

# Strategic Management Analysis at McDonald's Fast Food Restaurant, Perdatam Pasar Minggu

Rizki Nurul Nugraha<sup>1</sup>, Muhammad Ramli<sup>2</sup>

<sup>1,2</sup>National University

Corresponding Author: Rizki Nurul Nugraha and [rizki.nurul@civitas.unas.ac.id](mailto:rizki.nurul@civitas.unas.ac.id)

---

## ABSTRACT

---

McDonald's, as one of the franchise companies that has a global reputation and is known almost all over the world, operates its business in the fast food sector. The object of this study is McDonald's located in Perdatam, Pasar Minggu. This research method is qualitative, with a qualitative descriptive analysis approach and SWOC analysis. Data collection was carried out by direct observation and interviews with the relevant resource persons in this study. The results showed that, McDonald's features a food menu that is famous for being delicious and diverse, including packaged menu choices, McDonald's consistently displays food product innovations to attract the attention of its consumers. McDonald's success lies not only in its taste excellence, but also in its ability to constantly adapt to changing consumer trends and tastes. The company continues to carry out various management strategies including vigorous promotions involving various media such as social media, television, radio, newspapers, and banners and McDonald's marketing strategies are designed very practically to stay ahead of its peers in the highly competitive fast food industry. The company's internal factors, especially its strengths, are always able to outperform its weaknesses. McDonald's managed to maintain its position in the market by presenting a combination of menu diversity, quality, and product innovation that became the main attraction for customers. Its ability to continuously compete and remain relevant in the market keeps McDonald's as a leader in the fast food industry, maintaining its edge amid fierce competition and ever-changing business dynamics.

*Keywords: Mcdonald's, Management Strategy, SWOC Analysis, Qualitative Methods, Production and Operational*

---

## 1. INTRODUCTION

Economic development in Indonesia is currently experiencing very rapid growth, especially in the franchise sector, which covers various fields, with the main focus on the food sector. Increasingly fierce competition, especially among similar companies, is the main driver for every company to formulate and implement various strategies to deal with various threats and changes that occur at all levels, both from the internal and external sides of the company, such as political changes, culture, and of course economic changes themselves [1].

In the context of increasingly fierce competition, a company not only needs to maintain its existence but also must be able to adapt to the changes that continuously occur around it [2]. Strategy management, is not just a planning process, but also involves directing, organizing, and controlling various decisions and actions of corporate strategy, with the main objective of achieving and maintaining competitive advantage [3].

It is undeniable that every company, including those operating in the food franchise sector in Indonesia, needs to have the right strategy to survive and even grow in the midst of increasingly fierce competition [4]. The importance of this strategy cannot be ignored, considering that the right strategy can be key in determining the next steps to increase market share and maintain position in the midst of many competitors [5]. Mistakes in designing and executing strategies, especially those that are long-term in nature, can have a significant impact on a company's top priorities in terms of improving its business continuity [6]

In the context of the fast food franchise industry in Indonesia, where daily food needs are the main focus, competition is increasingly fierce. Companies such as KFC, PizzaHut, Texas Fried Chicken, Dunkin Donuts, Burger King, and others, are vying to create innovation and creativity in food presentation, especially given the increasingly sophisticated technological developments. All this creates demands for companies to continue to innovate their competitive strategies [7].

SWOC analysis becomes a very useful instrument in helping companies understand the dynamics of their internal and external environment [8]. SWOC helps companies identify internal strengths and weaknesses, as well as external opportunities and challenges that can affect their performance. Therefore, every company, including those operating in the food franchise sector, requires a deep understanding of its internal environment, including its organizational structure, corporate culture, and resources, along with a good understanding of the external environment that includes opportunity and threat factors that may affect their business [9]

McDonald's, as one of the major players in the fast food franchise industry in Indonesia, continues to show its existence and contribute to the country's economy. Through a variety of dishes such as hamburgers, fried chicken, fries, spaghetti, nuggets, and various drinks, McDonald's tries to cater to various tastes of consumers. However, running a fast food restaurant business cannot be separated from challenges, such as differences in consumer tastes, fluctuations in raw material prices, and income instability [10]. In the face of these challenges, McDonald's needs to design careful management strategies, including product innovation strategies, quality improvement, and adaptation to changing consumer tastes [11]

