

Original Research Article

Business Plan and Implementation Report on Culinary Business “Rendang Ratu”

ABSTRACT

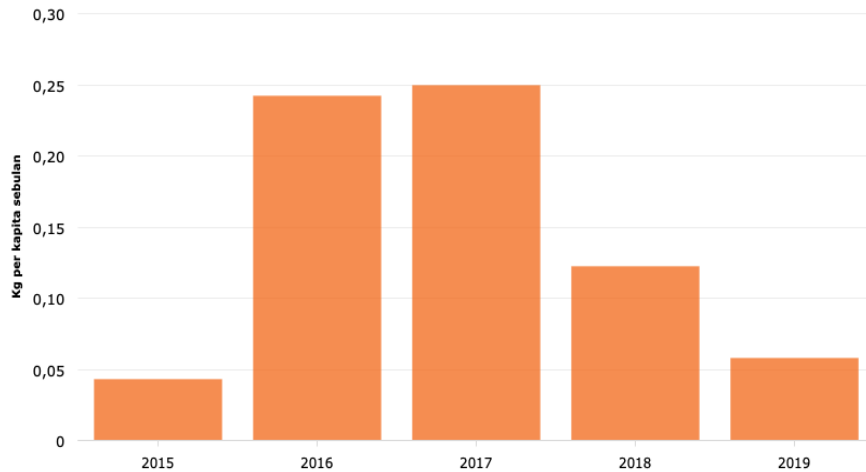
Animal protein from meat is an excellent food source for the growth and development of humans where it completes amino acids that is a primary need as well as a form of nutritional investment in maintaining long-term health. In Indonesia, the level of protein consumption is decreasing since 2018 that also lead to affects the low level of animal protein intake in society, especially for the middle to lower economic class. From this condition, the high demand for meat consumption has shown an opportunity to develop a business in avoiding the fluctuating price of meat. Therefore, an idea emerged to increase the amount of meat consumption in Indonesia, especially in traditional Indonesian meat dishes. Rendang is a traditional Minangkabau dish made with meat and it is recorded on CNN as the most delicious food in the world. For this reason, Rendang Ratu is present to meet all of these demands. Rendang Ratu is a Food and Beverage (FnB) business that specializes in processed meat products. The products offered are made with original-natural West Sumatra spices. To achieve success, several theories are used as references in every part of management aspects such as Business Model Canvas and Experiential marketing. Henceforth, based on the results of observations and existing opportunities, business development will be formed in the form of expanding product services by providing other processed meats. Thus, the products produced can be more varied and the target market can be even wider.

Keywords: Animal Protein; the needs of Meat; meat consumption; rendang; marketing strategy; marketing mix.

1. INTRODUCTION

Animal protein from meat is an excellent food source for the growth and development of people because quality animal protein with complete amino acids is a primary need, as well as a form of nutritional investment in maintaining long-term health. However, in reality, the level of consumption of animal protein, especially beef, in Indonesia is decreasing since 2018, as mentioned in figure 1.

Figure 1. Diagram of Average Monthly Beef Consumption per Capita in Indonesia



Sources: databoks.katadata.co.id

Based on figure 1, it can be seen that the average consumption of beef by the Indonesian people has continued to decline since 2018. Beef consumption per capita reached 0.2550 kg per month in the previous year. In 2018, beef consumption fell to 0.122 kg per capita per month. After a year, beef consumption dropped to 0.058 kg per capita per month. Of course, the low level of meat consumption also affects the low level of animal protein intake in Indonesian society, especially for the middle to lower economic class.

Lack of animal protein results in a slow rate of body growth and the level of intelligence, especially in children who are potential future human resources (HR). Animal protein is a very good food source for the growth and development of children because of its complete amino acid content. If not addressed, this problem will have long-term effects on the quality of Indonesian human resources in the future.

In research from Angelia (2022), as cited by the Ministry of Trade (Kemendag) Republic Indonesia, there are 2 main obstacles causing the scarcity of meat consumption in Indonesia. The first is the low purchasing power of the people toward meat. Eating meat is related to many factors, including tastes and living standards, people's incomes, prices, and macroeconomic conditions. Meat is still a luxury food commodity with relatively expensive prices. The second obstacle is the amount of meat production, especially domestic beef which does not meet the consumption needs of the Indonesian people. In addition, there are also problems in distribution channels and the meat trade system in Indonesia. This then leads to a scarcity of the amount of meat in the market which according to economic law if the amount of production does not meet market demand it will have an impact on the increase in the price of the meat itself.

