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Community-Based Tourism Development: Foodies Community Strategy to Culinary Tourism Development in Balikpapan-Indonesia

Abstract

This study aims to analyze the strategic position and formulate the strategy of Balikpapan Foodies community in the development of culinary tourism in Balikpapan. The method used in this research is Quantitative Strategic Planning Matrix (QSPM), which is a method to determine the priority of strategy alternative obtained from SWOT analysis. The result shows that Balikpapan Foodies position is community growth strategy. It means that to optimize the role of foodies in the development of culinary tourism required strengthening of members, institutional, and creativity of community programs in developing culinary tourism in Balikpapan. The alternative strategy for the development of culinary tourism conducted by the Balikpapan Foodies community in succession, namely: first to establish a local culinary tourism promotion program. Second is to educate business actors in the promotion and development of culinary products. The third to established cooperation with culinary business actors and local tourism agencies in making culinary tourism event. The fourth to development of foodies blog. The fifth to compile and run the foodies organizational function. Finally, the sixth to institutional strengthening of foodies with regular member program.

Keywords: *Culinary tourism, Foodies, Community-based tourism, Quantitative strategic planning matrix*

Jel Classifications: L31; L66; 021

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1. Introduction

Currently, regional development is directed to stimulate the equity of development to increase the utilization of potencies that are owned optimally. The presence of Law No.32 of 2004 on Regional Government and Law no. 33 of 2004 on Central and Regional Financial Balance provides an excellent opportunity for the region to manage its natural resources to produce optimal results. As a result, every local government strives to maximize its regional economy. In implementing various activities of the specific area, a considerable cost required. Thus, to take care of its household well, it is necessary for the local government to be provided by sufficient funding sources. Considering that not all sources of financing can be submitted to the regions, the provincial government is required to extract all sources of its financial resources under applicable laws and regulations. One of the efforts to increase local revenue is by optimizing the potential in the tourism sector. Now the tourism sector becomes an essential thing in the developing and growing of a country, especially in developing countries (Gössling, 2000; World Bank, 1998; WTO, 1998). It is proved by the number of development and expansion in the tourism sector in various regions in Indonesia (Devy & Soemanto, 2017; Rani, 2014; Resnawaty, 2016; Supriono, 2017). Tourism becomes one of the industries that will help realize Indonesia as a maritime axis of the world. The tourism sector is developed because it is considered to be a reliable source of the industry that can provide jobs, benefit the community, government, and private sector, and shift the activities of manufacturing industries and other economic businesses that can exploit natural resources. Therefore, the development in the tourism sector intensively conducted in various regions of Indonesia today, including one of which is the development of culinary tourism (Andari et al., 2014; Hasyim & Unde, 2011; Margi et al., 2013).

Currently, the potential of culinary tourism development is considered promising; it is because the food is an important tourist attraction in various forms of tourism which can even become one of the central tourist destinations for visitors. It can be assumed that the food aspect in tourism becomes an essential consideration in decision-making strategy and tourist satisfaction, tourism product and tourism promotion (Henderson, 2009). Moreover, WTO (2012) stated that the relationship between food and tourism provides a platform for local economic development, and culinary tourism experiences can simultaneously help the marketing of tourist attractions and local culture that attracts tourists. Foods can provide a basis in tourism experience, including (1) cultural and tourism relations, (2) development of eating experience, (3) different food production; (4) development of critical infrastructure for food production and consumption; local culture (WTO, 2012). The strong relationship between food and tourism provides a new segmentation for the field of tourism is a culinary tour.

Culinary tourism is a combination of food components and cultural tourism as the impact on the local food movement (Green & Dougherty, 2008) and is a tourism type in which tourists buy or consume local food and beverage products (Ignatov & Smith, 2006). Therefore, a culinary tour is a journey for a unique and varied eating experience that is enjoyable on a trip. Culinary tourism has evolved in recent years and has become one of the most dynamic and creative tourism sections (WTO, 2012). Currently, culinary tourism is a

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tourism phenomenon that is being developed as a new tourism product; it is because more than a third of the expenditure of tourists devoted to food (Quan & Wang, 2004). Moreover, culinary tourism is an essential part of a culture and currently plays a vital role in tourism that allows visitors to access cultural and historical heritage (Garibaldi, 2016).

