

Sundanese Food Culinary Tourism Marketing Strategy in Tasikmalaya City (Case Study: Saung Ranggon Restaurant, Saung Gunung Jati Restaurant, and Liwet Asep Stroberi Restaurant in Tasikmalaya)

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ABSTRACT: This study aims to analyze the marketing strategies and the development of Sundanese food marketing at the restaurants Saung Ranggon, Saung Gunung Jati, and Liwet Asep Stroberi in Tasikmalaya. The method used in this research is qualitative analysis through IFAS, EFAS matrix analysis, and SWOT diagrams. The research was conducted through interviews based on interview guidelines and documentation with the managers of Saung Ranggon, Saung Gunung Jati, and Liwet Asep Stroberi in Tasikmalaya. The conclusions of this study indicate that Saung Ranggon, Saung Gunung Jati, and Liwet Asep Stroberi have implemented the 4P marketing mix strategy (product, price, place, promotion). However, none of these restaurants have collaborated with distribution channels for deliveries outside the city. Recommendations for the development of Sundanese food marketing from these three restaurants include the need for more aggressive promotions, one of which could be collaborating with tour agencies or tour operators to attract tourists to visit the restaurants and taste the dishes fresh. With a strategic location (Place), Tasikmalaya can serve as a transit point, making these restaurants one of the best choices for tourists visiting the surrounding areas.

KEYWORDS: Marketing Strategy, Local Food, Culinary Tourism, Sundanese Food, Marketing Mix, Tasikmalaya City

I. INTRODUCTION

Culinary tourism in the tourism industry is considered an important tool in satisfying tourist experiences from the cultural and traditional aspects of food (Cusack, 2000; Harrington & Ottenbacher, 2010) which is seen in terms of food authenticity (Björk & Kauppinen-Räsänen, 2016; Chang et al., 2010; Mak et al., 2012; Mkono, 2011), the use of ingredients and preparation methods that have characteristics (Babolian Hendijani, 2016; Jalis et al., 2014). Harrington and Ottenbacher (2010) stated that tourists who consume local specialties will understand the identity and ethnicity of a destination. According to Cusack in (Sukma et al., 2023), culinary tourism is an important part of cultural tourism, the experience of culinary tourism is recognized as an expression of identity and culture, where tourists will assimilate when consuming the food. Furthermore, consuming local food allows tourists to experience joy, a different lifestyle, knowledge, and satisfaction (Hall, 2019).

Regarding culinary tourism marketing in Tasikmalaya City, the local government and culinary entrepreneurs in Tasikmalaya actively promote local food through culinary festivals, exhibitions, and other tourism events. This helps raise public awareness of Tasikmalaya's culinary specialties. The existence of social media and the use of social media by restaurants and food stalls in Tasikmalaya also play a significant role in promoting regional specialties, helping to reach a wider audience.

The current increase in the number of restaurants in Tasikmalaya City is dominated by cafes offering culinary products that offer modern menus or incorporate cultural acculturation into their products. The implementation of a marketing mix strategy in this study aims to identify opportunities to market Sundanese food in Tasikmalaya City as a culinary tourism destination. Marketing Sundanese culinary tourism in Tasikmalaya City is carried out considering the current culinary tourism situation in Tasikmalaya City, where several Sundanese restaurants still exist. There are several previous studies found in this field with the aim of finding, evaluating, analyzing and developing the culinary tourism potential in Tasikmalaya City, so that it can produce the right marketing strategy for Sundanese food culinary tourism in Tasikmalaya City.

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II. LITERATURE REVIEW

A. Marketing in the Tourism and Hospitality Industry

According to Kotler and Keller (2012), marketing is managing profitable customer relationships. Marketing aims to create value for customers and receive value from them (feedback) in return (Kotler & Keller, 2012).

Marketing plays a crucial role in the restaurant sector and the hospitality industry. Understanding customers is crucial, and developing service delivery systems is essential to providing the products they desire at prices they consider reasonable (Kotler *et al.*, 2017).

B. Marketing Mix

Yodchim & Bousri (2022) state that the marketing mix is a controllable variable or marketing tool. This tool is often used by many companies to meet the satisfaction and needs of target customers. The initial concept of the marketing mix had four dimensions (4Ps): product, price, location or product distribution channel (Place), and marketing promotion (Promotion) (Yodchim & Bousri, 2022). In general, the marketing mix is a marketing tool used by companies as a means to achieve their goals. The following is an explanation of the "4Ps" in the marketing mix.

Product, which is something a company offers for sale with the aim of generating interest in consuming or using a service, thereby creating customer satisfaction, providing utility to customers, and providing customers with value from the product provided.

