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PROCEEDINGS

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Development Strategy of Balinese Traditional Culinary as Form of Cultural Tourism

(Case at Hotels in Sanur Tourism Area, Bali, Indonesia)

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ABSTRACT — The result of the research is the eleven common strategy implemented in order to support the development of traditional Balinese culinary at the hotel in Sanur area is the market penetration strategies and product development strategy. The strength of internal environment strategies was the unique taste and aroma, product quality of Balinese traditional culinary. The weaknesses of internal environment strategies were the inconsistent flavor, and the small number of menu variation of Balinese traditional culinary. The strength of external environment strategies was the increase of special interest tours (culinary tour), large numbers of variations and types of Balinese traditional culinary. The weaknesses of external environment strategies were the threat of outside product, hygiene, and sanitation. The alternative strategies were formulated as follow: improve Balinese traditional culinary, maintain and improve the quality of Balinese traditional culinary, develop/open the traditional culinary stalls in hotel, improve and maintain the good image of Balinese traditional culinary quality, increasing the variation of Balinese traditional culinary in menu, implementing the quality control of Balinese traditional culinary, improve and maintain the consistency of culinary flavor, and to increase the offers of Balinese traditional culinary.

Keywords: Strategy, Balinese Traditional Culinary, SWOT.

I. INTRODUCTION

One of the tourist destination areas that are well known in Bali is Sanur, located on the southern island of Bali, exactly in the east of Denpasar City. Development of Sanur tourism industry has started since 1930. Sanur began to be known by the international community since a Belgian painter named AJ Le Mayuer come to Sanur in 1937 and began promoting Sanur through the work of his paintings. In subsequent developments, more and more tourists come to visit Sanur tourist destination areas. This stimulated the establishment various of facilities for tourists such as accommodation, food and drink, as well as craft sales.

In line with the development of the tourism industry and increased competition among tourist destination, local cultures becomes valuable as products and activities to attract tourists. Gastronomy (culinary), which is one of the local cultures, has an important role because the food could also be the center of tourist experience. Gastronomic tours arises from the desire of the tourists themselves who want to gain experience not only from the natural beauty, but also of traditional culinary products served. Some tourist destinations using gastronomy as a tourist puller and many use to promote gastronomic tourism. Gastronomic and tourism can support the agriculture services such as sightseeing, tour of the farm and taste the local food / traditional. Meanwhile agriculture can support the tourism industry in terms of supply of agricultural products to be sold to tourists and cultivation landscape as a tourist attraction.

When related with the Indonesian government's efforts are being intensively promote tourism, so the cultural wealth in the form of traditional Indonesian food that is very rich in variety can be an asset in the form of valuable tourist attraction. This is not a figment considering there are many countries that deliberately introduce its tourism through tourist attraction in the form of food into the particularities of the country concerned, such as Thailand and Malaysia or in Europe such as France, Italy, and others.

The Food as one aspect of the culture of a nation, can caractériser the nations identité. For exemple, *Pizza and Spaghetti* known as one of the Italian national identity. *Croissant and French Bugette* as one of the French national identity. *Hamburgers and Hot Dogs* as one of the American national identity, *Sushi and Tepanyaki* as one of Japan's national identity, curry is Indian national identity, *Lamb Kebab* identity of the Arabs, and others. How to Indonesia, which has the potential food was so great to be explored and subsequently appointed to the international arena.

Based on the cases to the above, the traditional culinary of Indonesia as one of the technologies of physical culture needed to strengthen the attractiveness and identity of this great nation, as well as some of the countries that explicitly have identity meal national who actively introduced to the world in order to strengthen the identity of his nation. Development aspects of technology, business in the field of food by introducing to the world, it can add economic value (exchange) and the national security and national dignity. The various types of traditional Indonesian food is very possible to be a host in the tourist destination of international good views and the composition of the gastronomical menu.

One of the traditional Indonesian food that is unique in terms of taste and the use of herbs is a Bali traditional culinary. Traditional Balinese culinary who literally has developed since the entry of Hinduism in Bali, has become a genuine Balinese food, not only for people, but also religiously reserved for gods according their beliefs. Food is typical of this kind is classified in the papyrus "Indik Maligia", which is very different from the food for Bali human, which are grouped in the papyrus "Dharma Caruban".

With the development of special interest tourism (culinary tourism) and progress today, especially in the repertoire of Bali frequented visit by foreign and domestic tourists to supplement and enrich the culture of Bali, perhaps to be presented with a menu of traditional Balinese culinary. They will enjoy treats with the type of processing, type of food, type of servicing and spices (base) and a very unique taste, so as to give satisfaction to the taste and needs of their gastronomical and become memories so that their goal all to Bali not only for its natural beauty, but also because of the culinary dazzling and diverse. However, the fact that there now is precisely traditional Balinese culinary is not so much served in the hotel and restaurant industry.

