Development and Implementation of Marketing Initiatives to Enhance Sales Performance: a Case Study of RM Payakumbuah Depok

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ABSTRACT

This study analyzes the revenue decline of RM Payakumbuah Depok, a leading Padang restaurant, within Indonesia's competitive restaurant industry. The research identifies primary marketing challenges: rising operational costs, increased competition, and evolving consumer preferences. Despite strong brand equity for authentic Padang cuisine, the restaurant faces difficulties adapting to market shifts, impacting its revenue sustainability. The study focuses on three marketing dimensions: current business performance, competitive positioning, and strategies for customer acquisition and retention. Using quantitative methods—surveys and secondary data—the research applies SWOT analysis, Porter's Five Forces, and the 7Ps of marketing to evaluate challenges and opportunities. Key findings emphasize the need for differentiation through unique value propositions, enhanced customer engagement, and robust digital marketing initiatives. Strategic recommendations include menu innovation, value-based pricing, and service quality improvements, all structured within an actionable implementation plan. The study aligns with industry findings that menu price, location, and reputation are decisive factors in restaurant selection, and that integrated marketing communications and occasion-based segmentation can strengthen market position. Social media marketing, while effective for brand differentiation, shows mixed results regarding paid promotions and customer loyalty initiatives. These marketing initiatives aim to reinforce RM Payakumbuah Depok's competitive advantage, boost customer satisfaction, and support sustainable growth in a rapidly evolving market. The insights are relevant for similar businesses adapting to shifting market dynamics.

KEYWORDS	*Revenue Decline, Customer Preferences, Marketing Strategies, Competitive Positioning, SWOT Analysis, Padang Cuisine*

INTRODUCTION

In the modern era, technological advancements and evolving consumer preferences have transformed the food service industry globally. Restaurants have shifted from being simple dining venues to becoming integral parts of the hospitality sector, adapting to both physical and digital environments (Helms,

2010). The rise of digital platforms and innovative service models, such as *Subscription as a Service (SAAS)*, has revolutionized restaurant operations, customer engagement, and daily management, presenting both significant opportunities and challenges (Statista, 2023; Statista, 2024; Statista, 2024; Statista, 2024).

The restaurant industry, particularly in Indonesia, faces complex macroeconomic pressures: rising operational costs, labor, utilities, and ingredient prices are squeezing profit margins (Zeithaml, 2018). Restaurants must now balance cost management with the need to offer competitive pricing to increasingly price-sensitive customers. Simultaneously, shifting consumer expectations require ongoing investment in technology and new service models (Indrihapsari, 2024). Indonesia's demographic profile amplifies these trends. With a median age of 29.7 years in 2020, the population is digitally savvy and demands technology-integrated services and diverse culinary experiences. Restaurants are compelled to adapt their service models and marketing strategies to meet the growing demand for convenience, digital accessibility, and unique dining experiences—especially among younger consumers (Sharp, 2024).

Within this dynamic environment, *Padang* restaurants hold a special place in Indonesia's culinary scene, renowned for their authentic flavors and the traditional *hidang* service style, which reflects communal dining values. However, these establishments face challenges in maintaining cultural authenticity while adapting to rising costs and digital transformation. Platforms like *GrabFood* and *GoFood* have become essential, and menu innovation is necessary to meet changing tastes.

RM Payakumbuah Depok operates in this rapidly evolving market, where 60% of Indonesians dine out weekly. To capitalize on these trends and ensure sustainable growth, the restaurant must optimize costs, embrace digital solutions, align offerings with young, tech-savvy consumers, and balance tradition with modern operational practices. Success will depend on maintaining authentic *Padang* experiences while strategically adapting to market changes and regulatory shifts.

RESEARCH METHOD

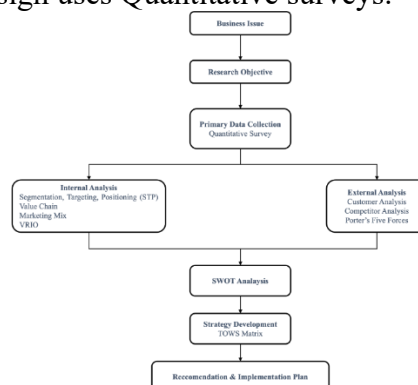This research design uses Quantitative surveys.

