



Analysis of Pandemic Business Strategy Development at PT Milala Wisata Tour and Travel

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ABSTRACT

This research aims to develop the business of PT Milala Wisata Tour & Travel during Covid-19 pandemic by using a typical culinary side business so that the main business can survive. The data collection technique carried out by the researcher is by direct observation conducted at the company and conducting interviews with the owner of PT Milala Wisata Tour & Travel. The 7P Marketing mix includes price, product, process, people, physical evidance, promotion, place. To find out the strengths, weaknesses, and feasibility of typical culinary side businesses, an analysis is first carried out to find out how the target market is. The data obtained from the collection and then analyzed using the Internal Rate of Return & Cashflow for 3 years to see the feasibility level of typical culinary side businesses are suitable and able to support the main business of the. The results of research from Cashflow for 3 years show that a typical culinary side business deserves to be realized as a support for main business during the Covid-19 pandemic. Typical culinary side businesses have strengths and are in line with the travel business so they can take advantage of existing opportunities.

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1. Introduction

Indonesia, which is rich in tourist and cultural areas, attracts domestic and foreign tourists to visit and see firsthand. Responding to this development, the tourism industry must follow progress by offering facilities that make it easier for tourists. In this case, a travel agent is needed as a liaison between tourists (both domestic and foreign) with the government to develop and promote Indonesian tourism to be known by tourists (Tresnawati & Prasetyo, 2018).

However, in early 2020 the Corona outbreak emerged and spread widely and paralyzed all aspects. The Corona outbreak paralyzed many countries by forcing PSBB and lockdown to avoid spreading through crowds.

This influence resulted in reduced interest of local and foreign people to go on tours. To overcome this, a side business is needed to support the travel business to survive. One of the businesses related to travel is regional culinary specialties. North Sumatra, which is famous for its culinary delights that are liked by many people and rarely found in other areas, is an opportunity to become a

side business. To be able to survive during the COVID-19 pandemic, travel companies need to develop their strategic and business plans.

2. Literature Review

SWOT includes strengths, weaknesses, opportunities, and threats. This SWOT aims to see the strengths and weaknesses of the side business that will be studied. The results of the SWOT analysis will be continued by looking at the advantages and disadvantages in more detail using a combination of strengths-opportunities, strengths-threats, weakness-opportunities, weakness-threats. STP includes segmentation, targeting, positioning. STP aims to determine the target market such as people, locations, hobbies, characteristics of each region.

Marketing Mix 7P

The 7P marketing mix includes price, product, people, place, physical evidence, promotion, process. The results of the SWOT analysis are poured into each part of the 7P marketing mix in order to strengthen marketing through the strengths that have been analyzed previously, and to avoid the threats & weaknesses that have been analyzed.

IRR

Internal Rate of Return is an indicator of the efficiency level of an investment. A project/investment can be carried out if the rate of return is greater than the rate of return when investing elsewhere (interest on bank deposits, mutual funds and others).

Cashflow

Cashflow is the flow of funds, both income and expenses in a company. Cashflow is needed to know the level of the amount of expenditure is still proportional to the income received.

3. Methodology

Positioning

With the company's target as above, the Milala Wisata company positions itself as a seller of various kinds of culinary foods typical of North Sumatra, where there are some foods that will not be found anywhere else or cannot be purchased through e-commerce in general.

Segmentation

Food that will enter the culinary list menu must have sufficient durability (expired) because the target market is people from outside the city. In addition, some foods that do not have a low expiry rate, such as arsik dishes, are wrapped in a different technique, namely separating the sauce and fish vegetables to extend the expiration rate. There are also dry foods that use airtight packaging techniques that have been proven to extend the expiry rate of food. The following is a list of culinary menus that are suitable for marketing: Section describes the steps followed in the execution of the study and also provides a brief justification for the research methods used (Perry et al., 2003:661). It should contain enough detail to enable the reader to evaluate the appropriateness of your methods and the reliability and validity of your findings. Furthermore, the information should enable experienced researchers to replicate your study (American Psychological Association, 2001:17).

Targeting Based on the segmentation above, the big cities will be the target marketing locations. For starters, the promotional areas are Jakarta, Yogyakarta, Palembang, Semarang, Aceh, Padang, Lampung, Surabaya, Makassar.

