business model for Artha Sari that focused on Marketing Strategy which will generate a differentiation between Artha Sari and its competitor. With the conducted marketing strategy, Artha Sari could attract more customers. This research has an outcome which is marketing strategy that useful for a catering service that is still conventional.

Keywords: Catering, Business Strategy, Business Model, Marketing Mix

Category: Business Strategy; Marketing.

Introduction

Catering is the business of providing foodservice at various locations. Catering business grew over time. This shows that these businesses promise

big profits for the perpetrators. The increased business is influenced by several factors, such as a change in lifestyle of city dwellers who want more practical to add to consumers who need catering services. Development of the catering business is not only characterized by an increasing number of business owners only, but the change in the variation of refined menu design, determination and other facilities that began to appear there is a change.

The increasing numbers of catering business owners cause tough competition in attracting customers as much as possible. In order to attract consumers in large numbers, catering businesses must maintain a sense of quality and outstanding service to consumers, even at the price offer must be able to compete. See the fact that consumers are smart in selecting services catering is delicious with a relatively cheap price the catering business owners must be good in the catering business strong enough to face the competition. Therefore, the catering business owners should be more creative catering and more innovative.

Catering industry existed in all countries in the world. In Indonesia, especially in its capital city which is Jakarta, the business opportunities that emerged in culinary are taken by business people to build new catering businesses. Most of catering business in Jakarta built from small business and developed into a big one. There are Puspa Catering, Kiki Catering, Yvonne Catering, Pasar Minggu Catering, Kangkas Catering, Artha Sari Catering Service, Akasya Catering, Alfabet Catering, Dwi Tunggal Catering, Sonokembang, and many others.

Mrs. Iyoh Amalia, who is a Sundanese housewife lived in Jakarta, always has a cooking hobby. In the late 1980s, she became famous among her friends as a lady with good cooking skill. On April 19th 1988, she decided to build a catering business of her own, named Artha Sari Catering Service. She ran the business for many years by herself along with workers from her hometown, Cirebon, and other relatives from West Java. Until on October 2004, she passed away and left the business to her eldest daughter, Mrs. Ika Erika, who is the second child of her family.

Now, Artha Sari became a catering that serves the product in various quantity and events, not for daily individual per person kind of catering.

Artha Sari provide catering and also floral services for all kinds of events in Jakarta, from birthday parties, wedding parties, office meetings, company gatherings, seminars, to agency convention, with various kinds of regular, international & ethnic buffet packages, coffee break, lunch box & snack box packages, and cocktail & high tea menus.

Of course in every business, whatever the fields are, there are always competitors. For Artha Sari, one of the main competitors is Kiki Catering. The reason why Kiki Catering is chosen as Artha Sari's competitor is because many factors in catering business they both have in common, but Kiki Catering is more modern, more systematic, and more experienced than Artha Sari.

Artha Sari classified its customers into two classes, individuals/personal and institutions/companies/firms. On 2011, 77.65% of the revenue was obtained from institutions/companies/firms, and the other 22.35% was obtained from individuals/personal. From there, Artha Sari wants to focus its marketing more to institutions/companies/firms.

Literature review

Business Strategy

According to Wheelen and Hunger (2006), business strategy usually occurs at business unit and it emphasizes improvement of the competitive position of corporation's products or services in specific market segment served by that business unit.

Competitive Strategy

Competitive strategy is a strategy to position an organization in such a way that it will have a distinct advantage over its competition. This strategy is divided into four, and Artha Sari is only classified into *differentiation*.

Differentiation

Differentiation is aimed at the broad mass market and involves the creation of a product or service that is perceived throughout its industry as unique. This strategy involves selecting one or more criteria used by buyers in a market - and then positioning the business uniquely to meet those criteria. This strategy is usually associated with charging a premium price for the product - often to reflect the higher production costs and

extra value-added features provided for the consumer. Differentiation is about charging a premium price that more than covers the additional production costs, and about giving customers clear reasons to prefer the product over other, less differentiated products.

Business Model

According to Osterwalder (2010), business model is method of an organization to make money provide and by sell its products and services and covers the costs and expenses. Business model canvas is a strategic management and entrepreneurial tool that helps to describe, design, challenge, invent, and pivot a business model in an easy way. Business model consist of nine elements, which are customer segments, value proposition, channels, customer relationships, revenue streams, key resources, key activities, key partners, and cost structure.

