

THESIS: **Strategic Management Planning for Long-Term Sustainability of Fast-Food Restaurant: Evidence in XYZ Restaurant**

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CHAPTER 1: INTRODUCTION

Research background, research problem, objectives, and significance of the study.

CHAPTER 2: LITERATURE REVIEW

Comprehensive review of the existing literature on key topics related to the study.

CHAPTER 3: RESEARCH METHODOLOGY

Research design, data collection techniques, and data analysis procedure.

CHAPTER 4: RESULT & DISCUSSION

Finding from the research and compared to the literature, and insights based on the findings.

CHAPTER 5: CONCLUSION & RECOMMENDATION

Key finding of the study and recommendation for XYZ Restaurant.

1. INTRODUCTION

PT XYZ – Background Company

- Established in 2018, particularly in Bali, Sumatra, NTT, and NTB.
- By the end of 2023, XYZ Restaurant has employee more than 3,000 people.
- XYZ Restaurant has opened many outlets spread across many major cities in Indonesia, such as Medan, Palembang, Padang, Lampung, Bali, Lombok, Kupang, and many other cities.
- Embracing the concept of contemporary dining at affordable rates, XYZ Restaurants has garnered widespread acclaim in every market it serves, catering to tens of thousand of customers monthly.
- To maintain its prominence and appeal to dedicated customers, XYZ Restaurant places a premium on innovation.

Raw Material Management → Non-optimal management of raw materials leads to cost inefficiencies and potential loss of product quality, reducing market competitiveness.

Supply Chain → Inefficient supply chain processes cause distribution disruptions, higher logistics costs, and dependency on certain suppliers, posing risks to operational stability.

Marketing → Changing consumer preferences for sustainable and innovative products pressure restaurants to adjust marketing strategies , but high development cost and limited customer insight hinder effective responses.

Human Resource → High labor turnover and the lack of a structured human resource development strategy disrupt operational efficiency and productivity, impacting overall restaurant performance.

RESEARCH OBJECTIVES

1. Analyze the sustainable **raw material management strategies** for XYZ restaurants.
2. Analyze the sustainable **supply chain implementation** for XYZ restaurant.
3. Analyze the sustainable **marketing strategies** for XYZ restaurant.
4. Analyze the sustainable **human resource management strategies** for XYZ restaurant.

2. LITERATURE REVIEW

Raw Material Management & Sustainability

Responsible Sourcing

Waste Management

Social Sustainability

Challenges

Innovations

Supply Chain Optimization for Sustainable Practices

Resource Management

Technology Integration

Sustainable Sourcing & Logistics

Marketing Strategies for Sustainability in the F&B Industry

Transparency

Sustainable Product Promotion

Social & Environmental Impact Campaigns

Technology Integration

Packaging Innovation

Experience-Based Marketing

Human Resource Management for Sustainability in the F&B Industry

Sustainability Training

Sustainability Culture

Managing Turnover

Leadership

Employee Engagement

HR Innovation

3. RESEARCH METHODOLOGY

➤ Research Location

XYZ Restaurant, Tangerang, Banten.

➤ Data Types

Phase 1 - Qualitative (Find the Key Factors by Interview Respondents)

Phase 2 - Quantitative (Determine the Weighted Score for IFE & EFE by BOD & HOD).

