MARKETING STRATEGIES TO INCREASE THE NUMBER OF BUYERS AT JEJAMURAN RESTAURANT IN SLEMAN REGENCY

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ABSTRACT

This study aims to identify internal and external factors influencing marketing strategies, formulate alternative strategies, and determine priority strategies to increase the number of visitors to Jejamuran Restaurant in Sleman Regency. The study employed a descriptive method with a qualitative approach. Informants were selected using a purposive sampling technique, consisting of owners, managers, marketing staff, representatives from the Sleman Regency Tourism Office, and consumers. Data were collected through observation, interviews, documentation, and questionnaires, then analyzed using the IFAS, EFAS, IE, SWOT, and QSPM matrices. The results indicate that Jejamuran Restaurant has strengths and opportunities that can be utilized to increase competitiveness, although several weaknesses and threats remain that need to be addressed. The SWOT analysis identified several alternative marketing strategies, while the QSPM namely leveraging a diverse range of mushroom-based menu options and a unique restaurant concept to continuously innovate the menu in line with evolving trends and consumer tastes, thereby maintaining competitivenes.

KEYWORDS

Marketing strategy, SWOT, IFAS, EFAS, QSPM, Jejamuran Restaurant.

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INTRODUCTION

Sleman Regency is one of the important tourism areas in the Special Region of Yogyakarta. The development of tourism in the regency creates opportunities for culinary businesses because tourists require food services that are increasingly diverse. Based on the data presented in the thesis, the number of tourists visiting Sleman increased from 1,553,094 people in 2021 to 8,384,107 people in 2025. This growth indicates a large potential market for culinary businesses.

Jejamuran Restaurant is a thematic culinary destination that specializes in mushroom-based food. The restaurant offers various mushroom preparations, has a spacious dining area with a capacity of approximately 300 seats, and provides parking space for approximately 100 motorcycles and 50 cars. Despite these advantages, the number of buyers has not followed the increase in tourism activity. Buyer numbers rose from 100,375 in 2021 to 125,925 in 2023, but then declined to 120,450 in 2024 and 111,325 in 2025. The decline in 2025 indicates the need to reassess the marketing strategy used to attract and retain buyers.

The marketing mix is important for restaurant businesses because consumers evaluate not only the food offered but also price, location, promotion, employees, service processes, and physical evidence. The seven elements are product, price, place, promotion, people, process, and physical evidence. In this study, the 7P framework was used to describe the restaurant's marketing activities, while SWOT, IFAS, EFAS, IE, and QSPM were used to formulate and prioritize strategies.

The research therefore focuses on three questions: what internal and external factors influence the marketing strategy of Jejamuran Restaurant, what alternative marketing strategies can be formulated, and which strategy should receive priority based on the QSPM calculation. The integration of the 7P marketing mix with SWOT and QSPM provides a structured approach for linking marketing activities with the restaurant's strategic condition.

RESEARCH METHOD

The research was conducted at Jejamuran Restaurant, located in Pandowoharjo, Sleman Regency, Special Region of Yogyakarta. The study used a descriptive method with a qualitative approach. The research focused on marketing strategy for increasing the number of buyers and used data related to the 2025–2026 research period.

Informants were selected using purposive sampling. Internal informants consisted of the owner, manager, and marketing staff. External informants consisted of a representative of the Sleman Regency Tourism Office and consumers. Data were obtained through direct observation, interviews, documentation, and questionnaires.

The analysis began with an assessment of the 7P marketing mix: product, price, place, promotion, people, process, and physical evidence. Internal and external factors were then identified and weighted through IFAS and EFAS. The resulting scores were plotted in the IE Matrix to determine the general strategic position. A SWOT Matrix was subsequently used to formulate SO, WO, ST, and WT strategies. Finally, QSPM was applied to compare the attractiveness of alternative strategies using the Total Attractiveness Score (TAS).

RESULT AND DISCUSSION

Marketing Mix (7P)

The marketing mix consists of interrelated marketing elements that are blended, organized, and utilized appropriately, enabling a company to effectively achieve its marketing objectives while satisfying consumer needs and wants (Martjiono *et al*., 2022). Based on the results of observations, interviews, and documentation, the implementation of the marketing mix (7P) at Jejamuran Restaurant in Sleman Regency can be described as follows.

7P Element	Finding at Jejamuran Restaurant
Product	Jejamuran Restaurant offers a diverse range of mushroom-based menus and uses the unique mushroom-restaurant concept as a product differentiation element.
Price	Menu prices are considered relatively high, making price-value perception an important issue in the marketing strategy.
Place	The restaurant is strategically located in the Yogyakarta tourism triangle and has a spacious restaurant and parking area.
Promotion	Social media development provides an opportunity to reach prospective buyers more easily and to strengthen digital promotion.
People	Employees are part of the service experience and are important in maintaining the quality of customer interaction.
Process	Food-serving time can become relatively long when the restaurant is crowded, indicating a need for operational improvement.
Physical Evidence	The large restaurant area, parking facilities, and thematic mushroom concept provide tangible evidence supporting the culinary-tourism positioning.

Source: Primary data analysis, 2026

Internal and External Strategic Factors

According to Mashuri and Nurjannah (2022) Internal and external factors involve the systematic identification of various elements to formulate corporate strategies. This strategic planning method is used to evaluate the strengths, weaknesses, opportunities, and threats associated with a project or business venture.

Factor	Main Findings
Strengths	Diverse mushroom-based menus; strategic location in the Yogyakarta tourism triangle; spacious restaurant and parking area; unique mushroom-restaurant concept.

