COMPETITIVENESS-MAPPING OF RESTAURANTS BASED ON ITS PRODUCT AS A REFERENCE OF CULINARY TOURISM OBJECTS

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Abstract

This research is conducted to analyze the map positioning product attributes of Lestari restaurant and the competitors in Jember Regency. The basis used to determine the position of the restaurants is consumers' perceptions regarding to the similarity of determinant attributes consisting of price, convenience, human resources services, taste quality, menu variants, location of each restaurant. The analysis technique is Multidimensional Scaling (MDS). This research was conducted by taking respondents as many as 60 respondents with purposive sampling method. The results of the restaurant positioning map (Lestari, Terapung, Legian, Wong Solo, Bu Lanny) are based on consumer perceptions and the similarity of respondents' attitudes in giving the assessment. Based on the analysis, there are differences in the position of each restaurant based on consumer perceptions and it shows that Lestari restaurant is direct competitor from Terapung restaurants, Wong Solo and Bu Lanny which do not have a strong or clear positioning, because they do not have many similarities and differences with other restaurants in the minds of consumers. Lestari and Legian restaurants are direct competitors because they have clear and unique differentiation. Therefore, Lestari restaurant in Jember Regency has a strong competitiveness in the market that comes from product attributes, namely the quality of taste and menu variants. The results of the consistency and similarity tests of respondents' attitudes also showed that the respondents did not have the same attitude in assessing the similarity of restaurants in Jember Regency.

Keywords: *product positioning, product attributes, market competitiveness, culinary tourism.*

Abstract

Penelitian ini dilakukan untuk menganalisis atribut positioning produk peta restoran Lestari dan pesaing di Kabupaten Jember. Dasar yang digunakan untuk menentukan posisi restoran adalah persepsi konsumen mengenai kesamaan atribut penentu yang terdiri dari harga, kenyamanan, layanan sumber daya manusia, kualitas rasa, varian menu, lokasi masing-masing restoran. Teknik analisis adalah Multidimensional Scaling (MDS). Penelitian ini dilakukan dengan mengambil responden sebanyak 60 responden dengan metode purposive sampling. Hasil peta positioning restoran (Lestari, Terapung, Legian, Wong Solo, Bu Lanny) didasarkan pada persepsi konsumen dan kesamaan sikap responden dalam memberikan penilaian. Berdasarkan analisis, terdapat perbedaan posisi masing-masing restoran berdasarkan persepsi konsumen dan ini menunjukkan bahwa restoran Lestari merupakan pesaing langsung dari restoran Terapung, Wong Solo dan Bu Lanny yang tidak memiliki positioning yang kuat atau jelas, karena mereka tidak memiliki banyak persamaan dan perbedaan dengan restoran lain di benak konsumen. Restoran Lestari dan Legian adalah pesaing langsung karena mereka memiliki diferensiasi yang jelas dan unik. Karena itu, restoran Lestari di Kabupaten Jember

memiliki daya saing yang kuat di pasar yang berasal dari atribut produk, yaitu kualitas rasa dan varian menu. Hasil uji konsistensi dan persamaan sikap responden juga menunjukkan bahwa responden tidak memiliki sikap yang sama dalam menilai kesamaan restoran di Kabupaten Jember.

1. Research Background

Culinary tourism has become a trend in many countries in the world, notably in Indonesia, which makes it as one of the reasons for tourists or travelers to visit. This is not only attractive to tourists, but also contributes to the social, economic and environmental development of a tourism object. According to Shahrim and Christina (2010) culinary tourism has won a worldwide reputation as a marketing slot in the tourism industry by exploiting local potential to promote their cuisine as a *unique product*. Thus, it is not surprising that most tourists travel for looking to culinary experiences as part of cultural tourism. The diversity and uniqueness of culinary from every region in Indonesia is attached to cultural background and identity in a certain area. It is also inseparable from local natural resource factors, local people's tastes, and other local characteristics.

Some recent research shows that tourists spend almost 50% of their budget just for culinary shopping when traveling. In addition, culinary diversity has an impact on tourist decisions when going to travel because culinary also contributes to the overall impression and satisfaction of tourists towards a tourist destination. So that, this shows the existence of a mutually beneficial relationship (symbiosis) between food and the tourism industry. Thus, in the current era, people are competing to explore local potential in the culinary field to become the focal point of core tourism products in their area. With the high tourist interest in culinary tourism, there should be an effective promotion and positioning tool to boost the growth of culinary business.

One of the most effective tools in tourism marketing is positioning. The purpose of positioning is to create a special place in the minds of potential customers (Kotler and Keller, 2016: 297). A position can arouse the image in the minds of consumers (Kotler and Armstrong, 2018: 229). Positioning in culinary tourism is more than creating an image because positioning is important in distinguishing a place from another place by showing a competitive advantage, so that the most interesting things from a destination and the difference with other destinations will be known. According to Rise & Trout (2002: 3) positioning is how companies differentiate themselves in the minds of prospective customers. The most important thing in developing a positioning strategy is to start by determining product attributes and analyzing competitors' images.

Knowing the importance of culinary contributions in raising the local potential of a region is essential, there are many culinary tourism exhibition events in Indonesia to attract foreign tourists. This can encourage the growth of the tourism business to 0.9% in 2014 (bisnis.com, 2017). The number of culinary tourisms in Indonesia continues to increase along with the expansion of social media as a virtual marketing tool. Tourist interest in a tourist destination encourages the formation of an image of a tourist place indirectly.

Jember is one area in Indonesia that makes culinary tourism becomes a local tourism attraction. Some of the culinary tours in Jember are *Lestari* restaurant, *Terapung* restaurant, *Legian, Wong Solo*, and *Bu Lanny* which have similar concepts in terms of product attributes. *Lestari* restaurant is very popular as a family restaurant, because it is located in a strategic place for family meals. Lestari restaurant usually becomes the ultimate destination for holding events such as meetings, reunions, parties, or other. The majority of *Lestari'*s consumer reviews about consumer compatibility with the comfort of the atmosphere and facilities and the diversity of

menu variants. When compared to other restaurants, *Legian restaurant* is well-known for their good taste, good service, and comfortable place; *Terapung* restaurants (Taman Mangli Indah) is famous for the concept of a nice and unique place, the price of food is relatively more expensive, and good facilities; *Wong Solo* restaurant has a characteristic with traditional approaches such as in terms of presentation and the main menu is very popular, namely roasted chicken; *Bu. Lanny*'s restaurant is excellent for its taste of the chicken *kremes* menu which is very popular among consumers, also this restaurant provides quite complete facilities, and good service.