Another important thing is that the development of culinary tourism does not discharge the participation of the community or the culinary tourist community. Community empowerment (local community) in the location of tourism destination (destinations) through tourism business activities is one of the development models that is getting a lot of attention from various parties and will be an important agenda in the development of tourism in the future. One community or community that has the potential to be empowered in the development of tourism activities, especially culinary tourism is foodies' community. The foodie's community is a food-loving community whose activities focus on exploring traditional food in an area or modern food. The important role of the foodies' community in culinary tourism activities relates to product promotion or culinary tourism destinations in an area, especially in the city of Balikpapan which has excellent potential in the development of culinary tourism.

The city of Balikpapan has the potential to become a center for the development of the tourism sector, primarily culinary tourism because Balikpapan has a strategic position concerning the trade and transportation industry sectors, both land, sea, and air. Additionally, Balikpapan is the gateway to the entry of human and goods distributions which resulted in increasing population growth, so the tourism sector needs to get serious attention. The potential number of tourist arrivals to Balikpapan throughout 2016 realized more than 2.3 million which consists of 2.3 million domestic tourists and 34,000 visitors are foreign tourists. However, the Department of Youth, Sports, and Tourism Balikpapan targets 2.35 million tourists visit Balikpapan during 2017 (Kurnia, 2017).

Nevertheless, this potential has not been optimized yet as a potential for culinary tourism development in Balikpapan. Some of the obstacles behind this include the neglected role of food in tourism development in Balikpapan, whereas local food plays an important role to improve the sustainability of tourism. Besides, the role of community or culinary community of foodies also has not been maximally empowered, so the development of culinary tourism tends not yet directed in the city of Balikpapan.

Based on the above explanation, it is deemed necessary to get particular attention in the development of culinary tourism to provide a good impact on the economic development of local communities. One effort to develop culinary tourism that can be done is through the development of community-based culinary tourism (community-based) that is the community of food lovers (foodies). This study was conducted to analyze the strategic position of the Balikpapan Foodies community in the development of culinary tourism in Balikpapan. Also, it aims to formulate Balikpapan Foodies community strategy in the development of culinary tourism in Balikpapan. The results of this study can be a reference of local governments in the development of culinary tourism by involving the foodie's community.

2. Literature Review

2.1 Sustainable Tourism

Sustainable development is a development that meets the needs of the present without compromising the ability of the future generation to meet their own needs. It is one of sustainable development considering their recently needs without disregarding the strength of next generation to fulfill their requirements (Fitra & Leksmono, 2001). Sustainable development is based on three pillars, economic development, environment support and social development (Buckley, 2012; Niedziołka, 2012; Yazdi, 2012). Moreover, sustainable development principle needs to consider four principles such as (1) planning idea and holistic strategy, (2) the needs to sustain ecology process; (3) the needs to support human heritage and

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biological diversity, and (4) the development of the productivity idea which should be kept for future generation (Lu & Nepal, 2009).

Nowadays, tourism develops rapidly, consists of the additional accommodation capacity, local population, and environment. However, tourism development and the new infestations should not bring adverse effect and can support the environment if we are maximizing positive things and minimalizing the negative. Therefore, some ideas from the public sector are chosen to manage the tourism development and position the sustainable tourism problems as a priority because good efforts or business can protect sources or essential assets for tourism not only for the present but also for future.

Sustainable tourism is a tourism aspect that keeps the integrity of natural, economy and social development and guarantees the natural and cultural maintenance (Niedziołka, 2012). Principally, a sustainable tourism development purposes not only to fulfill tourists and local community present needs but also to support and enhance future opportunity (WTO, 1998). Sustainable tourism development is related to the effort to guarantee a natural, social and cultural sources which are used to develop the tourism for this generation so that it can be useful for the next generation. Moreover, tourism development should be based on sustaining criteria which means the development should be supported by long-term ecology and economically accepted, ethically and socially equitable to the community (Dangi & Jamal, 2016).

This situation confirms that sustainable development can only be done through good governance system; including government, private and society active-balanced-participation. Therefore, sustainable development is not just related to the environmental issues, but also to democracy issue, human right, and other massive issues. On the other hand, sustainable tourism development can be recognized through some principles, such as participation, participating of the stakeholders', local ownership; sustaining utilization of sources; providing community purposes; paying attention to the supporting references, controlling and evaluating, accountability, training, and promotion.

2.2 Culinary Tourism

Nowadays, food contribution mostly has been ignored, although the importance and the potential have been seen as the support of cultural development and as the key to develop and sustain the tourism. Additionally, the potential of traditional culinary can enhance sustainable tourism (Okech, 2014). Food tourism significantly becomes an essential element in one country (Fox, 2007), and this food aspect also can be the center of tourism destination (Guzman et al., 2014) which contributes positive effect for the economic development in the country (Henderson, 2009). Besides that, the food facility is one of the tourism products designed to fulfill tourists' needs (Henderson, 2009). Food budget is the main thing in tourism payment which can reach the third in tourism budget amount (Meler & Cerovic, 2003).