One of McDonald's outlets located in Raya Pasar Minggu No.29, RT.8/RW.2, Pancoran, Kec. Pancoran, South Jakarta City, has a strategic location in the middle of a city that is crowded with vehicles and the community. With parking facilities, toilets, and places of worship, this outlet strives to provide a comfortable experience for its consumers. Through the background of the problems outlined, an analysis of McDonald's management strategy, taking into account strengths, weaknesses, opportunities, and challenges, can provide a deeper understanding of how the company maintains its existence and continues to contribute to the Indonesian economy.

Based on the background of the problems described above, then this study discusses with the title "Strategic Management Analysis at McDonald's Fast Food Restaurants, Perdatam Pasar Minggu" with the aim of conducting the analysis is to determine the weaknesses, strengths, opportunities and challenges in McDonald's fast food restaurants (Perdatam Pasar Minggu) and knowing how the management strategy of a franchise company (franchise) by McDonald's fast food restaurants.

## 2. LITERATURE REVIEW

### 2.1 *Strategic Management*

This research uses strategic management theory, is a plan that is prepared and managed by taking into account various sides with the aim that the influence of the plan can have a positive impact on the organization in the long term [12]. One of the focuses of study in strategic management wants to have an impact on the application of strategic concepts to the company in the long term. Or sustainable, including in terms of stable profits. Stable profit is influenced by sales stability that continues to grow [13].

Using this theory, researchers conducted internal and external analysis at McDonald's restaurants, Perdatam Pasar Minggu. Internal and external analysis can

help to determine the strengths and weaknesses of a company, as well as evaluate the environment that can affect the company's strategy [14]. Strategic management uses this internal and external analysis to make informed and effective strategic decisions. Internal analysis can be, marketing, human resources, production, operational, and financial. While external analysis in the form of, new and old competitors, consumer bargaining power, changing trends, and much more [15].

## 2.2 SWOC Analysis

This study uses SWOC analysis, a concept of analysis on the situation by systematically identifying several factors against the strengths and weaknesses of a company, and opportunities and challenges from the environment to formulate the right strategy [16].

The term SWOC actually starts from the word SWOT, namely Strength, Weakness, Opportunity, and Threat. The word "Threat" which is interpreted as a threat is considered to have a frightening meaning in the context of the organization / company. While the word "Challenge" which means challenge is considered more appropriate, because challenges are something that must be faced and overcome. Therefore, in this paper the author prefers to use the word "Challenge" rather than "Threat" [17].

## 3. METHODS

The type of research applied in this research project is qualitative research. The qualitative research method is an approach based on the philosophy of postpositivism [18]. This method is used to examine the condition of objects that are natural, otherwise with an experimental approach [19]. Data collection techniques by direct observation and interviews with appropriate sources. Data analysis using descriptive qualitative and SWOC analysis. The object of study is strategic management at McDonald's fast food restaurants [20].

The data used in this analysis is secondary. Secondary data is a data source that does not provide data directly to the data collector. In the context of this study, researchers access information from journals and documents related to the topic analyzed. Documents include records of past events, they can be writings, drawings, or monumental works. Document studies are carried out by reviewing documents related to research topics, such as journals [12]. Researchers analyze data sources, such as journals and documents, to see from different perspectives the strategic management analysis at McDonald's, so that a more comprehensive conclusion can be drawn [21].

## 4. RESULTS AND DISCUSSION

### 4.1 Profile Mcdonald's

McDonald's is the largest fast food restaurant in the world which began in 1955 in California, United States, with a superior product in the form of a burger called BigMac. McDonald's until now has thousands of restaurants spread across more than 100 countries, one of which is Indonesia. McDonald's first entered Indonesia in 1991 by opening its first restaurant in Sarinah, Thamrin [22]. Providing the best service for customers, presenting leading food quality, and providing great benefits for the people of Indonesia.

