

Developing Strategy of Chinatown as a Halal Gastronomic Tourism Destination in Bandung

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Abstract—The purpose of this study is to determine the internal and external factors that makes Chinatown a halal gastronomic destination in Bandung city in order to get its development strategy. The study uses qualitative and quantitative methods (mix method research) as well as SWOT analysis. The data collections technique is observation and interview to the stakeholder of Chinatown, MUI as the association of Indonesia Ulama, Department of Culture and Tourism Bandung, as well as distributing questionnaires to 100 tourists in the Chinatown area. The obtained data has been analyzed into IFE matrix, EFE matrix, SWOT matrix, and QSPM. Based on the result of data analysis in the SWOT matrix diagram, the positioning of the business is in quadrant I. It means that it can be determined as an Aggressive strategy or Strategy Opportunities (SO). The priority alternatives from QPSM results are affording 9 strategy alternatives. Among those 9, the most priority strategy is to create innovative products (including culinary aspect with halal food branding, environmental, events, and numerous souvenirs and clothing accessories) in order to avoid visitor saturation.

Keywords—developing strategies; chinatown; halal gastronomy tourism

I. INTRODUCTION

Gastronomy [1] gives a new experience in enjoying food and drinks. Gastronomy has unique power to attract tourist. Bandung has a variety of unique and exciting gastronomic specialties, ranging from traditional foods to various foreign foods such as European, Korean, Thailand, Japanese, and Chinese food. The international restaurant has established a place to serve the special cuisines from its countries. The presence of international restaurant makes the competition in this business getting tougher and tougher. It is caused by a large variety of selection of dishes with a variety of shapes, flavors, textures according to quality, and halal food assurance. Halal food is important for Muslims and must be a concern of the foreign restaurants in Bandung, because most of Indonesian people is Muslims. Moreover, it has been claimed that Islam has become the second largest religion in the world that the number of Muslim population has increased by over 235 percent in the last fifty years [2]. In the Holy Quran, Surah Al Maidah verse 88 explains that the Muslims or human are instructed to consume halal food and banned from

taking foods forbidden by God. Forbidden foods are foods that contain swine/pork and its by-products; dead animals before slaughtering or animals improperly slaughtered; alcohol; blood; carnivorous animals, birds of prey and land animals without external ears [3].

One of potential tourism destination is Chinatown, which is located at 41 Temple Street Ciroyom, Andir, Bandung, West Java. The land used for Chinatown is the building formerly known as Building Permaba (Community Association of Bandung). The long-unused building has become a tourist attraction with semi-outdoor concept. The building is interesting since it has the atmosphere of China culture, which makes it even more attractive that it becomes a destination for people who live inside and outside Bandung city. Chinatown was officially launched as a tourist destination by the Mayor of Bandung city, Ridwan Kamil, on August 20th 2017. The aim is to create a tourist and halal culinary area with the theme of Chinese culture.

Bandung Chinatown started to open with its 77 tenants, which are derived from small and medium enterprises in Bandung. Bandung Chinatown carries Chinese concept completed by the provision of Chinese clothes rental, handicrafts, and a wide variety of foods. The stalls consist of souvenir shops, clothing stores, crafts stores, and a museum that display some ancient furnishings of Chinese culture in Indonesia. The cultural attraction also becomes one of Chinatown's uniqueness.

Another attraction in Bandung Chinatown is its halal ethnic gastronomy destination in Bandung. it serves a variety of foods consists of Chinese and Indonesian cuisine. There is no doubt about the Chinese restaurants because it only provides halal foods. Tenants in Chinatown are selected by the Chinatown party, so the foods and beverages are guaranteed safe to be consumed. This halal assurance makes tourists attracted to come to Chinatown. It is also assured by Lucky Tjandradinata as the manager of Chinatown. He ensures that the entire culinary in Chinatown is free from wild boar meat and lard, although the place has the nuance of China Culture.