In research from Jayani (2021), the average decrease in beef consumption in Indonesia in March 2021 compared to March 2020 was 2.6 percent. The decline in the level of beef consumption among Indonesians was caused by an increase in prices, mainly due to the Covid-19 pandemic which caused Indonesia's economic condition to slump so that people's purchasing power decreased, and also have a direct impact on the level of public consumption of meat commodities. In fact, when the price is "normal", the meat consumed by the Indonesian people is still relatively small. As a result, people consume beef only in certain circles (Databoks, 2021).

From the condition above, it is shown that meat dishes open a highly valuable potential for

business. The needs of meat dishes actually are very needed and important every single day and the fluctuating price of meat opens the potential to think, about how to fix the problem. Therefore, an idea emerged to increase the amount of meat consumption in Indonesia, especially in traditional Indonesian meat dishes.

Rendang is a traditional Minangkabau dish made with meat, coconut milk, and spices. These spicy dishes are popular among people from all walks of life. CNN launched a survey of the world's 50 most delicious foods on September 7, 2011. According to a CNN survey which was followed by over 35,000 people from all over the world via Facebook social networking site, Rendang is the most delicious food in the world (CNN Indonesia, 2017).

2. METHODOLOGY

2.1 Business Profile

Rendang Ratu is a business engaged in the field of Food and Beverages (FnB) focused on processed meat products. The products offered are Rendang and Rendang Sauce which have the product concept of "Authentic Rendang Padang That is Easy to Bring and Easy to Eat". This company runs a business that creates the culture, habits, desires and culinary identity of West Sumatra. The slogan of Rendang Ratu was inspired by Jonathan Safran Foer, an American fiction writer, "Food is not rational. Food is culture, habit, craving, and identity".

For this reason, Rendang Ratu has a vision of "Becoming a rendang ambassador for a company that not only sells products but also introduces West Sumatra culture". Becoming a rendang ambassador means that Rendang Ratu will promote and represent West Sumatra Rendang products, in order to be able to raise Rendang's image in public, and give the best to customers, investors, partners, society, and the environment.

With this great social responsibility, Rendang Ratu tries to give positive things to the company's internal and external environment through product providers as well as the preservation of Minangkabau culture. In addition, Rendang Ratu tries to provide jobs to empower the workforce so they can grow together with their environment. Rendang Ratu believes if the environment develops, Rendang Ratu's business will also develop. For this reason, Rendang Ratu will help develop its environment by providing quality products and strengthening the identity of Rendang from West Sumatra. The mission carried out to achieve this vision is by:

1. Selling quality products and having the best quality.
2. Become an ambassador for rendang products of West Sumatra.
3. Providing customer-oriented based services.
4. Creating mutually sustainable business growth.

At its inception, Rendang Ratu positioned itself as innovative from competing companies because of the unique concept it carries. It was planned in 2022, the model that Rendang Ratu business accomplished through an online and offline outlet. The online media used are social media and Market place. For social media used are Facebook and Instagram, meanwhile for the marketplace used are Shopee and MbizMarket. For offline outlet was planned to open in the owner's own house by utilizing the existing building beside the house. This is located at Kurao Pagang Street Number 11 Siteba, Nanggalo District, Kurao Pagang Village, Padang City, West Sumatra Province. Indonesia.

Rendang Ratu products are aimed at all segments of society, in terms of geographical segmentation that Rendang Ratu wants to serve, in particular people who live or visit urban areas in Padang City and in general throughout Indonesia and export abroad. Meanwhile, in terms of demographics that is the general public from various backgrounds, from students to university students. In terms of behavior, the business targets young people and mothers who know the process of making rendang takes quite a long time so they choose to buy the finished product. The target market for Rendang Ratu is all ages and recommends people in the age range of 5-65 years old who have an interest in traditional food. The business plan of Rendang Ratu is to become a supplier of rendang in the city of Padang and become an ambassador for rendang products in the city of Padang.

For now, the organizational structure of Rendang Ratu is still in a simple form because the business is still a small business. The organizational structure of Rendang Ratu consists of several sections namely the manager, chief financial officer, chief marketing officer, and chief operational officer who have their respective job desks from each section. The Managers, tasked with analyzing the market, have the ability to function management, from the aspects of marketing, operations, human resources, and finance. Chief financial officer, tasked with managing finances and recording existing transactions, and reporting transactions. Chief marketing officer, in charge of marketing, and promoting products, especially with the use of social media. Chief operational officer, in charge of making the production process from raw materials to finished materials.