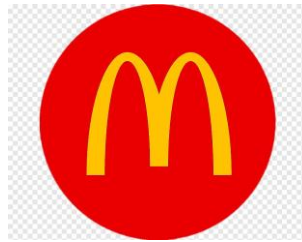


Figure 1. Mcdonald's Logo

McDonald's is the world's largest restaurant chain by revenue, serving more than 69 million customers daily in more than 100 countries across 37,855 outlets in 2018. Although McDonald's is best known for its hamburgers, cheeseburgers, and fries, they serve chicken, breakfast, soft drinks, milkshakes, wraps, and desserts. The company has added salads, fish, smoothies, and fruit menus. McDonald's Corporation's revenue comes from rent, royalties, and fees paid by franchisees, as well as sales in company-operated restaurants [23].

#### 4.2 Internal Environmental Analysis

Internal environment analysis is an analysis process used to identify the strengths and weaknesses of internal business resources and operations owned by the company. The analysis aims to find out the opportunities and challenges that may occur in the company. This approach helps companies to identify strengths and weaknesses of internal resources, and can determine strategies for developing and managing them appropriately [24]. Here are some results of the analysis of the internal environment of McDonald's, Perdatam Pasar Minggu:

##### 1. Marketing

McDonald's, one of the fast food sectors, describes a number of positive and negative factors through an analysis of the internal marketing environment. A highly acclaimed global reputation is a key pillar of the company, providing a foundation of trust and extensive business expansion opportunities. McDonald's advantage lies in its focus on a menu known for its exquisite flavors and diverse variety. However, fierce competition and rapid changes in consumer tastes became obstacles that required McDonald's to continue to develop adaptive strategies. Here are some marketing strategy points applied by McDonald's:

##### a) Global goal setting and target setting

McDonald's sets goals and targets based on its global vision and mission, as one of the leaders of the global food business. This can help the company to focus on achieving the goals set.

##### b) Promotion through various media

McDonald's actively promotes various media such as social media, television, radio, newspapers, and banners. This can help in increasing brand awareness and reaching a wider audience.

##### c) Collaborations with renowned artists

McDonald's is currently collaborating with emerging K-Pop artists such as New Jeans, to create attractive packaging related to the collaboration with the artist. This helps in attracting fans from among the artist's fans involved in the collaboration, thereby increasing sales.

##### d) Convenient delivery system

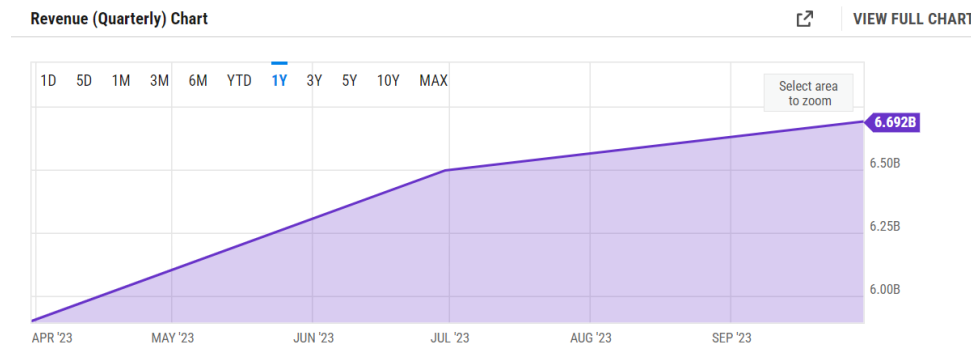
McDonald's provides convenience to its consumers through a delivery system that can be accessed through the McDelivery application. This provides an easier and more convenient shopping experience for consumers.

##### e) Product Quality Improvement

McDonald's continues to maintain the number of consumers by adopting various product-related innovations, such as adding menu variants, creating food to suit various age ranges, changing menus in several countries by combining more popular local flavors, and providing strategic and comfortable dining places for its consumers. All of these initiatives aim to meet customer needs and tastes, support the company's growth, and maintain McDonald's position as a leader in the fast food industry.

