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FOREWORD BY DEPUTY RECTOR OF RESEARCH, INDUSTRIAL LINKAGES & ALUMNI



Since 2018, the INSIGHT JOURNAL (IJ) from Universiti Teknologi MARA Cawangan Johor has come up with several biennial publications. Volume 1 and 2 debuted in 2018, followed by Volume 3 this year as well as Volume 4 with 19 published papers due to the great response from authors both in and out of UiTM. Through Insight Journal, lecturers have the ability to publish their research articles and opportunity to share their academic findings. Insight Journal is indexed in MyJurnal MCC and is now an international refereed journal with many international reviewers from prestigious universities appointed as its editorial review board members.

This volume 5 as well as volume 6 (which will be published in 2020) are special issues for the 6th International Accounting and Business Conference (IABC) 2019 held at Indonesia Banking School, Jakarta. The conference was jointly organized by the Universiti Teknologi MARA Cawangan Johor and the Indonesia Banking School Jakarta. Hence, the volumes focus mainly on the accounting and business research papers compiled from this conference, which was considered a huge success as over 66 full papers were presented.

Lastly, I would like to thank the Rector of UiTM Johor, Associate Professor Dr. Ahmad Naqiyuddin Bakar for his distinctive support, IJ Managing Editor for this issue Dr. Noriah Ismail, IJ Assistant Managing Editor, Fazdillah Md Kassim well as all the reviewers and editors who have contributed in the publication of this special issue.

Thank you.

ASSOCIATE PROF. DR. SAUNAH ZAINON
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Marketing Strategy of Tangerang Culineria as One of the Culinary Tourism Objectives in Tangerang City

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Abstract

Laksa is a traditional food popular in the city of Tangerang and is one of the culinary attractions in the city of Tangerang. Along with the development of the city of Tangerang which is rife with the establishment of the mall, especially the Tang City Mall, which is located quite close to the Laksa district, presents challenges and threats to the existence of a fast food culinary business. With this research, it is hoped that it can produce a marketing strategy in developing the culinarian Laksa of Tangerang so that it can increase the public interest of travel culinary both within and outside the city of Tangerang. It is hoped to increase income for laksa sellers and provide employment opportunities for the people of Tangerang City. This study focused on qualitative research with data collection techniques involving direct observations, in-depth interviews, distributing questionnaires. The data analysis method applied in this study using Matrix analysis of EFAS (External Factor Analysis Summary), matrix of IFAS (Internal Factor Analysis Summary), SWOT Matrix (Strength, Weakness, Opportunity, Threats), QSPM (Quantitative Strategic Planning Matrix).

Keywords: Marketing Strategy, SWOT (Strength Weakness Opportunity Threats), QSPM (Quantitative Strategic Planning Matrix), Culinary Tourism

1. Introduction

The city of Tangerang is a managing city that continues to grow and organize its city. Various public facilities that adorn the city of Tangerang such as playgrounds, sports facilities and tourist attractions is the significance proof of the Tangerang City government to improvise this city. The tourism sector contributes considerably to regional income in the city of Tangerang. In 2017, the number of population in Tangerang municipality was 2,139,891. The global positioning of Tangerang City is 106°36' - 106°42' East Longitude (BT) and 6°6' - 6°13' South Latitude (LS). This area is directly adjacent to Tangerang Regency in the west and north, South Tangerang City in the south, and with the DKI Jakarta Province in the east. The total area of Tangerang City is only 164.55 km² with 19.69 km² being Soekarno Hatta International Airport. With an area of only around 1.59 percent of the total area of Banten Province, Tangerang City is the most important area after South Tangerang City.

A number of macro indicators achieved by the City of Tangerang, including the rate of economic growth in 2017 is 5.88% and estimated at 6.32% in 2019. The economic rate of poor people in 2017 is 4.78% and expected to reduce down to 4.54% by 2019.

The unemployment rate was 7.16% in 2017 and expected to decrease to 6.85% with the increase in the Human Development Index (HDI) to 78.09% in 2019 from 77.36% in 2017.

According to data from the Tangerang City Culture and Tourism Office, the number of tourists visiting this city have increased tremendously, from 362,435 in 2013 to 819,120 in 2017.