However, in the future the business can develop further, the organizational structure will of course follow developments by perceived demands on the performance of Rendang Ratu. In the process of making a rendang product, it is produced in collaboration with Golden Catering limited liability company (CV).

2.2 Business Model

Rendang Ratu runs the business by referring to the business model canvas that has already been designed. According to (Osterwalder & Pigneur, 2010), this business model changes the business concept that was initially complicated to do to be simple to do and divides into nine elements, namely: Customer Segment, Value Proposition, Channel, Customer Relationships, Revenue Stream, Key Resources, Key Activities, Key Partnerships, and Cost Structure. The following is an explanation of the nine elements of Rendang Ratu business model canvas:

2.2.1 Customer Segment

This segmentation is used to find out the target consumer target that is the goal. Rendang Ratu targets all ages, male and female consumers in Indonesia. Specifically, the targeted customer are travelers, tourists, and boarding students who are currently living and visiting Padang city.

2.2.2 Value Proposition

Rendang Ratu has a product value by producing authentic Rendang and Rendang Sauce. The variations level taste of products, the best quality packaging that already uses double layer packaging with zip lock, making it easier for consumers to store the product after consuming is also a plus value for consumers. In addition, the product already uses a sterilization process that makes the product last up to 3 months in freezer storage.

2.2.3 Channels

Segmentation Channels used by Rendang Ratu to reach consumers are using online and offline selling methods. The offline selling of Rendang Ratu allows consumers to directly

visit the production house, while the online selling of products is done through online shops (Instagram, Facebook, and WhatsApp), and the marketplace (Mbizmarket and Shopee).

2.2.4 Customer Relationship

To get new customers and retain new customers, Rendang Ratu provides a service, namely free COD (Cash on Delivery) in the Padang area. Moreover, the Rendang Ratu business also often gives bonus products to loyal consumers or consumers who buy in large quantities. In addition, the latest update to the Rendang Ratu product catalog so that consumers can find existing product updates.

2.2.5 Key Resources

In running a business, supporting resources are needed so that the business can run well. The main raw material used is meat that is obtained from suppliers who have been verified as halal by the government of the City of Padang. In addition, the ingredients for the spices were purchased directly from the first supplier which is located in the city of Padang Panjang. It is known for the production of good quality and fresh food ingredients. After getting raw materials from suppliers, they can be taken directly to the production house and the product manufacturing process is carried out. Finally, employees maintain the quality of the product when carrying out the process of making rendang and rendang sauce in the production kitchen..

2.2.6 Key Partnership

Rendang Ratu cooperates with various parties to be able to optimize this business by building good partnerships. Raw material suppliers spread across the City of Padang and the City of Padang Panjang by having good quality raw materials facilitate the production process from raw materials to finished products. Experienced packaging material suppliers also make product packaging from labels and Rendang Ratu packaging look more exclusive. In addition, the number of souvenir shops in the city of Padang which are also cooperation partners is also one of the processes of expanding the distribution of Rendang Ratu products. Moreover, the government of West Sumatra, especially the City of Padang, as a supporter so that the Rendang Ratu business can become a rendang ambassador in West Sumatra.

2.2.7 Key Activities

Activities in this business included material survey activities at Raw Material Supplier and Packaging Supplier, Production, Quality Control, Packing Process, and Last Quality Control, till the product storage process. Determine sales or marketing strategies from designing social media concepts and content to attract consumers, starting from creating social media accounts from Facebook, Instagram, and Whatsapp businesses as well as online shop accounts from MbizMarket and Shopee as a wider product introduction media to consumers.

2.2.8 Revenue Stream

The source of income serves to explain where the income received by the company or business venture. The source of income obtained by Rendang Ratu is from all sales of Rendang and Rendang Sauce products that are sold online (sales from social media and online shops) and offline (sales from production houses).

2.2.9 Cost and Structure

The last segmentation is Cost structure consists of variable costs and fixed costs, where fixed costs consist of employee salaries, promotions, transportation, and electricity and internet costs. Whereas Variable cost consists of raw materials that adjust from a monthly plan or look at market conditions for each month.

2.3 Marketing Strategy

In current developments, there are many ways to market products to consumers. However, it is also undeniable that there are many discrepancies between the products offered by the company to consumers. Many companies are only concerned with company profits and forget about customer satisfaction. Even though the marketing concept seeks to convey satisfaction to consumers for a period of time that is not only short term but also for the long term.