Each restaurant that is the object of this study has different characteristics and uniqueness. Hence, it is very necessary for the five restaurants to show their superiority in order to continue to grow. In this study, the focus of the research object is *Lestari* restaurant which is one of the most prominent restaurants on several sides. One of the importance of positioning in this research is to place the right position for *Lestari* restaurant when juxtaposed with other competing restaurants to create the right marketing strategy in accordance with the competitive advantage they have. Based on the description it can be concluded that *Product Positioning* is a strategy that must be used by companies in facing fierce competition to maintain the survival of the company and achieve the goals.

The objective of this study is to map the product positioning of *Lestari* restaurant compared to competing products. This is useful to see the advantages and competitive map of the restaurant business in Jember area.

2. Research Method

Data collection is done through the distribution of questionnaires and interviews with consumers in restaurants related to respondents. The population in this study are *Lestari* restaurant, *Terapung* (Taman Mangli Indah), *Legian*, *Wong Solo*, and *Bu Lanny*. By using a purposive sampling technique, the sample in this study are respondents who are over 17 years old and had eaten in the five restaurants as many as 60 respondents. The measurement scale used in this study is a Likert Scale which is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena.

The variables analyzed in this study are positioning maps consisting of price, convenience, human resource services, taste quality, menu variants, and location. The analytical method used in this study is MDS (Multidimensional Scaling), which is a statistical technique that measures objects in a multidimensional room based on respondents' judgments about similarities (Umi, 2008: 15). MDS is one of the procedures used to map respondents' perceptions visually on geometry maps. The geometry map is called perceptual map, which is a map that shows which objects are very similar and which ones are not very similar. The sequence of steps in the MDS analysis can be described as follows.

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│     Formulating     │
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│ Obtaining Data Input│
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│ Choosing the MDS Procedure │
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│ Determining the number of │
│       dimensions         │
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│ Labelling Dimensional Name and │
│ Configuration Interpretations │
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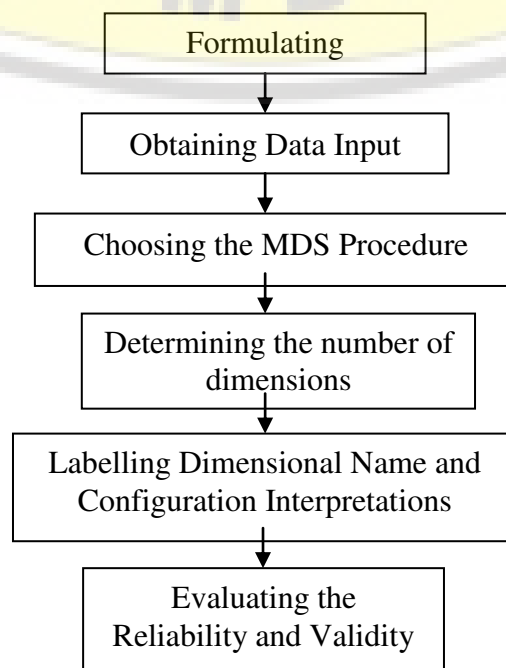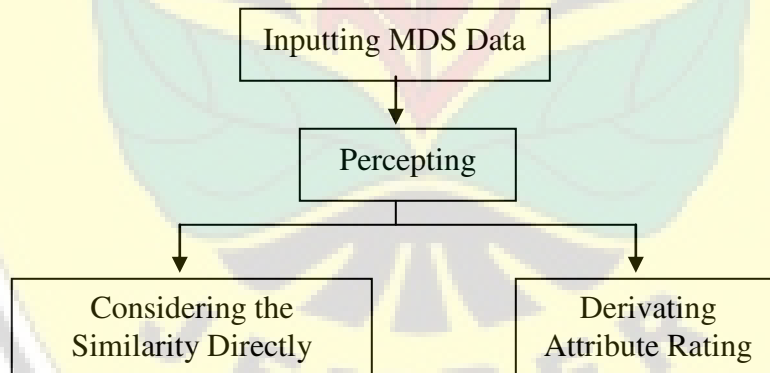
Figure 1.1. Steps of MDS Analysis

a. Formulating Problems

Formulating problem is specifically mentioning the purpose of the MDS analysis' results also selecting the stimulus or object to be included in the analysis.

b. Obtaining Data Input

Data input is obtained from respondents which can be collected directly or derived, as illustrated in Figure 2.1. The direct approach is to ask respondents to make considerations regarding similarity or dissimilarity of various types of objects, brands, or stimuli by using their own criteria subjectively. The derivative approach is collecting perception data with an approach based on attributes. The derivative approach requires the respondent to give the value of the object, brand, or stimulus to the attributes identified using a Likert scale. Respondents were asked to make an assessment (ratings) of all possible brands or stimulus pairs. If n = number of brands or stimulus, then the number of pairs = n (n - 1) / 2 (Simamora, 2005: 246). In this study n = 5, then the number of pairs is 5 (5-1) / 2 = 10 pairs which include Lestari - Terapung, Lestari - Legian, Lestari - Wong Solo, Lestari - Bu Lanny, Terapung (Taman Mangli Indah) - Legian , Floating (Beautiful Mangli Park) - Wong Solo, Floating (Mangli Indah Park) - Bu Lanny, Legian - Wong Solo, Legian - Mrs. Lanny, Wong Solo - Mrs. Lanny. Then the ranking of similarities in the stimulus from the most similar to the least similar is determined.

Source: Supranto (2004: 181)

Figure 2.1. Inputting Data Analysis of MDS

c. Choosing the MDS Procedure

The factors that influence ownership of MDS analysis procedure will be carried out at the individual respondent level (disaggregate level) or at the group level (aggregate level).

d. Determining the Number of Dimensions

The main objective of MDS analysis is to get a perception map that accurately represents the best fit with the least possible dimensions, namely 1, 2, or 3.

e. Labelling Dimensional Name and Configuration Interpretations

Dimensions represent more than one attribute. The configuration or perception map is interpreted by examining the coordinates and relative position of the brand. Brands or stimuli that are located close together will compete hardly. Brands that are far apart in the direction of a descriptor will be strongly different.

f. Evaluating the Reliability and Validity

The accuracy of finding a solution to MDS analysis is assessed by measuring the *stress*. *Stress* is a measure to show the lack of fit, the greater the stress value the more improper the perception map represents for data input. Based on the stress formula of Kruskal, the recommendations for using stress values are as follows:

Table 1.1. Guidelines for Calculating Stress Values

Stress (%)	*Goodness of Fit*
20	*Poor*
10	*Fair*
5	*Good*
2,5	*Excellent*
0	*Perfect*

Source: Supranto (2004: 190)

The R² (R square) accuracy index must also be assessed. The R² number indicates the accuracy of the scaling (goodness of fit measure) to represent input data. High value of R² (1 or 100%) models will represent perfectly, but R² ² 0.60 (60% or more) can be accepted or can represent input data quite well.

