



# Scale up business strategy through the development of the frozen food products industry at ubi manis restaurant linggarjati

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## ABSTRACT

The development of the restaurant business in 2024 is growing very rapidly, so that the competition in the restaurant business is becoming increasingly competitive. To anticipate a decline in revenue and business continuity, a strategy is needed to anticipate these conditions. Ubi Manis Restaurant wants to find other business alternatives, besides serving guests who come to the restaurant. Food products at Ubi Manis Restaurant have great potential to be developed into a small-scale frozen food industry. Bitter ballen is one of the snack products that has the potential to become frozen food. The research method used is qualitative with thematic analysis methods, to analyze data with the aim of identifying patterns, or to find themes through the data that has been collected. The result of the research that is expected through the frozen bitter ballen product development strategy is that the Ubi Manis restaurant will be able to expand the scale of business, especially in the Kuningan, Majalengka and Cirebon areas, so that the existence of the Ubi Manis restaurant can be sustainable.

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## 1. Introduction

Ubi Manis Restaurant is located in Dusun 02, Linggarjati Village. This restaurant began operating on September 28, 2022, Ubi Manis Restaurant is a business unit engaged in the

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culinary field by offering the concept of a small resort restaurant. Ubi Manis Restaurant serves visitors who come to dine in to enjoy food and drinks with a view of Mount Ciremai and the cool air in Dusun 02 Linggarjati.

The business strategy that has been carried out so far is still organic, namely by exposing previous customer testimonials through social media in the form of Instagram, Google reviews and making merchandise as a form of appreciation for customers. The strengths of the products and services offered are food and drinks with good food quality, delicious taste and aesthetic presentation of food and drinks and personalized service which is based on the concept of service excellence or excellent service.

The development of the restaurant business in Kuningan Regency has recently developed very rapidly. According to data in 2021, the number of restaurants in Kuningan Regency is 65 units. In 2022, the number of restaurants increased to 176 units. This shows that the restaurant business in Kuningan Regency is increasingly competitive. [1] To anticipate a decline in income and business existence, a strategy is needed to anticipate these conditions. Ubi Manis Restaurant wants to find other alternatives besides welcoming guests to the restaurant. The location of Ubi Manis Restaurant in the agricultural area makes this restaurant busy with visitors on weekends. Restaurant guests who come generally come from the Cirebon area, with the aim of eating and enjoying the natural views of the mountains around the restaurant.

Food products at Ubi Manis Restaurant have the potential to be developed into frozen food with a small scale food industry business. One of the snack products that has the potential to become a frozen product is bitter ballen. This is because this product has an authentic recipe, with a very delicious taste quality. However, bitter ballen is perishable because it has water content in the form of milk, meat and uses egg dressing. The shelf life of bitter ballen if stored in a chiller is between 4-5 days. Bitter ballen is best served immediately after frying, and consumed warm, as the mozzarella cheese filling is melted and very satisfying to eat. The demand for bitter ballen is quite high, contributing 33.64% of the revenue obtained from snack products. This shows that bitter ballen can be accepted and liked by guests who come to Ubi Manis Restaurant.

## **2. Literature Review**

### **2.1. Scale up business strategy**

The stages in scaling up or developing a business will go through the following stages:

- a. Having a Business Idea.  
Any business that will be scaled up by management, initially comes from a business idea. The business idea that management has can come from various sources. One of them can be done by observing the business success of other companies.
- b. Business Concept Idea Screening.  
The business idea is still a rough description of the business that management will develop. In the next stage, management must translate the business idea into a more specific business concept. Screening of business ideas can be done through a formal business idea feasibility assessment activity (feasibility study) or informally.

c. **Scale Up Business Plan.**

Management must be able to use economic resources (money, labor, materials, etc.). To obtain profits, management must be able to develop its business by calculating the projected profit and loss (proforma income statement) for the business that will be run. The process of preparing a scale up must include a clear distinction between what is to be achieved from the business plan to the business scale up process.

d. **Implementation of Scale Up and Business Control.**

The business scale up that has been created, both in detail and globally, written or unwritten, will then be implemented in implementation. The business scale up plan becomes management's guide to action. Business control is an important part of implementing scale up, where by evaluating the company's business targets can be known [2].

## **2.2. Product concept**

Products are the main component of a business or business, because it is from this product that the company will offer potential customers to choose products owned by the company. Product means anything that can fulfill wants or needs in terms of use, consumption, or acquisition [3].

Idea generation is the first step in the new product development process, which can be obtained through interaction with various groups, including customers, employees and scientists. The new product development process involves several main stages, namely idea generation, concept development, concept testing, marketing strategy development, market testing, and commercialization. Each stage requires critical evaluation to ensure that the product idea can develop into a successful product in the market [4].