Marketing Mix

According to Armstrong and Kotler (2009), the marketing mix is the set of controllable, tactical marketing tools that the firm blends to produce the response it wants in the target market. The marketing mix consists of everything the firm can do to influence the demand of its product. According to Zeithaml, Bitner and Gremler (2009), the traditional marketing mix is composed of the four Ps: product, price, place, and promotion. These elements appear as core decision variables in any marketing text or marketing plan. In addition to the traditional four Ps, the services marketing mix includes process, people, and physical evidence.

Methodology

Problem Identification

Problem identification is the first step to conduct a research. Pre-interview is conducted with the owner of Artha Sari, Mrs. Ika Erika, to understand what issue(s) that Artha Sari faces and seek some options to over come it.

Literature Review

Literature review is a method used in this research including gathered data which can be gained from books, journals, articles, or else that related to the topic of the research. For this research, literature review is focused on Competitive Strategies by Michael E. Porter, Business Model by Alexander Osterwalder, and also marketing mix.

Multiple Sources of Evidences

Multiple sources of evidence gained it sources from primary and secondary data. In-depth interview was conducted to for the primary data. The secondary data were obtained from menu packages and price lists of Artha Sari and Kiki Catering.

In-Depth Interview

In-depth interview is a one-on-one interview between professional researcher and a research respondent conducted about some relevant business or social topic. It was stated by Zikmund, Babin, Carr & Griffin (2012). The respondents are eight customers of Artha Sari from different institutions/companies/firms to understand the current situation of Artha Sari and what the customers want for Artha Sari in the future. The in-depth interview questions for the respondents were constructed using marketing mix variables and secondary data as supportive data. But since there is no place factor in marketing mix variables for catering business type like Artha Sari and Kiki Catering due to the low frequency of customers order by visiting the caterings' office and kitchen, only product, price, promotion, people, process, and physical evidence factors of both to figure out of each of the factors' current situations and expectations from customers' perspectives.

TABLE I Operation of Variables for Artha Sari

Variables	Questions
Products	What buffet packages you like the most from Artha Sari? What are your reasons?
	What buffet packages you don't like from Artha Sari? What are your reasons?
	What buffet packages that you usually ordered?
	What do you think about the food taste and presentation that served by Artha Sari? And what do are your

	expectations from Artha Sari for its food taste and presentation improvements in the future?
	Is there any other menu that you want to exist in Artha Sari?
Price	Are the prices of buffet packages offered by Artha Sari already equal as the satisfaction that you get?
	Are the prices of buffet packages offered by Artha Sari already competitive from other caterings?
	What are your expectations for the prices that offered by Artha Sari in the future?
Promotion	From where you first finds out about Artha Sari?
	Have you ever seen Artha Sari's website? What is your opinion about it?
	Have you ever seen Artha Sari's brochure? What is your opinion about it?
	From where you first finds out about caterings other than Artha Sari?
	What suggestions do you have for promotion to be done by Artha Sari?
Process	What do you think about ordering process in Artha Sari?
	What do you think about delivery and
	set-up process done by Artha Sari?
	What are your expectations for Artha Sari in term of ordering, delivery, and set-up process?
People	What do you think about Artha Sari's waiters' politeness, friendliness, quality, and alacrity when the event was held?
	What do you think about the appearance of Artha Sari's waiters when the event was held?
	What are your expectations for improvements of Artha Sari's waiters in the future?
Physical Evidence	What do you think about the beauty and tidiness of floral decoration and table set-up by Artha Sari?
	What do you think about the quality of cutleries served by Artha Sari?
	What are your expectations for improvements in Artha Sari about the beauty and tidiness of floral decoration and table set-up and also the quality of cutleries?

TABLE II Operation of Variables for Kiki Catering

Variables	Questions
Product	"What do you think about Kiki Catering's products?"
Price	"What do you think about the prices of Kiki Catering's menus?"

Promotion	“What do you think about the promotions done by Kiki Catering?”
Process	“What do you think about ordering process of Kiki Catering and about their delivery and set-up process?”
People	“What do you think about the quality of Kiki Catering’s waiters when the events were held?”
Physical Evidence	“What do you think about decorations, table set-up, and the cutleries qualities of Kiki Catering when the events were held?”

Secondary Data

According to Kothari (2008), secondary data is the data that have been already collected by and readily available from other sources. Such data are cheaper and more quickly obtainable than the primary data and also may be available when primary data can not be obtained at all. The secondary data for this research are obtained from menu packages and price lists of Artha Sari and Kiki Catering.