Figure 1. Research Design Flowchart
Source: Author

The diagram's procedure commences with an examination of the organization's business condition and challenges that it faces. The research begins by examining the fundamental difficulties encountered by RM Payakumbuah Depok, which include a decrease in revenue, heightened competition, and changing customers preferences (Barney, 2010).

Thus, based on both concerns, this research will have two (2) phases to achieve the objectives. Data collection method in this research will be from Primary data. Primary data is collected through quantitative phase such as questioners, purposive sampling, and computer-aided (CAPI).
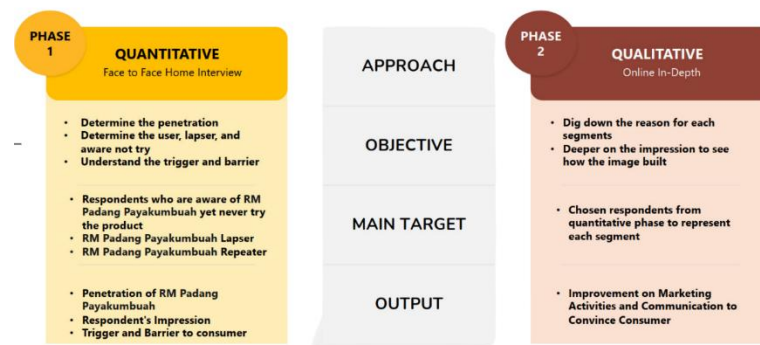

Figure 2. Data Collection Overview
Source: Author

This research will be a purposive survey targeting the existing and potential customers of RM Payakumbuah Depok. The population consists of all individuals who are living or working around 3 kilometers radius from the restaurant (Depok area). The respondents will not be limited in terms of gender, but there will be a limitation for the age of the respondents from minimum 18 to 50 years old. This is clearly because the author would like to get the understanding from the productive age basis. This productive age base will have the resources to purchase the food and drink in the restaurant. Thus, reducing the unqualified respondents from the survey.

In the quantitative phase of this research, the interview protocol is designed to ensure the collection of reliable and valid data. The protocol explains the procedures and guidelines that interviewers must follow when asking the questionnaire to respondents. The protocol is structured to maintain consistency, reduce bias, and ensure that the data collected is both accurate and relevant to the study. In this phase, there are some questioner topics that are prepared solely for this quantitative phase:

Table 1. Survey Topics

Topics	Sub-Topics	Detail
Awareness	Aware Not Try	The reason for not trying
	Repeater – New	Trigger to enter
		Reason to choose Payakumbuah Depok
		Source of awareness
		Reason to repeat purchase

Topics	Sub-Topics	Detail
	Repeater – Switched from other brand	Reason to switch to Payakumbuah Depok
		Source of awareness
		Reason to repeat purchase
	Lapser	Reason to choose Payakumbuah Depok earlier
		Reason to switch from Payakumbuah Depok
Product		Reason to consume product of Payakumbuah Depok
		Impression of Payakumbuah Depok SWOT of existing products as well as the customer satisfaction
		Regular shopping and any seasonility in purchasing
		Product expectation with feedback
Purchase Channel	Purchase channel preference	Purchase channel preference
	Current channel SWOT	Are they satisfied with existing purchase channel?
		Any input or concern for improvement?
Place		Does the location impacting their decision?
		Current location SWOT
		Any concern for the place/location?
Marketing		The effectiveness of current Payakumbuah Depok campaign
		Impact on the purchase decision from current campaign
Differentiation		Differentiation of Payakumbuah Depok with other categories
		Current proposition for SWOT
		Reliability and functional benefit

Source: Author

For a thorough analysis of customer perception regarding RM Payakumbuah Depok, a well-structured questionere will be designed based on the key strategic topics above. Each topic has been broken down and included in sections to address specific elements that are crucial in assessing the restaurant's market position and finding improvement. All the limitations and pre-defined border and classification of the respondents are also considered when designing the questionere. The following section presents the detailed questionere, structured according to the table above:

Table 2. Survey Questionere Questions

Section	Question	Sub-Question
Section A – Modul Rumah Makan Padang	*Could you please tell us which PADANG RESTAURANT that you have ever seen/heard of?*	
	Could you please tell us which you have EVER VISITED AND BOUGHT their products in the past 2 months?	
	Can you tell me how many times you have visited RM PADANG PAYAKUMBUAH?	
	Where do you depart from when visiting RM PADANG PAYAKUMBUAH DEPOK at that time?	