Culinary tourism is a kind of tourism in which the tourists buy and consume local products of foods and beverages (Ignatov & Smith, 2006). It is a result of experiencing various and unique food tasted during the tour. Culinary tourism does not consist of agritourism, although the element of agritourism exists on the application of its cooking. Even though the agritourism and food are related, both of them are not significantly same because agritourism is a part of rural tourism and the cuisine is part of cultural tourism which is called as the manifestation of the culture.

Culinary tourism consists of the experience of various cuisines. It is more than dinner served in a restaurant during the weekend. It focuses on three elements, such as cooking courses, book recipes, utensil shops, culinary tours, tour guides, culinary media, guidebooks, and cuisine attractions.

2.3 Community-Based Tourism

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One of the essential concepts of sustainable tourism development is on how local community can be involved in tourism activities to get the benefits from the events. The development of tourism cannot be separated from people participation. They are not as objects which accept the government policy, but they should be involved as subjects to develop the tourism. Tourism development based on community participation is a part of sustainable tourism development. This condition can get increase by eliminating the adverse effect on tourism while developing its positive impact (Haywood, 1988; Jamal & Getz, 1995; Murphy, 1985; Okazaki, 2008).

Community empowerment is defined as one of the processes which are not only to develop community's economic potential but also to improve their prestige, self-esteem, and pride; and also to enhance cultural value around the area (Sunaryo, 2013). This empowerment is seen as an effort to improve community's power which previously less or called as a marginal community.

Besides, tourism can also provide benefits in enhancing the local economies, such as foreign exchange, additional income for society, and job career reached by people (Sinclair, 1998). The business sector in tourism such as accommodation, transportation, and others can contribute developing the local, regional and national economy.

The importance of people participating in the developing of tourism gets much attention according to world tourism experts (Murphy, 1985). The development of tourism should become an activity based on community, with the primary factor that the sources and local community uniqueness both in the form of physically and non-physically (tradition and culture) which become an identity on the community should be the primary movement in the tourism (Sunaryo, 2013). Furthermore, to realize the tourism development ran and managed well, the principal components should be done such as how to facilitate local society participation in the process of development and maximize social and economic aspects from tourism activity for people around. The local community has the same critical position as one of stakeholder in developing the tourism, besides government and private industries (Sunaryo, 2013).

Community-based tourism is interrelated with active participation from the community around for developing tourism existence. Community participation in tourism consists of two perspectives—community participation in the process of taking decision and involvement of distribution benefits accepted by them from tourism development. There are three main principles in planning the development of tourism based community strategy such as (1) involving the community to take the decision; (2) the local community get benefits from tourism activity; (3) tourism education for the local community (Sunaryo, 2013).

Some principles to be done from community-based tourism are (1) recognizing, supporting and promoting community ownership in tourism; (2) involving community in every stages of tourism development in all aspects; (3) improving community pride; (4) increasing quality of life; (5) guarantying environmental sustain; (6) protecting the uniqueness and culture of local community; (7) developing cross cultural learning; (8) respecting the differences of community's pride and culture; (9) distributing the benefits and function owned proportionally to community member; (10) contributing certain percentage from the income gained for community development; and (11) showing the authenticity of community relationship to the environment (Suansri, 2003).

One of the empowered communities for developing the tourism especially culinary tourism is foodies' community. It is one individual who is admiring food, having a high sense of enthusiasm toward food and eager to explore it (Cairns, Johnston, & Baumann, 2010). This community is like to share their culinary experience and knowledge through social media and blogs. Additionally, one of them mentioned that foodie is a part of "slow food" movement (Dunlap, 2016). Petrini identified that slow food is a movement to promote good food (Asraf et al., 2014).

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The characteristics of foodies are a group of people who are interested in the food and learn about it although they are not professional about it (Cairns et al., 2010). Foodie's community respect ecology sustain and the originality of culinary culture or authenticity of eating experience and most of them want to minimize the existence of food industries (Kline et al., 2015). The reason is that it is an intrinsic part of the features of the local development identity (Everett & Aitchison, 2008).

Cuisine culture in every region needs to be kept for its originality because it becomes one of tourist destination in their tourism event. Besides that, the local culinary production does not only affect to the local economy but also local culture and the sustaining the environment as a tourism destination (Alias et al., 2015) and support product continuing and development service especially culinary tourism (Sims, 2009). The most important thing of the existence of foodies besides affect to food and beverage industries, it also effects on travel industries (Asraf et al., 2014). Food and beverage aspects are related to traveling and foodie's community takes it as one of the most critical factors in having a vacation (Goeldner & Ritchie, 2009).