3. Result and Discussion
3.1. Results
3.1.1. Respondents' Characteristic

Table 3.1. Characteristics of Respondents Questionnaire Results

	Information	Frequency	%
Age	17-25	35	58.33
	26-35	16	26.67
	≥35	9	15
Gender	Men	27	45
	Women	33	55
Occupation	Government Employees	8	13.33
	Private Employees	4	6.67
	Entrepreneur	7	11.67
	Student	38	63.33
	Others..	3	5
	Total	60	100.00

Source: data processed

Based on Table 3.1 above, it can be seen that the research respondents were mostly female as many as 33 people (55%) and those of the male sex were 27 people (45%). Then among the respondents studied were generally aged between 17-25 years or as many as 35 people (58.33%), 16 people (26.67%) aged between 26-35 years and the remaining 9 people (15%) aged ≥ 35 year. Because at the age of 17-25 in general they are young people who like to try new things, especially things that they have never felt.

Whereas, based on the type of work, the results showed that as many as 38 people (63.33%) had status as students, 8 people (13.33%) as civil servants, 7 people (8.89%) with status as entrepreneurs, 4 people (6 , 67%) have the status of private employees, and the remaining 3 people (5%) others. Most respondents are still students, as explained earlier, students still aged 17-25 years prefer new things, especially foods that they have not tried. For

additional information., the others here stands for housewives or jobless person.

3.1.2. Test for Reliability and Validity

The input data and the consequences of solving MDS are strongly influenced by random variability, so some assessments are made regarding the reliability and validity of the resolution of MDS. The accuracy of a solution to MDS analysis is assessed by measures of stress. The lower the stress value, the better the MDS model is produced.

Table 3.2. Stress Value Attributes of *Lestari* Restaurant Products

No.	Attributes	*Stress*	*Goodness of fit*
1.	Price	0,0284	*Excellent*
2.	Convenience	0,0329	*Good*
3.	Human Resource Services	0,0302	*Good*
4.	Taste	0,0250	*Excellent*
5.	Variant Menu	0,0272	*Excellent*
6.	Location	0,0333	*Good*

Source: data processed

Table 3.2 shows that the stress of the two-dimensional model produced is included in the Goodness of Fit standard and shows that the scaling model to represent input data is appropriate. RSQ (R square) index must also be reviewed. Models can be accepted if RSQ ≥ 0.60 (60% or more). The higher the RSQ, the better the MDS model is

RSQ values of attributes of *Lestari* restaurant are presented in Table 3.3. In Table 3.3 it can be seen that the RSQ value is ≥ 0.60 (60% or more). This means that the resulting two-dimensional model can represent input data quite well.

Table 3.3. RSQ Value Attributes of *Lestari* Restaurant Products

No.	Attributes	*RSQ*	Annotation
1.	Price	0.669	Accepted
2.	Convenience	0.653	Accepted
3.	Human Resource Services	0.634	Accepted
4.	Taste	0.613	Accepted
5.	Variant Menu	0,720	Accepted
6.	Location	0.692	Accepted

Source: data processed

3.1.3. Analysis of MDS (Multidimensional Scaling)
3.1.3.1. Positioning Map Based on Price

Table 3.4 show consumer perceptions of the similarity of *Lestari* restaurant to other restaurants based on price attributes. The results showed that 95% of respondents thought that Lestari restaurants with Terapung restaurants were very similar than the other restaurants. From the overall results of the study, respondents did not have the same attitude and did not have a harmonious answer in assessing the similarity of Lestari restaurant to other restaurants based on price variables.

Table 3.4. Frequency Distribution of Respondents' Answers about the Similarity of Restaurants based on Price Attributes (Price)

No.	Restaurant Counterparts	Very similar (1 – 1,8)	Similar (1,8 > X ≥ 2,6)	Neutral (2,6 > X ≥ 3,4)	Not similar (3,4 > X ≥ 4,2)	Very Not Similar (4,2 > X ≥ 5,0)	Total Respondents
1.	Lestari-Terapung	55	5	0	0	0	60
2.	Lestari-Legian	20	40	0	0	0	60
3.	Lestari-Wong Solo	0	1	25	29	5	60
4.	Lestari-Bu Lanny	0	10	42	8	0	60
5.	Terapung-Legian	40	20	0	0	0	60
6.	Terapung-Wong Solo	0	7	43	10	0	60
7.	Terapung-Bu Lanny	0	33	27	0	0	60
8.	Legian-Wong Solo	0	18	32	10	0	60
9.	Legian-Bu Lanny	0	33	27	0	0	60
10.	Wong Solo-Bu Lanny	0	57	3	0	0	60

Source: data processed

Derived Stimulus Configuration

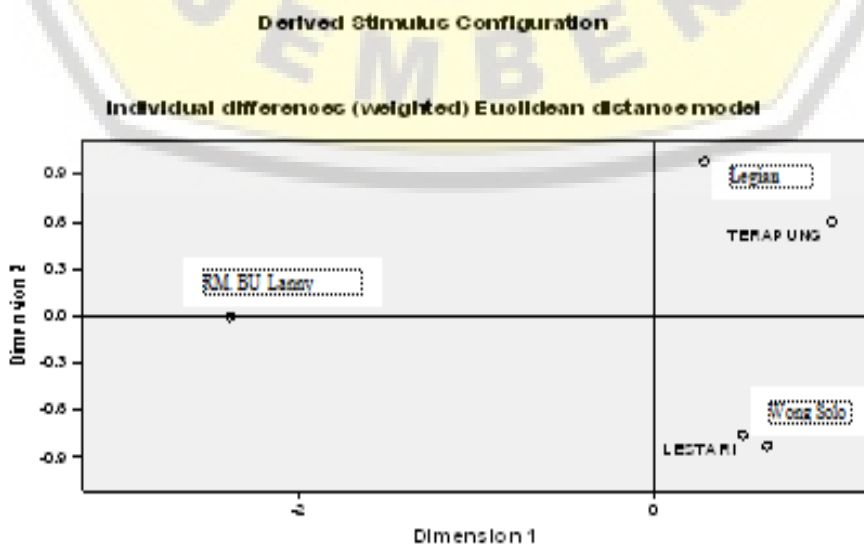Individual differences (weighted) Euclidean distance model

Figure 3.1. Positioning Map 2 Dimensions of Price Attributes

3.1.3.2. Positioning Map Based on Convenience

Consumer perceptions of the resemblance of *Lestari* restaurant to other restaurants based on convenience attributes, namely:

Table 3.5. Frequency Distribution Tables of Respondents' Answers About the Similarity of Restaurants Based on Comfort Attributes.