Section	Question	Sub-Question
	In which area ___ (Home, Office, College, School, Others) are you located?	
	What made you decide to visit RM PADANG PAYAKUMBUAH in DEPOK	
Section C – Padang Restaurant	*How important are the following attributes when choosing a PADANG RESTAURANT?*	• The places to eat are easy to find • Available on online food ordering applications (Grab Food/ Go Food/ Shopee Food, etc.) • Have an attractive promotion • Food that is tastier compared to food from other similar places • Has prices that suit your budget • Provides additional facilities (free wifi, charger area, smoking area, mushola, etc.) • Provides completed menu choices • The store/places to eat is suitable for hanging out with family/friends • Have a comfortable ambiance • Friendly service • Providing a unique menu (not commonly found anywhere else) • Many people recommended • Promoted by famous actor/actress/food vlogger • Instagrammable store/places to eat interior
Section D – Aware Of Rm Padang Payakumbuah	*What was your first impression of RM PADANG PAYAKUMBUAH?*	
	How did you first learn about RM PADANG PAYAKUMBUAH?	
	Where else do you know RM PADANG PAYAKUMBUAH?	• Words of Mouth • Promotion through the internet • Promotion through conventional media • Digital Media • Social Media

Section	Question	Sub-Question
		• Review
	What are the things you LIKE about RM Padang Payakumbuah	
	What are the things you DIS-LIKE about RM Padang Payakumbuah	
	How unique or different is RM PADANG PAYAKUMBUAH if you compare it with other store/places to eat?	
	Is RM Padang Payakumbuah Depok relevant to you?	
Section E – Aware Not Try Of Rm Padang Payakumbuah	*Why haven't you visited RM PADANG PAYAKUMBUAH yet?*	
	What reasons have kept you from visiting RM PADANG PAYAKUMBUAH?	
	Why would you prefer OTHER PADANG RESTAURANT compared to RM Padang Payakumbuah?	
	Could you please tell me how possible you will visit RM PADANG PAYAKUMBUAH DEPOK in the future?	
	What would make you interested in visiting RM PADANG PAYAKUMBUAH DEPOK in the future?	
	Do you know what menus are available at RM PADANG PAYAKUMBUAH DEPOK? Which menu do you want to try?	
Section G – Repeater Of Rm Padang Payakumbuah	*What attracts you to keep visiting RM Padang Payakumbuh Depok?*	
	Do you think RM PADANG PAYAKUMBUAH DEPOK already has the best product taste for Padang restaurant?	
	Do you think RM PADANG PAYAKUMBUAH DEPOK already has the most complete products/menu options for Padang restaurant?	
	Do you think RM PADANG PAYAKUMBUAH DEPOK already offers value-for-money prices for Padang restaurant?	
	Which menu have you tried at RM PADANG PAYAKUMBUAH DEPOK?	
	Which menu do you like the most at RM PADANG PAYAKUMBUAH DEPOK?	
	What menu do you think still need to be improved at RM PADANG PAYAKUMBUAH DEPOK?	
	Apart from visiting the store/places to eat in person, have you ever bought RM PADANG PAYAKUMBUAH DEPOK products online?	• Grab food • Gofood • Shopee food
	Through what platform do you purchase RM PADANG PAYAKUMBUAH DEPOK products online?	