3. Methodology

The method used in this research is QSPM (Quantitative Strategic Planning Matrix) method. It is a method to determine the strategic priority of strategy obtained from swot analysis (strengths, weaknesses, opportunities, and threats).

Data needed for this research are primary and secondary data. Fundamental data is data obtained through direct observation, interview, and questionnaire distribution. Secondary data is data collected by way of literature study. Methods of collecting data or information are done through several techniques such as observation, interview, expert opinion, and literature study.

Selection of respondents adjusted to environmental conditions and the number of respondents to be taken respondents who are considered to represent and understand the problems studied. The respondent determination was done by using expert survey method with purposive sampling which consists of Head of Balikpapan Foodies' Community, Tourism Department of Balikpapan, and Tourism Academician.

Quantitative analysis is used in the assessment of strategy formulation for the development of culinary tourism in Balikpapan. The formulation strategy is by using SWOT and QSPM method. SWOT analysis is a qualitative analysis tool to generate an alternative plan with consideration of external factor and internal organization. QSPM is used to determine alternative strategies created in the SWOT matrix (David, David, & David, 2009). Stage analysis with SWOT and QSPM is as follows (David et al., 2009; Taslimi & Omeyr, 2014):

- 1) Determining EFEM (The External Factor Evaluation Matrix). At this stage, the determination and evaluation of external factors are conducted.
- 2) Determining IFEM (The Internal Factor Evaluation Matrix). This step deals with the determination and evaluation of internal factors.
- 3) Determining SWOT Matrix. Analysis of strengths, weaknesses, opportunities, and threats for alternative strategies are conducted at this stage.
- 4) Determining alternative strategies that have resulted from SWOT analysis with QSPM analysis.

4. Results

The development of culinary tourism cannot separate with the local participation community. It is not an object which accepts all of the government's policy, but they should be involved as a subject in tourism development system. Besides that, the concept of developing sustainable tourism points out the involving local community in tourism activities to gain benefits from it.

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One of the communities involved from food communities or foodies is Balikpapan Foodies community. Foodies are individuals who are admiring about the food and having a high sense of enthusiasm for it and eager to explore it (Asraf et al., 2014). This community likes to share while they are enjoying the food and their culinary experiences through social media and blog.

Community empowerment is an effort to empower the powerless community, usually for those marginal communities. One of community participation which can be optimized to develop culinary tourism is Foodies community. Nowadays, this community is essential to promote and establish culinary tourism. So its existence needs support by the stakeholders in developing culinary tourism; thus, the analysis of foodies community strategy support is necessary for Balikpapan to develop the Balikpapan culinary tourism. Some steps to be done are making an internal and external matrix from the strategy of Balikpapan Foodies community support.

4.1 Analysing Domain Factor of Balikpapan Foodies Community

The result of internal and external identification environment uses to arrange Internal Factor Evaluation matrix (IFE) and External Factor Evaluation (EFE). After identifying both factors, the analysis will be done by analyzing its strengths and weaknesses, opportunities and threats which affect running strategy done by Balikpapan Foodies to develop culinary tourism in Balikpapan.

Analysing Internal Factor (Strengths and Weaknesses) – Based on the result of domain analysis of internal community, there are some strengths and weaknesses of Balikpapan Foodies community. These internal factors of strengths and weaknesses are on the development of culinary tourism in Balikpapan, such as:

- a) Having a lot of enthusiastic followers; Recently there are many culinary businessmen use media as promotion through social media, one of them is Instagram as the most chosen. The number of followers on Instagram affects the successfulness of advertising in online business. Now, Balikpapan Foodies followers in its Instagram account @bpnfoodies reaches 23.200 followers;
- b) The community leader has the competencies to develop culinary tourism; One of the main factors becomes the strengths of Balikpapan Foodies' community is the leader who owned supporting competencies in developing culinary tourism, the competencies are on photography skill, having experience in marketing and culinary;
- c) Having creative and innovative programs; Balikpapan Foodies community has various exciting programs; one of them is a routine meeting for once a month;
- d) Endorsement operational is systematically arranged; One of the routine activities done by Balikpapan Foodies community in its Instagram account is the endorsement; now the event is regularly organized. The admin posts single posting every day while the followers are active on their Instagram;
- e) Clients trust to Balikpapan Foodies; The professionalism existence of Balikpapan Foodies' community engages more clients to believe in culinary aspect who wants to promote their products and services.
- f) There is no any definite organization structure; One of the weaknesses of Balikpapan Foodies' community is there is no any exact organization structure, so community operational runs personally;
- g) There is no any definite community purpose in developing culinary tourism; Because there is not any organization structure, it affects the un-existed community's aim in promoting culinary tourism, and personal mission cannot represent the community purpose;