Data Analysis

Data analysis in this research includes analyses of both caterings current conditions and segmentations, analysis of Artha Sari’s business model, and processing qualitative data obtained from in-depth interviews, and relate it to literature review to proceed to next step which is making the conclusion and recommendation of this research. According to Creswell & Miller (2000), the validity of qualitative research is affected by the researcher’s perception of validity in the study and his/her choice of paradigm assumption.

Conclusion and Recommendation

Conclusion of this research explains the overall findings which completed by giving recommendation for related party to support the improvement(s). In the end, some marketing strategy plans is created for Artha Sari Catering Service for them to implement to support their goal in increasing the company revenue.

Data Analysis

The Current Condition of Artha Sari

Artha Sari serves the product in large quantity and events, not for daily individual lunch box per person kind of catering. The prices of the products mentioned above are various. The menu prices ranged between IDR 11,000 to IDR 94,500. For the promotion of Artha Sari so far are just brochures, website, and word of mouth. The process of Artha Sari from taking order from customers are by taking phone calls and at the end delivers the orders to the place where the events will be held. There are only twenty-four staffs in Artha Sari. When the events were held, Artha Sari provides beautiful table decorations along with its floral decorations, and also good quality of cutleries, so the owner said.

The Current Condition of Kiki Catering

Kiki Catering serves buffet, hut, partnership building, cone, and traditional rice packages, and also snack boxes, which consist traditional, Asian, and international foods. The prices are ranged between IDR 45,000 to IDR 98,500. It uses website, brochures word of mouth as their marketing kit and strategies, and they also often participate in wedding and catering exhibitions. The ordering process of Kiki Catering is not so different from Artha Sari but more systematic, and their office is more modern. In total, Kiki Catering have sixty staffs. When the events were held, Kiki Catering provides table decorations with the floral decorations.

Segmentation of Artha Sari

In term of menus segment, Artha Sari serve mainly buffet packages of Indonesian cuisines, but they also serve one buffet packages of Thailand, Oriental, and Western cuisines. In term of functions segment, Artha Sari participate in events, including birthday parties, wedding parties, office meetings, company gatherings, seminars, and agency conventions, and for the customer segment, Artha Sari serve both catering for individuals/personal and institutions/companies/firms, but since Artha Sari got their revenue mostly from the institutions/companies/firms, they want to focused on serving the institutions/companies/firms in order to get bigger revenue. The partnerships that Artha Sari made with are only with Oktroi Plaza and Bank Indonesia.

Segmentation of Kiki Catering

Kiki Catering serves various packages of Indonesian, Oriental, Japanese, and Western cuisines for the menu segment. For the functions segment, not so different from Artha Sari, they participate in events, including wedding parties, birthday parties, gala dinners, product launchings, conferences, lunches, and meetings. For the customer segment, Kiki Catering serve both catering for individuals / personal and institutions / companies / firms, and Kiki Catering are already made more partnerships with 107 buildings, such as Auditorium Dana Pala, Aneka Tambang, Birawa, Binakarna, Balai Sudirman, Balai Samudra, Palma One, Ardhyaloka, Arcadia, Arsip Nas, Angkasa Pura, Alexandra House, Bea Cukai, Graha Cibening, Graha Dirgantara, Graha Garini, Wisma Antara, La Piazza, Wisma Saco, Wisma Kalimanis, WTC, Mahkamah Konstitusi, and many others.

Business Model of Artha Sari

a. Customer Segments

Artha Sari sets target on two types of customer segments, which are individuals/personal and institutions/companies/firms.

b. Value Proposition

The first one is its products, which is to provide good taste and presentation quality of various menu packages. The second one is its people, which to provide good quality and appearance of waiters for the events, and the last one is its physical evidence, which is to provide beautiful table and floral decorations.

c. Channels

Artha Sari uses its website and brochures which it used to give information about Artha Sari to the market, and also word of mouth from the people.

d. Customer Relationship

Artha Sari creates good relationships to all customers, from personal to companies' staffs, by making phone calls and direct visit to them.

e. Revenue Streams

Artha Sari got their revenues from the event of personal customers and also from the tender of they got from institutions/companies/firms.