Section	Question	Sub-Question
	Why would you buy RM PADANG PAYAKUMBUAH products online? Are there any concerns you have faced?	
	Have you ever tried any other PADANG RESTAURANT besides RM PADANG PAYAKUMBUAH DEPOK? What was the brand?	
	You say that you have consumed [OTHER PADANG], what are your reasons for switching to RM PADANG PAYAKUMBUAH?	
	In your opinion, what differentiates RM PADANG PAYAKUMBUAH from other store/places to eat?	
	After visiting RM PADANG PAYAKUMBUAH several times, are there any things that you would like TO IMPROVE from RM PADANG PAYAKUMBUAH DEPOK?	
Section H – Lapser Of Rm Padang Payakumbuah	*You said you once visited RM PADANG PAYAKUMBUAH but don't revisit again in the past 2 months, why do you think that?*	
	Do you think RM PADANG PAYAKUMBUAH already has the best product taste for Padang restaurant?	
	Do you think the RM PADANG PAYAKUMBUAH already has the most unique products/ menu options for Padang restaurant?	
	Which menu have you tried at RM PADANG PAYAKUMBUAH DEPOK?	
	Which menu do you like the most at RM PADANG PAYAKUMBUAH DEPOK?	
	What menu do you think still need to be improved at RM PADANG PAYAKUMBUAH DEPOK?	
	Apart from visiting the store/places to eat in person, have you ever bought RM PADANG PAYAKUMBUAH DEPOK products online?	
	Through what platform do you purchase RM PADANG PAYAKUMBUAH DEPOK products online?	• Grab food • Gofood • Shopee food
	Why would you buy RM PADANG PAYAKUMBUAH products online? Are there any concerns you have faced?	
	Have you ever tried any other PADANG RESTAURANT besides RM PADANG PAYAKUMBUAH DEPOK? What was the brand?	
	What would make you interested in visiting RM PADANG PAYAKUMBUAH in the future?	
Section J – Place Impact	*How easy is it for you to find RM Payakumbuah DEPOK*	
	How big of a role does location play in influencing the decision to eat at a PADANG RESTAURANT?	
	In overall, how satisfied are you with the location of RM PAYAKUMBUAH Depok? (Scoring 1-10)	
Section L – Price Impact	*How much does the price impact your decision to buy products from a PADANG RESTAURANT?*	

Section	Question	Sub-Question
	Who do you usually visit a PADANG RESTAURANT with?	
	How many people ate with you at PADANG RESTAURANT? Please count yourself too.	
	What was the total cost you recently spent at PADANG RESTAURANT?	
	Who was the last person to pay for an order purchased at a PADANG RESTAURANT?	
	How much did you BUDGET to eat at PADANG RESTAURANT?	
Section M – Promo Diagnostic	*What promotions do you expect when buying products at a PADANG RESTAURANT?*	
	Have you ever heard of any PADANG RESTAURANT promotions before?	
	Which of the promotions you saw most influenced your decision to buy products at a PADANG RESTAURANT?	
	How much product promotion influences you when buying products at PADANG RESTAURANT?	
Section N – Proposition Impact	*How strong is the brand's influence on your purchase decision?*	
	How satisfied are you with the PADANG RESTAURANT brand that you visit most often?	
Section O – Media Behavior	*Which media have you accessed in the last three months?*	
	Talking about media, which topics are you interested in?	
	Do you follow quick service PADANG RESTAURANT accounts on social media?	
	Can you name famous food vloggers you follow? Can be from various social media.	

Source: Author

The next step after the primary data is collected is about data analysis. All of the data that has been retrieved from the survey must be processed systematically and analyzed to get meaningful information that aligns with research objectives. The definition of Data Analysis refers to the process of examining, cleaning, and interpreting data to discover useful information, get the conclusions and insights, and support the management of the organization for decision-making process (Kothari, 1990). The objective of data analysis is to organize and present data in a certain way that will enable us to uncover patter, relationships, and trends. Hence, data analysis will help enabling evidence-based conclusions and formulating strategic recommendations. Author employs quantitative data analysis methods to get a comprehensive understanding. A quantitative analysis approach will be used to help analyze STP, Porter Five Forces, Marketing 7 Ps, and Competitor analysis. Later, the author will also delve the analysis into internal and external analysis based on the research design flowchart (Field, 2018).