Conceptual Framework

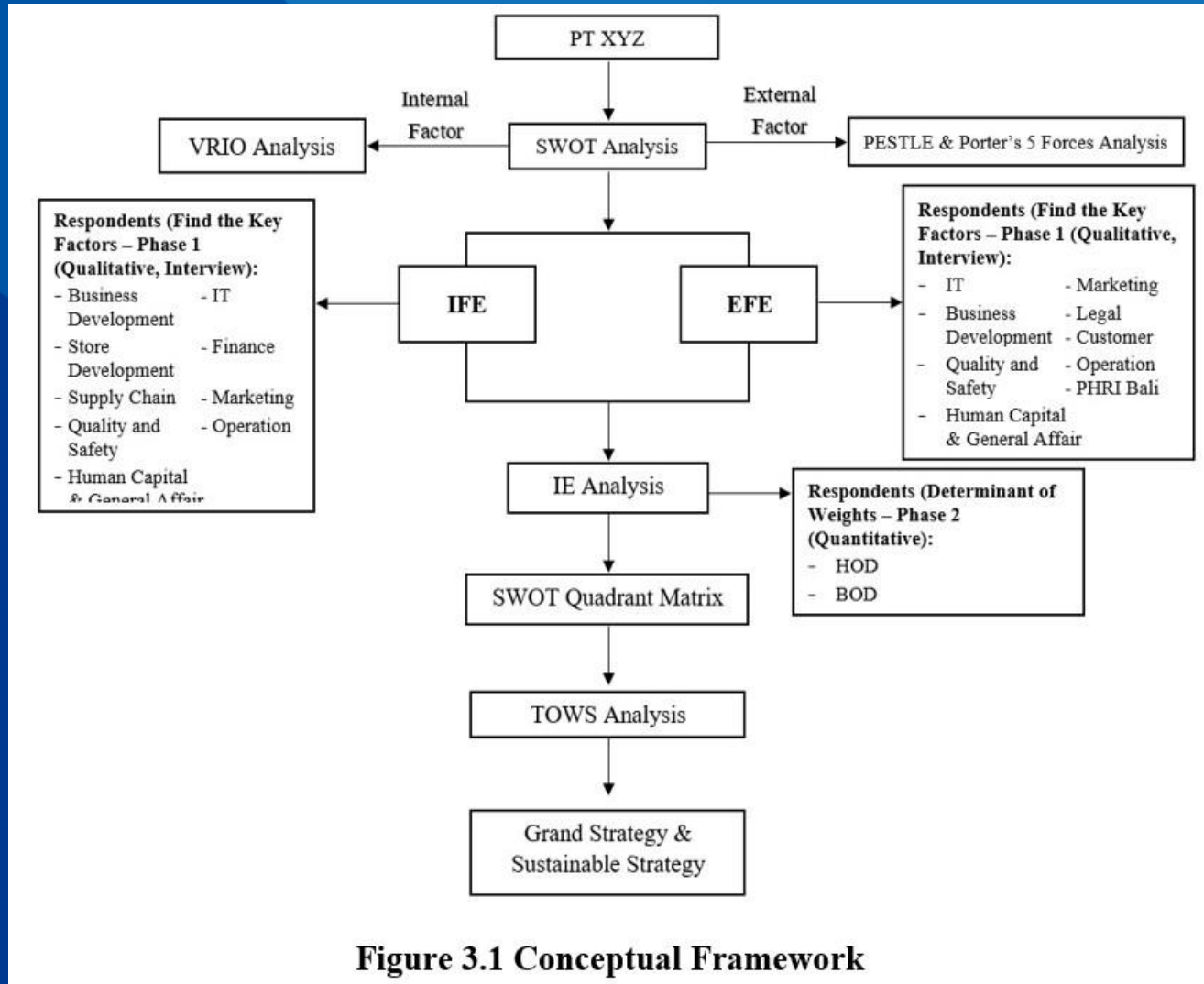


Figure 3.1 Conceptual Framework

4. RESULT & DISCUSSION

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
S1. Competitive price S2. Production efficiency S3. Commitment to maintaining quality S4. Commitment to sustainability S5. Brand recognition & reputation S6. Using equipment with good standards S7. Consistency across product lines & services S8. Unique and distinctive menu S9. Large distribution network S10. Supportive work environment	W1. Employee training and development is not yet appropriate W2. Poorly optimized central kitchen W3. Dependence on the lower middle market segment W4. Technology limitations in data management and operational processes W5. Limited product range W6. Internal competition/cannibalism W7. Aging infrastructure W8. Lack of cooperation between departments W9. Low employee capability and quality W10. High dependence on suppliers	O1. Growing fast-food industry O2. Public interest in spicy food O3. Online food market growth O4. Enhanced process automation O5. Expansion to National and International markets O6. Partnership strategy O7. Digital marketing and social media O8. Government regulation on food safety O9. Innovation and new product development O10. Rising demand for healthy foods	T1. Fluctuation on raw materials price T2. Increasing competition from international and local brand T3. Economy downturn T4. Food safety concern T5. Social media bad influence T6. Stricter Government regulations T7. Raw Material Supply Crisis T8. Lack of Manpower T9. Logistics challenges in isolated areas T10. Changes in consumer preferences

The complete questionnaire answers can be found at the following link:

https://docs.google.com/spreadsheets/d/1uK7jpJOWVReljEDuB_t-BLAELxN7aBR8nbNQe2AtzJc/edit?usp=sharing

