



# The business strategy of “Laksa” culinary tourism in Tangerang, Indonesia

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## Abstract

Laksa Tangerang is one of Tangerang's culinary specialties and has the potential to be developed as one of the culinary tourism products in Tangerang considering that the tourism sector is one of the sector contributors of foreign exchange which is quite a large provider for regional and national development. This study aims to develop marketing strategies in an effort to develop Laksa Tangerang culinary tourism so that it can improve the quality and quantity of traditional culinary entrepreneurs in the city of Tangerang. By using primary data obtained from interviews and observations on culinary entrepreneurs and artisans, as well as secondary data from related institutions an IF / EF analysis and SWOT analysis were undertaken. Destination marketers face a new need to perfect and link their culinary experience branding and marketing strategies so as to capture great tourism market share. This means that non-traditional tourist destinations such as Tangerang, must make some effort to to brand and market themselves so as to get a sustained tourist in-flow. The results of the study are expected to be made into recommendations in the development of culinary tourism in Tangerang as an effort to empower traditional culinary entrepreneurs.

**Keywords:** Laksa, culinary tourism, business strategy, marketing, Tangerang.

## Introduction

Tourism is one of the activities that are needed by almost all people who desire a break from their mundane daily existence. Besides that, the tourism sector is also one of the development sectors that has an economic multiplier effect for regional governments through increasing Local Revenue (PAD) and the community economy through expanding employment opportunities and increasing income levels. In Indonesia, the tourism sector is a significant contributor to foreign exchange for Indonesia. Overall, the tourism sector contributed being number 5 in value in 2008, and number 4 in 2009 and again number 5 in 2010. When viewed



from the non-oil sector contribution, the tourism sector ranks 2 and 3 (Untari, 2017; Dewi, 2011).

Along with global change, Indonesia's tourism paradigm has shown significant changes. In the past, the spectrum of tourism development has been more oriented to only a few important regions, while seen from the trend of changing global markets that prioritize local resources as tourism destinations (Untari & Satria, 2019). In connection with the tourism trend, the development of culinary tourism can be developed as one of the tourism products, where food from the perspective of localization becomes a thought of product and it can improve the economy of the community as food raw material farmers, food craftsmen, and food diversification programs may be supported.

Tourism and food is an ideal duet, when the excesses of tourism activities always require food, according to the nature of humans or tourists who cannot stop consuming. Culinary tourism places food as both a subject and as a medium, as a destination and as a tool for tourism development (Virna, 2007).

Tangerang City is a city located in Banten Province, Indonesia, just west of the city of Jakarta, and is surrounded by Tangerang Regency in the north and west. Tangerang is the largest city in Banten Province and the third largest in the Jabotabek urban area after Jakarta. Related to tourism development, Tangerang has a lot of tourism potential that can be developed, one of which is culinary tourism. One of Tangerang's special culinary products is laksa, where laksa is the result of cultural acculturation between Chinese culture and northern Betawi. (Untari, 2019).

All culinary tourism potential, especially laksa products owned by the city of Tangerang require a good management so that it can provide benefits. One management that needs attention is marketing. Laksa (rice noodle in coconut milk soup) has been consumed in Tangerang society on a daily basis for many years. It is usually eaten for breakfast, but one can eat it anytime due to there many food vendors in Tangerang city. Laksa is a type of noodle soup originally emanating from Peranakan culture, and it spread from Thailand into Indonesia and mainly to Jakarta.

Because the cuisine was an aftermath (or a side effect) of the Silk Road, many believe there are several contributing factors to the origins of the dish's name. R. J. Wilkinson's 1901 dictionary, *A Malay-English Dictionary* claims that the word means ten-thousand in Sanskrit. In the Persian language, it is a type of vermicelli and if one adds a 'H' to spell Laksha, it would mean 'slippery' - another term for noodles. Curiously, other countries that were connected via the Silk Road also have similar sounding words for their noodles. Here are some Lapsha (Russia), Laghman (Uyghur), Lokshen (Israel), Laghman (Ughyur), Lokshen (Israel), Lakhchak (Afghanistan), Lakštiniai (Lithuania), Lokshina (Ukraine), and yes, Lasagne (Italy). The Laksa could have also gotten its name due to the large number of ingredients used to make it. Anyone who has attempted to cook a bowl of Laksa would know (Salikah, 2019).

Based on the description above where it has been mentioned that in general, the tourism sector is a strategic sector, on the other hand it is also known that the city of Tangerang is rich in tourism potential as well as the potential for culinary development, both as supporting tourism activities and products that have their own tourist attraction potential. It is necessary to have a comprehensive, integrated and continuous handler, therefore it is necessary to study a marketing strategy of laksa as a culinary tourism product in the city of Tangerang. This can then be used as a reference in developing culinary tourism in the city of Tangerang.