The definition of quantitative analysis is a scientific approach to analyzing data in numbers, patterns, relationships, and trends. This analysis is about statistical techniques to uncover the findings and ensure reliability. The data will be collected through structured questioneres distributed in purposively sampling mode based on

specific classification of respondents. A statistical method that is frequently applied in the process of carrying out quantitative research is known as cross tabulation, or crosstabs. The data is presented in a matrix style, which makes it easier to discover patterns and linkages between the factors that are being considered (Bryman, 2016; Chaffey, 2019). As a result of the fact that survey research, marketing analysis, and the social sciences are all fields that regularly deal with categorical data, this method is especially useful in those fields specifically. According to (Agresti, 2018) cross tabulation is based on contingency tables, which are useful for gaining an understanding of the relationship between one categorical variable and more than one other (Armstong, 2019; Armstong, 2018).

RESULT AND DISCUSSION

Quantitative Data Analysis

In this section, the author focuses on the attitudes and preferences of customers with relation to Padang eateries. In order to provide a summary of the data, the study applies descriptive statistics such as mean, median, and mode to analyze the following five important aspects such as general information, brand, product, price, as well as promotion. This analysis will provide some information about the trend or pattern of the data within the dataset. Likert-type scale data is the ones that are analyzed using this method. It is important to note that data interpretation is also heavily influenced by the scale of measurement that is used.

Table 3. General Information Descriptive Analysis

Type	Question	Sub-Question	Mean	Median	Modus	Scale
General Information	How important if Padang restaurant is a....	The places to eat are easy to access	8,51	8	8	1-10
		Available for online ordering	8,40	8	8	1-10
		Have an attractive Promotion	8,42	8	8	1-10
		Food that is tastier compared to other similar places	8,71	9	8	1-10
		Wide space of dining	8,62	9	8	1-10
		Provides menu with high quality	8,92	9	9	1-10
		Has prices that suit your budget	8,71	9	8	1-10
		Have a price that value for money	8,91	9	9	1-10
		Provides additional facilities	8,84	9	10	1-10
		Provides completed menu	8,90	9	9	1-10
		Suitable place for hanging out with family or friends	8,60	9	9	1-10
		Have a comfortable ambience	8,71	9	8	1-10
		The product is addictive	8,91	9	8	1-10
		Providing products that I like	8,90	9	9	1-10
		Friendly service	8,97	9	10	1-10
		Providing a unique menu	8,83	8,5	8	1-10
		Is a trusted place to eat	8,88	9	8	1-10
		Many people recommended	8,45	8	8	1-10
		Promoted by famous actor/actress/food vlogger	7,84	8	8	1-10

Type	Question	Sub-Question	Mean	Median	Modus	Scale
		Instagrammable store/places to eat	8,28	8	8	1-10
		Interior				
		Comfortable for eating alone	8,42	8	8	1-10
		The food is always fresh	9,10	9	10	1-10

Source: Author

The findings highlight the significance of digital ordering platforms by showing that online availability (mean 8.40) and simplicity of access (mean 8.51) are highly valued. The importance of flavor and freshness was emphasized by the high mean score of 8.92 for food quality. Furthermore, eating area and ambience (mean 8.71) are important factors in customer satisfaction. Food freshness received the highest rating (mean 9.10), underscoring its significance.

External Analysis

In business, a leader focuses more on the parts that he or she can influence. However, in the real world, there are so many factors that outside of leader's reach and influence can severely affect the business condition. These factors are what we call external factors. In this research, the external analysis will be considered and reviewed properly. Author will use Porter Five Forces and Competitor Analysis to align with research objectives.

Competitor Analysis

Competitor analysis is a very important component of strategic marketing. Only after understanding competitors' situation and condition that we can refine the strategies to gain competitive advantage. Based on this research through a survey conducted in Depok, the author will provide some insights.

First of all, author needs to explain that there are 2 general ways to enjoy "nasi padang". These are "Rumah Makan Padang" and "Restoran Padang". Author will focus on "Restoran Padang" or restaurant type one. In general, the attributes or differences between these two types are:

1. "Rumah Makan" Padang type (Small Kiosk or shop for Padang food) They are widespread in big cities to small towns. Normally they are located on the secondary or tertiary road (non-primary or protocol avenue). Few of them manage to land a premium location but normally the building is distinctively small compared to their surroundings. They are easily recognized by the dishes that are displayed in the storefront. People can quickly take a glance and know if the kiosk has their preference menu. Last but not least, the price is affordable for most people.