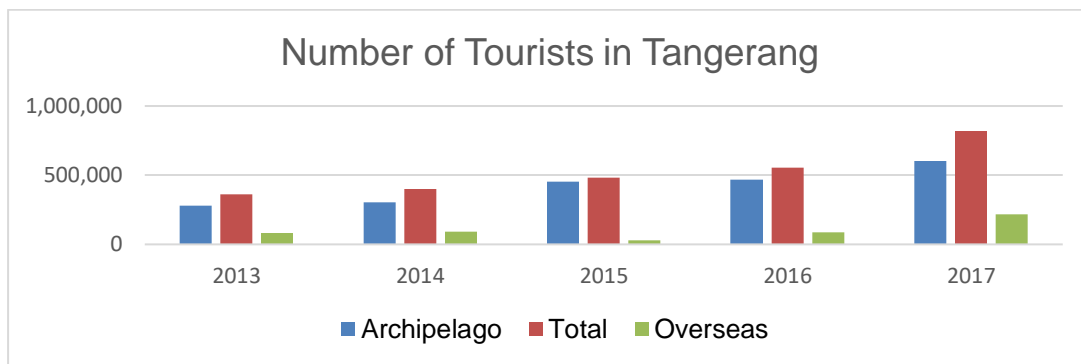


Figure 1 Number of tourists in Tangerang City.

Source: Authorized data from the official website of the Tangerang City government.

In 2013 the number of tourists visiting this region was 362,435. Overseas visitors were 84,617 while 277,818 were tourists within the archipelago. In 2014, total tourist visits amounted to 398,679 from local region tourists at 305,600 while foreign tourists at 93,079. The total tourists in 2015 amounted to 482,903, 454,160 originating from the archipelago and 28,743 came from abroad. The number of visits in 2016 was 554,299, from the archipelago was 469,173 while foreign tourists was 85,126. Finally, in 2017 the total amount of tourists reached 819,120 and 600,312 of them came from the archipelago while foreign tourists at 218,808.

The increase in the number of tourists coming to Tangerang City is an opportunity for culinary ventures including traditional laksa, originating from Tangerang which is one of the culinary delights of the Tangerang City community. The typical Laksa of Tangerang is a yellow turmeric type of noodles or vermicelli made from rice flour with a texture that is rather chewy doused with gravy. The laksa gravy is a blend of coconut milk cooked with green beans, potatoes and chicken broth. This laksa can also be served with round eggs or free-range chicken. Recognizing the potential for laksa culinary, the Tangerang City government provides a special area for the Tangerang Laksa Culinary District located on Babakan Street. In the area, there are seven laksa sellers, each with three assistants to help the business. Along with the development of the city of Tangerang which is rife with the establishment of the mall, especially the Tang City Mall, which is located quite close to the Laksa District, it presents challenges and threats to the existence of a fast food

culinary business. There may be a possibility of shifting original local style food towards western style food, fast food and junk food that is spreading widely in the city of Tangerang, especially in shopping centers such as Tang City, Bale City Mall, and Metropolis Town Square. Therefore, Tangerang Laksa Culinary Marketing Strategy is important in developing the Tangerang City Laksa Culinary Culture so that it can increase the income of the laksa businessmen and increase employment opportunities for the Tangerang community.

2. Literature Review and Theoretical Framework

2.1. Marketing Strategy

According to Olson Jerry (2013) Marketing strategy from the point of view of consumer analysis is a series of stimuli placed in the consumer environment designed to influence affection, cognition, and consumer behavior. This stimulus involves products, brands, packaging, advertisements, coupons, credit cards, price tags, seller communications, and in some cases, sounds (music), fragrances (perfumes), and other sensory instructions.

Gugup Kismono (2012) reveals a Marketing Strategy is a plan to select and analyze target markets, develop, and maintain a marketing mix that can satisfy consumer needs. The steps to develop a marketing strategy generally include strategic planning, selection of target markets, designing a marketing mix, and analyzing the marketing environment.

Based on the concepts above, what is meant by the marketing strategy in this research is a series of stimuli placed in the consumer environment designed to influence affection, cognition, and consumer behavior with steps that include strategy planning, target market selection, marketing mix design, and environmental analysis marketing.

2.2. SWOT

SWOT is an acronym of Strength (Strength), Internal Weakness (Weakness) of a company as well as Opportunities (Threats) and Threat (threats) of the environment it faces (Robinson, 2013). SWOT analysis is a well-known historical technique where managers create a quick overview of the company's strategic situation. This analysis is based on the assumption that an effective strategy is derived from a good "suitability" between the company's internal resources (strengths and weaknesses) and its external situation (opportunities and threats). Good conformity maximizes the company's strengths and opportunities and minimizes weaknesses and threats. If applied accurately, these simple assumptions have good and deep implications for successful designs and strategies.