From interviews with some of the chef of hotel in Sanur area, yet many a varied menu of traditional Balinese culinary on offer in the tourism industry is not due to traditional Balinese culinary is not liked by guests, but more due to several factors such as the manufacturing process is too complicated and time-consuming, human resource capacity in making traditional Balinese culinary is still low, and the shelf life of traditional Balinese food is not be long. At least variations of traditional Balinese food offered in the hotel industry will certainly affect the use of raw materials such as raw materials local agricultural produce can not be optimally utilized due to more use of foodtuffs from outside Bali.

Observing the development of the number of tourist arrivals to Bali are likely to continue to rise and the growing culinary tourism, traditional Balinese food prospects as a menu for culinary tourism is still very large. It is therefore in the right business strategy in order to traditional Balinese food can be accepted by tourists. Strategic planning is the process of planning long term using environmental analyzes both external and internal environment. Through planning the right strategy, the company's goals will be achieved. Based on the above mentioned conditions, it is necessary to do research on the development strategy of traditional Balinese food at the hotel in Sanur.

The general objective of the research is to know the extent to which hotels in Sanur develop traditional Balinese food. While the specific objectives of this study are: (1) analyze the internal and external environment of traditional Balinese food, (2) formulate common strategies and alternative development strategies of traditional Balinese food in the hotel industry in the area of Sanur, Bali, Indonesia.

II. LITERATURE REVIEW

A. Strategy

Reference [4] state that the strategy is a comprehensive basic plan of an organizational action to achieve the goal. "Strategy is a tools to achieve the firm goals in relation to long-term goals, follow-up programs, and resource allocation priorities"[17].

Reference [18] defines "the strategy as procedures an organization to connect, to respond, integrate and take advantage of the surrounding environment. The strategy of a company will integrate with the mission, objectives and action plans so that if a strategy well-formulated will help the company in maximizing the use of available resources. Thus, the company is able to obtain a place in a more strategic position compared compared with the competitor position". In relation to the development efforts of Balinese traditional culinary, the role of marketing is the most decisive. Determining the right marketing strategy formulation will be able to give the maximum profit in the restaurant business.

Reference [23] define that strategy differentiated on two different perspectives, namely the perspective of what they want done by the organization (intend to do) and what is ultimately done by the organization (Eventually does). Based on the first perspective, the strategy can be defined as a program to determine and achieve of the organizational goals in implementing its mission. The meaning of this strategy is the manager plays the important of an active, conscious and rational in formulating organizational strategy. The second perspective, the strategy is defined as a pattern of response or the organization's response to its environment over time. In this definition every organization must have a strategy, although this strategy has never explicitly formulated. This view is applied for those managers who are reactive, meaning that respond and adapt to the environment passively.

So the strategy in this study is a unified and integrated comprehensive plan to achieve competitive advantage in achieving the goals embodied in the form of development programs. In this case the development of traditional Balinese food to be able to compete with food from other countries, at least be able to host their own area of Bali, especially in the Sanur area that is expected with the development of Balinese traditional culinary, all the potential of locally owned able to compete and thrive to improve the welfare of the people of Bali in general.

B. Product Development

Basically, product development is a conscious effort and a plan to improve product which is running or add to an existing type. According to [12] and [13] products have a comprehensive understanding namely all of things that are offered, owned, used, or consumed, so can to satisfy the desires and needs which includes physical, services, people, places, organizations and ideas. Meanwhile, new product development shaping the company's future. Replacement products to be created to maintain or build sales. Companies can add new products through acquisitions and / or new product development.

Product development is carried out by a company have various goals set by the company, among others, may affect the company's sales revenue and profit. [12] stated that the development of new products or product can provide two kinds of profit contribution. First, when developing the new products or products that are successfully received by consumers, the company earnings will increase. Second, if the new product development process is successful then the company will establish an organization that is more effective when it will carry out further product development process.

References [3] and [20] Menurut Buchari (2000:101) dan Sianipar & Entang (2001), goal of product development are: (1) to meet the wishes of consumers who have not been satisfied, (2) to increase sales turnover, (3) to win the competition, (4) to utilize the production resources, (5) to increase profits by useage the same material, (6) to utilize the material residues, (7) to prevent the consumers boredom, and (8) to simplify the product, the wrapping.

So, with the receipt of the product development process by consumers, the company will get two kinds of advantages of increased earnings due to increased sales revenue and the company will be more effective when it will carry out further product development process. From the definition and description above it can be concluded that the development of products is one factor that can increase sales. Development of the Balinese traditional culinary product is required in order to make Balinese traditional culinary as one of tourist attraction.