For this reason, the right marketing strategy is needed to be able to compete and also generate profits for the company and consumers. Seeing the potential that can be applied in future business concepts, there are several marketing strategies used by the Rendang Ratu business, including the five orientation marketing concept and marketing mix strategy.

2.3.1 Five Orientation Marketing Concept

2.3.1.1 Production Concept

The production concept emphasizes production efficiency, low cost, and mass production. Rendang Ratu produces products in large quantities in order to reduce production costs. In addition, the production process also uses quality ingredients at a predetermined dosage, so that later the taste and quality of the product can remain constant and stable. The product production process from Rendang Ratu has also used a sterilization process so that the product is more sterile and has a long shelf life.

2.3.1.2 Product Concept

According to Ricard Lewis (2004) cited in Philip Kotler's marketing theory of product strategy, product strategy does not only consider customer solutions but offers flexible benefits and creates creative innovations. In this concept, producers no longer play the role of satisfying customer wants and needs, but rather play a role as creators of customer want and needs. In this case, besides providing a variety of rendang products, the Rendang Ratu business also offers product innovation, namely rendang sauce. Rendang sauce is a solution for consumers who may be bored with processed meat products or wants to find a different atmosphere in consuming rendang but want to eat food with rendang nuances, such as eating an omelet with rendang sauce or simply eating crackers with rendang sauce. In addition, the rendang sauce by Rendang Ratu product is also wrapped in a mini jar, making it easier for consumers to carry the product everywhere. With a product concept that has been designed according to the needs of the community, the business can survive in the midst of market competition.

2.3.1.3 Concept

This sales concept emphasizes the product. In this case, the Rendang Ratu business offers a variety of rendang products with various choices of flavors, as well as innovative products in the form of rendang sauce which can be consumed with other foods. Rendang Ratu also convinces consumers by using natural ingredients without chemicals. Long-lasting products do not use preservatives but are derived from natural ingredients that have strong antimicrobial activity, so rendang can last a long time.

2.3.1.4 Marketing Concept

This marketing concept focuses on the interests and satisfaction of consumers. In this case, Rendang Ratu's business does product marketing by utilizing many social media and marketplace platforms such as Instagram, Facebook, Shopee, and WhatsApp, and making it easier for consumers to get information about products. Rendang Ratu's social media displays product information such as a price list, catalog, promotion and discount offers, etc.

Moreover, Rendang Ratu social media also posted some info not only about the products being sold but also other informative things related to food, one example about the benefits of eating meat for health posted on its Instagram account. In addition, in terms of consumer payments, can be in cash or non-cash, which makes it easier for consumers to transact anywhere, anytime.

2.3.1.5 Societal Marketing Concept

In the societal marketing concept, companies must think about the reciprocity of the products offered by maintaining a balance of environmental, social, and consumer welfare. In this case, the Rendang Ratu business has received a halal certificate and includes the halal logo from the Indonesian Ulama Council (MUI) on the products being marketed to provide a sense of security for consumers and also as a guarantee consumers that the Rendang Ratu products they consume are safe from harmful elements. Non-halal and produced lawfully and ethically.

2.3.2 Marketing Mix Strategy

According to Galli (2021) in synthesizing Acutt (2020) and MindTools (2021), whether a business sells goods or services, its success ultimately rests on four factors known as the marketing mix: the product, place, pricing, and promotion. These four Ps of marketing work together, and a measurement of performance in each area is necessary for adequate sales performance. A company should first respond to the specific requests or expectations that the consumer has in order to get started, which is the first P referred to product (MindTools, 2021). In its application in the Rendang Ratu business, the business managers intensify marketing activities by creating content that conveys product value and other interesting information that is in accordance with the business background of the business. On Instagram, for example, business owners post education about the benefits of consuming meat, the parts of meat and the number of calories, the process of making rendang, the origin of rendang, and other information that establishes interaction with consumers. This activity certainly cannot be separated from the consideration of the marketing mix theory. Furthermore, the following is an explanation of each factor in marketing mix:

2.3.2.1 Product

The first "P," refers to a product, which is any good or service that a business offers for sale as a product (Acutt, 2020). With a service offering, several variables can be measured to give a general assessment of the viability and success of the offering in a given market, including the quality of the service staff administering the amenity, the after-sales service, and the proportion of quality and attentiveness which is offered concern customers in the given market for the targeted and idealized customers (Singh, 2012). The products sold by the Rendang Ratu business are in accordance with the initial planning which sells rendang and rendang sauce products. Products that are made directly from their area of origin using typical West Sumatra spices make this product have a high authentic value. In addition, the variety of flavors also adds to the value of the product where consumers can choose which product suits their taste.

