

ABSTRAK

Penelitian ini bertujuan untuk menganalisis implementasi *restaurant revenue management* di Restoran “A”, mengidentifikasi penyebab permasalahan operasional Restoran “A” berdasarkan data *baseline*, dan memberikan usulan strategi yang tepat guna meningkatkan layanan Restoran "A" melalui implementasi *restaurant revenue management*. Restoran “A” yang menjadi studi kasus penelitian merupakan konsep baru restoran merek dagang “A” yang memiliki konsep *Fast Casual Delco* (FCD). Beberapa permasalahan yang terjadi di konsep baru Restoran “A” ini menimbulkan beberapa keluhan pelanggan yang perlu segera diperbaiki mengingat persaingan bisnis restoran yang semakin ketat. Setelah didapatkan data *baseline* dari POS restoran dan observasi yang dilakukan peneliti meliputi *data arrival patterns*, *average check*, *seat occupancy*, *RevPASH*, dan *meal duration*, peneliti melakukan wawancara dengan 4 orang informan terkait konsep restoran dan kendala operasional restoran dan melakukan 2 kali *Focus Group Discussion* (FGD) dengan manajemen Restoran “A”. Dalam melakukan analisis, peneliti menggunakan *time-study analysis* dalam menganalisis permasalahan perbedaan durasi aktivitas pelanggan di jam sibuk dan jam sepi, *service blueprinting* restoran dalam menemukan letak kegagalan aktivitas operasional yang berlangsung di Restoran “A”, dan *diagram fishbone* dalam mengidentifikasi faktor penyebab kegagalan operasional restoran dalam hal manajemen durasi dan pengaturan kapasitas kursi. Berdasarkan hasil perhitungan *baseline* yang mencakup *RevPASH* dan analisis yang dilakukan melalui proses wawancara dan FGD, peneliti menyusun strategi *revenue management* guna meningkatkan pendapatan operasional restoran, keuntungan manajemen, dan operasional restoran yang berjalan lebih optimal. Beberapa strategi dalam mengoptimalkan *seat occupancy* adalah memperbesar ukuran meja 2-tops sehingga lebih menarik minat pengunjung dengan jumlah *party-size 1-2* orang dan mengoptimalkan penggunaan layar TV yang ada di kasir untuk menampilkan menu *best seller* dan promo harga.

Kata kunci : *Restaurant Revenue Management*, Restoran, *RevPASH*, *service blueprinting*

ABSTRACT

This study aims to analyze the implementation of restaurant revenue management in Restaurant "A", identify the causes of operational problems in Restaurant "A" based on baseline data and provide appropriate strategy proposals to improve Restaurant "A" services through the implementation of restaurant revenue management. Restaurant "A", which is the research case study, is a new concept of restaurant brand "A", which has the idea of Fast Casual Delco (FCD). Some of the problems in the new concept of Restaurant "A" have raised several visitor complaints that need to be corrected immediately, given the increasingly fierce competition in the restaurant business. After obtaining baseline data from restaurant POS and observations made, including data on arrival patterns, average check, seat occupancy, RevPASH, and meal duration, interviews were conducted with four informants regarding the restaurant concept and restaurant operational constraints and conducted two focus group discussions (FGD) with Restaurant "A"'s management team. In conducting the analysis, time-study analysis is used to analyze the problem of differences in the duration of customer activity during peak hours and leisure hours, and restaurant service blueprinting to find the location of operational activity failures that took place at Restaurant "A", and fishbone diagram to identify factors causing operational shortcomings in terms of duration management and seat capacity arrangements. Based on the results of baseline calculations which include RevPASH and analysis conducted through interviews and FGD processes, a revenue management strategy is developed to increase restaurant operating income, management profits, and restaurant operations that run more optimally. Some strategies in optimizing seat occupancy are increasing the size of the 2-tops table so that it is more attractive, asking visitors with a party size of 1-2 people, and optimizing the use of the TV screen at the check-in area to display the best-seller menu and price promos.

Keyword : Restaurant Revenue Management, RevPASH, service blueprinting