C. Marketing

Chartered Institute of Marketing in [15] a definition of marketing is as follows: "Marketing is the management function which organizes and directs all those business activities involved in assessing customer needs and converting customer purchasing power into effective demand for a specific product or service, and in moving that product or service to the final consumer or user so as achieve the target or other objective set by the company or other organization".

"Marketing is the study and management of the exchange process. It involves those things that the property will do to select a target market and stimulate or alter that market's demand for the property services. While marketing includes sales, it also includes a number of other elements: research, action strategies, advertising, publicity, and sales promotion, as well as a means to monitor the effectiveness of the marketing program" [1], [5],[8]. According [12], [13], [22] marketing is a social and managerial process that resulted in

individuals and groups obtain what they need and want through creating products and value, as well as the exchange of products and value that distinguishes it from the other party.

The conclusion from all the above opinion, which is that marketing is an activity undertaken by the organization's management is continuously and sustainably to plan, analyze, implement, monitor and assess the various activities designed to satisfy the needs and desires of customers as well as to achieving goals, or the satisfaction of the organization.

D. Traditional Culinary

Reference [10] and [11] traditional meaning as something that is hereditary and according to the tradition of an area or region, while food has a sense of something that is inserted through the mouth that serves to give nutrients to the body so that the sense of traditional culinary simply means as everything consumed by the people of a region for generations to meet the nutritional requirements for the body.

Reference [6] in Encyclopedia of Traditional culinary in Java and Madura Island provides an understanding of traditional culinary with cultural values, traditions and beliefs rooted in the local culture (local indigenous). Greatly affect food patterns tribes in Indonesia, including the selection of raw materials, the style and tradition of eating, eating habits and way of presentation. The traditional culinary of a region could be a mirror of civilization and culture of a region, will be presented as well as the right enjoyed by the local community as well

In connection with Balinese traditional culinary, the notion of food in the Balinese peoples cognitive include kosher concept and tasty. If they are faced to food constitutes the object or substance is presented as a meal, then criteria for kosher or not kosher, and good or bad is the main foundation to choice. From some of the Balinese traditional culinary can be defined as food that are processed and made by local people of Bali for generations by using a combination of local herbs (local term: *base*) which has a specific flavor and aroma that is has not by other regions.

With the development of traditional culinary, will provide an opportunity for local communities to be able to compete in the free market era, including Bali which is becoming a world tourism destination. Many tourists from various countries blend in Bali as a tourist destination that actually has a wide variety of traditional culinary. The diversity of Balinese traditional culinary very supportive to realize the Balinese traditional culinary as the host in the international tourist destination viewed from gastronomy as well as the composition of the menu.

III. RESEARCH METHODS

A. Research Location

This research was conducted in the Sanur area the hotel industry which has classification star-3, star-4, and the star-5. This location was chosen using purposive sampling method, namely the determination of the location of research done purposively (see: [9], [14], [16]).

B. Population and Sampling Method

The population or the whole object of observation in this study is the foreign tourists who stay in the hotel Sanur area and have been eat the Balinese traditional culinary, and the head of the kitchen (chef) who have knowledge or experience in connection with Balinese traditional food from each of the hotels in Sanur. Determination of the informan of chef using purposive method is based on the specific purpose and a specific consideration by researchers. Meanwhile determination of responden tourists use accidental method. According [19] and [21] accidental method is the method of sampling by accidental is anyone who happened to meet with investigators can be used as a sample, when viewed people who happen to encounter it suitable as a data source. The number of tourists as samples of respondent as many as 80 person who answered the internal factors, because they have never eaten a Balinese traditional culinary, so as to provide an assessment of the internal condition of Balinese traditional culinary. While informan who answered an external factor is the head of the kitchen (chef) of each of the hotels were 9 person, because they know the conditions outside environment.

C. Type and Sources of Data

Types of data collected is quantitative and qualitative data. Quantitative data is the number of hotels in Sanur tourism area, tabulation calculating of weights, rating, and scores of indicators of external and internal hotel industry in the Sanur area. Qualitative data is internal conditions into strengths and weaknesses, external conditions into opportunities and threats as well as a general overview of the research sites.

Sources of data are the primary source of data obtained primary data and secondary sources obtained secondary data. Primary data is data obtained directly from survey respondents consisting of travelers and hotel kitchens head. Data was collected through interviews and questionnaire aims to find out the opinion of respondents about the existence of Balinese traditional culinary as a dish served to tourists. Secondary data is data obtained from other sources, whether processed or not, which support research such as the number of hotels in Sanur, profile research area, and theories from various libraries used as a basis

D. Method of Data Collecting

Collecting data using several methods, namely observation, interviews, spread of questionnaires, and documentation of all activities related to the potential of Balinese traditional culinary served to tourists in hotels in Sanur area (see: [9],[14],[16]).

