

**ANALISIS IMPLEMENTASI STRATEGI UP SELLING PADA PENJUALAN
FOOD AND BEVERAGE DI ENVY RESTAURANT HOTEL HOLIDAY INN
RESORT BARUNA BALI**

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis penerapan strategi up-selling dalam meningkatkan penjualan makanan dan minuman di Restoran Envy, Hotel Holiday Inn Resort Baruna Bali. Strategi ini menjadi sangat penting selama musim sepi untuk mencapai target penjualan harian sebesar Rp30–35 juta. Metode Penelitian: Penelitian ini menggunakan pendekatan kualitatif, dengan data dikumpulkan melalui wawancara mendalam dengan pelayan, supervisor, dan manajer; observasi non-partisipan; dan dokumentasi berupa laporan penjualan dan Prosedur Operasi Standar (SOP). Analisis data dilakukan menggunakan model Miles dan Huberman, yang meliputi reduksi data, penyajian data, dan penarikan kesimpulan. Keabsahan data diperkuat melalui triangulasi sumber. Hasil Penelitian: Temuan menunjukkan bahwa meskipun strategi up-selling telah diamanatkan oleh manajemen, implementasinya masih belum optimal. Hal ini disebabkan oleh kurangnya pelatihan berkelanjutan, pemahaman yang terbatas tentang teknik up-selling yang efektif di antara para pelayan, tidak adanya sistem evaluasi kinerja yang terstruktur, serta lemahnya komunikasi dan motivasi antara manajemen dan staf. Analisis rekayasa menu juga mengungkapkan bahwa makanan dan minuman yang dikategorikan sebagai Plowhorses.

Kata Kunci: Up-selling, Makanan dan Minuman, Strategi Penjualan, Industri Perhotelan, Restoran



**ANALYSIS OF THE IMPLEMENTATION OF UP-SELLING STRATEGY IN FOOD
AND BEVERAGE SALES AT ENVY RESTAURANT, HOTEL HOLIDAY INN
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ABTRACT

This study aims to analyze the implementation of up-selling strategies in increasing food and beverage sales at Envy Restaurant, Holiday Inn Resort Baruna Bali. This strategy is particularly crucial during the low season to achieve the daily sales target of IDR 30–35 million. Research Method: This study uses a qualitative approach, with data collected through in-depth interviews with waiters, supervisors, and managers; non-participant observations; and documentation such as sales reports and Standard Operating Procedures (SOPs). Data analysis was carried out using the Miles and Huberman model, which includes data reduction, data display, and conclusion drawing. Data validity was strengthened through source triangulation. Research Findings: The findings reveal that although the up-selling strategy has been mandated by management, its implementation is still suboptimal. This is due to a lack of continuous training, limited understanding of effective up-selling techniques among waitstaff, the absence of a structured performance evaluation system, and weak communication and motivation between management and staff. Menu engineering analysis also revealed that the food and beverage items were categorized as Plowhorses.

Keywords: *Up-selling, Food and Beverage, Sales Strategy, Hospitality Industry, Restaurant*