Strengths	CEO			COO			CHCO			CSCO		
	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score
Production efficiency	0,07	4	0,28	0,08	4	0,32	0,06	4	0,24	0,07	4	0,28
Consistency across product lines & services	0,05	3	0,15	0,08	4	0,32	0,07	4	0,28	0,05	4	0,2
Brand recognition & reputation	0,07	4	0,28	0,08	4	0,32	0,05	4	0,2	0,05	4	0,2
Commitment to sustainability	0,05	3	0,15	0,08	4	0,32	0,07	4	0,28	0,06	4	0,24
Large distribution network	0,05	3	0,15	0,06	3	0,18	0,05	3	0,15	0,04	3	0,12
Competitive price	0,07	4	0,28	0,08	4	0,32	0,06	4	0,24	0,05	4	0,2
Supportive work environment	0,05	3	0,15	0,06	3	0,18	0,04	3	0,12	0,04	3	0,12
Commitment to maintaining quality	0,07	3	0,21	0,08	4	0,32	0,07	4	0,28	0,06	4	0,24
Using equipment with good standards	0,05	3	0,15	0,08	4	0,32	0,06	4	0,24	0,06	4	0,24
Unique and distinctive menu	0,05	3	0,15	0,06	3	0,18	0,04	4	0,16	0,05	4	0,2
TOTAL			1,95			2,78			2,19			2,04

Strengths	HOD IT			HOD Store Development			HOD Operational			HOD Finance		
	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score
Production efficiency	0,07	4	0,28	0,04	4	0,16	0,075	3	0,225	0,06	4	0,24
Consistency across product lines & services	0,05	3	0,15	0,05	3	0,15	0,025	3	0,075	0,05	3	0,15
Brand recognition & reputation	0,07	4	0,28	0,06	3	0,18	0,0250	3	0,075	0,05	4	0,2
Commitment to sustainability	0,05	3	0,15	0,05	4	0,2	0,075	3	0,225	0,05	4	0,2
Large distribution network	0,05	3	0,15	0,05	4	0,2	0,025	4	0,1	0,05	4	0,2
Competitive price	0,07	4	0,28	0,07	4	0,28	0,075	4	0,3	0,06	4	0,24
Supportive work environment	0,05	3	0,15	0,04	3	0,12	0,025	3	0,075	0,04	3	0,12
Commitment to maintaining quality	0,07	3	0,21	0,04	4	0,16	0,075	4	0,3	0,05	3	0,15
Using equipment with good standards	0,05	3	0,15	0,03	3	0,09	0,05	4	0,2	0,04	3	0,12
Unique and distinctive menu	0,05	3	0,15	0,05	4	0,2	0,05	4	0,2	0,04	3	0,12
TOTAL			1,95			1,74			1,775			1,74

Weaknesses	CEO			COO			CHCO			CSCO		
	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score
Aging infrastructure	0,03	1	0,03	0,06	1	0,06	0,05	1	0,05	0,05	1	0,05
High dependence on suppliers	0,05	1	0,05	0,05	1	0,05	0,05	1	0,05	0,05	1	0,05
Internal competition/cannibalism: the distance between stores too closed in one city	0,05	1	0,05	0,05	2	0,1	0,025	2	0,05	0,05	2	0,1
Limited product range	0,03	1	0,03	0,06	2	0,12	0,025	2	0,05	0,05	1	0,05
Employee training and development is not yet appropriate	0,05	2	0,1	0,03	2	0,06	0,075	2	0,15	0,05	2	0,1
Poorly optimized central kitchen: limited production scale	0,05	2	0,1	0,06	1	0,06	0,075	1	0,075	0,06	2	0,12
Lack of cooperation between departments	0,03	2	0,06	0,06	1	0,06	0,025	2	0,05	0,05	2	0,1
Dependence on the lower middle market segment	0,05	1	0,05	0,05	2	0,1	0,025	2	0,05	0,06	2	0,12
Technology limitations in data management and operational processes	0,03	1	0,03	0,05	2	0,1	0,075	1	0,075	0,05	1	0,05
Low employee capability and quality	0,05	1	0,05	0,05	2	0,1	0,075	1	0,075	0,04	1	0,04
TOTAL			0,55			0,55			0,71			0,675