E. Identification of Variable and Indicator

Several variables were identified and analyzed further is the variable of the internal environment is presented in Table 1 and variable from the external environment are presented in Table 2.

TABLE I. VARIABLE AND INDICATOR OF INTERNAL ENVIRONMENT

No	Variabel	Indikator
1	<i>Product</i>	<i>Tangible:</i> Quality of food and drinks The diversity of the menu The composition menu Quality appliances and dining table arrangement <i>Intangible:</i> Comfort of the restaurant Image restaurant
2	<i>Price</i>	The level of selling price of menu (a la carte and table d'hote / packages) and the price of drinks.
3	<i>Promotion</i>	The intensity of promotional activities and advertising by the company Promotion intensity (upselling) by the staff of the restaurant waitress
4	<i>People</i>	Service quality Attitude and appearance of the restaurant employees. Restaurant employee competency

TABLE II. VARIABLE AND INDICATOR OF EXTERNAL ENVIRONMENT

No	Variabel	Indikator
1	<i>Competition</i>	The competitiveness of Balinese traditional culinary products compared with other foreign food products
2	<i>Politic, legislation and regulation</i>	Business regulation Government policy
3	<i>Technology</i>	The use of modern technology for the development of products and services restaurants The use of modern technology (media) in the marketing and processing of data of hotels and restaurants
4	<i>Societal and cultural environment</i>	Global development of food trend (food fashion) The development of models of production equipment, presentation equipment and services in restaurants

F. Method of Data Analysis

1) Analysis of Internal and External Matrix

Internal and external analysis in principle to combine the scores obtained from the Matrix of Internal Factor Analysis Strategy (IFAS) on the horizontal axis and matrix of External Factor Analysis Strategy (EFAS) on the vertical axis into the matrix of the internal-external (I-E) six quadrant. This analysis resulted in an object's position of research (Balinese traditional culinary) on one of the six quadrant matrix I-E, commonly called a common or main strategy. According to [4], the tools of strategy formulation matrix I-E summarizes and evaluates the main strengths and weaknesses in the functional areas of business, and also provide the basis for identifying and evaluating the relationship between these areas. Identify the strengths and weaknesses were obtained after a discussion of some chefs, among others; Mr. Mohamad Nasir, Mr. Komang Adi Arsana, Mr. I Gusti Bagus Wiridi, Mr. Reggi Kaihatu, Mr. Nyoman Tedun, Mr. Ida Bagus Alit, which have enough capacity to know the development strategy of traditional Balinese food.

2) SWOT Analysis

After analysis of the internal and external matrix (I-E matrix), then continued by SWOT analysis. SWOT analysis is a tool to recognize the situation, which if done correctly it will generate a strong foundation for the formulation a strategy [2]. According [17], SWOT analysis is also used as a tool to determine strengths,

weaknesses that affected the company's internal policies, opportunities and threats are influenced by external factors that can not be controlled by the company. Based on the SWOT matrix analysis [2] can be formulated various possible alternative development strategies of Balinese traditional culinary. The fourth formulation strategies are: Strategy of Strengths Opportunities (SO), Strategy of Strengths Threats (ST), strategy of Weaknesses Opportunities (WO), and strategy of Weaknesses and Threats (WT).

IV. RESULT OF RESEARCH AND DISCUSSION

A. Characteristics of Tourists Respondents

Characteristics of foreign tourists based on nationality shows that respondents composed of 11 nationality. Respondents of Japanese national, as the largest number of respondents was obtained 23 person or 28.75% of the total respondents. Position number of respondents subsequently occupied by Taiwan travelers 12 person (15%). Dutch respondents as many as 8 person (10%). Swedish and Italian respondents filled out a questionnaire with the same amount ie 7 respondents (8.75%). Position 5th with the number of respondent are 6 person with (7.5%) is a British tourists followed by respondents from Germany with the number 5 person (6.25%). Respondents from each country Denmark 4 person (5%), respondents are France and Australia respectively 3 person (3.75%), India 2 person (2.5%) (Table 3).