No.	Restaurant Counterparts	Very similar $(1 - 1,8)$	Similar $(1,8 > X \geq 2,6)$	Neutral $(2,6 > X \geq 3,4)$	Not similar $(3,4 > X \geq 4,2)$	Very not similar $(4,2 > X \geq 5,0)$	Total Respondents
1.	Lestari-Terapung	0	22	27	11	0	60
2.	Lestari- Legian	12	15	28	5	0	60
3.	Lestari-Wong Solo	0	0	17	24	19	60
4.	Lestari-Bu Lanny	0	12	38	10	0	60
5.	Terapung-Legian	0	40	10	10	0	60
6.	Terapung-Wong Solo	0	0	21	36	3	60
7.	Terapung-Bu Lanny	0	0	50	7	3	60
8.	Legian-Wong Solo	0	0	26	15	19	60
9.	Legian-Bu Lanny	0	4	46	10	0	60
10.	Wong Solo-Bu Lanny	0	0	50	10	0	60

Source: data processed

The results showed that from all respondents there are only 20% thought that *Lestari* restaurant with Legian restaurants were very similar in terms of comfort attributes compared to other restaurants. From the overall results of the study, respondents did not have the same attitude and did not have a harmonious answer in assessing the similarity of sustainable eating houses with other restaurants based on comfort variables.
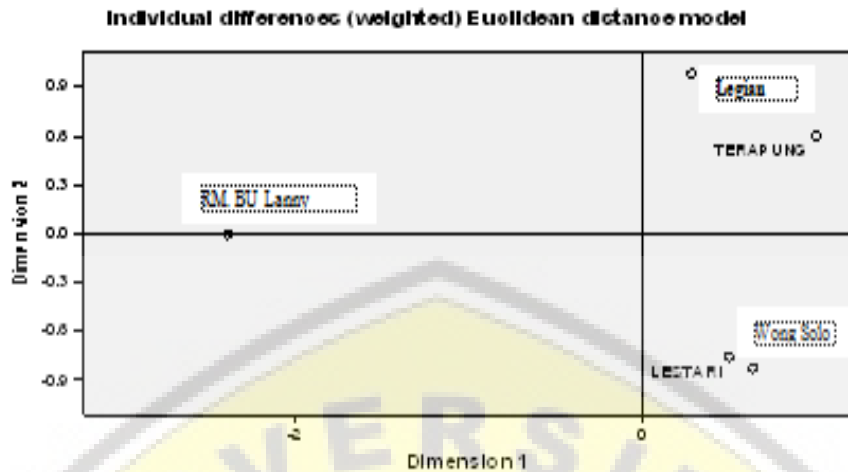
Derived Stimulus Configuration

Individual differences (weighted) Euclidean distance model

Figure 3.2. Positioning Maps 2 Dimensions of Comfort Attributes

3.1.3.3. Positioning Map Based on Human Resource Services

Consumer perceptions of the similarity of sustainable restaurants with other restaurants based on Human Resource service attributes, namely:

Table 3.6. Frequency Distribution Tables Respondents' Answers about the similarity of restaurants based on Human Resource Service Attributes
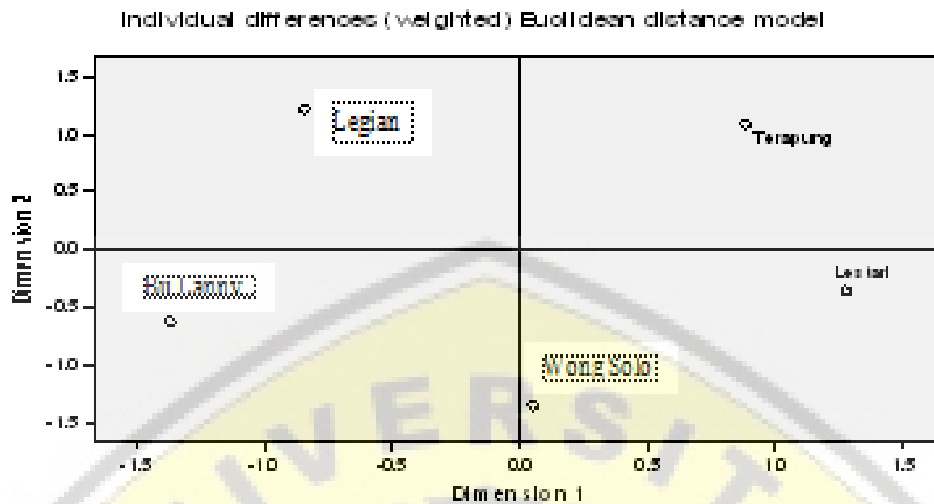
No.	Restaurant Counterparts	Very similar (1 – 1,8)	Similar (1,8 > X ≥ 2,6)	Neutral (2,6 > X ≥ 3,4)	Not similar (3,4 > X ≥ 4,2)	Very not similar (4,2 > X ≥ 5,0)	Total Respondents
1.	Lestari-Terapung	0	37	23	0	0	60
2.	Lestari- Legian	0	39	21	0	0	60
3.	Lestari-Wong Solo	0	17	43	0	0	60
4.	Lestari-Bu Lanny	0	0	60	0	0	60
5.	Terapung-Legian	0	37	21	2	0	60
6.	Terapung-Wong Solo	0	17	42	1	0	60
7.	Terapung-Bu Lanny	0	0	42	18	0	60
8.	Legian-Wong Solo	0	0	60	0	0	60
9.	Legian-Bu Lanny	0	0	60	0	0	60
10.	Wong Solo-Bu Lanny	0	4	56	0	0	60

Source: data processed

The results implied that from all respondents, only 65% thought that *Lestari* restaurant with a Legian restaurant were similar in terms of HR service attributes compared to other restaurants. From the overall results of the study, respondents did not have the same attitude and did not have a harmonious answer in assessing the similarity of a sustainable restaurant

with other restaurants based on the HR service variable.