2.3.2.2 Price

According to Bonnici & Channon (2015), the amount the customer must pay in order to receive the offering is known as the price. Because a product's price depends on a number of factors and is therefore always changing, pricing should be dynamic in order to accommodate these changes over time. Determining the cost of the goods, marketing strategy, distribution costs, advertising costs, or any form of price variance in the market are crucial factors in pricing. However, if any of the variables change, the product's price may normally alter as a result.

In April-July 2022, the Rendang Ratu business offered the same selling price of rendang products as the plan made, namely IDR 75,000 (250gram), IDR 150,000 (500gram), and IDR 300,000 (1000g). However, at the end of July there was a fairly high price increase for raw materials. For this reason, adjustments were made to the price of rendang products which were also adjusted to competitors who sell rendang products in Padang city. For products weighing 250 grams, the price increased to IDR 88,000 (250gram), 500 grams to IDR 175,000, and 1000 grams to IDR 350,000. The price offered by Rendang Ratu is indeed quite high with a difference of around 5000 from the selling price of competitors, but the size of the meat pieces from Rendang Ratu is larger than the size of the competitor pieces and the packaging is also more exclusive.

In terms of pricing and payment, the Rendang Ratu business also provides cash and non-cash payments. Rendang Ratu provide Quick Response Indonesian Standard (QRIS) to make easier for customer to do non-cash transaction. Through this, consumers can make transactions from various types of mobile banking and digital wallets. This certainly makes the cashless transaction process faster, easier, cheaper, and safer.

2.3.2.3 Place

The location of a customer's typical purchase of a certain good or request for assistance or support from a specific service is the third "P" of marketing. A company should be aware of its target market and conduct a comprehensive analysis of its business location, specific product placement within its shop (if relevant), methods of distribution, and the precise manner in which it presents services and products to the consumer and end-user (Acutt, 2020). Undoubtedly, the idea of online platforms comes up in this discussion. An excellent illustration of how the placement of merchandise should take customer convenience into account. The biggest benefit of online shopping is how convenient it is. Customers can shop online and at their convenience from home for anything they want. Because the product was introduced during a pandemic, many people were unable to leave their homes. The product was sold most effectively over the internet.

The location of Rendang Ratu's business is in accordance with the initial plan, by utilizing owner's own home area, located on Jl Kurao Pagang no.11 Padang City. Although this location is not located in the city center, this location is quite strategic because it is on the main road. However, business actors focus on online sales to adjust the conditions when it is still in the post Covid-19 pandemic where direct contact is needed to be reduced.

2.3.2.4 Promotion

Promotion is the final of the four P's of marketing: Where, When, and How Will Ads Be Disseminated? (MindTools, 2021). Usually, the time of year and the season have a significant impact on this choice. There are many different ways to promote, such as free delivery in specific areas or paid promotion via influencers. However, due to the high cost of influencer, switching to customer testimonials also helps to promote the product. The promotion of Rendang Ratu business is carried out by utilizing social media and e-commerce. Business owners make a product price list with detailed information so that consumers understand what they are buying and will get. Business owners also provide bonus products such as balado chips or egg rendang for consumers who make large purchases.

3. RESULTS AND DISCUSSION

Rendang Ratu with initial business planning started in 2022 by utilizing the owner's own house area located at Jalan Kurao Pagang No. 11, Nanggalo District, Kurao Pagang Village,

Padang City. This location is on the main road but not located in the city center. During the realization of business implementation, there were differences in the strategies used in terms of business location. The Rendang Ratu business which initially planned to open an offline store has changed its strategy and focused on sales at the e-commerce platform, also postponed opening an offline store. This decision was made with consideration. At the time of business implementation, it was still in the post-pandemic period which encouraged the limitation of mobility activities and direct transactions. However, it was still a good first step in minimizing capital expenses but still a profitable strategy by taking advantage of facilities and conditions where there is indeed a surge in e-commerce transactions in 2022.