Due to the increasing intensity of tourist destination, the corporate of tourist destination should have a strategy to

develop its place. Hence, this study aims to determine and analyze the internal and external factors in order to find the strategy development of Chinatown as halal ethnic gastronomy destination in Bandung.

II. LITERATURE REVIEW

Gastronomy is derived from the words “gastros” which means “stomach” and “gnomos” which means “knowledge or law” in Greek. The word culinary, which is apart from gastronomy, refers to country or local food, dishes, food preparation techniques [4]. While Gillespie noted that gastronomy is about the recognition of numerous factors that related with the foods and beverages consumed and ate by a group, in locality, region or even a nation [5]. Gastronomy tourism is a new form of tourism [6] and there is a variety of terms used for food-based tourism, such as gastronomy tourism, culinary tourism, tasting tourism, and food tourism [7]. Based on that definition, it can be concluded that gastronomic tourist destination is a destination area known for its cultural and food tourism.

Gastronomy tourist motivation means the tourist revolves around food, experiencing new flavors, and exploring the culture or history into gastronomy tourism. [6], [7]. When this type of tourism has become a new form of tourism, individual characteristics and motivation should be determined in each trip. The following factors that influence tourist motivation in experiencing gastronomy tourism:

- a. Identity local food, views of the environment, and culture
- b. Try a new flavor that has never been tasted before
- c. Exploration of the history and culture of every meal
- d. The criteria of the restaurant, this is usually the most important factor in choosing a restaurant
- e. The restaurant ambience, highly supportive customers, consumers for food
- f. The quality of food, which is judged from the taste, aroma, presentation, and color
- g. The quality of service in order to meet customer's needs [4], [8].

Restaurant is a room or a place where guests can buy and enjoy a meal and a drink or a section for preparing food and drink for guests who need it. In large hotels usually have more than one restaurant [9].

A restaurant is a catering business which is managed commercially and provides food and drink service. A restaurant can stand alone by building a special place. While a restaurant inside a hotel is generally managed by the hotel itself, in which its management is under the responsibility of the department of food and beverages [10].

Based on the definitions of restaurant above, it can be concluded that a restaurant is a place or space to operate a catering business that provides food and drink in order to gain advantage for the survival of the restaurant business.

Specialty restaurant is an industry of serving foods and beverages managed commercially and professionally by providing special food and followed by a special service system of a particular country, for example Indonesian food restaurant, Chinese food restaurant, Japanese food restaurant, etc.

The characteristics of a specialty restaurant:

- a. Providing reservation system
- b. Providing a unique menu of a particular country, which is popular and desired by customers in general
- c. Presentation system is adapted to the culture of the country of origin and modified by international culture
- d. Only provide lunch and or dinner
- e. Ala carte menu is presented to the customer
- f. Usually presenting music/entertainment that is typical of the country of origin
- g. The price of food is relatively high compared to the informal restaurant, yet lower than the formal restaurant
- h. The number of services was standard, with one waiter to serve the needs of 8-12 customers [11].

Halal means allowed or permitted, whereas the opposite is haram. Halal food, according to [12], pointed out that it is in relation to the religion of Islam in terms of food and drink, which is divided into two categories: food and drinks that are halal (allowed consumed) and food and beverages that are haram (not allowed for consumption).

Basically, all foods are to be consumed, used, and exploited by humans. There is no prohibition except what is prohibited by Quran Surah al-Maidah verse 88. Sharia rule brings freedom for someone to consume any food and drink that they like, as long as it is not included in the illicit or banned products. The life of a Muslim involves the concept of halal and haram. This law is quite comprehensive, because it applies neither only to the way someone make a living nor to the way they dress and deal with the things around them, but also to the legal provisions of food and beverages. Food is considered as one of the most important factors in terms of interaction between the various ethnic, social, and religious groups. All human kind must have felt a sense of concern about food and drink they consume. According to Dzafkar (2009), there are two kinds of halal: halal substances and halal way to get it. Here is an explanation of both: substance Halal, how to obtain it in a halal way, Halal Processing Method. Halal certification is a written fatwa of the Indonesian Ulema Council (MUI), which stated about the product in accordance with Islamic law. Halal certification is a requirement for obtaining halal labeling on the packaging of the product from government authorities [13].