## **2.3. Frozen food**

To expand its business scale, Ubi Manis Restaurant developed bitter ballen into a product that is produced and distributed in the form of frozen food products. Frozen food is food that is processed and then packaged in a semi-cooked form. Before consumption, this food must go through processing again, for example by frying and others. Frozen food is a food product resulting from a preservation method carried out by lowering the temperature, until it reaches the freezing point. This aims to slow down the decay process and preserve food for months depending on the type of food. Packaging is very important for frozen food products. Packaging is an important part of protecting the product during the shipping, storage and selling process. Packaging can also be simply defined as the best and most profitable way to deliver goods to consumers [5].

## **2.4. Marketing concept**

Marketing strategy is a fundamental tool designed or planned to achieve the goals of a company by developing a sustainable competitive advantage. In digital marketing activities, there are several strategic processes in marketing their products through developing, distributing and promoting and setting prices for goods or services carried out via the internet or digital tools such as smartphones [6]. Distribution channel (marketing channel, trade channel, distribution channel) is a route or series of intermediaries, both managed by

marketers and independent ones, in delivering goods from producers to consumers [7]. According to Kurtz (2016) in [8], the effect of marketing strategy is the entire company program designed to determine the target market and satisfy consumers by building a combination of elements of the marketing mix; product, distribution, promotion, and price will affect the rise and fall of sales.

### **3. Method**

The analysis method that will be used in this research is the thematic analysis method. According to (Braun & Clarke, 2006) in [9] thematic analysis is one way to analyze data. The aim is to identify patterns or to find themes through the data that has been collected, which are in accordance with the research objectives. The theme describes something important contained in the data related to the formulation of research problems. This method is a very effective method if a research intends to explore in detail the qualitative data that is owned. The goal is to find interrelated patterns in a phenomenon and explain the extent to which a phenomenon occurs. (Fereday & Muir-Cochrane, 2006) as contained in [9].

Thematic analysis is the basis or foundation for the purpose of analyzing in qualitative research. There are several methods that can be used in qualitative research, and thematic analysis is very important because it is a core skill or basic knowledge for analyzing in qualitative research. Furthermore, it can be said that identifying themes that characterize thematic analysis is one of the generic skills for most qualitative analysis methods. (Holoway & Todres (2003) in [9].

Thematic analysis is one way that can be used to analyze qualitative data, such as data obtained from in-depth or semi-structured interviews. This data analysis technique is very appropriate if a study aims to explore what really happens in a phenomenon. In particular, thematic analysis is used to identify patterns in an event that becomes the object of research [9].

## **4. Results and Discussion**

### **4.1. Result**

Ubi Manis Restaurant has service characteristics that prioritize calmness, comfort and personalization, both from food processing, presentation and service. Thus Ubi Manis Restaurant cannot increase seating capacity and a diverse food and beverage menu, because it will affect the overall cycle of service. For promotional activities, at the beginning of restaurant operations, collaborate with influencers to introduce Ubi Manis Restaurant. Furthermore, the Ubi Manis Restaurant promotion policy runs organically, prioritizing repeater guests by using a customer retention strategy. For example, by creating and giving merchandise to repeater customers. Ubi Manis Restaurant has a website and Instagram platform to reach its customers. The development of the culinary business in Cirebon and Kuningan has an impact on the amount of income of Ubi Manis Restaurant. Ubi Manis Restaurant has a plan to increase business scale by finding ways that do not require large investments and do not interfere with the restaurant's cycle of service.

Bitter ballen is Ubi Manis Restaurant's signature snack dish. Ubi Manis Restaurant plans to make bitter ballen as a frozen food product that can be an alternative to this restaurant's income. Bitter ballen is made every 2 days, with the amount adjusted to consumer demand. Thus the quality of the taste is maintained freshness. Bitter ballen produced by this restaurant uses premium ingredients such as butter, milk, cheese, flour, meat and others. The ingredients are weighed one by one according to the gram size listed in the recipe. Ubi Manis Restaurant consistently applies the standard recipe in making bitter ballen. If the ingredients commonly used are not available in the market, Ubi Manis Restaurant will look for substitute products that are equivalent or of better quality, the root quality of the product is maintained. Bitter ballen must be fried in medium temperature oil, not too hot so that the mozzarella cheese which is the filling of bitter ballen can melt perfectly. The shape of the bitter ballen based on the authentic recipe is round, and so is the bitter ballen made by Ubi Manis Restaurant. So far, if there are consumers who want to buy to take home, the packaging used uses ordinary take away boxes and if it is frozen, it will be put into a plastic bag and then sealed and then put into the box. The obstacles faced to produce bitter ballen into frozen food are supporting equipment such as do not yet have supporting equipment for the frozen food industry, for example a freezer to store frozen products.