f. Key Resources

Key resources of Artha Sari are divided into two. The first one is categorized as human, which consist cooks, kitchen staffs, waiters, drivers, administration staffs. The next one is

the capital for producing all elements including its products, promotions, delivery process, and also table and floral decorations.

g. Key Activities

Key activities of Artha Sari are formed in step by step process, starting with taking order from customers and set fix prices and lastly the owner controls the overall performances on the events.

h. Key Partners

Key partners that Artha Sari has in order to optimize its operations are with the food suppliers, equipment suppliers, and waiters' rental agency.

i. Cost Structure

Artha Sari's cost structure is divided into two, which are variable and fixed cost. The variable cost consisted of foods producing cost, delivery cost, and cost Artha Sari spent on freelance waiters. The fixed cost consisted of building/office/kitchen maintenance cost, employee salary, and promotional cost in producing its brochures. Artha Sari also uses value-driven, because it is more concerns on value-creation than its cost.

A. In-Depth Interview of Artha Sari Based on Marketing Mix

The in-depth interview was conducted with eight respondents from different institutions/companies/firms that have ordered Artha Sari.

a. Product

From the interviews, the respondents said that they like variants of ethnic buffet packages, especially Buffet Nasi Timbel, Buffet Nasi Pileuleuyan, Buffet Nasi Jemblang, Buffet Nasi Liwet, and Buffet Nasi Bali. They like it because the price is middle, which is not to expensive, and the food presentation is good and interesting, the taste is also good. Some respondent said that there are no Artha Sari's buffet packages that they don't like because they thought that all of the foods taste good, but there are some respondent that don't like the Western Buffet Packages. The reason is not because Artha Sari's Western Buffet Packages doesn't taste delicious or the presentation wasn't good, but because usually if they wanted to order western cuisines, they ordered them from high quality western cuisines providers, such as five star hotels, or caterings that specifically provides high quality western cuisines.

The respondents usually ordered various kinds of ethnic buffet packages, and they all thought that the foods taste good, delicious and unique. Some of the respondents thought that the foods presentations are good, but some of them thought that the presentations are still standard and can be more innovative. They expected the quality of the foods taste and presentations to be improved because from there, the word of mouth in the market can be better. Some of the respondents said that the menus in Artha Sari are already enough, but some of them wanted Artha Sari to provide new menus such as Chocolate Fountain (for chocolate fondue) and sweet snacks that shapes prettily like fruits.

b. Price

From the interviews, all of the respondents thought that the prices that Artha Sari offered are already worth with the respondents' satisfaction because the prices are not too expensive and the foods taste quality are great, and already worth with other caterings that the respondents had ordered in its classes, because there are some of the respondents that classified the catering services based on the menu prices (low, middle, and high). Furthermore, the respondents thought that the prices that Artha Sari offered are fine and they don't expect anything from the price offering, but some respondents that the company already became partners with Artha Sari expected to be given special prices and discounts for certain menus.

c. Promotion

From the interviews, some of the respondents first find out about Artha Sari from its website, some of them got suggestion from their superiors, and the rest first find out about Artha Sari because they had attend events that use Artha Sari's foods, then they searched for Artha Sari's contact number. One of the respondent haven't seen Artha Sari's website, the rest of them are already seen it and thought that the website is interesting and quite informative, but some of them said that there should be updated prices list in the website. All of the respondent have seen Artha Sari's brochure, and they thought that the brochure was interesting because it has nice ethnic pictures and it was easy to understand.

Not so different from Artha Sari, the respondent first find out about other caterings from the website, events that use those caterings food, and word of mouth from people. And the rest first find out about other caterings from the catering that ever visited the respondent's company and gave some test foods. The

respondents also gave suggestions for Artha Sari's promotion through improve the food taste quality, because from there because from there, the word of mouth in the market can be better. They also suggested Artha Sari to participate in catering seminars and exhibitions, give food samples to other companies that Artha Sari has not yet reached, and use social media, such as Twitter, so that the information could be more quickly spread.

d. Process

From the interviews, some respondents thought that Artha Sari always been good and fast in ordering process, never beat around the bush, and never charge a fee-collecting, and they were satisfied by it. On the contrary, the rest of them thought that sometimes it is hard to get through to Artha Sari's line, and sometimes when the respondent made it to call Artha Sari, if who picked up the phone is not the order taker staff, it is hard to communicate with them, because those other staffs are not informative. About the delivery process, some of the respondents said that Artha Sari always delivered and did the set-up on time, and they were never late, and for the set-up, Artha Sari always did it well, fast, and it was also neat and clean. But there are some respondents that had experienced a delay twice in Artha Sari's delivery process. It was the respondent's company held its anniversary in the morning and one more is breakfasting event, but it was many years ago.