## 2. Finance

For the financial condition of the Perdatam Pasar Minggu Branch itself, researchers cannot get specific data, but here is a graph of McDonald's overall revenue in April to October 2023:



**Figure 2.** Mc Donald's Revenue

Source: <https://ycharts.com/companies/MCD/revenues>

From the visualization of the chart above, the comparison of declines between several months of 2023 can be seen very clearly. In 2023, there will be a fairly drastic increase, especially in September. McDonald's revenue still reaches above 6 trillion, more precisely 6.692 trillion. However, this increase indicates a recovery or improvement in McDonald's financial performance after facing the challenges of the previous year during the pandemic. However, the company is currently experiencing challenges such as boycotts, which could likely impact their revenues.

## 3. Production and Operations

McDonald's production and operations implement effective production strategies in carrying out production activities. The company always prioritizes employee health in every aspect of food production activities. Food produced by McDonald's meets high quality standards, which are ensured through hygiene and safety procedures that have been implemented and always provided to consumers. McDonald's has strict guidelines based on halal certification from MUI, so that the food served is guaranteed quality, safe, and halal for consumption. McDonald's employee recruitment is carried out with a shift work system, where each shift works for 7 to 9 hours of work. Labor is considered a very important factor of production, therefore, companies must maintain labor productivity in order to increase the efficiency of production activities.

The operations at each McDonald's restaurant are divided into seven parts known as the "seven system". These sections include the Ordering System, which is responsible for the procurement of raw materials by placing orders three times a week on Mondays, Wednesdays, and Fridays. Scheduling System, tasked with compiling employee work schedules every day. Training System, responsible for all matters related to employee training. Payroll System, responsible for calculating the amount of salary that must be received by employees (crew) every two weeks. Crew Welfare System, on duty and responsible for the welfare of employees. Maintenance and Repair System (M&R), responsible for everything related to equipment in the restaurant. Local Store Marketing System (NGO), in charge and responsible for marketing products in restaurants.

## 4. Human Resources

McDonald's has a clear and transparent career development strategy, so employees can develop and have multi-skills to support their work. The company also has a program to build employer branding, which focuses on developing the quality of Indonesian human resources. McDonald's Indonesia is also involved in social initiatives, such as literacy programs for marginalized children.

### 4.3 External Environment Analysis

Analysis of the external environment in the company is the process of analyzing the environment outside the company to identify opportunities and challenges that affect the company's capabilities. In addition to identifying opportunities and challenges, an analysis of the external environment can also help change a company's strategy, improve decisions, and improve a company's operational efficiency [25]. Here are some results of external environment analysis from McDonald's:

#### 1. Intercompany Competitors

Analysis of the external environment regarding competitors between similar companies is an aspect that cannot be taken lightly. The challenge is further complicated if competing companies have high advantages and quality, forcing companies to be able to compete with better standards and higher quality. In this context, several similar competing companies or those belonging to the franchise category can be identified.

One noteworthy competitor is Burger King, an international fast food restaurant that is no less competitive with McDonald's. Although the name highlights burgers, this restaurant not only offers a variety of burgers, but also serves other menus such as fries, fried chicken, and various types of drinks. Burger King also offers an online ordering system and drive-thru service, strengthening its position in the fast-food restaurant world. In Australia, there is a similar restaurant by the name of Hungry Jack's which is also a major competitor in the industry.

In addition, AW (A&W) is a fast food restaurant that has franchises spread across various countries. Managed by Yum Brands, AW first opened in California in 1919. Products presented by AW include Root Beer, fried chicken, burgers, and nuggets. The restaurant also features an online ordering system to meet the needs of modern customers.

KFC (Kentucky Fried Chicken) is an American fast food restaurant with a management center in Louisville, Kentucky, specializing in fried chicken dishes. KFC also serves a variety of other menus, including burgers, fries, spaghetti, and various drinks. With its global reputation, KFC is becoming a serious contender in the competition in the fast food industry, offering a variety of menus that tempt the taste buds of customers.