Price, which refers to the value of a product, service, or the cost to receive the service. This means that consumers are willing to pay in exchange for the service.

Place, which is the distribution channel through which the service provider delivers the product or service to consumers, either directly or indirectly. The effectiveness of a distribution channel (distributor) can be measured by the convenience and satisfaction received by consumers.

Promotion is a marketing communication tool between sellers and consumers. The purpose of sales promotion is to inform and encourage attitudes, needs, and behaviors related to using the service.

C. Local Food

Local food is a typical food product typically only available in a specific area and is a traditional food inherited from ancestors and consumed for generations by the local community. Furthermore, traditional food is generally a product with a distinctive flavor that reflects a region's culture, namely a combination of creative food processing using local resources with traditional spices that have been passed down through generations (Ngatemin *et al.*, 2019).

Local food products can also be defined as processed products derived from agricultural commodities that generally have distinctive characteristics, including: perishability and short shelf life, production based on raw material availability, large volumes but relatively low nominal value, and being locally specific or not readily available. Based on these characteristics, production prices for local food are often uncertain, subject to price fluctuations, and prices are not standardized from one location to another. This can negatively impact producers, necessitating insight into marketing knowledge, both individually and collectively, to enhance the marketing capabilities of local food products (Ngatemin *et al.*, 2019).

D. Culinary Tourism

Culinary tourism is a key component of the travel experience at a destination, encompassing the broad concept of a symbiotic relationship between tourism and food (Özdemir & Seyitoğlu, 2017). According to Hall & Mitchell (in Sormaz *et al.*, 2016), culinary tourism is the activity of visiting food producers, food festivals, restaurants, and other special places associated with specific foods, along with tasting special dishes, observing the production and preparation process, or eating special dishes from the hands of renowned chefs and observing how certain dishes are prepared.

According to the United Nations World Tourism Organization (UNWTO), in its 2016 gastronomic tourism survey, there are three (3) aspects of Indonesian gastronomy, as presented in Figure 1.

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Figure 1. The Concept of the Indonesian Gastronomic Triangle

Source: (UNWTO Survey on Gastronomy Tourism, 2016)

Based on Figure 1, it can be explained that the concept of the Indonesian gastronomic triangle consists of: (1) Food, which is the intermediary aspect in gastronomic tourism which is influenced by culture and history; (2) Culture, which is the aspect that explains the history of a food; (3) History, which is the aspect that assesses the authenticity of Indonesian cuisine which makes food a culture in Indonesia.

E. Marketing Strategy

According to Varadarajan (2010), marketing strategy is a pattern of integrated decisions in an organization that determines choices regarding products, markets, marketing activities and marketing resources in the creation, communication and delivery of products that offer value to customers in exchange with the organization and thus enable the organization to achieve certa in goals (Morgan *et al.*, 2018).



Figure 2. Marketing Strategy Concept

Source: (Morgan *et al.*, 2018)

Figure 2 explains the most important categories of phenomena related to the relationship with: (1) inputs to marketing strategy including resources such as market knowledge, brand portfolio, financial resources, etc., and capabilities such as NPD, CRM, etc.; (2) outputs of marketing strategy including the outcomes of customer mindset and behavior and market and economic performance; and (3) environmental factors that are different from marketing strategy but can influence the phenomena of marketing strategy and its relationship with other phenomena including internal factors such as organizational culture, size, etc. and external factors such as market characteristics, technological turbulence, competitive intensity, etc.

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III. METHODOLOGY

The research method used by the researcher was descriptive with a qualitative approach. The research location was Tasikmalaya, a city in West Java Province. The researcher chose Tasikmalaya because it has significant tourism potential, including cultural tourism, nature tourism, special interest tourism, and recreational tourism. Culinary tourism is closely related to the tourism industry, as it is included in special interest tourism. Through qualitative interviews, this method was deemed capable of answering all the research questions, including the analysis of marketing strategies and the development of Sundanese culinary tourism at Saung Ranggon, Saung Gunung Jati, and Liwet Pak Asep Stroberi restaurants in Tasikmalaya City. It also provided suggestions for developing Sundanese culinary tourism marketing strategies for Saung Ranggon, Saung Gunung Jati, and Liwet Asep Stroberi restaurants in Tasikmalaya City.

All research objectives were based on the Miles and Huberman model in Sugiyono (2019) and the IFAS and EFAS matrices. These methods were used to obtain weighted values for internal and external factors. These results will be used in a SWOT analysis diagram to determine the position of a company/management.