Derived Stimulus Configuration

Individual differences (weighted) Euclidean distance model

Figure

3.3. Positioning Map 2 Dimensions of HR Service Attributes

3.1.3.4. Positioning Map Based on Taste

Consumer perceptions of the similarity of Lestari restaurant with other restaurants based on taste quality attributes, namely:

Table 3.7. Frequency Distribution Tables of Respondents' Answers about Restaurant Similarities Based on Taste Attributes.

No.	Restaurant Counterparts	Very similar (1 – 1,8)	Similar (1,8 > X ≥ 2,6)	Neutral (2,6 > X ≥ 3,4)	Not similar (3,4 > X ≥ 4,2)	Very not similar (4,2 > X ≥ 5,0)	Total Respondents
1.	Lestari-Terapung	16	19	25	0	0	60
2.	Lestari-Legian	0	28	32	0	0	60
3.	Lestari-Wong Solo	0	0	28	30	2	60
4.	Lestari-Bu Lanny	0	0	50	10	0	60
5.	Terapung-Legian	7	25	28	0	0	60
6.	Terapung-Wong Solo	0	17	42	1	0	60
7.	Terapung-Bu Lanny	0	0	42	18	0	60
8.	Legian-Wong Solo	0	0	34	24	2	60
9.	Legian-Bu Lanny	0	0	53	9	0	60
10.	Wong Solo-Bu Lanny	0	17	42	1	0	60

From the result, it could be seen that 27% of respondents thought that *Lestari* restaurants and Legian restaurants were very similar in terms of taste quality attributes compared to other restaurants. From the overall results of the study, respondents did not have

the same attitude and did not have a harmonious answer in assessing the similarity of sustainable restaurant with other restaurants based on taste quality variables.
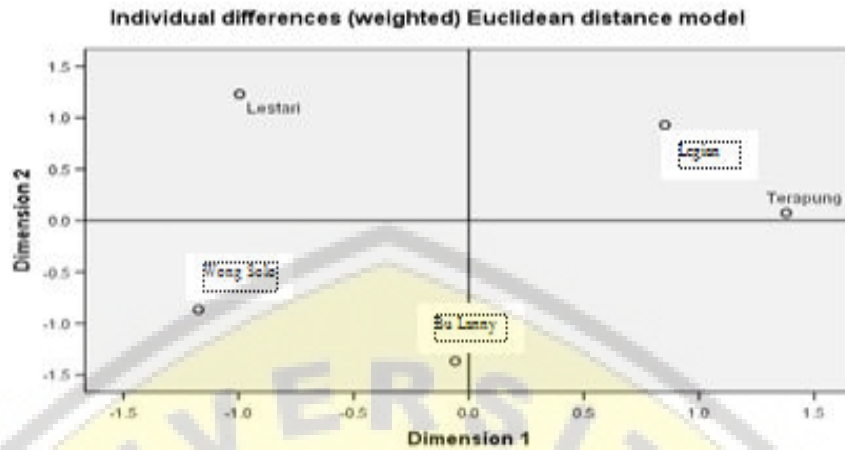

Figure 3.4. Positioning Map 2 Dimensions of Taste Quality

3.1.3.5. Positioning Map Based on Variant Menu

Consumer perceptions of the similarity of *Lestari* restaurants with other restaurants based on menu variant attributes, namely:

Table 3.8. Frequency Distribution Tables Respondents' Answers about the Similarity of Restaurants Based on Menu Variation Attributes

No.	Restaurant Counterparts	Very similar (1 – 1,8)	Similar (1,8 > X ≥ 2,6)	Neutral (2,6 > X ≥ 3,4)	Not similar (3,4 > X ≥ 4,2)	Very not similar (4,2 > X ≥ 5,0)	Total Respondents
1.	Lestari-Terapung	22	32	6	0	0	60
2.	Lestari- Legian	15	37	8	0	0	60
3.	Lestari-Wong Solo	0	5	54	1	0	60
4.	Lestari-Bu Lanny	8	12	35	5	0	60
5.	Terapung-Legian	15	40	5	0	0	60
6.	Terapung-Wong Solo	0	5	44	11	0	60
7.	Terapung-Bu Lanny	8	12	35	5	0	60
8.	Legian-Wong Solo	0	11	48	1	0	60
9.	Legian-Bu Lanny	8	12	40	0	0	60
10.	Wong Solo-Bu Lanny	13	13	29	5	0	60

Source: data processed

The results showed that 37% of respondents thought that *Lestari* restaurant and *Terapung* restaurant were very similar and as many as 62% thought that *Lestari* restaurant with Legian restaurant were similar in terms of menu variant attributes compared to other restaurants. From the overall results of the study, respondents did not have the same attitude and did not have a harmonious answer in assessing the similarity of sustainable restaurant with

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other restaurants based on variant menu variables.
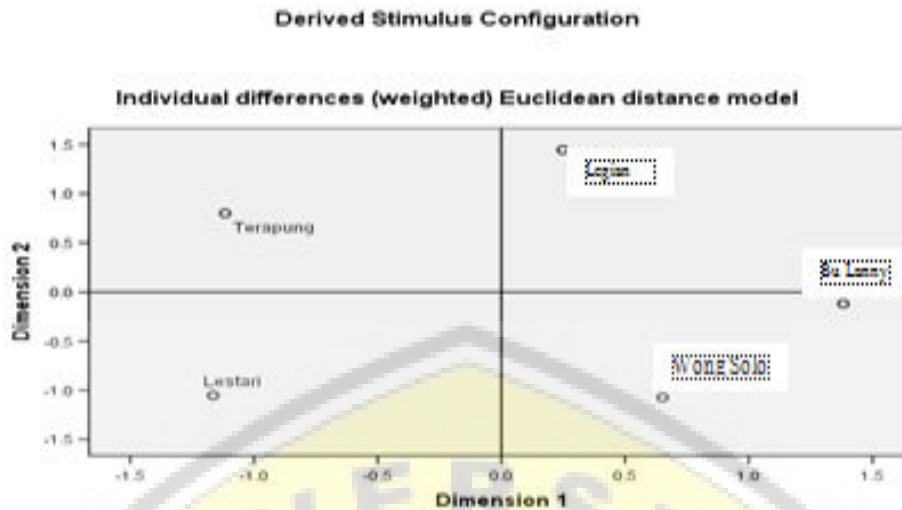
Derived Stimulus Configuration

Figure 3.5. Positioning Map 2 Dimensions of Variant Menu Attributes

3.1.3.6. Location Based Positioning Maps

Consumer perceptions of the resemblance of *Lestari* restaurant to other restaurants based on location attributes, namely:

Table 3.9 Frequency Distribution Tables of Respondents' Answers about the Similarity of Restaurants Based on Location Attributes

No.	Restaurant Counterparts	Very similar (1 – 1,8)	Similar (1,8 > X ≥ 2,6)	Neutral (2,6 > X ≥ 3,4)	Not similar (3,4 > X ≥ 4,2)	Very not similar (4,2 > X ≥ 5,0)	Total Respondents
1.	Lestari-Terapung	1	20	38	1	0	60
2.	Lestari- Legian	1	20	38	1	0	60
3.	Lestari-Wong Solo	0	0	46	14	0	60
4.	Lestari-Bu Lanny	0	0	56	4	0	60
5.	Terapung-Legian	1	31	28	0	0	60
6.	Terapung-Wong Solo	0	1	36	23	0	60
7.	Terapung-Bu Lanny	1	38	21	0	0	60
8.	Legian-Wong Solo	0	1	55	4	0	60
9.	Legian-Bu Lanny	0	1	58	1	0	60
10.	Wong Solo-Bu Lanny	0	23	36	1	0	60

Source: data processed

The results of the study showed that 93% of respondents had an insight that *Lestari* restaurant with a restaurant owned by *Bu. Lanny* was quite similar in terms of location attributes compared to other restaurants. From the overall results of the study, respondents did not have the same attitude and did not have a harmonious answer in assessing the similarity of sustainable eating houses to other restaurants based on location variables.
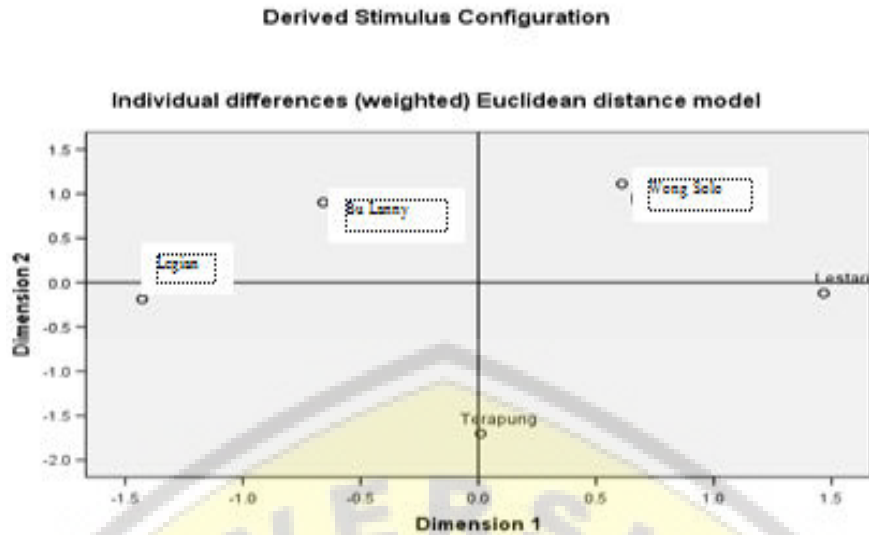
Derived Stimulus Configuration

Individual differences (weighted) Euclidean distance model

Figure 3.6. Positioning Map 2 Dimensions of Location Attributes

3.2. Discussion

3.2.1. Positioning Map of Product Attributes Based on Price

Based on Figure 3.1, the positioning map of the similarity of product on price attributes, shows that the sustainable restaurant with *Wong Solo* and *Legian* restaurant with Terapung (Taman Mangli Indah) is located adjacent. The distance of this pair is a result of consumers' perceptions that comparable restaurants have similarities to each other on price product attributes. Seen from the size of the scale of each dimension, that the more right, the number 1 dimension is greater (at the right end of the horizontal line). Figure 3.1 shows that the coordinates of *Legian* with *Terapung* (Taman Mangli Indah) (0.2771; 0.9942) are closest to the dimension number 0. The implication is that in the minds of consumers the product attributes are the most distinguishing for *Lestari* and *Wong Solo* compared to *Legian*, *Terapung*, and Bu Lanny.

On the scale of dimension 2 shows that the higher up, the numbers in dimension 2 are greater (at the top of the vertical line). Figure 3.1 shows that *Legian* with *Terapung* (Taman Mangli Indah) is in one quadrant where the coordinates of *Legian* with *Terapung* (Taman Mangli Indah) (0.9813; 0.6007) are closest to the largest dimension 2 (0.9) . The implication is that in the minds of consumers the product attributes are the most distinguishing for *Legian* and *Terapung* (Taman Mangli Indah) compared to *Lestari, Wong Solo,* and *Bu. Lanny*.

The more right the position of the coordinates is better, which means that the number of analysis results is the biggest and the most differentiating compared to other restaurants. Based on the above analysis, it is significant with the opinions of Santoso and Tjiptono, which are in dimension 1. The variable prices for sustainable restaurants show the Lestari and Wong Solo restaurants which are located at the far right. Likewise, by seeing dimension 2 shows that, *Legian* and *Terapung* (Taman Mangli Indah) whose coordinates are closest to the largest dimension 2 (0.9). Thus, *Legian* and *Terapung* restaurants (Taman Mangli Indah) have the most distinguishing factors in dimension 2 compared to other restaurants.

The results of the interview obtained from respondents showed that prices at sustainable restaurants tend to be competitive with *Wong Solo* restaurants whose analysis results are in dimension 1, as well as prices at *Legian* and *Terapung* restaurants (Taman Mangli Indah) tend to be similar in price and the results of the analysis are in dimension 2.

3.2.2. Positioning Map of Product Attributes Based on Convenience

Based on Figure 3.2 positioning map of the similarity of convenience product attributes, indicating that sustainable restaurants are on the neutral side where sustainable restaurants are located right on the 2-dimensional horizontal line between *Bu Lanny*'s and *Terapung* restaurants. The adjacent positions of the three restaurants is a result of consumer perceptions that comparable restaurants have similarities to each other on comfort attributes.

Reviewing from the size of the scale of each dimension, the more right, the number 1 dimension is greater (at the right end of the horizontal line). Figure 3.2 shows that the coordinates of *Wong Solo* (1.4066) are closest to the largest dimension 1 (1.5). The implication is that in the minds of consumers the convenience attributes are the most distinguishing for *Wong Solo* compared to *Lestari, Terapung, Legian* and *Bu. Lanny.*

On the scale of dimension 2, the higher up the numbers in dimension 2 are greater (at the top of the vertical line). Figure 3.2 shows that *Bu Lanny's* coordinates (1.5959) are closest to the largest 2-dimension numbers (1.5). The implication is that in the minds of consumers the comfort attributes are the most distinguishing for *Wong Solo* restaurants and *Bu. Lanny*'s compared to *Lestari*, *Terapung*, and *Legian*.