TABLE III. CHARACTERISTICS OF TOURISTS RESPONDENT BASED ON NATIONALITY

Nationality	Person	(%)
Japan	23	28.75
Taiwan	12	15.00
India	2	2.5
British	6	7.5
Denmark	4	5.0
Swedia	7	8.75
Dutch	8	10.00
France	3	3.75
German	5	6.25
Australia	3	3.75
Italy	7	8.75
Total	80	100

Opinion of tourists respondents who had eaten the Balinese traditional culinary, either at present visiting or previous periods visiting at the hotel in Sanur. On Table 4 it can be seen that 61 person or 76.25% of 80 person respondent who once eaten the Balinese traditional culinary said that the Balinese traditional culinary is very good. A total of 17 respondents (21.25%) declared good, the remaining amount of 2 person (2.5%) stated ugly and no respondents who expressed a very ugly

TABLE IV. OPINION OF TOURISTS RESPONDENTS ABOUT BALINESE TRADITIONAL CULINARY AT HOTELS IN THE SANUR AREA, BALI, INDONESIA

Opinion of Respondent	Person	(%)
Very good	61	76,25
Good	17	21,25
Ugly	2	2,5
Total	80	100

In this study also explored respondents' opinions about the development of Balinese traditional culinary is presented at the hotels. At Table 5 appears that about 72 people (92.5%) of respondents stated very agree and agree the Balinese traditional culinary to be developed to become specific products used as one of tourist attraction to Bali, and only 6 (7.5%) stated disagree and very disagree. This indicates that the Balinese traditional culinary are indeed eligible to be developed into a tourist attraction, because the Balinese traditional culinary is a creation of Balinese community cultural.

TABLE V. RESPONDENTS OPINIONS REGARDING DEVELOPMENT OF BALINESE TRADITIONAL CULINARY AT HOTEL IN SANUR AREA, BALI, INDONESIA

Opinion of Respondent	Person	(%)
Very Agree	26	32,5
Agree	48	60
Disagree	4	5
Very disagree	2	2,5
Total	80	100

B. Factors of Internal and External Environments of Balinese Traditional Culinary

Based on the results of interviews with 80 respondents of foreign tourists, and focused discussion with 9 respondents of head kitchen (chef) of hotels in the Sanur tourist area on environmental factors of internal and external about development of Balinese traditional culinary, the results are as follows.

1) Factors of Internal Strength

- a) Structuring the Balinese traditional culinary served
- b) The product quality of the Balinese traditional culinary
- c) The uniqueness of taste and aroma
- d) The composition of Balinese traditional culinary
- e) Correspondence between the costs incurred with satisfaction
- f) Appearance, attitude and friendliness of the restaurant staff serving the Balinese traditional culinary

2) Factors of Internal Weakness

- a) A little of menu selection variation of Balinese traditional culinary
- b) Taste of inconsistent
- c) The unavailability of the special restaurant of Balinese traditional culinary inside the hotel

3) Factors of External Opportunity

- a) Appeal the government to introduce more traditional Balinese food to tourists
- b) The small of the business competition in serving the balinese food for tourists in the Sanur area
- c) The use of modern technology for the development of Balinese traditional culinary and it services
- d) The development of special interest tourism (culinary tourism)
- e) The number and variety of Balinese traditional food

4) Factors of External Threat

- a) Food products from other countries / regions
- b) Hygiene and Sanitation.

C. Evaluation Result of Internal and External Environment

1) Evaluation Result of Internal Environment

Weighting is done by using the paired comparisons method toward the factors of strength and weaknesses. Rating of strengths and weaknesses derived from the average rating selected by 80 respondents to the internal factors. Internal factor scores derived from multiplying the weight and rating strength and weaknesses as presented in Table 6.

TABLE VI. WEIGHTS, RATINGS, AND SCORES OF INTERNAL FACTORS OF BALINESE TRADITIONAL CULINARY AT HOTEL IN SANUR AREA, BALI, INDONESIA

No	Strength	Weight	Rating	Score
A	Structuring the Balinese traditional culinary served	0.08	3	0.24
B	The product quality of the Balinese traditional culinary	0.12	3	0.36
C	The uniqueness of taste and aroma	0.14	4	0.56
D	The composition of Balinese traditional culinary	0.05	2	0.1
E	Correspondence between the costs incurred with satisfaction	0.06	3	0.18
F	Appearance, attitude and friendliness of the restaurant staff serving the Balinese traditional culinary	0.05	3	0.15
	Weaknesses			
A	A little of menu selection variation of Balinese traditional culinary	0.15	3	0.45
B	Taste of inconsistent	0.23	3	0.69
C	The unavailability of the special restaurant of Balinese traditional culinary inside the hotel	0.12	2	0.24
	Total	1.00		2.97

Based on Table 6, then the total score of the internal factors is 2.97. This figure shows the strong category because it is above the average of 2.50 [4]. This shows that the internal position of the development strategy of Balinese traditional culinary is said to be strong, so as to utilize the factors of existing strengths to overcome weaknesses factors.

