

## **Bread Business Development Strategy in Increasing Sales at Al Mumtaz Bread (Rotaz)**

### ***Strategi Pengembangan Usaha Roti dalam Meningkatkan Penjualan di Al Mumtaz Roti (Rotaz)***

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#### **ABSTRACT**

Sweet bread producers can be found easily to fulfill the wishes of consumers who want sweet bread to be present in their daily life. The large number of sweet bread producers makes business competition increasingly fierce, so that the selection of the right strategy is needed to increase sales. This study aims to identify and describe the business strategy that must be carried out by the Rotaz business so that the business can develop and increase sales. The research was conducted at the Rotaz business owned by the Islamic Boarding School (BUMPES), Al Mumtaz Islamic Boarding School. The data sources were primary data and secondary data. Respondents to the questionnaire are management who are relatively understanding and interested in choosing Rotaz's marketing strategy and consumers who choose it by purposive sampling. The data analysis technique is the Analytical Hierarchy Process (AHP). The AHP stage is carried out by the steps of compiling a hierarchy and determining the priority of criteria with the stages of synthesizing, measuring consistency, calculating consistency index (CI), and calculating consistency ratio (CR). Based on the research results, it is known that from four criteria and three alternatives that have been determined, the best recommendation for Rotaz business development is to increase concentration on consumer behavior, followed by marketing and the lowest is advertising.

Keywords : Analytical Hierarchy Process, bread, strategy

#### **ABSTRAK**

*Produsen roti manis dapat dijumpai dengan mudah untuk memenuhi keinginan konsumen yang menginginkan kehadiran roti manis dalam keseharian. Banyaknya produsen roti manis membuat persaingan usaha menjadi semakin ketat, sehingga pemilihan strategi yang tepat sangat diperlukan untuk meningkat penjualan. Penelitian ini bertujuan untuk mengidentifikasi dan mendeskripsikan strategi bisnis harus dilakukan oleh usaha Rotaz agar usaha tersebut dapat berkembang dan meningkatkan penjualan. Penelitian dilakukan di usaha Rotaz milik Badan Usaha Milik Pesantren (BUMPES), Pondok Pesantren Al Mumtaz. Sumber data berupa*

*data primer dan data sekunder. Responden kuesioner merupakan pihak manajemen yang relatif memahami dan berkepentingan dengan pemilihan strategi pemasaran Rotaz dan konsumen yang pilih secara purposive sampling. Teknik analisis data yaitu dengan Analytical Hierarchy Process (AHP). Tahapan AHP dilakukan dengan langkah-langkah menyusun hirarki dan penentuan prioritas kriteria dengan tahapan mensintesis, mengukur konsistensi, menghitung consistency index (CI), dan menghitung consistency ratio (CR). Berdasarkan hasil penelitian, diketahui dari empat kriteria dan tiga alternatif yang telah ditetapkan, menghasilkan rekomendasi terbaik untuk pengembangan usaha Rotaz adalah dengan meningkatkan konsentrasi pada perilaku konsumen, kemudian disusul dengan pemasaran dan yang terendah adalah iklan.*

Kata kunci : *Analytical Hierarchy Process*, roti, strategi

## **INTRODUCTION**

The Corona Virus Disease 2019 (COVID-19) pandemic globally impacted Indonesia and caused a decline in economic activity. The decrease in the intensity of economic activity resulted in a cumulative contraction of Indonesia's economic growth by 2.07 percent in 2020 (Rafei, 2021). While improving the economy, the manufacturing sector, especially the food and beverage industry, is believed to maintain its expansion. The growth of the food and beverage industry has proven to be stable during the pandemic period (April 2020-April 2021) because it is one of the efforts to increase the immune system in anticipation of facing the COVID-19 outbreak. In addition, the improvement in the manufacturing sector's performance was also motivated by the increasing public demand in line with the easing of social restrictions and the ongoing vaccination process (Adhiem, 2021).

The food industry produced in Indonesia consists of several types, including ready-to-eat food, spices, and other food ingredients. The ready-to-eat food category comprises several products such as plain bread, sweet bread, pastries, cakes, fried foods, porridge, snacks, rice cake, mixed rice, fried rice, gado-gado, and others. Based on the results of the expenditure census for the consumption of the Indonesian population (2021), it is known that the average expenditure of the Indonesian people is mostly used to buy deep-fried foods, cakes, and sweetbreads. On average, urban people consume 1,048 slices of sweet bread with a value of Rp.