A. SWOT Analysis

A SWOT strategic analysis is used in research to systematically identify various factors to develop a strategy (Rangkuti, 2015). A SWOT analysis is designed to develop both short-term and long-term strategies to help make important decisions regarding various problems and issues. The SWOT matrix is shown in Table 1.

Table 1. SWOT Matrix

Internal External	Strength (S) <i>Decide internal strength factor</i>	Weakness (W) <i>Decide internal weakness factor</i>
	Opportunity (O) <i>Decide external opportunity factor</i>	OW (Opportunity and Weakness) <i>strategy</i>
	Threat (T) <i>Decide external threat factor</i>	TW (Threat and Weakness) <i>strategy</i>

Source: (Rangkuti, 2015)

A SWOT analysis was used to formulate several possibilities for improving sustainable gastronomy in Tasikmalaya City. The SWOT components are divided into: 1) SO strategies, exploiting opportunities; 2) ST strategies, avoiding threats; 3) OW strategies, introducing new opportunities and minimizing weaknesses; and 4) TW strategies, avoiding threats and minimizing weaknesses.

B. IFAS and EFAS Analysis

SWOT analysis has several analytical tools, namely IFAS (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary). This analysis is a tool in SWOT analysis to compare internal and external factors. The results of the IFAS and EFAS analyses can be presented in a quantitative model using the IFAS and EFAS matrices. The IFAS matrix table is presented in Table 2 and the EFAS matrix table is presented in Table 3.

Table 2. IFAS Matrix (Internal Strategic Factor Analysis Summary)

IFAS (Internal Strategic Factor Analysis Summary)	Weight	Rating	Score
Strenght			
Weakness			
Total			

Source: (Rangkuti, 2017)

The IFAS Matrix, or Internal Strategy Factors, consists of strengths and weaknesses. According to Rangkuti (2017), each factor is weighted from 1,0 (very important) to 0,0 (very unimportant). Ratings are given on a scale from 4 (excellent) to 1 (weak). The score is then calculated by multiplying the weight value by the rating.

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Table 3. EFAS Matrix (External Strategic Factor Analysis Summary)

EFAS (External Strategic Factor Analysis Summary)	Weight	Rating	Score
Opportunity			
Threat			
Total			

Source: (Rangkuti, 2017)

The EFAS (External Strategic Factors) matrix consists of opportunities and threats. According to Rangkuti (2017), each factor is weighted from 1,0 (very important) to 0,0 (very unimportant). Ratings are given on a scale from 4 (exceptional) to 1 (weak). Scores are then calculated by multiplying the weighted values by the ratings.

Next, based on the results of the IFAS and EFAS matrix analyses, researchers will analyze the results in a SWOT analysis diagram to determine the strategy to be implemented.

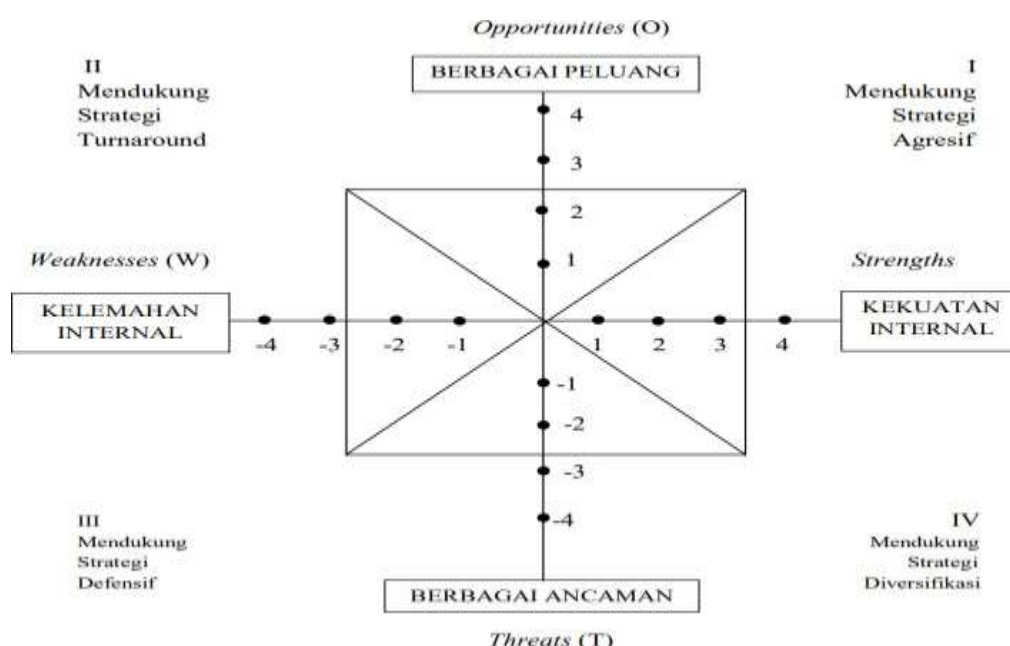


Figure 3. SWOT Analysis Diagram Source: (Rangkuti, 2018)

Based on the results of the quadrants that have been identified in the SWOT analysis diagram, the researcher proceeded to the next stage, namely processing the results of the analysis diagram into an appropriate strategy for marketing Sundanese culinary tourism in Tasikmalaya City using the SWOT matrix as shown in Table 1.