Strength is a resource or capability that is controlled by or available to a company that makes the company relatively superior compared to its competitors in meeting the needs of the customers it serves. Strength arises from the resources and competencies available to the company.

Weakness (weakness) is a limitation or lack in one or more resources or capabilities of a company relative to its competitors, which becomes an obstacle in meeting customer needs effectively.

Opportunities (opportunities) are the main advantageous situations in the environment of a company. The main trend is one source of opportunity. Identification of market segments that were previously overlooked, changes in competition or regulatory conditions, technological changes, and improved relations with buyers or suppliers can be opportunities for the company.

Threats are the main unfavorable situation in a company's environment. Threats are a major barrier for companies in achieving their current or desired position. Entering new competitors, sluggish market growth, increased bargaining power from major buyers or suppliers, technological change, and its revision or regulatory reform can be a barrier to the success of a company.

According to Rangkuti (2016) explained that SWOT analysis is a systematic identification of various factors to formulate a company's strategy. This analysis is based on logic that can maximize strength (Strengths) and pelport (Opportunities), but simultaneously can minimize weaknesses (Weakness) and threats (Threats).

2.3. QSPM

According to David in his book Strategic Management Concept and Cases; (2015: 258)¹ The QSPM matrix is used to evaluate and choose the best strategy that best fits the internal and external environment that is owned by a company. Alternative strategies that have the largest total value in the QSPM matrix are the best strategies to be applied to organizations or companies. QSPM analysis is the final analysis used in determining priority choices marketing strategy.

The six steps in preparing the QSPM matrix are as follows:

- a. Make a list of external opportunities / threats and internal key strengths / weaknesses of the company in the left column in QSPM. This information is obtained from the EFAS and IFAS matrices.
- b. Give weights for each of the internal and external factors (the weight given is equal to the weight on the matrix EFAS and IFAS).
- c. Evaluate matrix stage 2 (matching) and identify alternative strategies that must be considered by the organization to be implemented.
- d. Determine the value of attraction (Attractive Scores-AS) is defined as a number that identifies the relative attractiveness of each strategy in each particular alternative.
- e. Calculate the total attractive score (TAS) obtained by multiplying the weight with attractive scores.
- f. Calculate the total sum of the value of attraction. The highest TAS value shows that this strategy is the best strategy to prioritize.

2.3. Culinary Tourism

¹ Fred R. David. Strategic Management Concept and Cases, (England:Pearson Education Limited:2015), 258

The definition of food tourism according to Colin Michael Hall is:

"Food tourism needs are differentiated between tourists who consume food and activities, activities, behaviors and events, destination selection is influenced by interest in food" (Hall, 2003: 9)²

Tourism related to food is a necessity different between tourists where they spend or consume food is part of the travel experience. They are the selection of activities and events, destinations that they do of course it is also influenced by their interest in local food.

Another definition presented by Hall and Mitchell about food tourism are:

"Food and Beverages are the primary motivating factors for travel" (Hall and Mitchell, 2001). a: 308)

Food tourism is defined as a visit to the main destination and supporters of the food industry, food party festivals, restaurants and special locations where to taste food and / or its nature the experience of food produced or regional specialty is a factor the main motivation for traveling.

Edward Inskeep, 1991 says; "The local cuisine reflects the history and culture of the area and can be an attraction for many tourists." It should be made to promote any dishes unique to the area - most tourists enjoy at least trying to local cuisine" (Inskeep, 1991: 286).

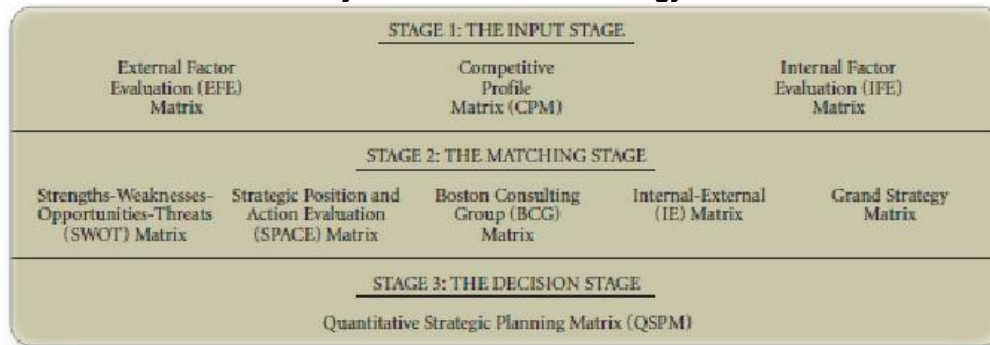
Local cuisine reflects the history and culture of the region and can be used as an attraction for many tourists. In addition, as long as food is of high quality for tourists, trying to promote some unique regional cuisine, most tourists enjoy or at least try local cuisine.