The overall target market is:

Table 1. Target Market

TARGET MARKET	
1	Male or Female aged 15 years and over
2	Have a smartphone
3	Actively surfing on social media
4	Love to try new culinary
5	Hobbies to eat

SWOT analysis

The preparation of a SWOT analysis aims to determine the strengths and weaknesses of the company and from outside the company. The SWOT analysis that has been prepared is as follows:
Strength (S). (1) Typical cuisine does not use preservatives that can make it last for days. (2) Special culinary specialties for the North Sumatra region that will not be found in e-commerce such as Bukapalak, Tokopedia, etc. (3) The selling location is in a strategic area

Weaknesses (W). (1) The lack of promotional activities due to out-of-region promotions that can only be done through digital marketing. (2) The low level of knowledge of the outside community about the traditional foods of North Sumatra, so that they only focus on well-known foods such as Bika Ambon and Sponge Meranti. (3) The product is the result of a third party production, so the price will also be compared to the product in e-commerce.

Opportunities (O). (1) There is no market that offers authentic North Sumatran cuisine without preservatives and shipping out of the region. (2) People have a great curiosity and try to try food in the North Sumatra area because it is famous for its culinary. (3) There is no culinary limit provided. (4) It does not require large capital, so the capital can be used for the promotion.

Threats (T). (1) The outside community is not too familiar with the distinctive culinary tastes and different tastes in food. (2) Ease of imitating the culinary business. (3) Competition with sellers in e-commerce is not limited because there are already well-known products sold there, such as Bika Ambon and Sponge Meranti.

Strength – Opportunities (SO). (1) Sticking to the principle of not selling food containing preservatives in food so that public confidence does not decrease in the typical culinary of North Sumatra (S1/O1). (2) Optimizing promotions through social media and the internet regarding North Sumatran specialties that are attractive and suitable for other regions (S2/O2/O3). (3) Optimizing the sales location to make it more visible to passing visitors by adding banners or banners because the location is private property so the use of costs can be minimized (S3/O4).

Weaknesses – Opportunities (WO). (1) Intensifying promotional activities not only through social media but through endorsement of influential people/figures in certain areas to encourage public interest in those areas (W1/W2/O4). (2) Expanding the menu and finding out the preferred menu of each region that might match the typical North Sumatran cuisine and adjusting the price to keep it lowest compared to other e-commerce (W3/O1/O2/O3).

Strengths – Threats (ST). (1) Introducing a unique and healthy menu that has never been found in other places (S1/S2/T1/T2). (2) Introducing unlimited products through promotions in prime locations and through social media (S3/T3).

Weaknesses – Threats (WT). (1) Always bring up innovations and explore new menus that are not yet known in the market by going directly to villages or other areas. It also shows the cooking process (W1/W3/T1/T3). (2) Give the product characteristics through the cover so that it is different from other products in e-commerce (W2/T2).

Marketing Mix 7P. The preparation of a detailed marketing plan using the 7P marketing mix is described in each section as follows:

Products. The product-related strategic plans are SO-1 and ST-1. To be able to run it, a marketing plan is prepared as follows: (1) The menu offered in 2021 is the original red lemong and Serabi karo which uses pepper and ginger which serves to warm the body and increase body immunity. Arsik fish uses turmeric, ginger, galangal, candlenut, and andaliman ingredients which function to stimulate children's brain development and improve memory. Saksang chicken uses coriander, pepper, lemongrass, and andaliman which functions to improve the immune system. (2) The sales targets for the menu include lemong in all regions of Indonesia. Serabi karo in Bali, West Sumatra, Surabaya. Arsik fish in Java, West Sumatra, Aceh, Palembang. Saksang Chicken in West Sumatra, Makassar, Manado.

Price. The strategic plan related to price is WO-2. To be able to run it, a marketing plan is prepared as follows: (1) The prices we offer must also attract the attention of potential customers. This means that it does not provide a large profit for us (the company) but can also be tolerated by potential customers because the price will be made as economical as possible compared to other markets. For every month there will be discounts to give surprises and convenience to keep potential customers buying from our company. (2) The price for a pack of original Lemong is 15K excluding postage but if you buy 5, you will be charged 55K plus free shipping. For Serabi Karo, the price is 20K. For the combination of Lemong and Serabi Karo, you can buy it for 30K, not including shipping.