IV. RESULT AND DISCUSSION

A. Marketing Development Strategy for Saung Ranggon Restaurant

1. Internal Factor Analysis Using the IFAS (Internal Strategic Factor Analysis Summary) Matrix at Saung Ranggon Restaurant

The IFAS (Internal Strategic Factor Analysis Summary) analysis in this study consists of four (4) statement items in the strength study, and four (4) statement items in the weakness study. The following are the results of the IFAS (Internal Strategic Factor Analysis Summary) matrix analysis at the Saung Ranggon Restaurant in Table 4.

Table 4. Results of the IFAS (Internal Strategic Factor Analysis Summary) Matrix Analysis Based on the Responses of Informants of the Saung Ranggon Restaurant Manager

IFAS (Internal Strategic Factor Analysis Summary)	Weight	Rating	Score
Strengths			

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1. The products available are more varied compared to competitors.	0,3	3	0,9
2. Product prices are within consumers' reach.	0,3	3	0,9
3. The restaurant's strategic location facilitates distribution channels.	0,2	3	0,6
4. Numerous promotions are offered to consumers.	0,2	3	0,6
Total	1,0	12	3,00
Weaknesses			
1. Lack of innovation in the products sold.	0,2	2	0,4
2. Prices for some products are above market prices.	0,3	2	0,6
3. Product distribution is limited to the Tasikmalaya area and cannot be shipped outside the city.	0,3	2	0,6
4. Lack of promotion for the restaurant/products offered.	0,2	1	0,2
Total	1,0	7	1,8
Strengths – Weaknesses Score = 3,00 – 1,8 = 1,2			

Source: Result of Data Analysis, 2024

2. External Factor Analysis Using the EFAS (External Strategic Factor Analysis Summary) Matrix at Saung Ranggon Restaurant

The EFAS (External Strategic Factor Analysis Summary) analysis in this study consists of four (4) statement items in the opportunity study, and four (4) statement items in the threat study. The following are the results of the EFAS (External Strategic Factor Analysis Summary) matrix analysis at the Saung Ranggon Restaurant in Table 5.

Table 5. Results of the EFAS (External Strategic Factor Analysis Summary) Matrix Analysis Based on the Responses of Informants at the Saung Ranggon Restaurant Manager

EFAS (External Strategic Factor Analysis Summary)	Weight	Rating	Score
Opportunities			
The products offered (especially Sundanese dishes) are well-known to consumers outside West Java.	0,4	3	1,2
2. Raw materials are readily available, allowing for lower prices.	0,2	3	0,6
Collaboration with shipping companies allows for product delivery outside Tasikmalaya.	0,2	2	0,4
4. Word of mouth promotion from existing customers increases the number of visits.	0,2	4	0,8
Total	1,0	12	3,00
Threats			
1. The abundance of modern products/ foods has decreased interest in purchasing Sundanese food.	0,3	3	0,9
2. Prices at other Sundanese restaurants are lower.	0,2	2	0,4
3. A lack of shipping companies for food products.	0,3	2	0,6
4. Promotions at other restaurants are superior.	0,2	2	0,4
Total	1,0	9	2,3
Opportunities – Threats Score = 3,00 – 2,3 = 0,7			

Source: Result of Data Analysis, 2024

The results of the IFAS (Internal Strategic Factor Analysis Summary) matrix analysis show a value of 1,2 and an EFAS (External Strategic Factor Analysis Summary) value of 0,7. These results will be depicted in a SWOT analysis diagram to determine the strategy to be used at Saung Ranggon Restaurant. The SWOT analysis diagram states that Saung Ranggon Restaurant is in quadrant I, meaning it is in a position to have strengths and opportunities that can be utilized for marketing development at Saung Ranggon Restaurant. The appropriate strategy used for the Company is to use a growth-oriented strategy or a strategy that supports an aggressive growth policy. The following is the result of the SWOT analysis diagram for Saung Ranggon Restaurant in Figure 4.