Weaknesses	Relatively high menu prices; dependence on holiday seasons; relatively long foodserving time when the restaurant is crowded.
Opportunities	Growing public interest in healthy food and mushroom-based products; social media development; cooperation with travel agencies.
Threats	Government policy changes affecting culinary businesses; changing consumer trends and preferences; increasing culinary-tourism destinations; growth of new restaurants offering more affordable prices.

Source: Primary data analysis, 2026

IFAS, EFAS, and IE Matrix

According to Afifah and Formen (2023) matriks IFAS (*Internal Factors Analysis Summary*) adalah matriks yang digunakan untuk mengetahui faktor internal perusahaan yang berkaitan dengan kekuatan dan kelemahan yang dianggap penting kepada perusahaan atau objek penelitian. According to Murniawaty *et al*., (2022) The EFAS (External Factors Analysis Summary) matrix is a tool used to evaluate a company's external factors. This evaluation encompasses marketing aspects to identify the opportunities and threats facing the company.

The internal and external evaluations indicate that Jejamuran Restaurant has a strong internal position and a favorable ability to respond to external opportunities. The IFAS score was 3.58, while the EFAS score was 3.52. These scores place the restaurant in Cell I of the IE Matrix, categorized as Grow and Build. This position indicates that growthoriented strategies can be considered, including market penetration, market development, product development, and relevant forms of integration.

Analysis	Score	Position/Interpretation
IFAS	3.58	Strong internal condition
EFAS	3.52	Strong response to external environment
IE Matrix	Cell I	Grow and Build

Source: Primary data analysis, 2026

SWOT Strategy Formulation

SWOT Strategy	Alternative Strategy
SO	Use the unique mushroom concept, diverse mushroom menu, and growing interest in healthy food to strengthen Jejamuran's image as a culinary-tourism destination; use the strategic location to cooperate with travel agencies; utilize the spacious area for culinary, educational, and promotional activities.
WO	Optimize social-media promotion so the value of the products is communicated

	more effectively despite relatively high prices; reduce dependence on holiday seasons by expanding the market through
	digital promotion and travel-agency cooperation.
ST	Use the unique restaurant concept and menu diversity to differentiate Jejamuran from increasing culinary-tourism destinations and changing consumer preferences; maintain product innovation to respond to competition.
WT	Improve operational efficiency and service speed during crowded periods; develop flexible pricing and promotional programs to respond to restaurants offering more affordable prices.

Source: Primary data analysis, 2026

QSPM Analysis and Priority Strategy

The QSPM results show that the alternative strategies have different Total Attractiveness Scores. The scores reflect the relative attractiveness of each strategy based on the internal and external factors identified in the research. The highest score was 7.30, followed by strategies with scores of 7.21, 7.20, 7.08, 6.88, 6.87, 6.83, 6.72, and 6.60.

Rank	Alternative Strategy	TAS
1	Utilize diverse mushroom menus and the unique restaurant concept to continuously innovate menus in line with consumer trends and preferences.	7.30
2	Improve operational efficiency and speed up food-serving processes during crowded periods.	7.21
3	Reduce dependence on holiday seasons through digital promotion and travelagency cooperation.	7.20
4	Strengthen the image of Jejamuran as a leading mushroom-based culinarytourism destination.	7.08
5	Use the strategic location in the Yogyakarta tourism triangle through travelagency cooperation.	6.88
6	Use the spacious restaurant and parking area for culinary, educational, and promotional activities.	6.87
7	Develop flexible pricing and promotional programs, such as value packages or selected-day discounts.	6.83

8	Optimize social-media promotion to increase perceived product value despite relatively high menu prices.	6.72
9	Maintain the unique restaurant concept and mushroom-menu innovation as differentiation against competition and changing preferences.	6.60

Source: Primary data analysis, 2026

The highest QSPM score indicates that the strategy of utilizing the diverse mushroom menu and unique restaurant concept for continuous menu innovation has the greatest relative attractiveness among the alternatives evaluated in this study. The result is consistent with the restaurant's main strengths and with the external opportunity represented by changing interest in healthy food and mushroom-based products. Menu innovation can also support differentiation while responding to changing consumer tastes. Therefore, the strategy can serve as the main strategic direction, while service-speed improvement, digital promotion, market expansion, and tourism-sector cooperation can support its implementation.

CONCLUSION

1. Jejamuran Restaurant has internal strengths in diverse mushroom-based menus, a strategic location within the Yogyakarta tourism triangle, a spacious restaurant and parking area, and a unique mushroom-restaurant concept. Its weaknesses include relatively high menu prices, dependence on holiday seasons, and relatively long food-serving time during crowded periods. Its opportunities include growing interest in healthy food and mushroombased products, social-media development, and cooperation with travel agencies, while threats include government policy changes, changing consumer trends and preferences, increasing culinary-tourism destinations, and the growth of new restaurants with more affordable prices.
2. The IFAS score of 3.58 and EFAS score of 3.52 place Jejamuran Restaurant in Cell I of the IE Matrix, or the Grow and Build position. The SWOT analysis produces alternative strategies covering digital promotion, culinary-tourism positioning, service improvement, product innovation, tourism-sector cooperation, and promotional expansion.
3. The QSPM calculation identifies the strategy of utilizing the diverse mushroom menu and unique restaurant concept to continuously develop menu innovations according to changing consumer trends and preferences as the highest-scoring alternative, with a TAS of 7.30. The result provides a quantitative basis for prioritizing product innovation while maintaining the restaurant's distinctive identity.

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