Place. Strategic plans related to the place are SO-3 and ST-2. To be able to run it, a marketing plan is prepared as follows: (1) Banners and banners are installed in prime locations with angles that are easy to see from each side. Brochures will also be distributed to increase information. The location of our company is in the area of Jl. Jamin Ginting no. 207, Kwala Bekala, Kec. Medan Johor. This location is close to Dharma Bakti Vocational School, Houses of Worship (Church and Mosque), close to traditional markets, and close to the bus station for Kabanjahe city. This location is a very strategic place because it is passed by many people from various places and is suitable for competing because there are no typical culinary sellers around this area. (2) If the annual sales increase, a branch or stand will be opened in a crowded place with customers.

Promotion. The strategic plans related to the place are SO-2 and WO-1. To be able to carry it out, a marketing plan is prepared as follows: (1) Promotion will be carried out through social media and using influential figures in each region to increase thrust in that area. The promotion will be centered on social media and e-commerce because our target market is prospective customers from outside the region who want to try the culinary specialties of North Sumatra. In addition to using these promotions, we will also try to give community leaders or influential people in each region to taste our products and give an assessment and will be published. This aims to increase the curiosity of potential customers in each region. These influential figures can be celebrities, religious leaders, and cultural figures.

Process. The strategic plan regarding the place is WT-1. To be able to run it, a marketing plan is prepared as follows: (1) To increase the trust of potential customers we will also publish the process of making several food products or can by request want to see the process of making certain products. This aims to increase the confidence of potential customers that the food they order is made cleanly and uses healthy and natural ingredients. Not only that, we will also publish every order until it is wrapped and shipped.

People. The strategic plans related to the place are WT-2 and WO-1. To be able to run it, a marketing plan is prepared as follows: (1) The person referred to here is not only from the company but also the consumer. So every order that has been received we will always ask for feedback such as criticism and suggestions not only about the taste and appearance of the food, but can be in anything that builds this company towards a better direction. From our side (the company) will provide friendly service and

fast response so that prospective customers are not reluctant to ask questions or order via online. **Physical evidence.** The strategic plan related to the place is WT-2. To be able to run it, a marketing plan is prepared as follows: (1) The physical evidence included here is the company logo, namely Milala Wisata. So we will stick this logo on every cover of the food we send. Not only for food covers, company employees will be required to use the uniforms that have been provided. We believe uniforms and logos increase the trust of potential customers. In addition, there will be a selling stand on the side of the road for customers who want to buy drive thru.

Business Plan Preparation

Cost

In this section we will estimate how much it will cost for the overall operational plan needed for the next 3 years:

Table 2. Operating cost in 3 years

Operational Plan	Est. cost/year	2021	2022	2023
Facilities procurement	-			
Rent location	Rp 14,000,000	√	√	√
Banner & signage	Rp 500,000	√		
Freezer	Rp 5,000,000	√		
Packing tools	Rp 1,200,000	√		
Preparation of food stock	Rp 24,000,000	√	√	√
Transportation (gasoline)	Rp 9,600,000	√		
Employee salary (1 person)	Rp 24,000,000	√	√	√
Telephone, electricity, water cost	Rp 3,000,000	√	√	√
Promotion via social media	Rp 2,000,000	√		
Cover or wrapping	Rp 2,000,000	√	√	√
Uniform	-			
Total cost		Rp 85,300,000	Rp 67,000,000	Rp 67,000,000

Estimated operating costs for 3 years :

$$\text{Rp } 85.300.000 + \text{Rp } 67.000.000 + \text{Rp } 67.000.000 = \text{Rp } 219.300.000$$

Payback Period (PP).

After knowing the total estimate needed for the next three years, we also need to know how long this business will pay off. PT. Milala Wisata made an investment of IDR 219,300,000 in fixed assets, with the following proceeds :