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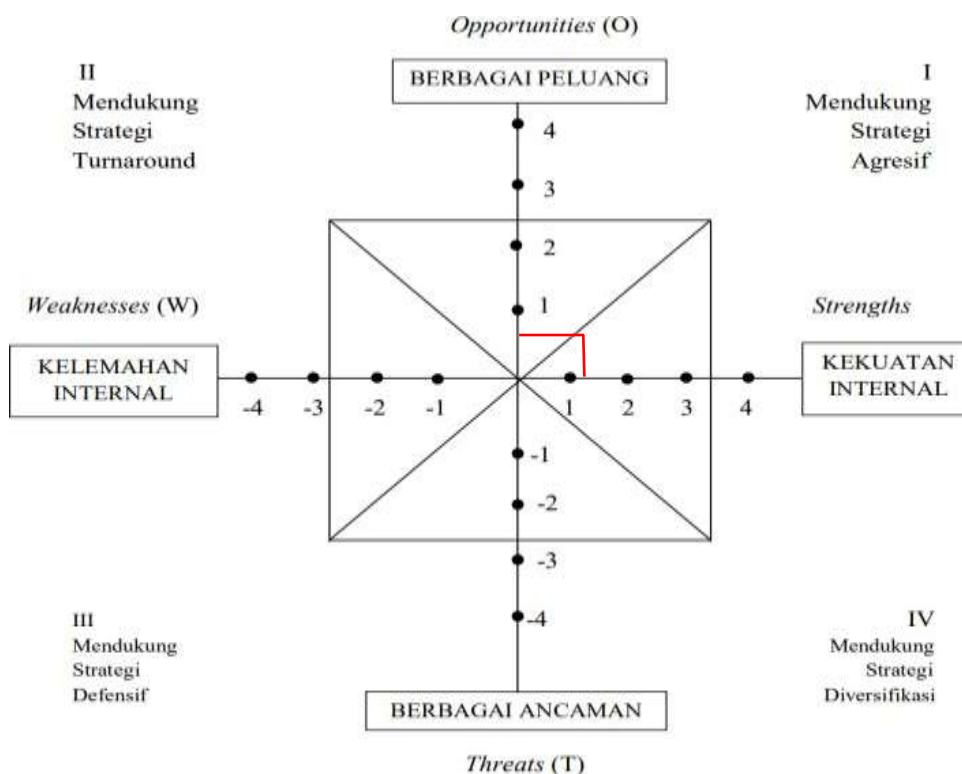


Figure 4. Results of SWOT Analysis Diagram Based on IFAS & EFAS Matrix of Saung Ranggon Restaurant
Source: Result of Data Analysis, 2024

The results of the IFAS (Internal Strategic Factor Analysis Summary) matrix analysis in Table 4 and EFAS (External Strategic Factor Analysis Summary) in Table 5 are supporting factors for designing a marketing development strategy for Saung Ranggon Restaurant. The analysis results show that the right strategy for Saung Ranggon Restaurant, which is included in quadrant I, is to implement a growth-oriented strategy, by utilizing the strengths and opportunities that exist at Saung Ranggon Restaurant.

B. Marketing Development Strategy for Saung Gunung Jati Restaurant

1. Internal Factor Analysis Using the IFAS (Internal Strategic Factor Analysis Summary) Matrix at Saung Gunung Jati Restaurant

The IFAS (Internal Strategic Factor Analysis Summary) analysis in this study consists of four (4) statement items in the strength study, and four (4) statement items in the weakness study. The following are the results of the IFAS (Internal Strategic Factor Analysis Summary) matrix analysis at the Saung Gungung Jati Restaurant in Table 5.

Table 5. Results of the IFAS (Internal Strategic Factor Analysis Summary) Matrix Analysis Based on the Responses of Informants from the Management of the Saung Gunung Jati Restaurant

IFAS (Internal Strategic Factor Analysis Summary)	Weight	Rating	Score
Strengths			
1. A wider variety of products is available compared to competitors.	0,3	3	0,9
2. Product prices are within consumers' reach.	0,3	2	0,6
3. The restaurant's strategic location facilitates distribution channels.	0,2	3	0,6
4. Numerous promotions are offered to consumers.	0,2	3	0,6
Total	1,0	11	2,7
Weaknesses			
1. Lack of innovation in the products offered.	0,2	2	0,4
2. Prices for some products are above market prices.	0,3	2	0,6

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Product distribution is limited to the Tasikmalaya area and cannot be shipped outside of Tasikmalaya.	0,2	2	0,6
4. Lack of promotion for the restaurant/products offered.	0,3	2	0,2
Total	1,0	8	1,80
Strengths – Weaknesses Score = 2,7 – 1,8 = 0,9			

Source: Result of Data Analysis, 2024

2. External Factor Analysis Using the EFAS (External Strategic Factor Analysis Summary) Matrix at the Saung Gunung Jati Restaurant

The EFAS (External Strategic Factor Analysis Summary) analysis in this study consists of four (4) statement items in the opportunity study, and four (4) statement items in the threat study. The following are the results of the EFAS (External Strategic Factor Analysis Summary) matrix analysis at the Saung Gunung Jati Restaurant in Table 6.