In term of Marketing Management, external environment is the perpetrator and power outside the company to develop and maintain the continuity of the company. There are two kinds of external environment. The first is microenvironment that consists of several elements: suppliers, competitors, and

customers [14]. While macro environment is an external environment that does not directly influence the company's activities.

a. Micro environment

According to [15], microenvironment is an environment where the company fight against capabilities in serving customers. The components of the micro environment are Supplier, Intermediary Marketing, Customer, Competitor.

b. Macro environment

According to [15], macroenvironment consists of social forces that affect the whole behavior of the microenvironment of the company. It also affects the marketing activities of the company including demographic environment, economic environment, natural environment, environmental technology, environmental politics / law, social / cultural.

After the manager scanning the general environment and the task environment and identifies a number of external factors that will influence the formulation of corporate strategy, then the manager can use the table Matrix External Factors Evaluation (IFE) developed by Umar and Hussein [16].

According to [17], internal analysis is the process of reviewing strategic planners internal factors to determine the company's strengths and weaknesses. That way, the company can take advantage of opportunities in the most effective manner and can face threats in the enterprise environment. As for the analyzed internal factors including: human resources, marketing, finance, and production or operations.

III. METHOD

This is a qualitative and quantitative study, where the data is collected from observations, interviewers, and questionnaires which are distributed to stakeholder and consumer. After that, the data will be analyzed by using SWOT analysis. The quantitative method of data collection techniques used questionnaires; and the qualitative methods used interviews, observations, literature studies, exploration, and documentation. The stakeholder population consists of an operational manager of Chinatown, MUI as the association of Indonesia Ulama, and Department of Culture and Tourism Bandung. Then, the consumer population is the consumers or tourists who visit Bandung Chinatown. The studied data of consumer is analyzed by using Slovin sample formula [18], with the number of respondents as many as 100 persons (error level 10%).

After collecting data by doing interviews to the managers of Chinatown, the Indonesian Ulema Council, the Department of Culture and Tourism Bandung, and by distributing 100 questionnaires to tourists, the second step is to be in the IFE and EFE matrix analysis, determine the weighting using Paired Comparison. The weights of each factor to determine the proportion of the value of each factor to the total value of all factors are counted by using the following formula:

$$\frac{X_i}{\sum_{i=1}^n X_i} = a_i$$

Information:

- a_i = Weighting factor of the i-th
- X_i = Value of the i-th factor
- i = 1,2, ..., n

The third step is determining the position of the quadrant of Chinatown Positioning SWOT. Then, the final step is to determine the priority of data analysis alternative strategy by using QSPM (Quantitative Strategic Planning Matrix) to determine the suitable alternative strategy for Chinatown.

IV. ANALYSIS AND DISCUSSION

The results are obtained after conducting an analysis on the internal and external environment, in which the internal factors consists of 11 strengths and 7 weaknesses, with the IFE matrix calculation result is 2,45. While the external factors consists of 7 opportunities and 7 threats, with the calculated total score matrix EFE is 2,49.

Here are the calculation results of the total score IFE and EFE matrix. It can be seen in Table I and Table II, consisting of weight values obtained from the calculation Paired Comparison, rating, and value scores.