2. The type of restaurant is "Restoran Padang" (restaurant). They are not widespread but quite common in big cities. The building is normally an exclusive one with an elegant ambience. They don't display their menu in the storefront and usually serve all the dishes at once at the table. It is also easy to recognize the big parking lot that it must accommodate customers with car.

Customer Analysis

This customer analysis refers to some key findings from the quantitative survey conducted for RM Payakumbuah Depok. The analysis will focus on understanding customer demographics, their preferences on restaurants, satisfaction levels, barriers to repeating the visits, and some other information regarding customer loyalty and others. The author will start by presenting the results of the quantitative survey that was conducted to 100 respondents around the restaurant area (Depok area with radius of 3 to 5 km).

Demography

The author will start by analysing the demography characteristics of the 100 respondents. With the understanding of characteristics such as gender, age, and occupation, it can help to identify the target customers or which segment of the demography in Depok that can be targeted as the potential customers. The following are distribution results based on the survey:
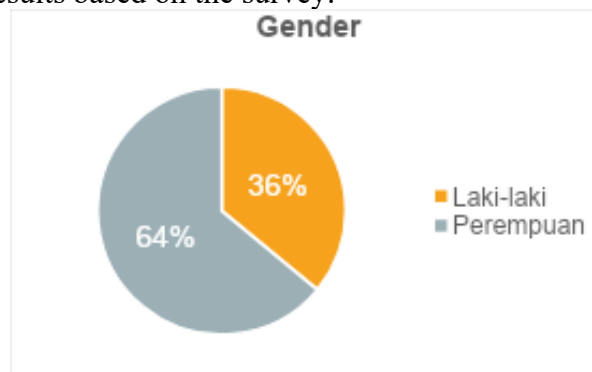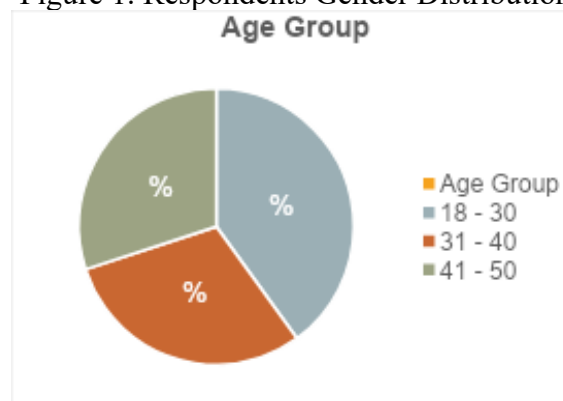

Figure 1. Respondents Gender Distribution

Figure 2. Respondents Age Group

Based on the gender result, it reveals that 64% of the respondents are female, while male only 36%. This may suggest that RM Payakumbuah Depok attracts a majority female customer base. This trend also highlights the cultural aspect of Indonesian's family which the female is usually the one whose taking care for the family at home. At the same time the distribution for the age group is almost equivalent between each group age. This indicates a broader availability of productive age of potential customers around the restaurant area (within 3-5 km). It may also suggest that RM Payakumbuah Depok appeals broadly across different