Table 6. Results of the EFAS (External Strategic Factor Analysis Summary) Matrix Analysis Based on the Responses of Informants from the Management of the Saung Gunung Jati Restaurant

EFAS (External Strategic Factor Analysis Summary)	Bobot	Rating	Skor
Opportunities			
The products offered (especially Sundanese dishes) are well-known to consumers outside West Java.	0,3	3	0,9
2. Raw materials are readily available, allowing for lower prices.	0,3	3	0,9
Collaboration with shipping companies allows for product delivery outside Tasikmalaya.	0,2	2	0,4
4. Word of mouth promotion from existing customers increases the number of visits.	0,3	4	1,2
Total	1,0	12	3,4
Threats			
1. The abundance of modern products/ foods has decreased interest in purchasing Sundanese food.	0,4	2	0,8
2. Prices at other Sundanese restaurants are lower.	0,2	2	0,4
3. A lack of shipping companies for food products.	0,3	1	0,3
4. Promotions at other restaurants are superior.	0,2	1	0,2
Total	1,0	9	1,7
Opportunities – Threats Score = 3,4 – 1,7 = 1,7			

Source: Result of Data Analysis, 2024

The results of the IFAS (Internal Strategic Factor Analysis Summary) matrix analysis show a value of 0,9 and an EFAS (External Strategic Factor Analysis Summary) value of 1,7. These results will be depicted in a SWOT analysis diagram to determine the strategy to be used at Saung Gunung Jati Restaurant. The SWOT analysis diagram states that Saung Gunung Jati Restaurant is in quadrant I, meaning it is in a position to have strengths and opportunities that can be utilized for marketing development at Saung Gunung Jati Restaurant. The appropriate strategy used for the Company is to use a growth-oriented strategy or a strategy that supports an aggressive growth policy. The following is the result of the SWOT analysis diagram for Saung Gunung Jati Restaurant in Figure 5.

Sundanese Food Culinary Tourism Marketing Strategy in Tasikmalaya City (Case Study: Saung Ranggon Restaurant, Saung Gunung Jati Restaurant, and Liwet Asep Stroberi Restaurant in Tasikmalaya)

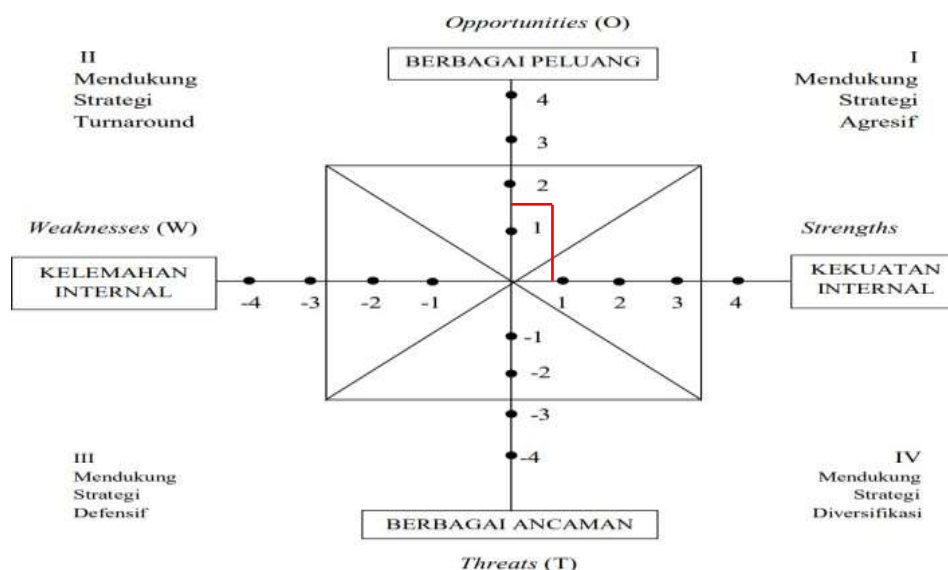


Figure 5. Results of SWOT Analysis Diagram Based on IFAS & EFAS Matrix of Saung Gunung Jati Restaurant
Source: Result of Data Analysis, 2024

The results of the IFAS (Internal Strategic Factor Analysis Summary) matrix analysis in Table 5 and the EFAS (External Strategic Factor Analysis Summary) in Table 6 are supporting factors for designing a marketing development strategy for Saung Gunung Jati Restaurant. The analysis results indicate that the appropriate strategy for companies in quadrant I is to implement a growth-oriented strategy, by utilizing the strengths and opportunities that exist at Saung Gunung Jati Restaurant.