3. Research Methods

The analytical method used in this study is Exploratory / Descriptive, which describes in detail all the weaknesses, strengths, opportunities and threats that exist in the Tangerang City Laksa Culinarian. Based on the problems raised in the researcher used a qualitative approach with the QSPM method. Data collection techniques in this study include observations, interviews, questionnaires, documentation and joint / triangulation.

² Colin Michael Hall. Food Tourism. 2003, 9

Table 1 Analytical Formulation Strategy Framework



Strategic Management Concept and Cases; Fred R. David (2015: 258)³

4. Result

4.1 EFAS (External Factor Analysis Summary)

EFAS matrix analysis is the result of identification of external factors in the form of influential opportunities and threats in Tangerang. The score of the EFAS matrix is 3.63. This figure indicates that Tangerang Laksa Culinary responds well to opportunities and threats in the tourism industry, especially in the culinary field. In other words, being able to take advantage of existing opportunities and minimize potential negative influences from external threats. The highest strength weight score from external strategic factors is 0.82 which is on consumer loyalty.

4.2 MATRIX IFAS (Internal Factor Analysis Summary)

IFAS matrix analysis is the result of identification of internal factors in the form of Strength (Strength) and weakness (Weakness) that influence the Tangerang Laksa Culinary. The results of multiplication between weighting averages and rating ratings will produce a total score. The result of the total weighting score of the IFAS matrix in the table above is 2.67. This figure indicates that Tangerang Laksa Culinary has strong internal capacity and flexibility to carry out various innovations in its internal resources. The strategic factor of the highest internal strength possessed by Tangerang Laksa Culinary is a food product that is popular among the public with a strength score of 1.20. While the highest weighting factor of the weakness factor of 0.32 is in the factor there is no strategy for price promotion that has not been maximized. This can be overcome by conducting promotions and publications about the advantages of laksa culinary at an affordable price to the various levels of society.

³ David. Fred R. Strategic Management Concept and Cases. Fifteenth Edition ". (England. Pearson Education Limited),258

Table 2 External and Internal Factor Analysis Summary Matrix

External Factor Evaluation Matrix (EFE)				
Opportunities		Weight	Rating	Weighted Score
1.	THE CULINARY TOURISM SECTOR THAT IS DEVELOPING AND ASKED	0.10	4	0.40
2.	THERE ARE COMMUNITY ECONOMIC EMPOWERMENTS	0.11	4	0.44
3.	TECHNOLOGY THAT IS DEVELOPING	0.02	4	0.06
4.	RAW MATERIAL SUPPLIER OF FIXED ACTION	0.06	4	0.25
5.	CONSUMER LOYALTY	0.21	4	0.82
TOTALS		1.00		3.63

Threats				
		Weight	Rating	Weighted Score
1.	GOVERNMENT POLICY IN THE FIELD OF LESS KONDUSIF TOURISM	0.04	4	0.14
2.	EXISTING COMPETITION IN PROMOTION	0.14	4	0.54
3.	MANY FAST RESTAURANT	0.02	2	0.05
4.	CONSUMER DEMANDS ARE HIGHLY GOING TO SERVICE	0.06	3	0.18
5.	INCREASING FOOD INGREDIENTS, ELECTRICITY RATES AND OTHER LIFE COSTS CAN REDUCE TOURISM INTEREST	0.25	3	0.75
TOTALS		1.00		3.63

Internal Factor Evaluation Matrix (IFE)				
Strengths		Weight	Rating	Weighted Score
1.	FOOD PRODUCTS THAT ARE ENJOYED BY COMMUNITIES	0.30	4	1.20
2.	AN AFFORDABLE PRICE	0.09	4	0.36
3.	STRATEGIC LOCATION	0.02	4	0.08
4.	COMFORT AND CLEANLINESS PLACE	0.03	4	0.12
5.	FRIENDLY AND BROUGHT WAITER	0.05	4	0.20
TOTALS		1.00		2.67