For the ordering process, the respondents expect Artha Sari to do a follow up for order confirmation in form of fax, or email, or others. They also expect the order taker staffs should always stand by in the office to take the order, or at least, never left the office empty with unreliable staffs. For the delivery and set-up process, the respondent expect Artha Sari to manage the time more thoroughly so that they never late again.

e. People

From the interviews, all respondents thought that all of the waiters are polite, friendly, informative, and spry, and also can be asked for help to inform about the foods, to get the foods for guests, etc. The respondents even recognize some of the waiters that have good quality in serving the guests. The respondents also thought that the appearances of Artha Sari's waiters are good, nice, neat, and clean. But the quality for both of politeness, friendliness, alacrity, and the appearances of freelance waiters that Artha Sari hired from waiter rental agency for big events

with large number of guests is not as good as Artha Sari's own waiters.

Some of the respondents expect the appearance of the waiters and cooks to be improved, like follow the theme of the events that is held, and some of them suggest Artha Sari to improve the overall quality of the freelance waiters, and also their appearances.

f. Physical Evidence

From the interviews, all of the respondents thought that the floral decorations were beautiful. For the table set-up, some of them thought that it was neat and clean, but some of them thought that the table set-up was still standard. For the quality of cutleries, all of the respondents thought that they were nice, good, and clean. Most respondents thought that there's no need of improvement in term of physical evidence factors, but some of them thought that it would be better if the table decorations are improved and if Artha Sari have more characteristic for the table set-up that match with the foods.

B. In-Depth Interview of Kiki Catering Based on Marketing Mix

a. Product

From the interviews, all of the respondents said that Kiki Catering's products have good qualities, especially for their foods presentations. The respondents also thought that foods taste were delicious, especially their *siomays* and chocolate fountain.

b. Price

From the interviews, some of the respondents thought that Kiki Catering's prices were expensive, and some of them thought that the prices were standard.

c. Promotion

Since all of the respondents find out about Kiki Catering from their website, this part only discussed about Kiki Catering's website, and from the interviews, some of the respondents thought that their website has nice pages and interesting, and some of them thought that it was not interesting and not informative enough.

d. Process

From the interviews, all of the respondents said that the ordering process was fast. As for the delivery and set-up process, most of the respondents said that Kiki Catering were already on time, but some of them had ever experienced an inaccuracy of time when they ordered Kiki Catering for their event.

e. People

From the interviews, the respondents said that Kiki Catering's waiters various types of uniforms, including white shirts, dark blue aprons, hats and trousers. For the cooks, they use aprons, shirts and chef hats, the food service use Beskap, and the captains and supervisors use suits.

f. Physical Evidence

From the interviews, most of the respondents thought that the decorations and table set-up are still standard and the rest of them thought that it was already good, neat, and clean. As for the quality of Kiki Catering's cutleries, all of the respondents thought that they were nice, good, and clean.

C. Comparison Analysis

The comparison analysis between marketing mix and the current conditions of Artha Sari and Kiki Catering was created to figure out about Artha Sari's strength(s) and weakness(s).

a. Strength(s)

Artha Sari has several strengths compared to Kiki Catering, including the product and price factors. To begin with, Artha Sari has more variants of menu packages with twenty-nine variants compared to Kiki Catering, which only has three menu packages. The next one is prices of menu packages that Artha Sari offered is cheaper than Kiki Catering.

b. Weakness(s)

Although Artha Sari has several strengths compared to Kiki Catering, they also have weaknesses, including the promotion, process and people factors. Beside using website, brochures word of mouth as their marketing kit and strategies, Kiki Catering also often participated in wedding and catering exhibitions, which Artha Sari have never execute. The ordering process of Artha Sari is still poor because the ordering system and order taker staffs are still unorganized in their job execution, and for the people factor, the number of staffs and employees in Artha Sari are fewer than Kiki Catering's and Kiki Catering have regular with more variants and organized clothing when the events were held. The precise numbers of Artha Sari's staffs and employees are twenty-four, and for Kiki Catering have sixty staffs which divided into several divisions and they also employ 150 staffs honoree who serve as waiters for big events.