age demographics. It just simply able to capture the interest of younger adults, middle-aged individuals, and older working people.
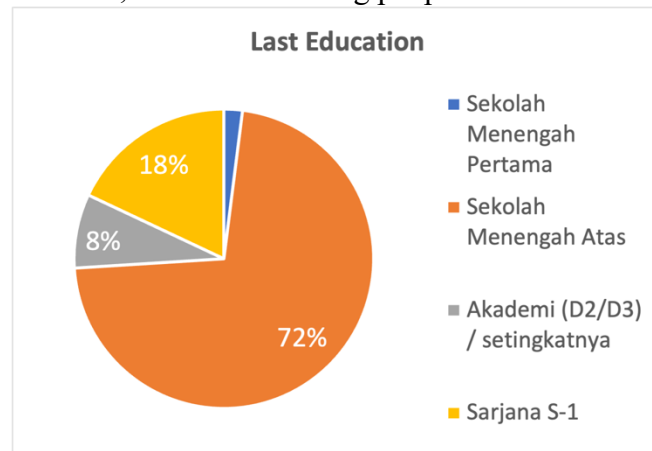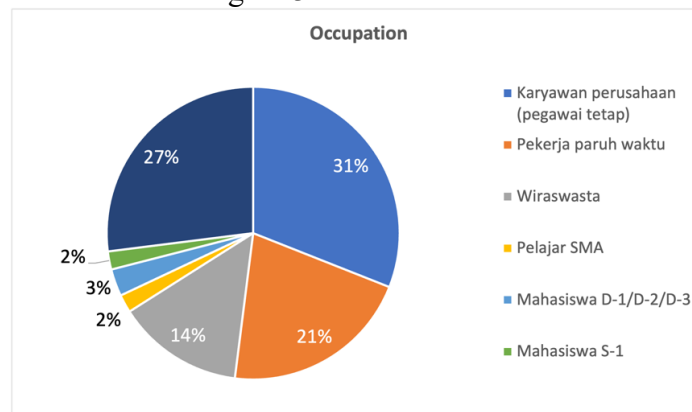

Figure 3. Last Education

Figure 4. Respondents Occupation

The research survey result show that more than 50% of the respondents are professional workers (both permanent company worker or freelancer) and with the second biggest chunk of demography falls to housewives (mother at home). This is in line with the last result of the female majority as respondent. The third one is entrepreneurs (with 14% of respondents' population) who actually run their business in Jabodetabek area but live in Depok due to proximity with Jakarta and the rest of highway access.

Last but not the least, the author also considered the distribution of respondents' economic level as shown in Figure 4-6 Economy Level. The survey didn't use the income level as the economic level category because of the low accuracy of the number itself. Most Indonesians still consider sharing the income to outsider as "taboo" things to do. Thus, researchers use different sets of questions and categorizations to determine the economic level of the respondents. The largest group, comprising 44% of the respondents, falls within the "Upper 2" category, which represents individuals with a middle to high income range. This result may suggest that a significant portion of the restaurant's potential customers comes from a group that values quality and has some spare income to spend on dining, but still likely remains price conscious. On the other hand, the "Upper 1" category, which

is the high-income respondents, comprising 27% of the surveyed respondents, is the small but very important group of potential customers that seems to prioritize quality and premium services, with more flexibility in the disposable income spending power.
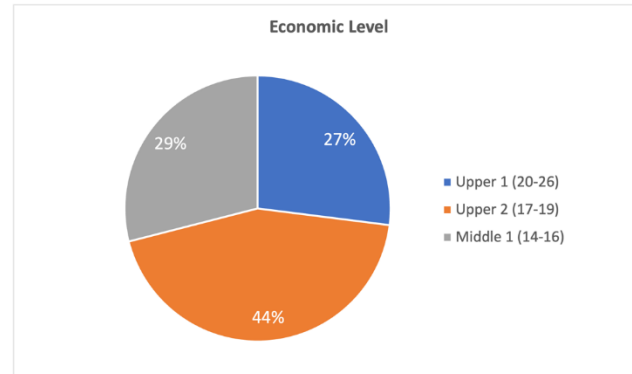

Figure 5. Economy Level

Generic Awareness for Padang Restaurant

The "Generic" term here refers to the awareness of the respondents about overall their dining experiences with all types of restaurants. This is important to understand the mindset of customers related to the reception of padang cuisine in Depok area. Based on the cross-tabulation analysis, when the researcher asking questions (multi-answer question) about the type of restaurant that they have visited within 6 and 2 months, surprisingly all respondents mentioned padang cuisine as the number one place for dining out (100% result):

Table 4. Restaurant Awareness

Restaurant Type	Past 6 Months (%)	Past 2 Months (%)
Padang	100%	100%
Warung pecel lele, ayam penyet, bakso, mie ayam, dll	80%	67%
Warteg/warung sunda	62%	46%
Quick service restaurant	53%	33%
Modern or traditional coffee shop / café	46%	31%
Italian food restaurant	26%	11%
Bakery or restaurant which sell bread	21%	13%
A restaurant with traditional cuisine from a country (e.g., Chinese/Japanese/Thai or others)	13%	5%
Grilled restaurant	7%	3%
Seafood restaurant	6%	2%
Meat outlets / restaurant	5%	3%
Healthy food restaurant	2%	0%
Fine dining restaurant	1%	0%