- h) There is no any regulation toward community member; A regulation community that functioned to regulate the discipline of community member does not exist;
- i) Community management runs personally; Community operational is still run privately by the leader of its community;
- j) There is no any legality as Balikpapan Foodies community; The lawfulness of community is applied based on organization needs if the community is commercially looking for the income so it should be legalized. Based on the result of research can be concluded that Balikpapan Foodies community has a commercial orientation so that it is needed to authorize the community;
- k) There is not any legal office for the community; Currently, Balikpapan Foodies community does not have a permanent office to run its operations, the growing community it is deemed necessary to have a stable office;
- l) There is no any stable payment for the activity of Balikpapan Foodies community; The existing community is related to the primary need, payment. Recently Balikpapan Foodies community has less cash to its operational.

External Analysis Factor (opportunities and Threats) – Based on the analysis of external community domain, there are some external factors as opportunities and threats for Balikpapan Foodies community. The external factors as opportunities and threats for Balikpapan Foodies community in developing culinary tourism in Balikpapan are as follow:

- a) The consumptive lifestyle of the local community; People in Balikpapan include as a group of people who have a consumptive lifestyle; this condition happens because their consumptive demand categorized high;
- b) The trend of gadget lifestyle and media social; The development of information media in gadget and social media facilitate people to access information especially cuisines.
- c) The new paradigm of marketing and endorsement are developed; The development of online business get much attention by people because its financial capital spends less, so make marketing strategy run through online, one of them is through endorsement. The endorsement is a promotion which is done by a person asking for his/her relations to buy the products or services which he/she uses. Recently, the endorsement is an effective social media promotion;
- d) The existence of AEC (Asian Economic Community) policy; The existence of AEC policy in ASEAN affects marketing distribution of stuff, services, financial capital and infestation freely without geographical limitation. Those policies open the opportunity to improve the number of tourists to come to Indonesia especially for enjoying Indonesia culinary tourism;
- e) New culinary businesses are developed; The development of industry is getting increased because the population grew and middle economic income is also increased, so that supports the development of consumptive people;
- f) Competitors give a lower cost for their services; Because people's lifestyle is getting increased, it makes the professional endorsement to have an online business. This condition affects endorsement competition developed;
- g) There is no any support from Balikpapan Tourism government; The involvement of Balikpapan Foodies in culinary tourism development does not have support from Balikpapan tourism government;
- h) The development of a science of technology and development as promotion media for culinary tourism; The development of the science of technology and development can enhance information sources of culinary tourism, especially in Balikpapan, especially on its role and promotion of products and services.

4.2 Matrix of IFEM and EFEM

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The estimation of IFEM (The Internal Factor Evaluation Matrix) and EFEM (The External Factor Evaluation and Matrix) by involving the assessment is done by three respondents such as Balikpapan Foodies, tourism academicians and tourism government in Balikpapan. The respondents are chosen externally because based on their knowledge of external and internal Balikpapan Foodies condition. The involvements of external respondents in this research are hoped can create alternative strategy more objectively.

IFEM (The Internal Factor Evaluation Matrix) – IFEM is used to investigate internal organization factors related to the strength and weakness as seen as necessary. After getting the factors of an internal strategy of Balikpapan Foodies consisted of strengths and weaknesses, questionnaires are provided to give the quality and rating through variables of strengths and weaknesses, after that, rating the quality through paired comparison matrix. The result of this activity can be seen in table 1 below.

Table 1. Balikpapan foodies IFEM matrix.

I. STRENGTHS		WEIGHT	RATE	WEIGHT SCORE
1	A large number of enthusiastic followers	0.103	4	0.414
2	Community leaders have competencies that support the development of culinary tourism	0.105	3.667	0.384
3	Creative and innovative programs	0.111	3.667	0.407
4	Endorse operations are well structured	0.111	3.667	0.407
5	The trust of business clients to Balikpapan Foodies	0.102	4	0.408
II. WEAKNESSES				
1	No clear organizational structure	0.052	1.333	0.070
2	No clear community goal in the development of culinary tourism	0.064	1.667	0.106
3	No binding regulations for community members	0.060	1.667	0.100
4	Individuals run community management	0.060	1.667	0.100
5	No legality as Balikpapan Foodies community	0.055	1.333	0.073
6	No stable offices	0.086	1.333	0.114
7	No fixed fund for community foodies activities	0.091	1.667	0.151
TOTAL		1		2.736

The strengths and the weaknesses of Balikpapan Foodies are shown in Table 1. Based on the table, the amount of enthusiast followers is the strength of the internal factor strategies (0.414). The variable has been the primary strength due to its contribution to spread the information and promote culinary product posted by Balikpapan Foodies.