Weaknesses	HOD IT			HOD Store Development			HOD Operational			HOD Finance		
	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score
Aging infrastructure	0,03	2	0,06	0,04	2	0,08	0,05	1	0,05	0,05	1	0,05
High dependence on suppliers	0,06	1	0,06	0,02	1	0,02	0,05	1	0,05	0,06	1	0,06
Internal competition/cannibalism: the distance between stores too closed in one city	0,03	2	0,06	0,02	1	0,02	0,04	1	0,04	0,05	1	0,05
Limited product range	0,05	2	0,1	0,02	1	0,02	0,05	2	0,1	0,03	2	0,06
Employee training and development is not yet appropriate	0,03	2	0,06	0,02	1	0,02	0,03	2	0,06	0,04	2	0,08
Poorly optimized central kitchen: limited production scale	0,05	2	0,1	0,02	1	0,02	0,06	1	0,06	0,06	1	0,06
Lack of cooperation between departments	0,05	1	0,05	0,02	1	0,02	0,04	1	0,04	0,05	1	0,05
Dependence on the lower middle market segment	0,05	1	0,05	0,04	2	0,08	0,03	2	0,06	0,04	2	0,08
Technology limitations in data management and operational processes	0,07	2	0,14	0,04	2	0,08	0,04	1	0,04	0,05	1	0,05
Low employee capability and quality	0,06	1	0,06	0,02	1	0,02	0,04	1	0,04	0,04	1	0,04
TOTAL			0,74			0,38			0,54			0,58

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Opportunities	CEO			COO			CHCO			CSCO		
	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score
Rising demand for healthy foods	0,05	2	0,1	0,05	2	0,12	0,025	3	0,075	0,04	1	0,04
Government regulation on food safety	0,05	2	0,1	0,05	1	0,05	0,05	3	0,15	0,05	2	0,1
Growing fast food industry	0,07	4	0,28	0,07	4	0,2	0,075	4	0,3	0,05	3	0,15
Public interest in spicy food	0,07	4	0,28	0,07	4	0,2	0,025	2	0,05	0,05	3	0,15
Expansion to National and International Markets	0,05	1	0,05	0,05	3	0,15	0,05	2	0,1	0,06	3	0,18
Digital marketing and social media	0,03	2	0,06	0,03	3	0,15	0,025	2	0,05	0,04	2	0,08
Partnership strategy	0,03	1	0,03	0,03	3	0,12	0,025	2	0,05	0,05	2	0,1
Innovation and new product development	0,03	2	0,06	0,03	2	0,06	0,075	3	0,225	0,06	1	0,06
Online food market growth	0,07	4	0,28	0,07	4	0,24	0,075	2	0,15	0,05	2	0,1
Enhanced Process Automation	0,05	2	0,1	0,05	3	0,15	0,075	3	0,225	0,06	2	0,12
TOTAL			1,34			1,44			1,375			1,08