Conclusion and Recommendation

Conclusion Based on Segmentation Analysis

For the menu segments, Artha Sari focused in serving Indonesian cuisines because their Indonesian buffet packages are far more dominant than the other buffet packages. In term of functions segment, the events that Artha Sari covered are still fewer than Kiki Catering's, since Artha Sari has never served in events such as gala dinners, product launchings, and conferences, and for the customer segment, both Artha Sari and Kiki Catering served both individuals/personal and institutions/companies/firms, but Artha Sari have fewer partnerships with buildings than Kiki Catering.

Conclusion Based on Artha Sari's Business Model

From Artha Sari's Business Model, the only Customer Segments, Value Propositions, Channels, and Customer Relationship that can be concluded as Artha Sari's current marketing strategy. For Customer Segments, Artha Sari serves both individuals/personal and institutions/companies/firms. For Value Propositions, Artha Sari provides good taste and presentation quality of various menu packages, provides good quality and appearance of waiters for the events, and provides beautiful table and floral decorations. Channels that Artha Sari uses are through its website, brochures, and word of mouth from people in the market. Artha Sari also creates good relationships to all customers, from personal to company staffs by making phone calls and visits them directly for the Customer Relationships.

Conclusion Based on Comparison Analysis

Both Artha Sari and Kiki Catering have their own strengths. Artha Sari's strengths are in their product and price factors. For the product factor, Artha Sari has more variants of menu packages with twenty-nine variants compared to Kiki Catering, which only has three menu packages, and for the price factor, is prices of menu packages that Artha Sari offered is cheaper than Kiki Catering.

Although Artha Sari has several strengths compared to Kiki Catering, they also have weaknesses, including the promotion, process and people factors. For the promotion factor, Artha Sari has never participated in wedding and

catering exhibitions, which Kiki Catering often participated in. For the process factor, ordering process of Artha Sari is still considered poor because the ordering system and order taker staffs are still unorganized in their job execution. Last is for the people factor. It can be considered as Artha Sari's weakness because the number of staffs and employees in Artha Sari are fewer than Kiki Catering's and Kiki Catering staffs and employees have regular, more variants and organized uniforms compared to Artha Sari's when the events were held.

Artha Sari's physical evidence could not be considered as strength or weakness compared to Kiki Catering. That's because the factor's condition of both of them are about the same. However, there are still some aspects that could be improved, such as the improvements of the table decorations and table set-up to have more characteristic and match with the foods that Artha Sari served when the events were held.

Recommendation

For that marketing strategy plan, Competitive Strategy is required, and Differentiation Strategy is the most suitable with Artha Sari. Then, from segmentation analysis, in-depth interviews to the respondents, and comparison analysis, recommendations is created for Artha Sari in form of new business model, which already consist all of the recommendation needed to answer the second research question.

a. Customer Segments

Artha Sari should still targets on both customer segments, which are individuals/personal and institutions/companies/firms, but more focus on institutions/companies/firms since it is what Artha Sari's purpose in the first place.

b. Value Proposition

The values that Artha Sari proposes to its customers should be divided into six, which consist of product, price, place, promotion, people, physical evidence, and process. For the product factor, Artha Sari should focus more in serving Indonesian cuisines and improve those Indonesian cuisines taste and presentations. For the price factor, Artha Sari should set fixed discounted prices for certain menus to its loyal customers and for the institutions, companies, and firms that have become partners with Artha Sari. For the promotion factor, Artha Sari should put updated menu price lists in the website and improve its website pages to be more

interesting and informative. Artha Sari should also participate in catering seminars and exhibitions and give food samples to other companies that Artha Sari has not yet reached. For the ordering process, Artha Sari should do a follow up for order confirmation so that the customers could consider Artha Sari as a reliable catering service. Then, Artha Sari should always have order taker staffs to stand by in the office to take the order. For the delivery and set-up process, Artha Sari should manage the time more thoroughly. For the people factor, Artha Sari should improve the appearance of the waiters. For the physical evidence factor, Artha Sari should improve the overall quality of its table decorations and make them have more characteristic for the table set-up that match with the foods.

c. Channels

For channels, Artha Sari should improve the overall quality website, including put updated menu price lists in the website and improve its website pages to be more interesting and informative, and still uses its brochures which it used to give information about Artha Sari to the market and also word of mouth from the people. Artha Sari should also participate in catering seminars and exhibitions.