In the other hand, the internal factor that has been the biggest weakness of Balikpapan Foodies is there is no clear structure of community organization (0.070). The organization

structure is a necessity as the representation of community to formulate the policy and the work of an organization. In that matter, a suitable organization structure needs to be formed for Balikpapan Foodies to fulfill its community goals.

The IFEM matrix analysis results for strengths and weaknesses obtained an average score of 2.736, meaning that Balikpapan Foodies is above average (2.5) of all internal forces. Thus, it can be concluded that Balikpapan Foodies has a robust internal position because it can use existing strengths to minimize weaknesses.

EFEM (The External Factor Evaluation Matrix) – EFEM Matrix is used to identify the external community factors related to the inherent possibility and threats. The next steps in determining the opportunity and threats from the external elements will be seen on EFEM analysis on table 2. The rank and the content quality will also be seen as follow:

Table 2. Balikpapan foodies EFEM matrix.

III. OPPORTUNITIES		WEIGHT	RATE	WEIGHT SCORE
1	The consumptive lifestyle of local society	0.140	3.667	0.513
2	The growth of gadgets based lifestyle and social media trends	0.140	4	0.560
3	The development of new marketing paradigm with endorse way	0.134	4	0.536
4	ASEAN Economic Community policy	0.110	3.333	0.367
5	The growth of new culinary business	0.137	4	0.548
IV. THREATS				
1	Competitors put lower prices	0.092	1.667	0.154
2	The absence of support from the local tourism office	0.116	1.333	0.155
3	Dynamic development of science and technology as a medium of culinary tourism promotion	0.131	1.667	0.218
TOTAL		1		3.050

Based on the calculation of EFEM matrix in table 2 above, the strategic factor which is the most significant and most influential opportunity for Balikpapan Foodies in the development of culinary tourism in Balikpapan is the development of gadget lifestyle and social media trend (0.560). The development of information media in the form of gadget devices and social media increasingly facilitate access to the public in obtaining information including culinary information.

The main thread in the external factor that can be avoided by Balikpapan Foodies is the competitors' lower price (0.154). That is due to the growing needs and societies lifestyle which increasingly encourage the emergence of professional endorsement in the online business and impact on increased competition in the culinary endorsement business.

The result of EFEM matrix analysis for opportunity and threat total score is 3.050; shows that Balikpapan Foodies score is above average (2.5). The overall score indicates that Balikpapan Foodies responds well to the opportunities and threats that exist within the community. In other words, the Balikpapan Foodies strategy efficiently takes advantage of

existing opportunities and minimizes the potential effects of external threats.

4.3 IE Matrix Analysis

The next step in the strategy formulation process after going through IFEM's internal factor analysis stage and EFEM's external factor analysis is the matching stage. The method is through mapping using the Internal-External (IE) matrix. The process of mapping is to make the process of determining alternative strategy easier. The IE matrix is formulated by combining the scores obtained from the IFEM and the EFEM matrix. The result of both forms will be the input of IE matrix in determining Balikpapan Foodies community position in its role to develop culinary tour in Balikpapan.

Based on the IFEM matrix analysis, the total score for internal community critical factor is 2.736, and the score of EFEM matrix is 3.050, the scores show Balikpapan Foodies position through IE matrix with coordinates (2.736, 3.050). The IE matrix for Balikpapan Foodies is shown in Figure 1. The image shows the position of Balikpapan Foodies in Quadrant II (grow and build), which showed a community growth strategy, it means the strategy is planned to achieve community growth both in strengthening members, and community program creativity in developing culinary tourism in Balikpapan.