## Literature Review

### History of Laksa

Laksa in Indonesia is a culinary dish acculturation between Chinese food and local local food. A portion of laksa consists of vermicelli with diamond, bean sprouts, tofu, and thick coconut milk sauce added. Sidharta (2008) cited by Sari (2017) said that, "Chinese seamen who came to the archipelago did not invite their wives. Therefore the seamen eventually married local women. As a result of the marriage there was a mixture of Chinese cooking culture with local ingredients such as the use of chilli peppers so that the ideals of the taste of the cooking became more spicy and and coconut milk was added, so that eventually it was created and called laksa".

There is no literature that says where the true word laksa comes from. One theory says that the word laksa comes from China, namely from the Cantonese liet'sa which means seasoned sand. This is because when laksa sauce is mixed with ebi powder it has a texture like coarse grains of sand. Another theory states that laksa comes from the Indian language lakshah which means vermicelli (Winarno, 2013).

The type of laksa is dependent on the soup base used in its recipe; it can be either rich and savoury coconut milk, fresh and sour asam (tamarind, gelugur or kokum), or a combination of these. There are three fundamental types of laksa, namely asam laksa, curry laksa, and then there is a variant that can be considered to be as either a curry or asam laksa (Indriani, 2012). Curry laksa is generally a coconut milk curry soup with noodles, while asam laksa is a sour, most regularly tamarind-based, soup with some noodles. Thick rice noodles which are also called laksa noodles are commonly used, although thin rice vermicelli are also used (Hegarty, 2017). Laksa is indeed known as the pride food of Malaysia. In the neighboring country, laksa is divided into two variants, namely fat laksa which is laksa with coconut milk sauce, and laksa with gravy from fish broth. In Indonesia, laksa can be found in areas with thick Malaysian culture, such as Riau, Bangka, and Belitung. However, Laksa can also be found in Jakarta, Tangerang and Bogor (Winarno, 2013).

### Methodology

A descriptive research study was undertaken According to Sugiyono (2011), descriptive research is research conducted to find out the value of an independent variable, either one or more variables (independent) without making comparisons or connecting with other variables. In this study, it does not lead to any hypothesis testing but rather has a perspective on the phenomenon of corporate strategy and the data collected in this study by describing strategic management to meet corporate objectives viewed from both the internal and external environments without emphasizing numbers.

This research was conducted in Tangerang City and was related to the development of laksa culinary as a culinary tourism product. The basic consideration in choosing Tangerang laksa as the focus of research is 1). Laksa Tangerang is one of Tangerang's culinary specialties, 2). It is a less familiar speciality and so the idea is to make Tangerang laksa more known.

### Data collection technique

Data collection according to Hasan (2002) is a recording of events or things or information or characteristics of some or all elements of the population that will support or support research. Data collection is a systematic and standard procedure for obtaining the required data (Nazir, 2003). The data collection methods used in this study can be divided into 2 (two) activities, namely; primary survey and secondary survey data.



Primary data was data obtained from the primary survey, which was conducting a study of existing problems by directly observing existing conditions so that conditions can be identified in the study area. The types of data obtained through primary surveys in the study area were laksa as supporting tourism activities in Tangerang. To obtain primary data, several data collection techniques were carried out, namely observations, interviews and questionnaires .

Observation included the activity of loading attention to an object by using all the senses (Arikunto, 2002). The method of observation was done by directly observing the object of study to get accurate information about the existing conditions of the research object. This method was used to obtain data and information, namely by making observations directly in the field and aligning information obtained from secondary surveys with conditions in the field.

The interview technique was data collection by asking questions directly to the respondent, on the part of the interviewer, where the respondents' answers were recorded (Hasan, 2002). The interview was conducted using a structured interview technique, which is an interview technique where the interviewer uses (prepares) a list of questions or questionnaire as a guide when conducting interviews (Husain, 2008). In this study structured interviews and unstructured interviews were conducted. Structured interviews were used asking questions that have been structured to the parties concerned, while unstructured interviews were the respondents giving free information without being bound by questions and respondents were encouraged to detail or clarify their answers.

The questions asked about the problem of laksa development as a supporter of tourism activities in Tangerang, so that it can support the completeness and accuracy of the data especially regarding tourism profiles, development plans and issues related to tourism development. Data collection by the interview method were addressed to various agencies, academics as well as some tourism entrepreneurs.

Questionnaire distribution was one of the data collection techniques that was carried out in this study. Dissemination of the questionnaire iwas the core of the research of all data collection techniques to be carried out, where the results of the distribution of the questionnaire were deemed to be useful. This served as a basis for making analysis, in addition to the results of other data collection techniques. In this study entrepreneurs and culinary craftsmen laksa were used as an observation unit and determined as an analysis unit of the company that is a very influential decision maker in the company itself, including those related to Human Resources, Finance, Production, and Marketing.