d. Customer Relationship

Artha Sari's should create even better relationships and maintain them, to all customers from personal to companies' staffs, by phone and direct visit to them, especially to institutions, companies, and firms.

e. Revenue Streams

Artha Sari should create a membership system to loyal customers and give them fixed discounted price and build more partnership with institutions, companies, and firms.

f. Key Resources

Key resources of Artha Sari are divided into two: human which consist of cooks, kitchen staffs, waiters, drivers, and administration staffs; and capital for producing all elements including its products, promotions, delivery process, and also table and floral decorations. The improvement should be made by improving the quality of the cooks to improve the taste quality of the foods, and also set fixed office and administration staffs.

g. Key Partners

Artha Sari should build more partnership with buildings and institutions, companies, and firms that Kiki Catering haven't reach yet and that produce high revenue or Artha Sari..

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ATTACHMENTS

This section consists of some of the tables used on Chapter IV of this research in gathering the data needed.

TABLE I

<i>a. What menu packages you like the most from Artha Sari? What are your reasons?</i>	
Respondents	Answers
1	Buffet Nasi Pileuleuyan. The respondent liked it because it consist of Sundanese and Padang cuisines that everybody in this office like.
2	Buffet Nasi Pileuleuyan and Buffet Nasi Timbel. Because it consist interesting variants of menus and also have good tastes.
3	Buffet Menu B. The respondent liked it because its variations of food and the price was middle, which is not too expensive.
4	Buffet Nasi Jamblang. Because the taste was good and the price was not too expensive.
5	Buffet Nasi Timbel, Buffet Nasi Pileuleuyan, Buffet Nasi Jamblang, and Buffet Nasi Bali. The respondent liked them because the food presentation was good and interesting, the taste was also good, and the price was not too expensive.
6	Buffet Nasi Timbel and Buffet Nasi Pileuleuyan, because the respondent though that the taste and presentation were good.
7	Buffet Nasi Bali, Buffet Nasi Liwet, and Buffet Nasi Timbel. The respondent liked them because the there were many of Board of Governors members who ordered those menu packages.
8	Buffet Nasi Bali, Buffet Nasi Liwet, and Buffet Nasi Timbel. The respondent liked them because the there were many of Board of Governors members who ordered those menu packages.

TABLE II

<i>b. What menu packages you don't like from Artha Sari? What are your reasons?</i>

Respondents	Answers
1	There was none of this menu that the respondent didn't like, because the respondent thought that everything in the menu tasted good.
2	There was none. The respondent thought that all of the menus taste good and have good prices.
3	There was none, because the respondent thought that all of the menus taste good.
4	There was none, because the respondent thought that all of the menus were interesting.
5	There was none. The respondent never tasted all of the menus but so far the menus that she already ordered, they were all taste good.
6	There was none, because so far the menus that she already ordered have good taste.
7	The Western Buffet menu, because the Board of Governors members liked the traditional cuisines more.
8	The Western Buffet menu, because the Board of Governors members liked the traditional cuisines more.

TABLE III

<i>c. What are your expectations for the prices that offered by Artha Sari in the future?</i>	
Respondents	Answers
1	The respondent said that the current menu prices of Artha Sari is fine, no need to change them. But the respondent expects with these current prices, the quality of other factors such as the food taste, the appearance of the waiters, can be improved.
2	The respondent said that the current menu prices are fine.
3	The respondent thought that there is no problem for the menu prices. The current offered prices are fine.
4	The respondent thought that the current menu prices are fine. No need to decrease them.
5	The respondent thought that the menu prices of Artha Sari have

	been increased since the beginning the respondent ordered Artha Sari, but the respondent said that the current menu prices are fine.		also give food samples to other companies that Artha Sari has not yet reached.
6	The respondent said that the menu prices of Artha Sari have been increased since the beginning the respondent ordered Artha Sari, but it's fine.	6	The respondent thought that it could be good if Artha Sari give food samples to other companies.
7	The respondent expects that since the respondent's company is already partnered with Artha Sari, when the respondent's company orders to Artha Sari, they should given some discount for the prices.	7	The respondent suggests that Artha Sari to use Twitter so that the information could be more quickly spread, and Artha Sari should be bold in doing its promotion, for example by offering food samples along with the table set-up and decoration to other companies. Some caterings have done it here.
8	Since the respondent's company is already become partner with Artha Sari, the respondent expects to be given some discount for the prices.	8	The respondent suggests that Artha Sari should offer food samples along with the table set-up and decoration to other companies. Some caterings have done it here.