C. Marketing Development Strategy for Liwet Asep Stroberi Restaurant in Tasikmalaya

1. Internal Factor Analysis Using the IFAS (Internal Strategic Factor Analysis Summary) Matrix at the Liwet Asep Stroberi Restaurant in Tasikmalaya

The IFAS (Internal Strategic Factor Analysis Summary) analysis in this study consists of four (4) statement items in the strength study, and four (4) statement items in the weakness study. The following are the results of the IFAS (Internal Strategic Factor Analysis Summary) matrix analysis at the Liwet Asep Strawberry Restaurant in Tasikmalaya in Table 7.

Table 7. Results of the IFAS (Internal Strategic Factor Analysis Summary) Matrix Analysis Based on the Responses of Informants from the Manager of the Liwet Asep Stroberi Restaurant in Tasikmalaya

IFAS (Internal Strategic Factor Analysis Summary)	Weight	Rating	Score
Strengths			
1. A wider variety of products is available compared to competitors.	0,3	3	0,9
2. Product prices are within consumers' reach.	0,3	3	0,9
3. The restaurant's strategic location facilitates distribution channels.	0,3	3	0,9
4. Numerous promotions are offered to consumers.	0,1	2	0,2
Total	1,0	11	3,1
Weaknesses			
1. Lack of innovation in the products offered.	0,2	2	0,4
2. Prices for some products are above market prices.	0,3	3	0,6
Product distribution is limited to the Tasikmalaya area and cannot be shipped outside of Tasikmalaya.	0,4	3	1,2
4. Lack of promotion for the restaurant/products offered.	0,1	2	0,2
Total	1,0	10	2,4
Strengths – Weaknesses Score = 3,1 – 2,4 = 0,7			

Source: Result of Data Analysis, 2024

2. External Factor Analysis Using the EFAS (External Strategic Factor Analysis Summary) Matrix at the Liwet Asep Stroberi Restaurant in Tasikmalaya

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The EFAS (External Strategic Factor Analysis Summary) analysis in this study consists of four (4) statement items in the opportunity study, and four (4) statement items in the threat study. The following are the results of the EFAS (External Strategic Factor Analysis Summary) matrix analysis at the Liwet Asep Stroberi Restaurant in Table 8.

Table 8. Results of the EFAS (External Strategic Factor Analysis Summary) Matrix Analysis Based on the Responses of Informants from the Manager of the Liwet Asep Stroberi Restaurant in Tasikmalaya

EFAS (External Strategic Factor Analysis Summary)	Weight	Rating	Score
Opportunities			
1. The products offered (especially Sundanese dishes) are well-known to consumers outside West Java.	0,4	4	1,6
2. Raw materials are readily available, allowing for lower prices.	0,2	3	0,6
3. Collaboration with shipping companies allows for product delivery outside Tasikmalaya.	0,2	2	0,4
Word of mouth promotion from existing customers increases the number of visits.	0,2	3	0,6
Total	1,0	11	3,2
Threats			
The abundance of modern products/ foods has decreased interest in purchasing Sundanese food.	0,3	3	0,9
2. Prices at other Sundanese restaurants are lower.	0,3	3	0,9
3. A lack of shipping companies for food products.	0,2	3	0,6
4. Promotions at other restaurants are superior.	0,2	2	0,4
Total	1,0	10	2,8
Opportunities – Threats Score = 3,2 – 1,7 = 0,4			

Source: Result of Data Analysis, 2024

The results of the IFAS (Internal Strategic Factor Analysis Summary) matrix analysis show a value of 0,7 and an EFAS (External Strategic Factor Analysis Summary) value of 0,4. These results will be depicted in a SWOT analysis diagram to determine the strategy to be used at the Liwet Asep Strawberry Restaurant in Tasikmalaya. The SWOT analysis diagram states that the Liwet Asep Strawberry Restaurant in Tasikmalaya is in quadrant I, meaning it is in a position to have strengths and opportunities that can be utilized for marketing development of the Liwet Asep Strawberry Restaurant in Tasikmalaya. The appropriate strategy used for the Company is to use a growth-oriented strategy or a strategy that supports an aggressive growth policy. The following is the result of the SWOT analysis diagram of the Liwet Asep Strawberry Restaurant in Tasikmalaya in Figure 6.