For weighting, the input data from the questionnaire results for weighting was used. From the questionnaire a value was obtained from the average given by the respondent for each key success factor. After getting the value, then to get the weight, the division was made between the total value and the value of each factor, namely external and internal. For key success factors, namely by identifying the key factors of variables from internal factors, both strengths and weaknesses and external factors, namely opportunities and threats that are indicators of company conditions and formulating into alternative strategies were used.

Table 1 identifies the operational variables used in data processing.

**Table 1.** Operational variables

<b>Concept</b>	<b>Variables</b>	<b>Indicator</b>	<b>Items</b>
Matrix Internal - External (Matrix Posisi Strategis dan	Internal Factors	Strengths / Weaknesses	Financial aspect - Capital source - Business Capital Management - Business Capital Management - Management Production aspects - Raw material - processing



Evaluasi Tindakan)			<ul style="list-style-type: none"> <li>- Storage of raw materials</li> <li>- Storage of finished materials</li> </ul>
			HR aspects <ul style="list-style-type: none"> <li>- quantity</li> <li>- quality</li> </ul>
			Marketing aspects <ul style="list-style-type: none"> <li>- product</li> <li>- price</li> <li>- Network marketing</li> <li>- Promotion</li> </ul>
	External Factors	Threats / Opportunities	Market aspects <ul style="list-style-type: none"> <li>- market growth</li> <li>- competition</li> </ul>
			Government support aspects <ul style="list-style-type: none"> <li>- Development funding assistance</li> <li>- Training and assistance</li> <li>- Policies related to tourism and culinary development</li> </ul>
		Support aspects of non-governmental organizations <ul style="list-style-type: none"> <li>- Development funding assistance</li> <li>- Training and assistance</li> </ul>	
		Academic support aspects <ul style="list-style-type: none"> <li>- Training and accompaniment</li> <li>- Publication related to problems in tourism and culinary development</li> </ul>	

Resources: Research report, 2018

FGD is a qualitative method. The aim is to obtain in-depth information on concepts, perceptions and ideas for an FGD group directed to be more than an answer interaction to questions posed. The FGD was conducted to reduce the types of culinary items and to narrow it to several types of Betawi culinary which became a priority for the further development process.

The secondary survey is a literature study of books relating to the subject matter raised in the study as well as an explanation of the methods used in the study. Searching for data through agencies related to organizing tourism activities in Tangerang. The data that was needed concerns tourism data in Tangerang, the condition of attractions, and culinary developments in Laksa.

Input Stage: this stage is the first stage to summarize the results of the identification of factors both internal and external factors that occur at IHT as important inputs needed for strategy formulation. In its implementation this stage uses quantitative matrices that explain external and internal factors, so that the development and evaluation of alternative strategies becomes more effective. The matrices are IFE (Internal Factor Evaluation) Matrix and EFE (External Factor Evaluation) Matrix.

The IFE matrix is used to determine internal factors that influence the development of culinary ecotourism and is related to the strengths and weaknesses that are considered the most dominant in the selection of strategies. Data and information on the company's internal aspects can be extracted from several functional companies, for example from aspects of marketing, finance, operations, organization and human resources. The method of calculation are:

- Number = total of 4 respondents' answers, etc.
- Weight = total / total number of IFE, etc.
- Rating = number / number of respondents, etc.
- Score = weight \* Rating, etc.

The EFE matrix is used to evaluate external factors in the development of culinary ecotourism. External data is collected to analyze matters relating to political, economic, social, competitor



and consumer / customer issues, this is important because external factors directly or indirectly affect the company.

The method of calculation are:

Number = total of 4 respondents' answers, etc.

Weight = total / total number of EFE, etc.

Rating = number / number of respondents, etc.

Score = weight \* Rating, etc.

Matching Stage: this stage adjusts internal resources to external conditions and develops appropriate strategic alternatives. Strategy development is carried out using SWOT Matrix. The analytical tool used is SWOT (Strength, Weakness, Opportunities, Threat).

In the tourism sector, SWOT analysis is useful for formulating directions and strategies in developing culinary ecotourism. SWOT analysis as a means of identifying various factors systematically to formulate a strategy based on logic that can maximize potential and opportunity but simultaneously, can minimize weaknesses and threats so that it will provide output in the form of targets or treatments to achieve the desired goals (Santosa & Tjiptono, 2002).

## Result and Discussion

This strategy formulation tool summarizes and evaluates key strengths and weaknesses in functional areas of the business, and also becomes the basis for identifying and evaluating relationships between those areas. Intuitive assessment is used in the development of the Internal Factor Evaluation Matrix so that its scientific appearance should not be interpreted as proof that this technique is truly without gaps.

Internal Factor Evaluation Matrix: The development of laksa as a culinary tourism product can be illustrated in tables 3.1 and 3.2 along with an analysis of each of the factors, as shown in table 2.