2,060.00 per capita per week. It concludes that sweet bread has a fairly large market share (Supriyanto, 2021).

Sweetbread can be easily found in Indonesia, including in the Special Region of Yogyakarta (DIY). One of the sweet bread products found in DIY is Roti Mumtaz (Rotaz). Rotaz is one of the business units owned by the Islamic Boarding School-owned Enterprise (BUMPES), Al Mumtaz Islamic Boarding School, located in the Kerjan Village, Patuk District, Gunungkidul Regency, DIY. The concept developed in making Rotaz is unique, involving students' creativity in the manufacturing process. Al Mumtaz Islamic Boarding School teaches religious knowledge to its students and is equipped with entrepreneurial skills from producing to marketing products.

All levels of society have started to put interest in bread so that the bread industry business opportunities are more promising. This situation makes the scale of businesses in the bread business diverse, ranging from small, medium, and large industries (Cahyawati, 2020). The increase of bread existence causes sellers to suffer losses because they cannot compete with other sellers with the same products. Sellers who can win the hearts of buyers are sellers who plan marketing activities carefully and use good marketing principles (Afridhal, 2017). Marketing activities are a successful function and expected goal achievement concerning the product, price, promotion, and distribution policies (Rusdi, 2019).

The growing development of similar businesses that also target the same segmentation for all circles of society is a challenge for Rotaz owners to survive and develop. Rotaz owners need to consider the right strategy amid increasingly fierce competition based on this background. The first challenge faced by firms that enter the market is finding a way to survive in that market (Islami et al., 2020). For this reason, this study aims to identify and describe the business strategies that must be carried out by Rotaz's business so that the business can develop and increase sales. Research on Rotaz's business has not been done much, so this research needs to be done so that the research results can be input for Rotaz business owners to develop their products.

## **RESEARCH METHOD**

This research was conducted at the Rotaz business owned by the Islamic Boarding School (BUMPES), Al Mumtaz Islamic Boarding School where the research location was chosen deliberately. The research was conducted for 3 months, from November 2021 to January 2022. Sources of data are primary data and secondary data. Primary data was collected from the results of observations and also asked questions using a questionnaire tool to the selected respondents. Respondents to the questionnaire are the management who relatively understand and have an interest in the selection of Rotaz's marketing strategy as many as four people and consumers who choose by purposive sampling as many as three people. The questionnaire tool is a data collection technique by providing answers to written statements to respondents (Sugiyono, 2014). Moreover, secondary data was collected from literature studies sourced from journals, scientific books, and the Central Statistics Agency (BPS) publications.

The data analysis technique is the Analytical Hierarchy Process (AHP). AHP is a decision support model developed by Thomas L. Saaty, and this decision support model will describe complex multi-factor or multi-criteria problems into a hierarchy (Supriadi et al., 2018). According to Solikah (2019), the AHP stage was conducted by steps in arranging a hierarchy and determining the criteria priority with the stages of synthesizing, measuring consistency, calculating consistency index (CI), and calculating consistency ratio (CR). Before arranging a hierarchy of problems encountered, the first is defining the problem and determining the expected solution. The first step is making a pairwise comparison to determine the priority of elements, which compares elements in pairs according to the given criteria.

## **RESULT AND DISCUSSION**

Establishing a hierarchy in determining Rotaz's business development strategy to increase sales, there are four criteria and three alternatives. The selection of alternative solutions that are considered the most suitable is done using AHP. By

using AHP, it allows researchers to make effective decisions on the problems being analyzed (Sumiyati, Lilik Sutiarto, I Wayan Windia, 2012).

The first level is the goal, which is choosing the priority of Rotaz's business development strategy to increase sales. First, determine the goal or objectives, namely choosing the priority of Rotaz's business development strategy. Furthermore, at the second level there are criteria that influence the development of Rotaz's business, including product, price, promotion, and place (marketing mix). At the third level is an alternative or development strategy that should be chosen in determining Rotaz's business development strategy to increase sales.