TABLE I. INTERNAL FACTORS EVALUATION MATRIX (IFE) OF BANDUNG CHINATOWN

Internal Factors	Quality	Rating	Score
Strengths			
Fascination Chinatown (Environment,Culture, Heritage / history, culinary and shopping)	0,07	4	0,28
Knowledge of employees regarding halal food (90% Muslim)	0,06	4	0,24
The admission price is affordable	0,05	2	0,10
Chinatown cozy atmosphere	0,05	2	0,10
Tenant / Food Court Pictures	0,05	3	0,15
Food and beverage menu interesting	0,05	3	0,16
Friendly service	0,05	3	0,15
Knowing Chinatown halal products by Logo	0,06	3	0,18
Payment transactions	0,04	2	0,08
Halal Assurance Raw Materials	0,07	3	0,21
Standard recipes through test trials (Hygiene, quality taste and appearance)	0,06	3	0,18
Total			1,83
Weakness			
Comparisons with competitors' prices	0,05	2	0,10
Tenant / food court less comfortable	0,06	2	0,12
Aroma of food and drinks less attractive	0,04	2	0,08
Presentation of the food is not fast enough	0,05	2	0,10
The land area of ??Chinatown	0,07	1	0,07
parking lot	0,05	1	0,05
Chinatown location is not bypassed public transport	0,05	2	0,10
Total			0,62
Total			2,45

Source: Processed Data (2018)

TABLE II. EXTERNAL FACTORS EVALUATION MATRIX (EFE) OF BANDUNG CHINATOWN

Eksternal Factors	Quality	Rating	Score
Opportunity			
Halal Tourism development in the world	0,08	4	0,32
Chinatown product information more easily than other products	0,06	3	0,18
Exploration history and fascinating culture	0,08	4	0,32
Wide market share	0,07	4	0,28
Word of mouth promotion, social media, and lion dance event	0,07	3	0,21
Disbudpar and MUI Jabar agreed development Chinatown as a tourist destination in the city of Bandung kosher gastronomy	0,08	3	0,24
Disbudpar pass up efforts to facilitate the promotion and regulation for Chinatown	0,08	3	0,24
Total			1,79
Threats			
Other products cheaper price	0,06	1	0,06
The taste of food and other products more palatable beverage	0,07	2	0,14
Saturation visitors	0,08	2	0,16
Weather factors	0,07	2	0,14
Disbudpar and MUI does not have a strategy, plans or programs for Chinatown	0,06	1	0,06
Disbudpar and MUI does not have a policy to develop Chinatown	0,06	1	0,06
Accessibility, carrying capacity and carrying capacity	0,08	1	0,08
Total			0,70
Total			2,49

Source: Processed Data (2018)

After doing the analysis using the IFE and EFE Matrix, the next stage is to determine the position of Chinatown. The purpose is to determine what kind of strategies will be applied.

SWOT Analysis diagram (Positioning)

IFE matrix can be determined based on the X-axis position with the following formula:

$$X = \text{Total Power} - \text{Total Weakness}$$

$$X = 1,83 - 0,62$$

$$X = 1,21$$

EFE matrix can be determined based on the Y-axis position with the following formula:

$$Y = \text{Total Opportunities} - \text{Total Threats}$$

$$Y = 1,79 - 0,70$$

$$Y = 1,09$$

Based on the IFE and EFE matrix, it can be seen that the X-axis position is at the point of 1.21 and the Y axis position is at the point of 1,09. The following is a picture that shows the positioning of Chinatown as a halal gastronomy destination in Bandung.

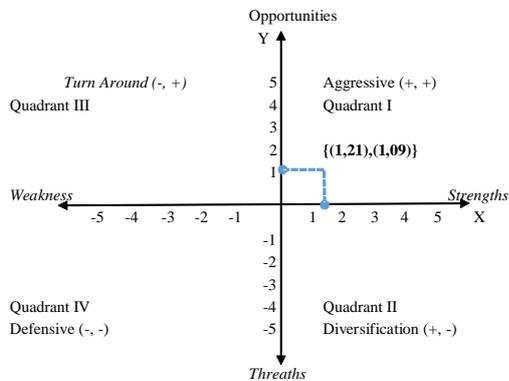


Fig. I. Diagram Positioning

Source: Data processed (2018)

Based on the positioning in figure I, it shows that Bandung Chinatown is in the first quadrant position, in which the strategy should be applied in these circumstances to support Growth Oriented Strategy. The Chinatown has the positive opportunity and strength, which can be an advantage of the existing opportunities.