Source: Author

This result reveals the dominance of Padang Cuisine which highlights customer behavior and dining trends in the Depok area. Padang cuisine is not just a meal. It has become a go-to "Comfort Food" for most of Indonesian people. "Comfort Food" means that it is not just about the food, but also an experience that capable to provide customer with greater comfort and emotional value. It is also popular across demographics as the survey has shown in the demography section. Everybody, from children to adults, can enjoy and feel satisfied with padang cuisine. The author didn't stop there and continued pursuing the information by asking in the survey about the frequency of visitation to Padang restaurant:
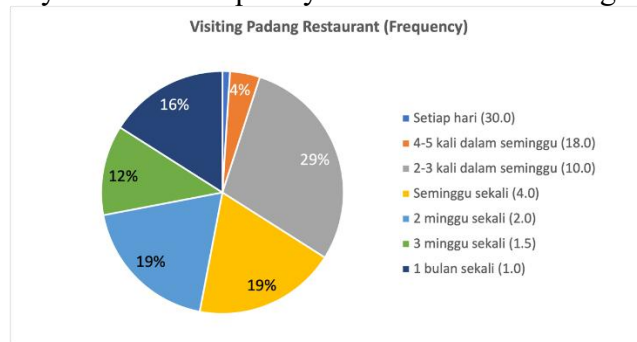

Figure 6. Frequency of Padang Cuisine Visitation

Customer Journey

The customer journey for RM Payakumbuah Depok reflects the dynamic interplay between digital engagement, traditional word-of-mouth marketing, and in-person customer experiences. This journey not only outlines how customers discover and interact with the restaurant but also highlights the opportunities and challenges in converting awareness into sustainable business growth for Payakumbuah Depok:
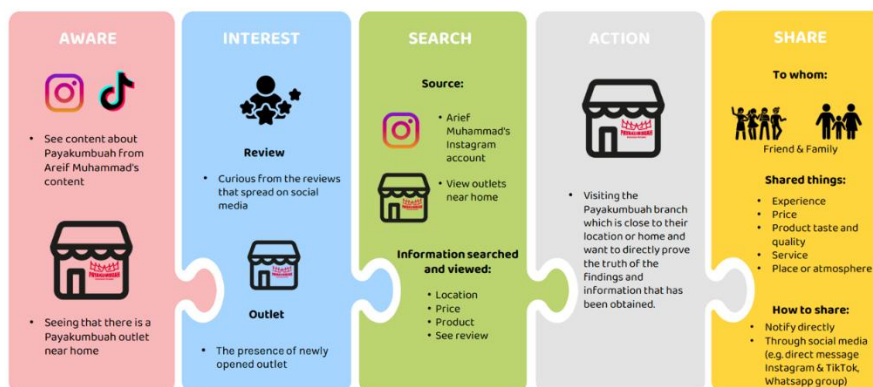

Figure 7. Customer Journey

CONCLUSION

A business post-evaluation survey conducted within a 3 km radius of *RM Payakumbuah Depok* revealed valuable insights into its operations, client base, and marketing strategies. The restaurant is recognized for delivering authentic *Padang* cuisine in a setting that blends traditional and modern elements, offering amenities

such as wheelchair access and VIP rooms, and consistently maintaining high quality—factors that contribute to a memorable dining experience. However, challenges persist, notably limited parking, which can deter potential customers and negatively impact word-of-mouth, as well as price sensitivity among Depok consumers and reliance on specialized suppliers for key ingredients. Despite these obstacles, *RM Payakumbuah Depok* stands out for its competitive edge, premium ambiance, and authentic *Minang* offerings, even as it faces intense competition from established rivals and diverse culinary alternatives. To sustain its market relevance, ongoing innovation and differentiation are essential. Future research should explore the effectiveness of digital marketing strategies and customer loyalty programs in enhancing customer retention and operational efficiency for *Padang* restaurants in highly competitive urban markets.

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