Table 3. Income and Expenditure

Year	Projected sales	Gross profit
Year 1	Rp 200,000,000	Rp 200,000,000
Year 2	Rp 195,000,000	Rp 205,000,000
Year 3	Rp 190,000,000	Rp 210,000,000
Year 4	Rp 185,000,000	Rp 215,000,000

$$\text{Payback Period} = n + (a - b) / (c - b) \times 1 \text{ year}$$

n = The last year in which the amount of cash flow still cannot cover the initial investment

a = Initial Investment Amount

b = Cumulative amount of cash flows in year – n

c = Cumulative amount of cash flows in year n + 1

Then the payback period is:

$$\text{Payback Period} = n + (a-b) / (c-b) \times 1 \text{ year}$$

$$\text{Payback Period} = 3 + (\text{Rp } 219,300,000 - \text{Rp } 205,000,000) / (\text{Rp } 210,000,000 - \text{Rp } 205,000,000) \times 1 \text{ year}$$

$$\text{year Payback Period} = 3 + (\text{Rp } 14,300,000) / (\text{Rp } 5,000,000) \times 1 \text{ year}$$

$$\text{Payback Period} = 3.02 \text{ years or } 3 \text{ years } 1 \text{ month}$$

With this, it can be concluded that this business can return on investment after 3 years and 1 month of operation.

Internal Rate of Return (IRR)

IRR which is an indicator of the efficiency level of an investment. A project/investment can be carried out if the rate of return is greater than the rate of return if investing elsewhere (interest on bank deposits, mutual funds, etc.)

$$IRR = 74\% - \left[30,3 \times \frac{(75\% - 74\%)}{-3,5 - 30,3} \right] \quad (1)$$

$$IRR = 74\% - (-0,8\%)$$

$$IRR = 74\% + 0,8\% = 74,8\%$$

Variable Costs & Fixed Costs

The calculation of variable costs and fixed costs is very important for us to know the production needs for a certain period of time and the total cost as a whole.

Table 4. Fixed expenses

No	Fixed expenses	
	Cost	Breckdown
1	Rent location	Rp 1.166.666
2	Banners and signboards	Rp 500.000
3	Uniform	Using the milala wisata tour and travel old uniform
4	Freezer cupboard to store food stock	Rp 5.000.000
5	Promotion via social media	Rp 2.000.000
6	Employee salary (1 person)	Rp 2.000.000
Total fixed expenses		Rp 10.666.666

Table 5. Variabel Expenditure

No	Fixed expenses	
	Cost	Breckdown
1	Telephone, electricity, water cost	Rp 250.000
2	Transport (gasoline)	Rp 800.000
3	Cover or wrapping	Rp 166.666
4	Preparation of food stock	Rp 2.000.000
Total fixed expenses		Rp 3.216.666

Total cost per month

$$TC = VE + FE = \text{Rp } 3,216,666 + \text{Rp } 10,666,666$$

$$TC = \text{Rp } 13,883,332$$

With this the total cost required for one month's operation is Rp.13,883,332,-

Cash flow statement

After we get the important components such as Total Cost, Internal Rate of Return, Net Present Value to Payback Period, it is important to calculate the cash flow statement in order to be able to calculate and find out the financial details of the company whether profit or loss.

Sales = Sales – (Sales Returns + Sales Discounts)

Sales = 85,000,000 – (5,000,000 + 5,000,000)

Sales = Rp 75,000,000,-

Table 6. Income statement

PT Milala Wisata Tour and Travel	
Income statement (1/1/2022 – 30/12/2022)	
Sales	Rp 75.000.000
Cost of goods sold	Rp 15.000.000
Gross profit	Rp 60.000.000
Marketing expenses	Rp 6.000.000
The burden of providing food stock	Rp 24.000.000
Telephone water electricity load	Rp 3.000.000
Vehicle depreciation expence	Rp 400.000
Cover or wrap	Rp 2.000.000
Transportation gasoline load	Rp 9.600.000
Total operating expenses	Rp 45.000.000
Profil for this period	Rp 15.000.000

4. Conclusion

Based on the research results obtained, the authors conclude that:

1. The 7P marketing mix strategy consisting of Product/product, Price price, Place/place, Promotion/promotion, Process/process, People/person, and Physical Evidence/physical evidence has a significant influence on the introduction of new side-businesses of typical culinary, increasing thrust in the community, and purchasing decisions in each area.
2. Strengths and weaknesses of typical culinary side businesses identified by SWOT and STP (segmentation, targeting, positioning) analysis affect the target market geographically, demographically, and psychographically.
3. Internal Rate of Return and Cashflow for the next 3 years will affect the feasibility of typical culinary side businesses by predicting income and expenses. In accordance with the results of the study, side business is feasible to be realized.

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