Weaknesses				
		Weight	Rating	Weighted Score
1.	THERE IS A FAST RESTAURANT AROUND THE LOCATION	0.04	2	0.08
2.	THERE IS NO PRICE PROMOTION STRATEGY	0.16	2	0.32
3.	NOT HAVE A HALAL CERTIFICATE	0.02	1	0.02
4.	EQUIPMENT AND COOKING EQUIPMENT ARE SIMPLE	0.02	1	0.02
5.	PROMOTION IS NOT MAXIMUM	0.27	1	0.27
TOTALS		1.00		2.67

4.3 SWOT Analysis

SWOT analysis diagram based on IFAS and EFAS matrix scores to determine the position of Tangerang Laksa Culinary. Based on the results of IFAS and EFAS matrix scores obtained: X axis coordinates = Strength score - Weakness score ($1.96 - 0.71 = 1.25$). Y axis coordinate = Opportunities score - Threats score ($1.97 - 1.66 = 0.31$). So the Tangerang Laksa Culinary coordinates on the SWOT analysis diagram are (1.25, 0.31).

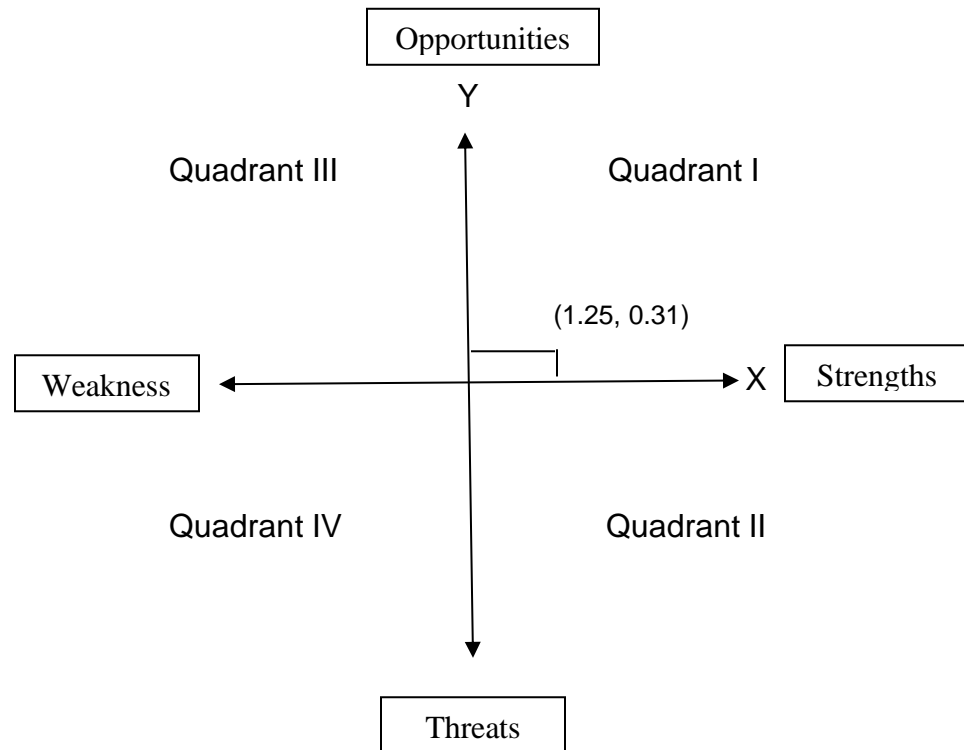


Figure 2 SWOT Analysis Matrix

The SWOT analysis diagram shows the position of Tangerang Laksa Culinary in Quadrant I, this is a very favorable situation, because it has opportunities and strength so that it can take advantage of opportunities. The strategy that must be applied in this condition is to support aggressive growth policies (Growth oriented strategy)

4.4. Internal External Matrix (IE)

The IE matrix is based on two key dimensions, namely the total IFAS values weighted on the X-axis and the total EFAS values weighted on the Y-axis. In the IE matrix X-axis, the total IFAS value obtained is 2.67 so that it is considered to be moderate. Whereas on the Y-axis, the total EFAS value obtained is 3.63. IE matrices obtained enter into the IV cell division called Hold and Maintain Intensive strategies (market penetration, market development, and product development) or integrated (backward integration, forward integration, and horizontal integration), so alternative strategies can be determined in the following picture:

Table 3 The Total Internal External Matrix

The Total IFE Weighted Scores

<i>Strong</i> 4.0 to 3.0	<i>Average</i> 2.99 to 2.0	<i>Weak</i> 1.99 to 1.0
I	II	III
IV	V	VI
VII	VIII	IX

4.5 QSPM Matrix

Based on EFAS matrix analysis, IFAS Matrix, SWOT Matrix and IE matrix, which composes phase 2, several alternative strategies will be selected, namely Market Development Strategy and Product Development Strategy. Next, the selection of priority strategies is carried out by tabulating the priority of the strategy and then selected with Total Attractiveness Score 7.60 is the Product Development Strategy. This means that the most suitable marketing strategy to be applied in Laksa Culinary is product development. Kotler and Armstrong (1996) say that product development is a strategy for the growth of a company by offering new or modified products to the current market segment. What can be done by laksa sellers in the Laksa district is trying to increase market share for products or services that are now available through better marketing efforts. For example by increasing the number of marketing personnel, increasing spending on advertising costs. In the scope of marketing management includes activities of 4P and 3P (Product, Price, Place, Promotion) + (People, Process, Physical Evidence).

Table 4 Market Development Strategy and Product Development Strategy

			PRODUCT DEVELOPMENT		MARKET DEVELOPMENT	
N	Opportunities	Weight	AS	TAS	AS	TAS
1.	The culinary tourism sector that is developing and in demand.	0.10	4	0.4	3	0.30
2.	There are community economic empowerments.	0.11	3	0.33	2	0.22
3.	Technology that is developing.	0.02	2	0.33	3	0.05
4.	Raw material supplier of fixed action.	0.06	4	0.25	1	0.06

5.	Consumer loyalty.	0.21	4	0.82	3	0.62
	Threats	Weight	AS	TAS	AS	TAS
1.	Government policy on tourism is less conducive.	0.04	2	0.07	2	0.07
2.	Existing competitions and various promotions.	0.14	4	0.54	4	0.54
3.	Many fast food restaurants.	0.02	2	0.05	2	0.05
4.	Consumer services highly on demand.	0.06	4	0.24	2	0.12
5.	Increasing food ingredients, electricity rates and other life costs can reduce tourism interest.	0.25	4	1.00	2	0.50
	Strengths	Weight	AS	TAS	AS	TAS
1.	Food products that are enjoyed by communities.	0.30	4	0.20	4	0.14
2.	An affordable price.	0.09	4	0.36	4	0.16
3.	Strategic location.	0.02	4	0.08	2	0.31
4.	Comfortable and cleanliness place.	0.03	4	0.12	2	0.21
5.	Warm and Friendly waiter.	0.05	3	0.15	2	0.36
	Weaknesses	Weight	AS	TAS	AS	TAS
1.	There is a fast food restaurant around the location.	0.04	3	0.12	2	0.44
2.	There is no price promotion strategy.	0.16	4	0.64	3	0.16
3.	No Halal Certificate.	0.02	2	0.04	2	0.22
4.	Cooking equipment is simple.	0.02	4	0.08	4	0.30
5.	Promotion is not maximum.	0.27	4	1.08	4	0.48
TOTALS				7.60		6.04

5. Conclusions

Based on the EFAS matrix analysis, IFAS Matrix, IE Matrix, and SWOT Matrix that compose phase 2 obtained several alternative strategies to be chosen, namely Market Development Strategy and Product Development Strategy. Next, the selection of priority strategies is carried out by tabulating the priority of the strategy and then selected with Total Attractiveness Score 7.60 is the Product Development Strategy. Some of the strategic steps that can be done by the Laksa Culinary Professionals are as follows:

- a. Implementing a responsive strategy that is done by accommodating the wishes of consumers.
- b. The development of new products begins with the creation of ideas that are finding and developing new product ideas from various sources. Many new product ideas come from internal sources by conducting official research and development, choosing ideas from their employees, and exchanging ideas. The idea that come from

external sources is by conducting surveys and focus groups as well as analyzing customers' questions and complaints, so they can produce new product ideas that will meet the specific needs of consumers.

- c. Promotion is one effective way to introduce Tangerang Laksa products to the public as well as online promotion. The right promotion strategy and the right target will make the Laksa Tangerang products offered more and more popular among the public.
- d. Improve the quality of HR, because Human Resources (HR) is important in a culinary business. Increase the quality of human resources to employees and staffs while maintaining excellent hospitality towards consumers.

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