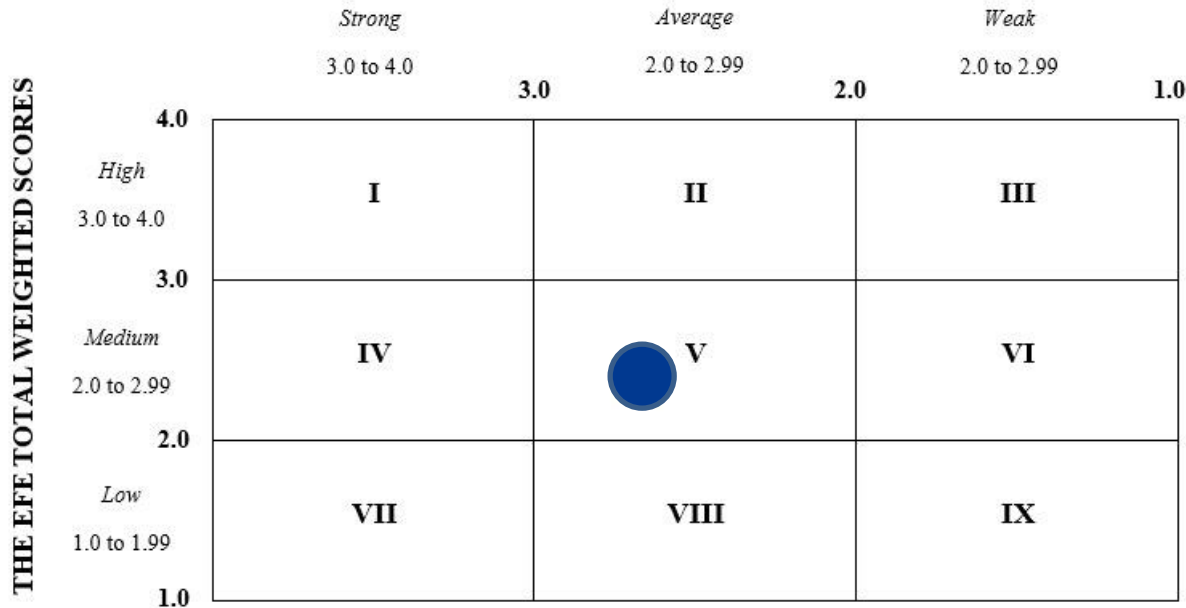
Opportunities	HOD IT			HOD Store Development			HOD Operational			HOD Finance		
	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score
Rising demand for healthy foods	0,05	1	0,05	0,05	1	0,05	0,03	1	0,03	0,03	1	0,03
Government regulation on food safety	0,05	1	0,05	0,05	1	0,05	0,06	2	0,12	0,05	1	0,05
Growing fast food industry	0,05	4	0,2	0,05	4	0,2	0,05	3	0,15	0,05	3	0,15
Public interest in spicy food	0,05	3	0,15	0,05	3	0,15	0,05	4	0,2	0,05	4	0,2
Expansion to National and International Markets	0,05	2	0,1	0,05	2	0,1	0,06	3	0,18	0,06	2	0,12
Digital marketing and social media	0,05	1	0,05	0,05	1	0,05	0,06	2	0,12	0,06	2	0,12
Partnership strategy	0,07	1	0,07	0,07	1	0,07	0,07	2	0,14	0,07	3	0,21
Innovation and new product development	0,03	1	0,03	0,03	1	0,03	0,03	1	0,03	0,03	2	0,06
Online food market growth	0,03	4	0,12	0,03	4	0,12	0,05	3	0,15	0,05	3	0,15
Enhanced Process Automation	0,07	2	0,14	0,07	2	0,14	0,06	3	0,18	0,07	3	0,21
TOTAL			0,96			0,96			1,3			1,3

Threats	CEO			COO			CHCO			CSCO		
	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score
Fluctuation on raw materials price	0,07	2	0,14	0,04	4	0,16	0,075	2	0,15	0,06	4	0,24
Increasing competition from international dan local brand	0,03	3	0,09	0,05	3	0,15	0,05	2	0,1	0,04	4	0,16
Stricker Government regulations	0,07	2	0,14	0,05	1	0,05	0,075	2	0,15	0,05	2	0,1
Food safety concern	0,07	2	0,14	0,06	1	0,06	0,05	3	0,15	0,06	2	0,12
Social media bad influence	0,05	2	0,1	0,04	3	0,12	0,05	3	0,15	0,05	2	0,1
Economy downturn	0,05	3	0,15	0,03	3	0,09	0,05	2	0,1	0,04	2	0,08
Logistics challenges in isolated areas	0,05	2	0,1	0,06	2	0,12	0,025	2	0,05	0,05	2	0,1
Changes in consumer preferences	0,03	2	0,06	0,05	3	0,15	0,025	2	0,05	0,04	2	0,08
Raw Material Supply Crisis	0,05	2	0,1	0,06	4	0,24	0,05	2	0,1	0,05	2	0,1
Lack of Manpower	0,03	3	0,09	0,07	2	0,14	0,05	2	0,1	0,05	2	0,1
TOTAL			1,11			1,28			1,1			1,18

Threats	HOD IT			HOD Store Development			HOD Operational			HOD Finance		
	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score	Weight	Rating	Weighted Score
Fluctuation on raw materials price	0,06	4	0,24	0,06	4	0,24	0,06	3	0,18	0,06	2	0,12
Increasing competition from international dan local brand	0,07	3	0,21	0,07	3	0,21	0,06	3	0,18	0,05	3	0,15
Stricker Government regulations	0,05	2	0,1	0,05	2	0,1	0,05	2	0,1	0,05	2	0,1
Food safety concern	0,07	2	0,14	0,07	2	0,14	0,07	2	0,14	0,06	2	0,12
Social media bad influence	0,06	2	0,12	0,06	2	0,12	0,05	2	0,1	0,05	2	0,1
Economy downturn	0,04	4	0,16	0,04	4	0,16	0,04	4	0,16	0,04	4	0,16
Logistics challenges in isolated areas	0,04	2	0,08	0,04	2	0,08	0,04	2	0,08	0,05	2	0,1
Changes in consumer preferences	0,03	2	0,06	0,03	2	0,06	0,03	2	0,06	0,03	2	0,06
Raw Material Supply Crisis	0,03	2	0,06	0,03	2	0,06	0,04	2	0,08	0,04	2	0,08
Lack of Manpower	0,05	2	0,1	0,05	2	0,1	0,04	2	0,08	0,05	2	0,1
TOTAL			1,27			1,27			1,16			1,09