2) Evaluation Result of External Environment

Weighting is done by using the paired comparisons method toward external factors are the opportunity and threat. Rating opportunity and threat derived from the average rating selected by the 9 respondents for external factors. External factor scores derived from multiplying the weight by the rating opportunity and threat in the development of Balinese traditional culinary. More results as shown in Table 7.

TABLE VII. WEIGHTS, RATINGS, AND SCORES OF EXTERNAL FACTORS OF THE DEVELOPMENT OF BALINESE TRADITIONAL CULINARY AT HOTELS IN SANUR AREA, BALI, INDONESIA

No	Opportunity	Weight	Rating	Score
A	Appeal the government to introduce more traditional Balinese food to tourists	0.11	3	0.33
B	The small of the business competition in serving the balinese food for tourists in the Sanur area	0.05	2	0.1
C	The use of modern technology for the development of Balinese traditional culinary and it services	0.08	2	0.16
D	The development of special interest tourism (culinary tourism)	0.14	3	0.42
E	The number and variety of Balinese traditional culinary	0.12	3	0.36
	Threat			
A	Food products from other countries / regions	0.33	3	0.99
B	Hygiene and Sanitation	0.17	2	0.34
	Total	1.00		2.70

Total score of external factors amounted to 2.70. According [4], the total score of external factors category strong because above the average of 2.50. It shows that external factors were able to utilize the opportunity and avoid threats.

D. Development Strategy of Balinese Traditional Culinary at Hotels in Sanur Area

1) Main Strategy

The main strategy of this research was to determine the position and direction of development of Balinese traditional culinary at the hotel in Sanur area, held an analysis of the internal-external matrix by using two dimensions, namely the total score of internal environmental factors and total score external environmental factors. Based on analysis of strategic factors of internal and external obtained total score of 2.97 for internal environmental factor that is above the average value of 2.50, which means the position of internal is strong. Meanwhile total score of external factors is 2.70 is above the average value of 2.50 which means that the position of external factor is strong. Figure 1 shows the position matrix of Balinese traditional culinary at the hotel in Sanur area.

Internal-external matrix in Figure 1 shows the position of Balinese traditional food at the hotel in Sanur area is in cell V. Therefore, based on the theory [4], the strategy that should be implemented by the hotel in Sanur area in an effort to develop Balinese traditional culinary is "Hold and Maintain Strategy" or the strategy of "Keep and Maintain" consisting of market penetration strategies and product development strategy. Market penetration strategy, namely the efforts to increase market share or market share a product or service that is already on the market through a more vigorous marketing efforts [4]. The next strategy is product development strategy. Product development strategy is one way in improving the quality of service by improving the quality of products, modify the products or services that exist now or add new types of products. Product development strategies undertaken to improve competitiveness.

Total Value of Average Weighted of IFAS

		Strength (3,0 – 4,0) 4,0	Moderate (2,0 – 2,99) 3,0	Weak (1,0 – 1,99) 2,0	1,0
Total Value of Average Weighted of EFAS	High (3,0 – 4,0) 3,0	I	2,97 II	III	
	Intermediate (2,0 – 2,99) 2,0	2,70 IV	(2,97:2,70) V	VI	
	Low (1,0 – 1,99) 1,0	VII	VIII	IX	

Figure 1. Matrix of Internal-Exsternal
(or Matrix of position of Balinese traditional culinary
at the hotel in Sanur Area, Bali, Indonesia)

2) *Alternative Strategy and Program*

Formulate the alternative strategy using SWOT analysis obtained four kinds of strategies as shown in Table 8. This matrix is useful to describe clearly the strengths and weaknesses of the adapted to the opportunity and threats faced in developing the Balinese traditional culinary at the hotel in Sanur area.

3) *Strength-Opportunity Strategy (SO-Strategy)*

SO-strategy is strategy that use strengths to take advantage of existing opportunity consist of:

a) *Increase promotion of Balinese traditional culinary*

- Promotion of Balinese traditional culinary can be done through:
- Advertising. Advertising function is to give good information to the market about the products they sell and to influence consumers to be interested. Advertising can be placed on mass media such as television, newspapers, magazines, or through the internet by utilizing digital technology cooperation through the website.
- Personal selling. In personal selling interactions occur directly with each other face to face between the buyer and seller community committed by both sides, is an individual and two-way, so that the seller can immediately get respond as feedback on the wishes and preferences of buyers, delivery of news or conversation is very flexible because it can adjust to existing conditions. In the restaurant waiter can increase sales through relationships with guests. Waiters can provide advice, remind and help the consumer to make his choice.