In its external environment, competition with other companies encourages McDonald's to maintain affordable pricing strategies, product innovation, and smart marketing tactics. McDonald's must remain sensitive to changes in consumer tastes and be able to compete with the high quality standards applied by its competitors. In developing its business strategy, McDonald's continues to demonstrate intelligence by tailoring prices, products, and locations to the characteristics of the surrounding environment. This approach helps the company to continuously adapt to changes in consumer tastes and trends, while maintaining its position as a leader in the fast food sector.

#### 2. Potential New Competitors

Not only old competitors, but the potential for new competitors to emerge must also be taken into account. Restaurants with the same characteristics, namely fast food, have now been built a lot, but not only that, even restaurants that are not fast food are also competitors to McDonald's, for example the Mie Gacoan restaurant which is currently popular and visited by many consumers. With new competitors, McDonald's had to figure out how they maintained their quality and most importantly how to keep customers coming back continuously. Such solutions can reduce the impact of the entry of new competitors and are less bad for McDonald's.

### 3. Changing Trends

The direction of McDonald's strategy changes towards menu innovation, adaptation to health trends, and investment in technology. McDonald's will also consider the resilience of its products in the era of digitalization, such as doing digital marketing and considering cultural attitudes and people's behavior. McDonald's always adapts to consumer tastes that are constantly changing, so innovative steps can be taken, such as the introduction of new menus or adaptation to the demand for healthy food, which can affect customer perception which in turn can affect the company's performance.

### 4. Consumer Bargaining Power

McDonald's consumer bargaining power varies based on elements such as product quality, price, location, and alternative options. After conducting the analysis, McDonald's experienced the effects of external factors of varying intensity. Companies must implement strategies to meet these external factors and minimize negative impacts. The bargaining power of McDonald's suppliers is weakening due to the lack of regional or global alliances. McDonald's must increase suppliers' bargaining power by developing more effective alliances and developing more effective marketing strategies. To increase consumer bargaining power, McDonald's must develop more innovative and attractive products, and organize better service. Companies must develop more effective marketing strategies to direct consumers to its branches. In increasing consumer bargaining power, McDonald's must also address the threat of substitutes. External factors such as high availability of substitutions, low switching costs, and cost performance replacement ratios make the threat of substitution their strength. Companies must develop strategies to overcome the threat of substitution, such as developing more unique and attractive products, and arranging better services.

## 4.4 SWOC Analysis

### 1. Strength

McDonald's strength analysis includes its highly acclaimed global reputation and excellence in fast food. As a leading franchise company, McDonald's has built a strong reputation worldwide, becoming one of the most globally recognized brands. McDonald's advantage lies in its focus on a menu known for its deliciousness and variety, including packaged offerings that are popular with consumers. This helped McDonald's maintain its position as a leader in the fast food industry.

### 2. Weakness

However, McDonald's also faces some drawbacks that need attention. Fierce competition in the fast food industry requires McDonald's to continuously develop strategies to stay relevant to fast-changing consumer trends. In addition, reliance on product innovation in response to consumer trends can be a disadvantage if not managed properly, given the rapid changes in consumer preferences.

### 3. Opportunity

On the opportunity side, McDonald's has the potential to do further collaborations with K-pop idols, as seen from the success of the collaboration with NewJeans Meal. This points to an opportunity for McDonald's to capitalize on cultural trends and increase its popularity among younger consumers. In addition, there are still opportunities for further growth and development in responding to changing trends and evolving consumer needs.

### 4. Challenge

However, McDonald's is also faced with some challenges. Competition in the fast food industry is a challenge that needs to be overcome to maintain a superior position. In addition, the rapidly changing nature of consumer trends is a challenge that requires a readiness to adapt and innovate quickly to remain relevant in this dynamic market. By understanding these strengths,

weaknesses, opportunities, and challenges, McDonald's can devise effective marketing strategies to strengthen its position in the global fast food market. So, McDonald's can leverage its strengths, overcome its weaknesses, capitalize on existing opportunities, and take on the challenge of remaining a leader in the fast food industry.