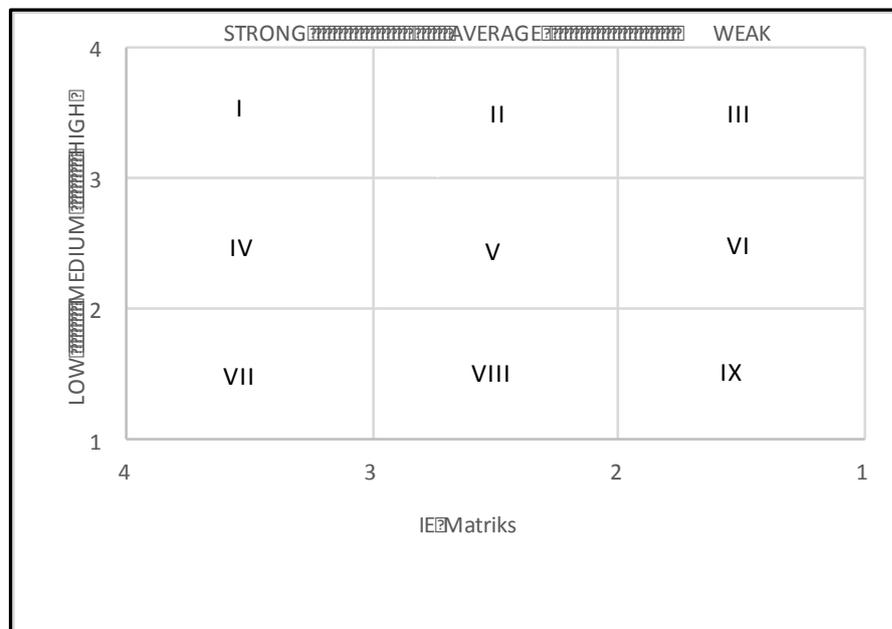


Figure 1. IE matrix analysis.

4.4 SWOT Matrix

The SWOT matrix analyses the strengths, weaknesses, opportunities, and threats to generate alternative strategies for Balikpapan Foodies. SWOT analysis is the formulation of conventional strategy which underlies the formation of strategy that can be adapted to the position of the community. Based on the analysis of IE Balikpapan Foodies matrix, it can be determined that Balikpapan Foodies position is in Quadrant II (grow and build). Thus, suitable strategies applied to improve the role of Balikpapan Foodies in the development of culinary tourism in Balikpapan can be seen as below:

SO Strategy (Strengths and Opportunities) – The SO strategy empowers communities’ strength to take advantage of the existing opportunities. The one strategy that can be offered for the development of culinary tourism is to educate business actors in the promotion and development of culinary products and develop Balikpapan local culinary tourism promotion program.

WO Strategy (Weaknesses and Opportunities) – WO strategy aims to improve weaknesses by taking advantage of external opportunities. This strategy can be offered in the development of culinary tourism by composing and running the Balikpapan Foodies organization function.

ST Strategy (Strengths and Threats) – The ST strategy uses the power of communities to avoid or reduce the impact of external threats. A strategy that can be offered for the development of culinary tourism in Balikpapan is to establish cooperation with culinary business actors and local tourism agencies in making culinary tourism event in Balikpapan and Balikpapan Foodies blog development.

WT Strategy (Weaknesses and Threats) – WT strategy is aimed at reducing internal weakness and avoiding external threats. The main weakness in the development of culinary tourism is the lack of clear community organizational structure. That is indeed becoming an obstacle in the process of optimizing the role of foodies' community in the development of culinary tourism in Balikpapan. The strategy offered for the development of culinary tourism in Balikpapan is the strengthening of Balikpapan Foodies institution with a regular program of members. The formulation of strategy analysis of quality improvement of Culinary Course Study graduates by using SWOT matrix is shown in Table 3.

Table 3. SWOT matrix analysis.

<p style="text-align: center;">Internal Factor</p> <p>External Factor</p>	<p style="text-align: center;">Strengths (S)</p> <ol style="list-style-type: none"> 1. A large number of enthusiastic followers 2. Community leaders have competencies that support the development of culinary tourism 3. creative and innovative programs 4. Endorse operations are well structured 5. The trust of business clients to Balikpapan Foodies 	<p style="text-align: center;">Weaknesses (W)</p> <ol style="list-style-type: none"> 1. No clear organizational structure 2. No clear community goal in the development of culinary tourism 3. No binding regulations for community members 4. Individuals run community management 5. No legality as Balikpapan Foodies community 6. No stable community offices 7. No fixed fund for community foodies activities
<p style="text-align: center;">Opportunities (O)</p> <ol style="list-style-type: none"> 1. The consumptive lifestyle of local society 2. The growth of gadgets based lifestyle and social media trends 3. The development of new marketing paradigm with endorse way 4. The existence of ASEAN Economic Community policy 5. The growth of new culinary business 	<p style="text-align: center;">SO</p> <ol style="list-style-type: none"> 1. Educating business actors in the promotion and development of culinary products (S1, S2, S3, S4, S5, O2, O3, O4, O5) 2. Developing Balikpapan local culinary tour program (S1, S3, S4, O1, O2, O3, O4) 	<p style="text-align: center;">WO</p> <ol style="list-style-type: none"> 1. Organize and run the Balikpapan Foodies organization function (W1, W2, W3, W4, W5, O4, O5)
<p style="text-align: center;">Threats (T)</p> <ol style="list-style-type: none"> 1. Competitors put lower prices 2. The absence of support from the local tourism office 3. Dynamic development of science and technology as a medium of culinary tourism promotion 	<p style="text-align: center;">ST</p> <ol style="list-style-type: none"> 1. The cooperation with culinary business actors and regional tourism agencies in creating culinary tourism event in Balikpapan (S1, S2, S4, S5, T2) 2. Development of Balikpapan Foodies blog (S1, S3, S5, T3) 	<p style="text-align: center;">WT</p> <ol style="list-style-type: none"> 1. Institutional strengthening of Balikpapan Foodies with members' routine program (W1, W2, W3, W4, W5, O4, O5)