The following is the assessment data on bitter ballen obtained from Ubi Manis Restaurant:

Things that affect the increase in RS levels of sago starch are: (1) the ratio of amylose: amylopectin in starch, higher amylose can increase RS levels, (2) the ratio of starch: water in making RS, (3) the heating process carried out, (4) the cycle in the modification process, and (5) autoclaving temperature.

Table 1. Bitter balen product assessment

No	Description	Answer		Total
		Yes	No	
1	The shape of bitter ballen is round and not broken	83.30%	16.70%	100%
2	The size of bitter ballen is moderate and easy to eat	93.30%	6.70%	100%
3	Attractive and aesthetic appearance	96.70%	3.30%	100%
4	The flavor of bitter ballen is very satisfying	93.30%	6.70%	100%
5	The texture of bitter ballen is crisp/crunchy	100%	0%	100%
6	The mozzarella cheese filling is very satisfying	86.70%	13.30%	100%
7	The temperature of bitter ballen when served	96.70%	3.30%	100%
8	The price of bitter ballen is affordable and appropriate for the portion	96.70%	3.30%	100%

## 4.2. Discussion

The thematic analysis method will determine the theme, which is in accordance with the research objectives. This theme will also describe important elements in the data, related to the formulation of research problems that have been determined. The strategy chosen by Ubi Manis Restaurant to face competitive competition is to scale up the restaurant business. The strategy determines a business plan that is able to use economic resources in the form of working capital, labor, equipment that is already available, distribution channels and so on. Business strategy according to [10], namely strategy allows organizations to gain competitive advantage. In this case, Ubi Manis Restaurant chooses a differentiation strategy (producing products or services that are considered unique in

business and directed at customers who are more concerned with the quality or added value of the product). The added value provided by presenting a frozen version of the bitter ballen product. The following is Ubi Manis Restaurant's business plan in carrying out its product development strategy.

#### 4.2.1. Theme 1: readiness of ubi manis restaurant in increasing the production capacity of bitter ballen products into frozen food

The effort made is through the product development process of product development. Product development is one of the marketing strategies that aims to increase the competitiveness of the company [11]. To implement product development, companies are required to provide a variety of product choices to consumers by paying attention to the dimensions of product development itself. To make products that have high selling value and competitiveness, in the innovation process the company must be able to find the right business strategy. Therefore, companies need to optimally utilize their resources and carry out product development activities to maintain the company's survival [11]. Inventory of leading product

Purpose: to determine the products that will be made into frozen food.

The first step is to conduct an inventory of superior products that can be made into frozen food. Food products that have been stored in the form of frozen food are snacks, namely bitterbalen and curry puff. If you look at the definition of frozen food, namely food that is processed and then packaged into packages in a half-cooked state and if consumed must go through the processing process again, namely by heating on a frying pan [5]. This is in line with the reason for choosing bitter ballen as a frozen food product. Before frying, bitter ballen has become a semi-cooked product, thus minimizing product damage if it must be made into a frozen food product.



Figure 1. Bitter ballen toward frozen process

The universal taste of bitter ballen can be liked by various groups, both children and adults. Based on the data obtained, 93.30% of the bitter ballen taste is very satisfying for restaurant guests. Bitter ballen contains flour, milk, beef, vegetables, spices and bitter ballen filling in the form of mozzarella cheese which is generally preferred by consumers. A total of 86.7% of restaurant guests rated the mozzarella cheese filling as very satisfying. Based on data obtained from the production department, especially the kitchen, that with good storage,

with a temperature of -17 degrees Celsius bitter ballen can last 2-3 weeks without using food preservatives in frozen conditions. However, a longer storage period has never been done, because usually the product has a fairly fast turnover.

#### 1. Packaging selection

Objective: Packaging that matches the characteristics of the product and has aesthetic value and is favored by consumers.

Furthermore, choosing the right packaging so that the quality of the taste and shape of the food can be maintained properly, aesthetic elements and packaging size are also considered so that it can be easy to store and distribute. The round shape of bitter ballen requires packaging that can maintain its shape, so it is good if it is packaged individually. One package of bitter ballen contains 6 pieces. If the bitter ballen is not packaged properly, it will cause the mozzarella cheese filling to come out of the skin and cause burning when fried. The recommended packaging is a 4.5 cm x 4.5 cm x 5 cm mica partition. The top is packed in a sealed manner using a seal tool. This is done so that the bitter ballen is protected from water droplets in the freezer. To add an aesthetic element, the mica bulkhead packaging is put into a box with laminating material so that it is resistant to water. An example of packaging can be seen below:



Figure 2. Sample packaging

The front of the packaging clearly prints the name of the bitter ballen product so that it can be read clearly, including the ingredients, how to store it, how to serve it and the expiry date. The Ubi Manis Restaurant logo is placed in a clear position, with a size that can be read clearly. The color of the packaging is adjusted to the color of the logo or the color that matches the characteristics of the food product.