#### 4.5 Business Strategy Formulation Analysis

In managing its business, McDonald's has formulated a smart strategy to retain its customers. One strategy is to offer attractive products at affordable prices. Pricing is adjusted to the level of purchasing power of consumers in the neighborhood, and McDonald's uses the concept of three tiers to determine prices according to the characteristics of the environment around their restaurant. The location of the restaurant is also strategically chosen to distribute products to the main target market, namely the youth and family segment. Usually, McDonald's is placed in an area that is crowded by people or passing vehicles.

In terms of products, McDonald's continues to make interesting innovations, such as their latest collaboration with NewJeans Meal, which is the result of collaboration with K-pop idols from Korea. The company is able to be sensitive to the surrounding environment, especially popular trends in Indonesia and internationally, especially among teenagers who are very enthusiastic about things related to K-pop. By doing this collaboration, McDonald's managed to attract the attention of consumers with their latest products, creating a significant surge in sales. It is also an example of McDonald's smart strategy in managing its business and management, adjusting to changing consumer tastes and trends.

In running its business, McDonald's has an accurate strategy to retain its customers. Such as offering attractive products and prices that are relatively affordable and often provide discounts in offline stores to food delivery applications. Tier is pricing according to the purchasing power of consumers in the environment. There are three types of pricing (tier), the determination of which is determined by the environment in which the McDonald's restaurant is located. And also the location related to the location to distribute products to customers, where the place must be strategic for the intended target market, namely the youth and family segment. McDonald's is located in a crowded area of people or vehicles passing by.

## CONCLUSION

McDonald's, as one of the franchise companies that has a global reputation and is known almost all over the world, operates its business in the fast food sector. Featuring a food menu that is famous for being delicious and diverse, including packaged menu options, McDonald's consistently displays food product innovations to attract the attention of its consumers. McDonald's success lies not only in its taste excellence, but also in its ability to constantly adapt to changing consumer trends and tastes.

The company continues to carry out various management strategies including vigorous promotions involving various media such as social media, television, radio, newspapers, and banners and McDonald's marketing strategies are designed very practically to stay ahead of competitors of its kind in the highly competitive fast food industry. The data above illustrates that the company's internal factors, especially its strengths, are always able to outperform its weaknesses. McDonald's managed to maintain its position in the market by presenting a combination of menu diversity, quality, and product innovation that became the main attraction for customers. Its ability to continuously compete and remain relevant in the market keeps McDonald's as a leader in the fast food industry, maintaining its edge amid fierce competition and ever-changing business dynamics.

It is hoped that the next researcher can focus on other forms of strategies applied by McDonald's in the 4P aspect because McDonald's applies 4P strategies that are interesting to study. Then it is hoped that the manager can carry out a new, more efficient strategy to increase sales profits



in the form of intense promotions on social media and then provide attractive discounts and promos to introduce Mcdonald's products whose products are less in demand.

## ACKNOWLEDGEMENTS

The author would like to thank all those involved in this research. The author hopes that this research can provide benefits to the manager of the Kid's Forest Ride at Ragunan. This research also hopes to provide insight to those who need it.