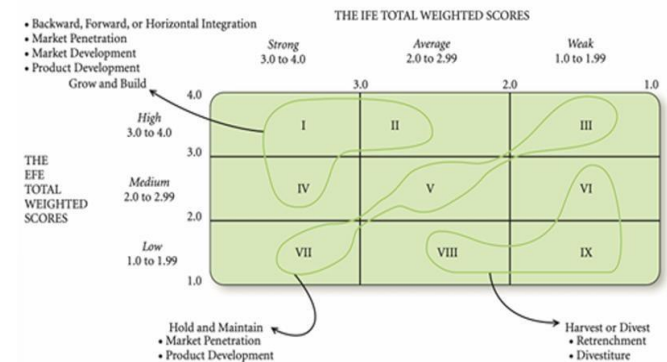
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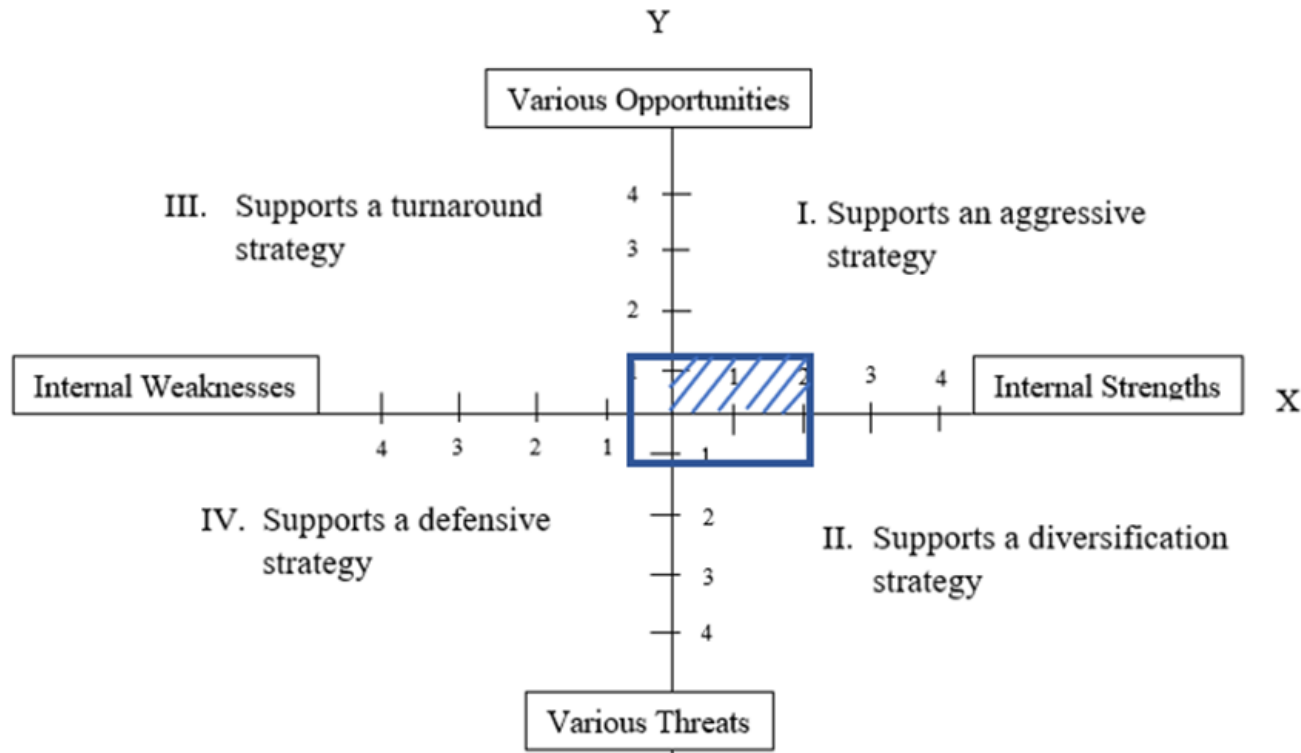
THE IFE TOTAL WEIGHTED SCORES