Looking at the marketing aspect, it was initially planned to conduct endorsement activities on influencers to boost sales. The initial plan from the Rendang Ratu marketing team was to work with influencer Fadil Jaidi who has 8.2M followers and is known as an influencer who has creative ideas and totality in product endorsements. However, at that time, the slot for Fadil Jaidi's instastory endorsement was full until the end of 2022 and the endorsement feeds fee was quite large, namely IDR 5,000,000 for one content upload feed Instagram. This is considered quite a struggle for the initial stage as the business was in the development process and this was over the planned initial budget. Considering the large endorsement budget and insufficient funds, business owners do not use influencer endorsement services and overcome this by utilizing testimonials from consumers.

Business owners like to interact with consumers. Usually, after consumers make transactions, business owners ask for honest reviews and criticisms as well as suggestions from consumers. It is not uncommon for consumers to help promote products by mentioning the @rendangratu.id business social media account on Instagram. This surely indirectly helps the product marketing process. The problem-solving efforts made refer to the experiential marketing strategy. This strategy is related to how to increase brand awareness, and brand loyalty, to establish customer lifetime value that continues to build over time. This marketing strategy is also based on the two-way nature between brands and consumers.

According to Liu, Fu, & He (2020), experiential marketing is one of strategy that has gained popularity recently across numerous industries. The experiential view of consumption was first presented by Holbrook & Hirschman (1982) as an alternative to the information-processing perspective. According to Holbrook & Hirschman (1982), three are three Fs—Fantasies, Feelings, and Fun—represent the objectives and standards for successful consumption from an experience standpoint. To put it another way, experiential consumption transforms the information-processing model's logical and goal-directed consumer into a pleasure-directed person who is constantly seeking entertainment, enjoyment, and "sensory-emotive" stimulation. Smell, vision, taste, hearing, touch, and balance are the six senses that experiential marketing primarily focuses on. Its significance has increased because the idea of act experiences has received little attention from traditional marketing.

In short, this theory refers to consumers being actively involved in participating in the experiences that businesses create for them. Engagement here can include views and likes on social media, comments, sharing information, and communicating directly with the brand. In short, the marketing strategy carried out is to create experiences for consumers.

Referring to the theory of experiential marketing, Rendang Ratu business emphasizes the "taste" experience where the authentic taste of the product is directly made from its origin. The Rendang Ratu business emphasizes a unique experience for consumers where consumers can experience first-hand the truly authentic rendang Padang products from their home region, West Sumatra. This is meant for audiences or consumers to be able to try authentic Rendang Padang without directly visiting the city of Padang.

4. CONCLUSION

Based on business implementations that have been carried out from March 2022 to July 2022 with a business plan that has been made previously, it can be concluded that Rendang Ratu is a business engaged in the Food and Beverages (FnB) sector that focuses on processed meat products. The products offered are Rendang and Rendang Sauce which have the product concept "Authentic Padang Rendang which is "Easy to Bring and Easy to Eat". In addition to earning a profit, this business also provides awareness of the culture, habits, desires, and culinary identity of West Sumatra. Strengthening these elements is a strong correlation to the business tagline "Food is not rational. Food is culture, habit, craving, and identity". For this reason, Rendang Ratu product wants to inform that this company provides food that not only sells products but also introduces West Sumatra culture.

During the business implementation process, several problems arose, causing differences between the initial business plan concept and the implementation results. The problems that arise are resolved by referring to the theory of marketing management that already discussed in methodology section. However, there are several evaluations during the implementation period of the business implementation as follows:

Taking into account the costs and conditions of a business that is still in the pioneering stage, product marketing is focused on online stores by utilizing social media with the highest level of users, such as Instagram, WhatsApp, and Shopee. In the process, it cannot be separated from creating interesting content and establishing interaction with consumers. It is necessary to have the ability and creativity to be able to see trends and consumer interests which can then become a benchmark for determining what strategies will be used by business people. This becomes the key to the digital marketing process.

For evaluation, looking at the current environment where more users make transactions online than shopping offline, it is very necessary to be able to adjust to environmental changes that can occur. Promotions, advertisements, and influencer services help the initial introduction of products more widely and increase sales significantly.

Overall, It is common knowledge that the culinary business is one of the most popular business sectors that have business opportunities and are considered sustainable for the long term. Not only relatively easy but the culinary business is also considered to be able to survive in the midst of uncertain economic conditions.

Starting a culinary business also does not always require large capital. Currently, starting a culinary business can be started from a home-based scale that is still conducted at home where the location is flexible and the cost is more cost-effective. Furthermore, with the development of the digital era, entrepreneurs can sell products online by utilizing social media and e-commerce such as Instagram, Facebook, Whatsapp, Mbiz Market, Shopee, GoFood, and GrabFood.

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