The more right the location of the coordinates is better, which means that the number of analysis results is the biggest and the most difference compared to other restaurants. Based on the analysis above, it is significant with the opinions of Santoso and Tjiptono, which are in dimension 1. The comfort variable indicates that the *Wong Solo* restaurant is located at the far right. Similarly, the second dimension indicates that, *Bu. Lanny*, whose coordinates are closest to the largest dimension 2 (1.5). In that way, *Bu. Lanny's* restaurant has the most distinguishing factors in dimension 2 compared to other restaurants.

The interview results showed up that the comfort of *Wong Solo* restaurant tends to be competitive or compete with other restaurants whose analysis results are in dimension 1, as well as the comfort of *Bu. Lanny's* restaurant whose results are in dimension 2.

3.2.3. Positioning Map of Product Attributes Based on Human Resource Service

Based on Figure 3.3, the positioning map of the similarity of HR service product attributes shows that *Lestari* restaurant is close to Wong Solo The distance of the adjacent position of this pair is a result of consumer perceptions that the comparable restaurants have similarities to each other on HR service product attributes.

Outlining from the size of the scale of each dimension, that the more right, the number 1 dimension is greater (at the right end of the horizontal line). Figure 3.3 shows that the coordinates of *Lestari* and *Terapung* restaurant (Taman Mangli Indah) (1.2771; 0.8834) are closest to the dimensions of 1.5. The implication is, in the minds of consumers the product attributes of HR services are the most distinguishing for *Lestari* and *Terapung* (Taman Mangli Indah) compared to *Legian, Wong Solo*, and *Bu. Lanny*.

On the scale of dimension 2 stated that the higher up, the numbers in dimension 2 are greater (at the top of the vertical line). Figure 3.3 shows that *Legian* restaurants (1.2237) are closest to the largest 2-dimension numbers (1.5). The implication is that in the minds of consumers the product attributes of HR services are the most distinguishing for *Legian* compared *to Lestari, Terapung, Wong Solo*, and *Bu. Lanny*.

The more right the location of the coordinates is better, which means that the number of analysis results is the biggest and the most differentiating compared to other restaurants. Based on the above analysis, it is significant with the opinions of Santoso and Tjiptono, which are in dimension 1. The variable of Lestari and Terapung restaurants' HR Services (Taman Mangli Indah) shows the coordinates are at the right. Similarly, the 2nd dimension indicates that, *Legian* whose coordinates are closest to the largest dimension 2 (1.5). Then, *Legian* restaurant has the most distinguishing factors in dimension 2 compared to other restaurants.

The interview results comes up with a conclusion that HR services at Lestari and

Terapung restaurants (Taman Mangli Indah) tended to be competitive with the results of analysis in the 1st dimension, as well as comfort in *Legian* restaurants whose results were in dimension 2.

3.2.4. Positioning Map of Product Attributes Based on Taste

According to Figure 3.4 The positioning map of the similarity of product attributes of taste quality, it indicates that *Terapung* restaurants (Taman Mangli Indah) with *Legian* are located close together. The proximity of the adjacent position of this pair is a result of consumer perceptions that the comparable restaurants have similarities to each other in the product attributes of taste quality.

Viewing from the size of the scale of each dimension, that the more right, the number 1 dimension is greater (at the right end of the horizontal line). Figure 3.4 shows that the coordinates of *Terapung* (Taman Mangli Indah) and *Legian* restaurants (1.3783; 0.8515) are closest to the dimensions of 1.5. The implication is that in the minds of consumers the product attributes of taste quality are the most distinguishing for *Terapung* (Taman Mangli Indah) and *Legian* compared to *Lestari, Wong Solo*, and *Bu. Lanny*.

On the scale of dimension 2 indicates that the higher up, the numbers in dimension 2 are greater (at the top of the vertical line). Figure 3.4 shows that *Lestari* restaurant (1.2292) is closest to the largest dimension 2 (1.5). The implication is that in the minds of consumers the product attributes of taste quality are the most distinguishing for *Lestari* compared *to Legian, Terapung, Wong Solo*, and *Bu. Lanny*.

The more right the location of the coordinates is better, which means that the number of analysis results is the biggest and the most differentiating compared to other restaurants. Based on the above analysis, it is significant with the opinions of Santoso and Tjiptono, which are in dimension 1. On the quality variables, the taste of *Terapung* restaurant (Taman Mangli Indah) and *Legian* shows are located at the right of the scale. Likewise, the second dimension implies that, *Lestari* restaurant whose coordinates is closest to the largest dimension 2 (1.5). That way, *Lestari* restaurant have the most differentiating factors in dimension 2 compared to other restaurants.

From the interview to the respondents, it shows that the quality of taste at *Terapung* restaurant (Taman Mangli Indah) tends to be competitive with *Legian* restaurant whose analysis results is in dimension 1, as well as the quality of taste in *Lestari* restaurant tend to be similar in quality the taste and results of the analysis are in dimension 2.

3.2.5. Positioning Map of Product Attributes Based on Variant Menu

Looking from Figure 3.5 the positioning map of the similarity of product variants of menu items, shows that *Bu. Lanny's* restaurant with *Wong Solo* is located close together. The proximity of the adjacent positions of this pair is a result of consumer perceptions that comparable restaurants have similarities to each other on menu variant product attributes.

Concluding from the size of the scale of each dimension, the more right, the number 1 dimension is greater (at the right end of the horizontal line). Figure 3.5 shows that the coordinates of *Bu. Lanny* with *Wong Solo* (1.3818; 0.6519) are closest to the dimensions of 1.5. The implication is, in the minds of consumers the product attributes of the menu variants are the most distinguishing for *Bu. Lanny* and *Wong Solo* compared to *Lestari, Terapung,* and *Legian*.

On the scale of dimension 2 that the higher up, the numbers in dimension 2 are greater (at the top of the vertical line). Figure 3.5 shows that *Legian* restaurants (1.4450) are closest to the largest 2-dimension numbers (1.5). The implication is that in the minds of consumers the product attributes of the menu variants are the most distinguishing for *Legian* compared to *Legian, Terapung*, *Wong Solo*, and *Bu. Lanny*.