#### 4.2.2. Theme 2: application of frozen food technology in maintaining the quality of taste, texture and shape of bitter ballen products

At this stage is to analyze product quality. Product quality refers to the extent to which a product meets or even exceeds consumer expectations in terms of functionality, reliability, safety, durability, and aesthetics [12].

## 1. Product quality analysis

Objective: to determine the ingredients, manufacturing techniques, flavor, quality and storage techniques of the product.

The next step is to conduct a test panel by producing and packaging the product in frozen food packaging as proposed above and storing it at a certain temperature, with the shelf life adjusted to the characteristics of the food product. The first step is to determine the quality of the ingredients [12]. Then find suppliers of ingredients and ensure the availability of these ingredients, considering that there will be a continuous production process. Creating a standard recipe for bitter ballen so that the quality of the product can be maintained properly. The recipe standard contains the names of the ingredients, the gram size of each ingredient and the right steps in making bitter ballen. Recipe standards are applied so that the quality of taste can be maintained. Because bitter ballen will be a frozen product that will be marketed more widely, a freezer is needed to keep the bitter ballen in frozen condition. Thus the taste, texture and shape as well as the overall quality of the bitter ballen product can be maintained properly. 100% of the guests' assessment of texture gave the answer that the texture of bitter ballen was crunchy. Thus, efforts must be made to keep the bitter ballen in a dry condition after being coated with bread crumb.

## 2. Production process readiness

Objective: To determine the production capacity of the product.

Based on field observations, the current equipment only allows for small-scale production, approximately 120 pieces of bitter ballen per day. If you want to produce on a larger scale, you must add equipment. Equipment that must be added are cutting boards, knives, stainless bowls, baking trays and freezers. In addition, additional staff must be assigned to produce bitter ballen, separate from restaurant staff.

### 4.2.3. Theme 3: marketing strategy of frozen bitter ballen to reach a wider market

#### 1. Market and marketing survei

Objective: Acceptance and distribution range of frozen food products.

Based on sales data, bitter ballen accounts for 33.64% of revenue from snacks at Ubi Manis Restaurant. This shows the level of interest and market acceptance of the food product. In digital marketing activities, there are several strategic processes in marketing their products through developing, distributing and promoting and setting prices for goods or services carried out via the internet or digital tools such as smartphone [6].

Ubi Manis Restaurant's Instagram and website can be used to conduct marketing activities for frozen bitter ballen products. After that, a market survey was conducted to determine the price, distribution area and the right marketing program to expand the market [13]. Based on the interview with the manager of Ubi Manis Restaurant, 1 box containing 6 pieces of frozen bitter ballen will be sold for IDR 50,000. As a first step, 500 boxes of bitter ballen will be produced. Marketing of frozen bitter ballen will be done in Kuningan, Cirebon and Majalengka. The marketing program that will be implemented is to create Instagram content to introduce, persuade and encourage consumers [14] to buy frozen bitter ballen products. Then do consignment to frozen food wholesale stores, market



through e-commerce in this case is shopee food, gofood and do up selling directly to restaurant guests.

## 5. Conclusion

After reviewing the results of the discussion of the problem formulation that has been carried out, the following conclusions can be drawn:

1. Bitter ballen qualifies as a frozen food product, because before being processed, it is already in a semi-cooked condition. The right temperature for freezing bitter ballen is -17 degrees Celsius. The recommended packaging is a 4.5 cm x 4.5 cm x 5 cm mica partition. The top is packed by seallan using a sealer. The mica layer box uses a waterproof laminating layer. The packaging is attractive and depicts the products of Sweet Potato Restaurant.
2. Bitter ballen will be a frozen product that will be marketed more widely, therefore storage techniques must be considered so that the taste, texture and shape as well as the overall quality of the bitter ballen product can be maintained properly. The shelf life of frozen bitter ballen is 365 days or 1 year at -17°C. Currently, the production of bitter ballen is still on a small scale, approximately 120 pieces of bitter ballen per day. If we want to produce on a larger scale, we need to add more equipment and production staff. Equipment that must be added are cutting board, knife, stainless bowl, baking tray and freezer.
3. Marketing activities utilizing Ubi Manis Restaurant's Instagram and website. One box of 6 frozen bitter ballen will be sold for Rp 50,000. As a first step, 500 boxes of bitter ballen will be produced. The distribution area of frozen bitter ballen products will be carried out to Kuningan, Cirebon and Majalengka. To reach consumers, cooperation will be carried out with frozen food wholesale stores, marketing through shopee food, gofood and up selling to guests.

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