## REFERENCES

- [1] A. N. Fatyandri, F. Zhangrinto, H. Hendro, K. Katherine, N. Nancy, and S. Steven, "Pengaruh Faktor Eksternal Terhadap Strategi Pemasaran Pada Mcdonald's," *Public Serv. Gov. J.*, vol. 4, no. 1, pp. 44–51, Jan. 2023, doi: 10.56444/psgj.v4i1.768.
- [2] N. R. Kumalasari, J. E. Syariah, F. Ekonomi, and D. A. N. Bisnis, "MENINGKATKAN VOLUME PENJUALAN PRODUK DI," 2020.
- [3] S. A. Mulyati, M. M. Minarsih, and L. Budi, "THE INFLUENCE OF GOVERNMENT POLICY ON THE PROHIBITION OF THE USE OF PLASTIC BAGS IN INDOMARET (Case Study at Indomaret Soekarno Hatta 40 Tlogosari Semarang)," *J. Manage.*, vol. 6, no. 2, pp. 2–9, 2020.
- [4] D. Pasaribu *et al.*, *Dasar Kewirausahaan*. Medan: MTU Press, 2023. [Online]. Available: <http://martonomily.com/wp-content/uploads/2023/06/DASAR-KEWIRAUSAHAAN-siap-layout-2023.pdf>
- [5] I. O. Widjoyo, L. J. Rumambi, S. Kunto, P. M. Pemasaran, and U. K. Petra, "Analisa Pengaruh Kualitas Layanan terhadap Kepuasan . RQVXPHQ SDGD / D \ DQDQ ' ULYH 7KUX 0F ' RQDOG ¶ V Basuki Rahmat di Surabaya," vol. 1, no. 1, pp. 1–12, 2013.
- [6] I. G. Yudiaris, "Analisis Lingkungan Internal Dan Eksternal Dalam Menghadapi Persaingan Bisnis Pada Cv. Puri Lautan Mutiara," *J. Pendidik. Ekon. Undiksha*, vol. 5, no. 1, pp. 40–64, 2015.
- [7] O. Juwono, "Analisis Manajemen Strategik Perusahaan Waralaba (Franchise) (Studi Kasus di Restoran Cepat Saji McDonald's)," *J. Ekon. dan Manaj.*, vol. 1, no. 1, pp. 1–21, 2012.
- [8] Baharuddin, "THE APPLICATION OF ANALYSIS SWOC IN THE STRATEGIC PLAN EDUCATION," Muhammadiyah University of Sukabumi, 2017. [Online]. Available: <https://eprints.ummi.ac.id/156/>
- [9] K. Katrin and Z. Vanel, "STRATEGI PEMASARAN KOMUNIKASI DIGITAL MARKETING PLATFORM (CASHBAC) UNTUK MENINGKATKAN DAYA BELI KONSUMEN," *SOURCE J. Ilmu Komun.*, vol. 6, no. 1, p. 14, Apr. 2020, doi: 10.35308/source.v6i1.1753.
- [10] S. Nur and J. S. Djafar, *Dampak Penggunaan Aplikasi Berbasis Online Food Delivery Atas Tingkat Pendapatan Usaha Kuliner di Kota Makassar*. Makassar: Tohar Media, 2023. [Online]. Available: [https://www.google.co.id/books/edition/DAMPAK\\_PENGGUNAAN\\_APLIKASI\\_BERBASIS\\_ONLI/rerjEAAAQBAJ?hl=id&gbpv=0](https://www.google.co.id/books/edition/DAMPAK_PENGGUNAAN_APLIKASI_BERBASIS_ONLI/rerjEAAAQBAJ?hl=id&gbpv=0)
- [11] A. N. Sari, S. Pangestu, Y. Erisya, and A. M. Putri, "Analisis Strategic Management Pada Restoran Cepat Saji McDonald ' s," *J. Pendidik. Tambusai*, vol. 5, no. 2, pp. 2917–2927, 2021.
- [12] R. N. Nugraha, A. Y. S. V, and W. Raditia, "Pemanfaatan Instagram Sebagai Media Promosi Hotel Teraskita Jakarta," 2023.
- [13] E. Edison and I. Komariyah, "Implementasi Strategis Dan Kepemimpinan Dalam Meningkatkan Kinerja Perusahaan Di Perusahaan Daerah Jasa &amp; Kepariwisataaan," *JPPi (Jurnal Penelit. Pendidik. Indones.*, vol. 9, no. 1, Mar. 2023, doi: 10.29210/020231984.
- [14] D. Fitriani, R. N. Nugraha, F. F. Azzahra, R. Methania, and S. Sukowati, "Strategi Perencanaan Purchasing Department Pada Masa Pandemi Covid-19 : Studi Kasus Pada Hotel 1o1 Urban Pemuda Jakarta," *J. Ilm. Wahana Pendidik.*, vol. 9, no. 25The COVID–19 pandemic is a challenge for almost every industry, especially the tourism industry consisting of hotels, restaurants, and so on. One Department that must play an important role in the midst of this condition is the Purchasing Department. Th, 2023, doi: <https://doi.org/10.5281/zenodo.10435172>.
- [15] R. A. Aditama, *Manajemen Strategi*. AE Publishing, 2023. [Online]. Available: [https://www.google.co.id/books/edition/Manajemen\\_Strategi/fiLHEAAAQBAJ?hl=id&gbpv=0](https://www.google.co.id/books/edition/Manajemen_Strategi/fiLHEAAAQBAJ?hl=id&gbpv=0)
- [16] R. N. Nugraha, Khaeriyah, and Wulan, "Strategi Perencanaan Paket Wisata Gwk Sebagai Main Destination," *J. Ilm. Wahana Pendidik.*, vol. 9, no. 23, pp. 691–698, 2023.
- [17] R. N. Nugraha, "Kedung Gede Tourism Village Recovery Plan (Post Pandemi Covid-19)," *West Sci. Interdiscip. Stud.*, vol. 1, no. 11, pp. 1102–1115, Nov. 2023, doi: 10.58812/wsis.v1i11.331.
- [18] R. N. Nugraha, T. Yuliantini, and S. Karyatun, "Tren Pariwisata Dki Jakarta," *J. Ris. Manaj. dan Bisnis Fak. Ekon. UNIAT*, vol. 4, no. 2, pp. 317–328, 2019, doi: 10.36226/jrmb.v4i2.267.
- [19] R. N. Nugraha and P. D. Rosa, "Pengelolaan Museum Bahari Sebagai Daya Tarik Wisata Edukasi Di Jakarta," *J. Inov. Penelit.*, vol. 3, no. 6, pp. 6477–6486, 2022.
- [20] M. R. Pahleviannur, A. De Grave, D. Sinthania, L. Hafrida, V. O. Bano, and D. N. Saputra, *Metodologi Penelitian Kualitatif*. 2022.
- [21] J. Jesica and S. Kempa, "Analisis Strategi Bisnis Pada Click Fashion," *Agora*, vol. 4, no. 2, p. 7, 2016.