This study uses criteria selection based on the marketing mix strategy because the marketing mix is one of the most potential strategic elements in marketing a product. According to Rahim & Mohamad (2021), marketing mix is one of the marketing strategies to convey information widely, introduce a product of goods and services, stimulate consumers to give and even create personal preferences for the image of a product. The existence of a marketing strategy is a design of how one can exchange or create products to achieve the goal, namely increasing profits. Therefore, a marketing strategy is very important for a company or business to achieve its goals.

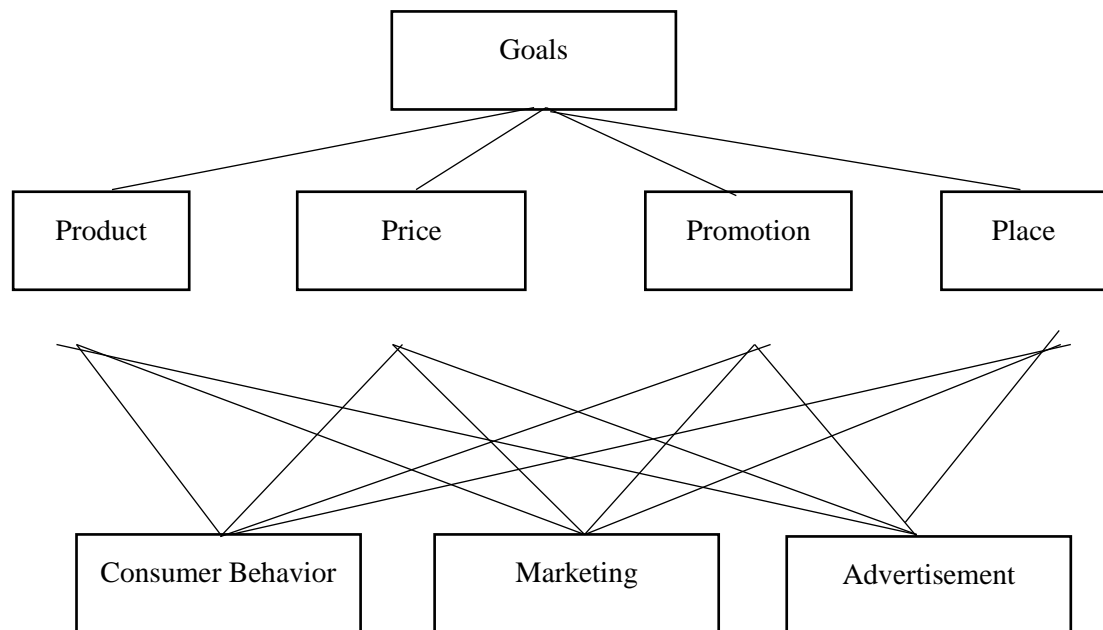


Figure 1. Hierarchy AHP approach  
Source: Primary data (2022)

After establishing a hierarchy to determine the Rotaz business development strategy, then processing pairwise comparison data for all criteria for each hierarchical subsystem. It aims to determine the value of the weight of each hierarchical arrangement, namely at the level of criteria and alternatives. Table 1 shows the results of the analysis of the processing of pairwise comparison data from each criterion.

Table 1. Eigen Vector Normalization criteria

Criteria	Product	Price	Promotion	Place	Total	EVN
Product	4,11	1,75	6,79	9,71	22,36	0,13
Price	29,68	7,84	30,39	44,3	112,21	0,67
Promotion	6,7	2,77	6,86	10	26,33	0,16
Place	1,81	0,92	1,85	2,7	7,28	0,04
Total					168,18	

Source: Primary data (2022)

The results of the weighting of the criteria level, the criteria that become the main priority are price with a weighted value of 0,67. The high value of the weighted price criteria indicates that the price is very influential on the development of Rotaz's business to increase sales. According to Nabilaturrahmah et al (2021), the selling price of the product is the focus of consumers in making purchasing decisions. So it can be concluded that in determining Rotaz consumer purchasing decisions, the main factor is the price of the product.

Furthermore, the second priority is promotion with a weight value of 0,16. Promotion is also one of the strategies that need to be considered by Rotaz's business in marketing its products. This is in line with the research conducted by Putranto et al (2021) which based on the results of the study, it is known that promotion has a positive and significant influence on consumer satisfaction.