4.5 Strategy Priority Analysis (QSPM)

The next stage of the input stage of internal and external environment analysis through EFEM and IFEM matrix and the matching stage with IE and SWOT matrix is decision stage by using QSPM. This technique objectively indicates which alternative strategy is the best. QSPM uses input from the first step and the match from the second stage to objectively determine the best strategy among alternative strategies.

QSPM determines the relative attractiveness of different strategies based on how far the internal and external strategic factors are utilized or improved. The AS value (Attractiveness Score) shows the attractiveness of each strategy against the internal and external critical elements of the community. The 'AS score' was obtained from the questionnaires which are addressed to three respondents experts. The Total Attractiveness Score of each respondent was obtained from the multiplication of the average weight with the AS value of each crucial strategic factor. Then proceed to calculate the amount of STAS (Sum Total attractiveness Scores) from each respondent by summing all the TAS values of each internal and external factors. Several alternatives were analyzed using the strategy QSPM are as follows:

- 1) Educate business actors in the promotion and development of culinary products;
- 2) Develop Balikpapan local culinary tourism promotion program;
- 3) Organize and run the Balikpapan Foodies organization function;
- 4) Cooperation with culinary business actors and local tourism agencies in creating a culinary event in Balikpapan;
- 5) The development of Balikpapan Foodies blog;
- 6) Institutional strengthening of Balikpapan Foodies with members' routine program.

TAS value obtained Based on the results of QSPM assessment is composed of the highest to the lowest. This sequence formulates priority strategies that Balikpapan Foodies can implement for the development of culinary tourism in Balikpapan; the strategies are as follows:

- 1) Developing a local culinary tourism promotion program in Balikpapan with 6.899 STAS score;
- 2) Educating business actors in the promotion and development of culinary products with 6.790 STAS score;
- 3) Cooperation with culinary business actors and local tourism agencies in creating a culinary tour event in Balikpapan with 6.632 STAS score;
- 4) Development of Balikpapan Foodies blog with 6.438 STAS score;
- 5) Organize and run the Balikpapan Foodies organization function with 5.865 STAS score;
- 6) Institutional strengthening of Balikpapan Foodies with members' regular program with 5.567 STAS score.

5. Conclusion, Implications, and Limitations

Based on the results of the analysis of IE, the position of Balikpapan Foodies is in Quadrant II (grow and build), which is a community growth strategy. It means that to optimize the role of Balikpapan Foodies in the development of culinary tourism in Balikpapan; it is necessary to strengthen the members, institutional, and creativity of community programs in developing culinary tourism in Balikpapan.

Alternative strategies for the development of culinary tourism conducted by the Balikpapan Foodies community successively developed the promotion program of local culinary tour of Balikpapan, educated business actors in the promotion and development of culinary products, established cooperation with culinary business actors, developed blogs of Balikpapan Foodies, organized and executed the Balikpapan Foodies' organizational functions, and supported the Balikpapan Foodies' institution within a regular program of members.

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The results of the study can be a reference to the local government of Balikpapan City to develop culinary tourism by involving the foodie's community. Also, as a reference foodies community to enhance its role in the development of culinary tourism. However, this study has limitations covering the scope of the studied is still narrow that includes only the development of culinary tourism in the city of Balikpapan, Indonesia. Besides, alternative strategies designed to develop culinary tourism by involving the foodie's community are limited to the strategic position of the community in quadrant II, while the other quadrant is not discussed in this study. So it can be done another research with a broader scope and with various strategic positions.

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