**Table 2.** IFA Summary Matrix

No	Key factors	Weight	Rank	Total Score
<b>Strengths</b>				
1	Availability of raw materials	0,10	4	0,4
2	Financial Management	0,04	2	0,08
3	Production process	0,25	3	0,75
4	Price	0,06	2	0,12
5	Cleanliness	0,05	2	0,1
6	Speed of service	0,10	3	0,3
<b>Sub Total</b>		0,60		1,75
<b>Weaknesses</b>				
	Place of business	0,025	1	0,025
	Standardization of production	0,025	2	0,5
	Availability of competent HR	0,05	3	0,15
	Promotion as information media	0,10	4	0,4
	Capital availability	0,20	4	0,8
<b>Sub Total</b>		0,40		1,875
<b>Total</b>		1,00		3,625

Resource: Processed data, 2018

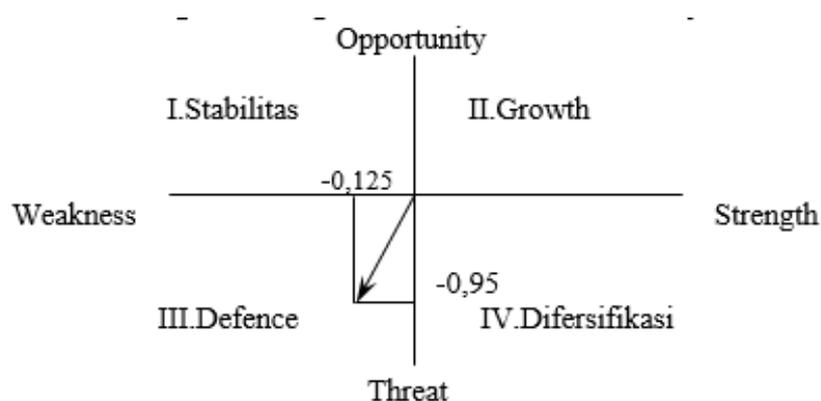
Based on the results of the analysis in Table 1 shows that IFAS strength factor has a total score of 1.75 while weakness has a score of 1.875. As in IFAS only EFAS external strategy factors are also identified, the results of which are set out in table 3 below.

**Table 3.** EFA Summary Matrix

No	Key Factors	Weight	Rank	Total Score
<b>Opportunities</b>				
1	The development of tourism globally is quite good	0,07	2	0,14
2	The demand for traditional culinary, especially laksa, continues to grow	0,33	3	0,99
3	Attention from the government	0,15	3	0,45
4	Amount of management training assistance	0,10	2	0,20
Sub total		0,65		1,78
<b>Threats</b>				
1	Incriminating tax	0,10	1	0,10
2	Lack of financial assistance	0,05	3	0,15
3	Regulations in the establishment of businesses	0,05	2	0,10
4	Tangerang City Tours are less popular	0,15	4	0,60
Sub Total		0,35		0,95
Total		1,00		2,730

Resource : Processed data, 2018

While the results of the analysis in table 2 shows that the EFAS opportunity factor has a total score of 1.78, the threat has a score of 2.730. Then the difference between the value of weakness and strength is - 0.125 while the difference between opportunity and threat is - 0.95. From the results of the identification of these factors, it can be described in figure 1 as below:



**Figure 1.** Diagram Cartisius of SWOT Analysis Opportunity  
 Resource : Processed datas, 2018

From the IFAS and EFAS matrix analysis in tables 1 and 2, a SWOT matrix is also prepared to analyze the alternative formulation of strategies namely SO, WO, ST and WT in table 4

**Table 4.** Strategic Alternatives

<b>SO</b> - Looking for alternative raw materials. - Innovate and diversify products.	<b>WO</b> - Increase promotion. - Improve service quality. - Collaborating with government, academics and business people to improve competency in human resources.
<b>ST</b> - Strengthening the source of local raw materials. - Many collaborate with fellow SMEs.	<b>WT</b> - In collaboration with agencies and local governments related to the development of culinary tourism.

Resource : Processed data, 2018



## Conclusion

There is a need to develop more carefully segmented and cultured marketing content that speaks unswervingly to a wider range of culinary niches such as Laksa and the range of consumer tastes. A series of business strategies to develop Laksa Tangerang culinary tourism can be classified in three forms, namely; market development, backward integration and forward integration. Market development, backward integration and forward integration are thus critical aspects. Market development can be done by increasing promotion, and building new market segments that are automatically balanced with service and product quality modifications. Backward integration can be done by strengthening the local sources of raw materials and looking for alternative raw materials. Forward integration related to networking in an effort to improve market quality and quantity can be done by cooperation with fellow SMEs, in collaboration with agencies and local government, academics and entrepreneurs related to the development of culinary tourism and this must be related to both moral and material assistance.

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