The third priority is a product with a weight of 0,13. Rotaz producers need to pay attention to the quality of the products they produce, both in terms of taste, texture, and packaging. According to Wardhana & Prastawa (2017) if suppliers are used to producing products with consistent quality, it will make consumers lazy to find new suppliers. This can also be applied to Rotaz's efforts to make products that have good quality, so that consumers remain loyal to Rotaz products.

The fourth priority is place with a weight of 0,04. Place is the last priority because there is currently a shift in consumer behavior that tends to prefer buying a product through online purchases. So the seller also needs to adjust to this change in consumer attitudes. This is in accordance with the results of research conducted by Rosmadi (2021) that in marketing a product, small business actors can use social media such as WhatsApp, Facebook, Instagram, and Telegram as a marketing strategy. This method is considered very appropriate during the covid-19 pandemic which requires everything to be done without direct contact.

The following are the results of the analysis of the pairwise comparison data processing from each alternative.

Table 2. Eigen Vektor Normalisasi alternative

Alternatif	Consumer Behavior	Marketing	Advertisement	Total	EVN
Consumer Behavior	1,83	3,5	6	11,33	0,55
Marketing	0,92	1,75	3	5,67	0,27
Advertisement	0,6	1,16	1,98	3,74	0,18
	Total			20,74	

Source: Primary data (2022)

The results of the weighting of each alternative, the alternative that becomes the priority is consumer behavior with a weight of 0,55, the second priority is marketing with a weight of 0,27 and the third priority is advertising with a weight of 0,18. The amount of weight gain on consumer behavior shows that consumer behavior affects the development of the bakery business to increase sales.

After each criterion and alternative have been obtained, a synthesis is carried out to obtain the overall alternative weight value from the existing criteria. Before getting local priority first look for the global value. To get global priority by multiplying the results of the comparison of criteria with the results of the comparison of sub-criteria between alternatives. After the overall weight value of each alternative has been obtained, the local priority can be calculated by adding up all the overall weight values for each supplier. So the result is as follows in Table 3.

Table 3. Ranking of priorities

	Product	Price	Promotion	Place	Total Priority
Consumer Behavior	0,07263	0,364484	0,085525903	0,023647	0,546287367
Marketing	0,036347	0,182403	0,042800695	0,011834	0,273384764
Advertisement	0,023975	0,120315	0,028231852	0,007806	0,180327869

Source: Primary data (2022)

From the table above, the highest priority value is consumer behavior with a percentage of 54,63%, the second is marketing at 27,34% and the lowest is advertising 18,03%. According to Muliasari & Rachmina (2017), consumer attitudes are important to know, but marketers tend to pay more attention to the real behavior of consumers, especially their buying behavior. The more a person likes a product, the higher the likelihood that person will buy or use the product. For this reason, it is important for Rotaz business owners to know Rotaz consumer behavior regarding what they like and don't like about Rotaz products. This is so that Rotaz business owners can develop their products according to what consumers want. Consumers' desires are related to their behavior in the decision-making process. According to (Schwarzl & Grabowska, 2015) consumer behavior should be the focus of companies to understand how customers evaluate and make decisions for segmentation, targeting, positioning, and to develop an effective marketing mix.

In processing data based on human opinion, inconsistency is possible. This is because humans have limitations in giving their opinions consistently. The measurement of consistency ratio (CR) aims to see the inconsistency of the assessment given by the respondents. If  $CR < 0,1$  then the pairwise comparison value in the given matrix is consistent. However, if  $CR > 0,1$  then the pairwise comparisons in the given criteria matrix are inconsistent, so that the filling of the values in the paired matrix must be repeated. Based on the calculation results, the CR value is 0,0332. Because the value of  $CR < 0,1$  then the pairwise comparison matrix between alternatives can be accepted.

## CONCLUSION

Based on four criteria and three predetermined alternatives, after being analyzed using the AHP method, the best recommendation for Rotaz business



development is to increase concentration on consumer behavior. Several elements of consumer behavior can be improved, including those related to product, service, quality, variety, and packaging. Existing bakery products need to be added to taste variations according to consumer tastes by using quality ingredients. Service improvement needs to be improved in terms of marketing media. Currently, Rotaz marketing is only done offline, even though there has been a shift in consumer behavior towards buying goods online. This more varied marketing activity requires packaging improvements so that the product is not easily damaged and has a more attractive appearance.

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