Hold & Maintain

- Market Penetration
- Product Development





Supports an Aggressive Strategy

- Market expansion
- Product innovation
- Strengthening the supply chain to optimize the existing potential

TOWS MATRIX	STRENGTH S1. Competitive price S2. Production efficiency S3. Commitment to maintaining quality S4. Commitment to sustainability S5. Brand recognition & reputation	WEAKNESSES W1. Employee training and development is not yet appropriate W2. Poorly optimized central kitchen W3. Dependence on the lower middle market segment W4. Technology limitations in data management and operational processes W5. Limited product range
OPPORTUNITIES O1. Growing fast-food industry O2. Public interest in spicy food O3. Online food market growth O4. Enhanced process automation O5. Expansion to National and International markets	S-O Strategy (S1.O1) Expand market share by leveraging competitive pricing in the growing fast-food industry. (S3.O3) Strengthen online food delivery services while maintaining high food quality. (S5.O5) Leverage strong brand recognition to support national and international expansion.	W-O Strategy (W1.O5) Implement structured employee training programs to support business expansion. (W2.O4) Improve central kitchen efficiency through automation and advanced technology. (W5.O2) Expand menu variety by introducing more spicy food options to attract customers.
THREATS T1. Fluctuation on raw materials price T2. Increasing competition from international and local brand T3. Economy downturn T4. Food safety concern T5. Social media bad influence	S-T Strategy (S1.T1) Establish long-term supplier partnerships to stabilize raw material costs. (S3.T4) Enhance food safety protocols and certification to address consumer concerns (S5.T5) Develop proactive social media engagement to protect brand reputation.	W-T Strategy (W1.T2) Enhance employee development programs to improve service quality and competitiveness. (W2.T1) Optimize inventory and supply chain management to reduce the impact of fluctuating raw material prices. (W5.T4) Develop innovative and safer food product variations to meet food safety standards.

5. Conclusion & Recommendation

- ❖ **An efficient raw material management strategies:** optimizing raw material requirement planning, diversifying suppliers, as well as implementing lean management to reduce waste and improve cost efficiency.
- ❖ **A sustainable supply chain strategies:** integrating digital systems in supply management, strengthening relationships with suppliers, and implementing efficient and environmentally friendly distribution strategies.
- ❖ **The right marketing strategies:** the application of marketing mix (7Ps), utilization of digital and omnichannel platforms, and product innovation tailored to consumer trends and preferences.
- ❖ **Effective human resource management strategies:** continuous development of employee training, incentive based workforce retention strategies and a supportive work environment, as well as strengthening the culture of innovation and customer service.





Raw Material Management

- Cloud Kitchen Expansion with AI-Based Central Kitchen (**S3.O3, W2.O4; SDG No. 9**)
- Hyperlocal Sourcing for Sustainable Cost Control (**S1.T1; SDG No. 1, 8 & 11**)
- Food Safety and Food Hygiene Certification (ISO 22000) (**S3.T4, W5.T4; SDG No. 3 & 12**)
- Enterprise Resource Planning (**W2.O4, W2.T1; SDG No. 9**)

Supply Chain Optimization

- Enterprise Resource Planning (**W2.O4, W2.T1; SDG No. 9**)
- AI-Powered Smart Inventory (**W2.T1; SDG No. 9**)
- Circular Economy in Supply Chain (**W2.T1; SDG No. 9**)
- Transport Management System (**W2.T1; SDG No. 9**)

Marketing Strategy

- Collaboration with Online Shop (i.e. Gojek, Grab, Shopee) in new location (**S1.O1, S3.O3; SDG No. 8 & 17**)
- Create Brand Activation Program (i.e. Website, Social Media, SEO, Ambassador, Sponsorship) (**S5.O5, S5.T5; SDG No. 9 & 17**)
- Spicy Challenge Marketing (**W5.O2; SDG No. 9**)
- Build R&D Department to create new menus (i.e. Udon) (**W5.O2, W5.T4; SDG No. 9**)

Human Resource Management

- "Green Employee Certification Program" (**W1.O5, W1.T2; SDG No. 4**)
- Hiring for Sustainability Mindset (**W1.T2; SDG No. 4 & 16**)
- Human Resource Information System (**W1.T2; SDG No. 9**)



 **SUSTAINABLE
DEVELOPMENT** **GOALS**

THANK YOU



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