TABLE IV

<i>e. What suggestions do you have for promotion to be done by Artha Sari?</i>	
Respondents	Answers
1	The respondent suggests that Artha Sari should improve the food taste quality. That is the most important thing, because it will lead to good word of mouth. A good follow up from Artha Sari is also needed. There is no need to put a commercial on magazine or billboard or TV because it would just be a waste of money.
2	The respondent suggests that Artha Sari should improve the food taste quality, because it will lead to good word of mouth.
3	For promotion media, the respondent thought that it is already enough. Many people the respondent inform about Artha Sari and they all said that the foods taste good.
4	The respondent thought that word of mouth from people is enough for catering promotion.
5	The respondent suggests that Artha Sari should join catering seminars and exhibitions, and

TABLE V

<i>c. What are your expectations for Artha Sari in term of ordering, delivery, and set-up process?</i>	
Respondents	Answers
1	The respondent thought that in term of ordering, delivery, and set-up process, there were never been a problem, so just keep up the good work.
2	The respondent expects Artha Sari to just keep up the good work and if the overall process quality are improved, it will be a lot better for them in the future.
3	The respondent said that for ordering process, the order taker staffs should always stand by in the office to take the order, or at least, never left the office empty with unreliable staffs.
4	The respondent expectation is for Artha Sari to manage the order taking to be more managed well. For the delivery and set-up process, he expected Artha Sari to just keep up the good work.
5	The respondent thought that it would be better if Artha Sari do a follow up for order confirmation in form of fax, or

	email, or others.
6	The respondent hopes Artha Sari to just manage the overall process quality well.
7	The respondent said that Artha Sari should manage the time more thoroughly so that they never late again, because if Artha Sari ever late again, the respondent's company might stop the partnership they have built.
8	The respondent said that Artha Sari should do the time management well.

TABLE VI

<i>a. What do you think about Artha Sari's waiters' politeness, friendliness, quality, and alacrity when the event was held?</i>	
Respondents	Answers
1	All of the waiters were polite, friendly, informative, and spry, and also can be asked for help to inform about the foods, to get the foods for guests, etc. The respondents even recognize some of the waiters with high quality, which are Yono, Edi, and Dadang.
2	All of the waiters were kind, polite, friendly, and spry.
3	All of the waiters were quite polite and friendly. However, there was an incident one time. One of the waiters that Artha Sari hired from the freelance waiter rental agency stole one of the guest's cell phone. But in the end, the thief was caught and the cell phone was returned.
4	All of the waiters were polite and quite friendly.
5	All of the waiters are spry and polite, especially Yono, who can be asked for assistance.
6	All of waiters, in overall, have a good quality. They were all polite
7	All of the waiters were already polite, friendly, informative, and spry, but the freelance waiters should be trained more.
8	All of the waiters were already

	polite, friendly, informative, and spry, but the freelance waiters are not so much alike.
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TABLE VII

<i>a. What do you think about the beauty and tidiness of floral decoration and table set-up by Artha Sari?</i>	
Respondents	Answers
1	The table decorations were neat and nice and the color blends of the table were really beautiful.
2	The table decorations were neat and nice to see.
3	The floral decorations were beautiful and the table set-up was neat and clean.
4	The overall table decorations were tidy and beautiful.
5	The table set-up and decorations were beautiful. Lots of guests loved the ethnic decoration by Artha Sari.
6	The table set-up and decorations were beautiful, nice, neat, and tidy.
7	The decorations were beautiful, but the table set-up was standard. It would be better if Artha Sari have more characteristic in the table set-up that match with the foods, like using earthenware for the ethnic foods.
8	The floral decorations were beautiful, and the table set-up was neat, but still standard. If the food buffet has more characteristic, it would be better.

TABLE VIII

<i>b. What do you think about the quality of cutleries served by Artha Sari?</i>	
Respondents	Answers
1	The plates, glasses, and other cutleries quality were all good and clean.
2	All of the cutleries have good quality because they were all clean
3	The qualities of the cutleries such as plates, spoons, forks, and glasses, were all clean and nice.
4	The overall qualities of the all

	cutleries looked good, clean, and nice.
5	The qualities of all cutleries were already good and satisfying.
6	All of the cutleries looked good, nice, and clean.
7	The qualities of all cutleries were nice and good.
8	The qualities of all cutleries were nice and good.