- [22] M. H. Mubarak and L. S. Kristianti, "Terhadap Produktivitas Kerja Karyawan Pada Mcdonald ' S Emerald Bintaro Tangerang Selatan," vol. 1, no. 3, pp. 969–979, 2023.
- [23] A. S. Akbar, "PENGARUH HARGA, KUALITAS PRODUK DAN CITRA MEREK TERHADAP MINAT BELI PADA KONSUMEN MCDONALD'S LAMPUNG," *J. EKOBIS DEWANTARA*, vol. 4, no. 2, Jun. 2021, doi: 10.26460/ed\_en.v4i2.2491.
- [24] G. Aji, E. Febrianti, D. A. Karima, A. Dhia Iqbal, E. Setiani, and U. K. H. Abdurrahman, "Analisis Strategi Pengembangan Bisnis Pada Pt Goto Gojek Tokopedia Untuk Pertumbuhan Jangka Panjang Pasca Ipo," *GEMILANG J. Manaj. dan Akunt.*, vol. 3, no. 3, pp. 49–59, 2023, [Online]. Available: <https://doi.org/10.56910/gemilang.v3i2.606>
- [25] Zamsiswaya, Miswanto, S. Darsyah, and Swalauddin, "Model Deskriptif Manajemen Strategik :Proses Manajemen Strategik, Lingkungan Eksternal, Lingkungan Internal, Formulasi Strategi," *J. Adzkiya*, vol. VII, no. I, pp. 46–58, 2023.

## BIOGRAPHIES OF AUTHORS

	<p>Rizki Nurul Nugraha, SST.Par., MM.Par, Graduate from master Program Tourism Administration STP Bandung 2015, Lecture at Nasional University Jakarta. As a tourism consultant specialist for Tourism Planning and Development. Email: <a href="mailto:rizki.nurul@civitas.unas.ac.id">rizki.nurul@civitas.unas.ac.id</a>, ORCID: 0009000734368750</p>
	<p>Muhammad Ramli. SE. M.Si. Graduate of the Master of Sains Management Program at Hasanuddin University (UNHAS) 2011. Lecture at the National University of Jakarta (UNAS). Email: <a href="mailto:m.ramli@civitas.unas.ac.id">m.ramli@civitas.unas.ac.id</a> ORCID: 0009-0009-2154-7068</p>