TABLE VIII. SWOT MATRIX OF DEVELOPMENT STRATEGY OF BALINESE TRADITIONAL CULINARY AT HOTELS IN SANUR AREA, BALI, INDONESIA

Internal Factors	Strength (S): 1. Structuring the Balinese traditional culinary served 2. The product quality of the Balinese traditional culinary 3. The uniqueness of taste and aroma 4. The composition of Balinese traditional culinary 5. Correspondence between the costs incurred with satisfaction 6. Appearance, attitude and friendliness of the restaurant staff serving the Balinese traditional culinary	Weaknesses (W): 1. A little of menu selection variation of Balinese traditional culinary 2. Sense of inconsistent 3. The unavailability of the special restaurant of Balinese traditional culinary inside the hotel
External Factors	SO-Strategy: 1. Increase promotion of Balinese traditional (S2,S3,O1,O2,O4) 2. Maintain and even increase the quality of Balinese traditional culinary (S2,S3,O3)	WO-Strategy: 1. Increase the diversity of Balinese traditional culinary on the menu (W1,O1,O4,O5) 2. Implement quality control of Balinese traditional culinary products (W2,O3)
Threats (T): 1. Food products from other countries / regions 2. Hygiene and Sanitation	ST-Strategy: 1. Develop / open outlets of Balinese traditional culinary in hotels (S2,S3,S4,T1) 2. Improve and maintain the image quality of product and safety of Balinese traditional culinary (S1,S2,T2)	WT-Strategy: 1. Improve and Maintain the taste consistency of Balinese traditional culinary (W2,T1) 2. Increase the product offering of Balinese traditional food (W1,T1)

Information:

- 1) SO Strategy (Strength-Opportunity Strategy) is a strategy use all the strength to exploit opportunity..
- 2) ST Strategy (Strengths Threats Strategy) is strategy use the strength to overcome the threat.
- 3) WO Strategy (Weakness-Opportunity Strategy) is strategy use the opportunity and minimize weakness.
- 4) WT Strategy (Weaknesses-Threats Strategy) is a strategy to minimize weaknesses and avoid threats.

b) *Maintain and even increase the quality of Balinese traditional culinary*

This strategy can be implemented through the program include:

- The use of quality materials. The quality of materials used is very influential on the resulting food products. To produce food with good-quality food should used be materials of good quality as well.
- Utilization of modern technology in the selection of the cooking appliance and the selection of cooking methods that propper and correct. The quality of the food produced not only from the raw materials used, but also the use of tools and selection methods and tools proper cooking is very influential on the outcome of the food was made. If the equipment used to make the food appropriate and functioning properly, as well as the processing method used in accordance with the character of foodtuffs, will produce a good quality product

4) *Strength-Threats Strategy (ST-Strategy)*

ST-strategy is strategy use the strength to overcome the threath, consist od:

a) *Develop / open outlets of Balinese traditional culinary in hotels*

- This strategy can be done through the program include:
- Opening special outlets for Balinese traditional culinary, so the guests know where Balinese traditional culinary in the hotel.
- Offer different types of Balinese traditional culinary products in accordance with international gastronomy.

b) *Improve and maintain the image quality of product and safety of Balinese traditional culinary*

Image toward product quality and safety of Balinese traditional culinary can be improved through programs such as:

- Improving the quality of health and hygiene of Balinese traditional culinary products. In the culinary world, food hygiene and health problems is a very important thing to note in addition to processing method. The food was clean and healthy can minimize the occurrence of food poisoning for those who eat it. If this happens of course could lead to a negative thing for tourists to Balinese traditional culinary.
- Cooperation with other tourism players in providing clear information on the Balinese traditional culinary to tourists. Information on Balinese traditional culinary is very important to be known by tourists, so is not to cause different perceptions of Balinese food itself. Many tourists think that all the Balinese traditional culinary is food that has a spicy flavor. In addition to taste spicy, that the Balinese traditional food is synonymous with pork, though not all Balinese traditional culinary was spicy and made from pork.

5) *Weakness-Opportunity Strategy (WO-Strategy)*

WO strategies based on the use of the opportunities to overcome weaknesses, consisting of:

a) *Increase the diversity of Balinese traditional culinary on the menu*

This strategy can be implemented through the program include:

- Lifting and introducing traditional culinary of Bali there.
- The potential of different kinds of Balinese traditional culinary in each district in Bali can be explored and collected to then be selected in accordance with the international gastronomy.
- Modifying products that already exist to improve the appearance, improving Balinese traditional culinary products or create new Balinese food menu does not eliminate the spicy character of Balinese traditional culinary itself.

b) *Implement quality control of Balinese traditional culinary products*

This strategy can be implemented by way of, among others:

- Use of the standard purchasing of materials (Standard Purchase Specification).
- To produce quality food, raw materials and ingredients used must also be qualified. The quality of the raw material can be monitored through the Standard Purchase Specification) that has been set by management in this regard is the head of the kitchen (Chef).
- Use of raw food recipes (standard Recipe)
- Recipes plays a very important for a cook. The existence of standard recipes that will help produce food of the same quality.