The more right the location of the coordinates is better, which means that the number of

analysis results is the biggest and the most differentiating compared to other restaurants. Based on the above analysis, it is significant with the opinions of Santoso and Tjiptono, which are in dimension 1. In the variant variables, the menu of *Bu Lanny* and *Wong Solo* restaurants shows the restaurant *Bu Lanny* and *Wong Solo* at the far right. Besides, the second dimension indicates that, the *Legian* restaurant whose coordinates are closest to the largest dimension 2 (1.5). Thus, *Legian* restaurant has the most distinguishing factors in dimension 2 compared to other restaurants.

The interview results collected from respondents indicates that the menu variants in the restaurant *Bu. Lanny* tended to be competitive or compete with *Wong Solo* restaurant. The analysis results were in dimension 1, as well as menu variants at Legian restaurants tending to resemble menu variants and the analysis results were dimension 2.

3.2.6. Positioning Map of Product Attributes Based on Variant Menu

In accordance to Figure 3.6 The positioning map of the location of product attributes, shows that *Lestari* restaurant with coordinates (1.4675). The proximity of the adjacent positions of this pair is a result of consumer perceptions that comparable restaurants have similarities to each other in location product attributes.

Evaluating from the size of the scale of each dimension, that the more right, the number 1 dimension is greater (at the right end of the horizontal line). Figure 3.6 shows that *Lestari* coordinates are closest to the 1.5-dimension number. The implication is that in the minds of consumers the location of product attributes is the most distinguishing for *Lestari* compared to *Wong Solo, Terapung, Legian* and *Bu. Lanny*.

On the scale of dimension 2 that the higher up, the numbers in dimension 2 are greater (at the top of the vertical line). Figure 3.6 shows that the Wong Solo restaurant (1,1108) is closest to the largest 2 dimensions (1.5). The implication is that in the minds of consumers the location of product attributes is the most distinguishing for *Legian* compared to *Terapung, Lestari*, and *Bu. Lanny*.

When the location of the coordinates is on the right it shows better condition, which means that the number of analysis results is the biggest and the most differentiating compared to other restaurants. Based on the above analysis results are significant with the opinion of Santoso and Tjiptono, which is in dimension 1. The Lestari restaurant location variable shows the location of the coordinates at the right. Likewise, the second dimension shows that, the *Wong Solo* restaurant whose coordinates are closest to the largest dimension 2 (1.5). That way *Wong Solo* restaurant has the most distinguishing factors in dimension 2 compared to other restaurants.

Interview result get from respondents showed that locations in *Lestari* restaurant tended to be competitive or compete with other restaurants whose analysis results were in dimension 1, as well as the location in *Wong Solo*'s restaurant, which tends to be similar in location and analysis results in dimension 2.

3.2.7. Positioning of "Lestari" Restaurants with Other Restaurants Based on Product Attributes

The results of the analysis and discussion of the competitiveness of Lestari restaurant with other restaurants using MDS are presented briefly to obtain a comprehensive picture of the competitiveness map, shown in table 4.14 below:

Table 3.10 Recapitulation of Positioning Maps *Lestari* Restaurant with Other restaurants

Mapping Attribute	Map of similarity	Quadrant	Position	
			1-Dimensional Highest Scale	2-Dimensional Highest Scale

Price	Figure 3.1	Along with Wong Solo restaurant	Terapung	Legian
Convenience	Figure 3.2	In horizontal line between *Terapung* (Taman Mangli Indah) and *Bu. Lanny*.	Wong Solo	Bu Lanny
HR Sevice	Figure 3.3	Along with *Wong Solo* restaurant	Lestari	Legian
Taste	Figure 3.4	Personal	Terapung	Lestari
Variant Menu	Figure 3.5	Personal	Bu Lanny	Legian
Location	Figure 3.6	Along with *Terapung* restaurant	Lestari	Wong Solo

Source: data processed

From the recapitulation Table 3.10 can be seen about the competition of Sustainable Restaurants, including:

a. Positioning Quadrant

Consumers perceive that there are similarities between *Lestari* restaurant and *Wong Solo* restaurants, which are based on product attributes in the form of prices and human resources. This is because the *Lestari* restaurant is always a quadrant with a *Wong Solo* restaurant. In other words, consumers perceive that there are differences in product attributes (price and HR services) between other restaurants (*Terapung, Legian, and Bu. Lanny*).

b. Positioning Dimensions I and Dimensions II

In the opinion of consumers, the biggest difference lies in *Lestari* and *Legian* restaurants. Therefore, it can be said that *Lestari* restaurant with *Legian* does not have a direct competitor, once competing with other restaurants, but the competition is indirect competition. *Lestari* and *Legian* have clear and unique differentiation, and one of the goals of differentiation is to reduce the level of competition with other brands. The attributes that can best distinguish *Lestari* from other restaurants are on their products, HR services, taste quality, and location. The attributes that can best distinguish *Legian* from other restaurants are at prices, HR services, and menu variants. Consumers who can distinguish between *Lestari* and *Legian* restaurants with other restaurants can also be seen from the highest proportion of respondents, namely Students with ages ranging from 17-25 years, and most often try new foods or culinary, because these restaurants offer prices that are quite accessible for students / students and place facilities that are packaged in such a way that makes the students or students comfortable when in place.

The restaurant service company in differentiating to determine its position must see its job to convert an undifferentiated product into a differentiated offering. One thing should be noted is not all characteristics are the difference. Each difference has the potential to create costs for the company as well as benefits for consumers, so companies must be careful in choosing ways to distinguish themselves from competitors. A difference should be made if it meets the criteria of competitive advantage that is important, unique or distinctive, superior, easy to communicate.

4. Conclusion

Based on the analysis and discussion of the results of the study, conclusions can be drawn as follows:

Product attribute-based in positioning maps as a basis for knowing the competitiveness of *Lestari* restaurant in the city of Jember are known to have different positions. The position of *Lestari* is strongly influenced by consumer perceptions of each brand. The results of the consistency and similarity tests of respondents' attitudes also showed that respondents did not

have the same attitude in assessing the similarity of a restaurant.

The result of positioning map shows that *Lestari* restaurant is the closest competitor or direct competitor of a *Terapung* restaurant, *Wong Solo* and *Bu. Lanny* does not have a strong or clear positioning, because it does not have many similarities and does not have much difference with the house another meal in the minds of consumers. *Lestari* and *Legian* restaurants do not have direct competitors because they have the biggest difference or clear and unique differentiation. So, *Lestari* restaurant in Jember Regency have strong competitiveness in the market, where the strength of this competitiveness comes from product attributes, namely the quality of taste and menu variants.

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