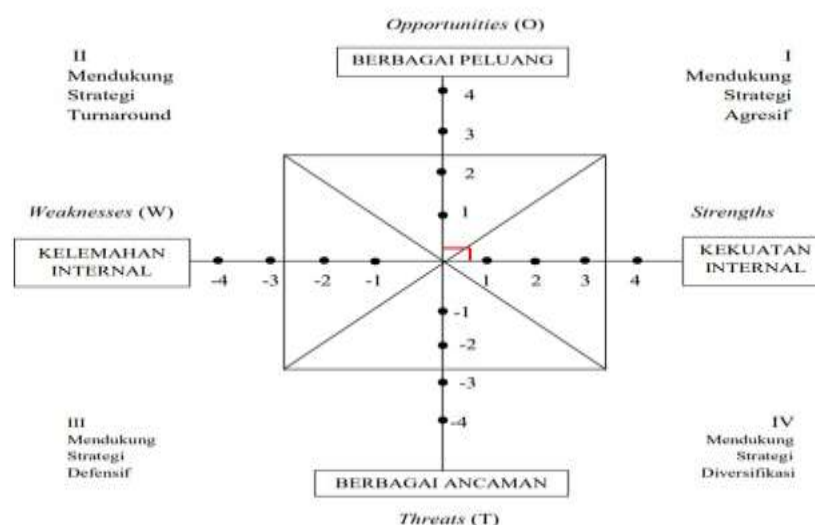


Figure 6. Result of SWOT Analysis Diagram Based on IFAS & EFAS Matrix of Liwet Asep Stroberi Restaurant in Tasikmalaya

Source: Result of Data Analysis, 2024

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The results of the Internal Strategic Factor Analysis Summary (IFAS) matrix analysis in Table 7 and the External Strategic Factor Analysis Summary (EFAS) in Table 8 provide supporting factors for designing a marketing development strategy for Liwet Asep Strawberry Tasikmalaya Restaurant. The analysis indicates that the appropriate strategy for the company in quadrant I is to implement a growth-oriented strategy, leveraging the strengths and opportunities available at Liwet Asep Strawberry Tasikmalaya Restaurant.

Based on the SWOT analysis results for the three restaurants—Saung Ranggon, Saung Gunung Jati, and Liwet Asep Strawberry Tasikmalaya all fall within quadrant I. The appropriate strategy implementation in Quadrant I is a growth-oriented strategy. The following are the strategies designed for the marketing development of Saung Ranggon, Saung Gunung Jati, and Liwet Asep Strawberry Tasikmalaya Restaurants, as shown in Table 9.

Table 9. Marketing Development Strategy for Saung Ranggon, Saung Gunung Jati, and Liwet Asep Stroberi Restaurants in Tasikmalaya

EFAS \ IFAS	IFAS	STRENGTHS (S)
		A wider variety of products is available compared to competitors. Product prices are within consumers' reach. The restaurant's strategic location facilitates distribution channels. Numerous promotions are offered to consumers.
	OPPORTUNITIES (O)	SO STRATEGY
	The products offered (especially Sundanese dishes) are well-known to consumers outside West Java. Raw materials are readily available, allowing for lower prices. Collaboration with shipping companies allows for product delivery outside Tasikmalaya. Word of mouth promotion from existing customers has increased the number of visits.	Maximize the use of locally available raw materials to process a variety of products offered to consumers, ensuring high-quality ingredients and affordable prices. (S1 – S2 – O2) Leverage the restaurant's wide variety of products and strategic location to collaborate with shipping companies to increase exposure to Sundanese cuisine outside West Java. (S1 – S3 – O1 – O3) Maximize the restaurant's promotional strategies to encourage word of mouth promotion by existing customers, with the goal of attracting new customers. (S4 – O4)

Source: Result of Data Analysis, 2024

V. CONCLUSION

Based on the results of the analysis, the implementation of growth-oriented strategy in Saung Ranggon Restaurant, Saung Gunung Jati, and Liwet Asep Strawberry Tasikmalaya can be done by maximizing the use of raw materials available in the region for processing a variety of products offered to consumers, so that the raw materials used are still of good quality and the selling price of the product is more affordable for consumers. The next strategy is to utilize the many product variations and the strategic location of the Restaurant to collaborate with expeditions, so that Sundanese cuisine is more widely known outside of West Java. Another strategy is to maximize the promotional strategy that has been implemented by the Restaurant so that consumers who have visited provide word of mouth promotions, with the aim of adding new consumers.

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