SWOT Matrix Analysis

The SWOT matrix analysis has generated several alternative strategies as follows:

1. SO Strategy (Strengths, Opportunities)

SO strategy is created by utilizing the entire strength of the company in taking opportunities. Here are some strategies produced by SO:

- a. Optimizing the potential appeal of Chinatown (environment, culture, history, culinary products, and shopping), and the concept of halal food security in order to introduce Chinatown as a halal gastronomy tourism destination.
- b. Promoting the excellence of Chinatown through word of mouth, social media, and events.
- c. ST (Strengths, Threats)

ST strategy is created by utilizing the entire strength of the company in dealing with the existing threats. Here are some strategies that come from ST strategies:

- a. Improving the quality of taste, aroma, and presentation of the food, which should be proper with the price.
- b. Creating innovative products (including culinary, environmental, atmosphere of the place, events, and numerous souvenirs and clothing accessories) in order to avoid saturation of visitors.
- c. Make anticipation when the weather changes
- d. Coordinating with Department of Tourism and Culture and MUI to explore the potential of Chinatown and its cuisine with halal assurance. These parties also should work together to develop the Chinatown as a halal gastronomy destination in Bandung.

2. Strategy WO (Weakness, Opportunities)

WO strategies are made by exploring the existence of opportunities in overcoming the company shortage. Here are some strategies that resulted from WO strategies:

- a. Improving products and services quality properly and make it suitable with the price.
- b. Maximizing the facility with the existing land area.
- c. Promoting Online transportation and Bandros (a tourist bus) as accessibility facilitator toward the Chinatown.

3. WT Strategy (Weakness, Opportunities)
WT strategy is made by minimizing the company deficiencies and facing threats from the outside company. Here are some strategies that resulted from WT strategies:
 - a. Hold a standard evaluation of employees and products that suitable with the price, taste, presentation of food and beverage, and also service speed.
 - b. Working together with Department of Tourism and Culture and MUI in developing and promoting the Chinatown as one of the potential halal gastronomy and tourist destination.

Strategy Using QSPM (Qualitative Strategic Planning Matrix)

The next stage in the formulation of strategies is determining the best strategy by using QSPM. QSPM allows the company to evaluate alternative strategies objectively, based on internal and external success factors that have been identified previously. QSPM obtained from the calculation by multiplying the weight of each internal and external strategic factors in Chinatown with Attractiveness Score (AS). After doing that, the Total Attractiveness Score (TAS) can be obtained. The next step is calculating the total amount of TAS in each column of alternative strategy as the chosen strategy.

Based on the QSPM analysis results, it can be found the priorities of strategic alternatives are as follows:

1. Creating innovative products (culinary, environmental, events, and numerous souvenirs and clothing accessories) in order to avoid saturation visitors.
2. Work together with Department of Tourism and Culture and MUI to explore the potential of Chinatown in developing and promoting for the Chinatown as one of the potential halal gastronomy and tourist destination.
3. Improving the quality of taste, aroma, presentation, and service of the food and beverage.
4. Hold a standard evaluation of employees, the products, and service quality.
5. Optimizing the performance of Chinatown that includes Environment, Atmosphere, Culture, History, culinary products, shopping, and also the concept of halal food guarantee in order to introduce the Chinatown as a halal gastronomy tourism destination.
6. Promoting the excellence of Chinatown by utilizing word of mouth, social media, and events.
7. Maximizing the facility with the land area.
8. Make anticipation when the weather changes
9. Promoting Online transportation and Bandros (a tourist bus) as access facilitator to Chinatown.

V. CONCLUSION

After considering many things, we have gained 9 strategic alternatives for developing the Bandung Chinatown as a halal gastronomy tourism destination. However, the main first strategy is creating products innovation, including culinary

product, environmental, atmosphere, events, and numerous souvenirs and clothing accessories, in order to attract more visitors.

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