6) *Weakness-Threats Strategy (WT-Strategy)*

This strategy is based on activities defensive and is intended to minimize weakness and avoid threats, namely:

a) *Improve and Maintain the taste consistency of Balinese traditional culinary*

This strategy can be done through programs such as:

- Make a standard recipe of Balinese traditional culinary
- The flavors were inconsistent mainly due to the absence of a standard in the manufacture of Balinese traditional culinary so that there are differences in the use of materials and processing methods of each cook either in the hotel itself or between one hotel to another hotel. With the existence of a standardization in the Balinese traditional culinary is expected can overcome the different taste qualities.
- Improve of the Human Resources Quality
- Training is one way that can be done to improve the quality of human resources. Companies need to provide training in Balinese traditional culinary to cook. Training of Balinese traditional culinary is expected to produce Balinese traditional culinary cooks more professional so it will be able to improve the quality of products produced.

b) *Increase the product offering of Balinese traditional food*

This strategy can be done through programs such as:

- Carry out routine of sales activities of Balinese traditional culinary in the form of *buffet dinner*.
- Offers Balinese traditional culinary in buffet form would be helpful tourism to know more about the traditional culinary products of Bali there for the presentation in the form of buffet provides the option of more food to tourists.
- Cooking class.
- Implementation of the cooking class is helpful to promote Balinese traditional food directly to tourists due to the program mentioned tourists may be directly involved in preparing and making Balinese traditional culinary so that they can be more recognize and fond of Balinese traditional culinary.

V. CONCLUSION AND RECOMMENDATION

A. Conclusion

1. The internal environment in the form of strength factors of development of Balinese traditional culinary at the hotel in Sanur area, namely: the unique taste and aroma, the product quality, the arrangement of Balinese traditional culinary is served, the conformity between the costs incurred with satisfaction, the composition of Balinese traditional culinary, appearance, attitude and friendliness of the restaurant staff who serving the Balinese traditional culinary. Meanwhile, the weakness factors namely: a sense inconsistent, a little variation of menu selection of Balinese traditional culinary, and the unavailability of specialty restaurant of Balinese traditional culinary inside the hotel. The external environment in the form of development opportunities the Balinese traditional culinary namely: the development of special interest tourism (culinary), many variations and types of Balinese traditional culinary, the government's call to introduce more Balinese traditional culinary to tourists, the use of modern technology to the development of Balinese traditional culinary products and its development, and little competition in the catering business serving of Balinese traditional culinary for tourists in the Sanur area. While the threat factors, namely: food products from the region / other State and hygiene & sanitation.
2. The main strategy relevant implemented in order to support the development of Balinese traditional culinary at the hotel in Sanur area is the market penetration strategy and product development strategy.
3. The relevant alternative strategies to be implemented in the development of Balinese traditional food, namely: SO-strategy is to increase the promotion of traditional Balinese food, maintain and improve the quality of Balinese traditional culinary products. ST-strategy is developing/open outlets of Balinese traditional culinary in the hotel, improve and maintain the image quality of Balinese traditional culinary products. WO-strategy is to increase the diversity of Balinese traditional culinary on the menu, carry out quality control of Balinese traditional culinary products. WT-strategy is to improve and maintain consistency in taste of Balinese traditional culinary, improving the product offering of Balinese traditional culinary.

B. Recommendation

1. The hotels owner or manager in the Sanur area to continue to serve and develop the potential of Balinese traditional culinary, because it not only as the fulfillment of basic human needs, but also the unique value of flavors, aromas, and the quality of which is owned, Balinese traditional culinary serves as a tourist attraction which could attract tourists to come to visit Bali.
2. The hotels businesses in the Sanur area in developing of Balinese traditional culinary should implement the alternative strategies, namely: increasing the promotion of Balinese traditional culinary and increase the diversity of Balinese traditional culinary on the menu, to increase the product offering of Balinese traditional culinary, develop / opening food outlets Balinese traditional culinary in the hotel, so guests can determine the presence and product advantages of Balinese traditional culinary.
3. The Government via the Ministry of Tourism is expected to play an active role promoting the Balinese traditional culinary at various exhibitions in domestic and abroad.
4. It should be further research involving Balinese traditional culinary involve namely the marketing strategies in the Sanur area.

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