Brand Loyalty at Chain Hotel in Denpasar

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ABSTRACT

Purposes of this research are: (i) to find out the influence of brand image toward customer satisfaction (ii) to find out the influence of customer satisfaction toward brand loyalty (iii) to find out the influence of brand image toward brand loyalty and (iv) to find out the role of customer satisfaction as a mediating variable between brand image and brand loyalty. Structural Equation Modelling (SEM) was developed to answer the research problems. The number of respondent was 150 which was collected through offline and online self-administered questionnaire. There were 13 indicators used to measure each construct. The results show that (i) brand image positively and significanly influence customer satisfaction, (ii) customer satisfaction positively and significantly influenced brand loyalty, (iii) brand image did not influence brand loyalty, and (iv) customer satisfaction did not mediate the relationship between brand image toward brand loyalty.

Keywords : brand image, customer satisfaction, brand loyalty

Introduction

Background

Hotel is an accomodation facility that plays important role in tourism. Without it, tourists will experience difficulty in enjoying their vacation. At the hotel, tourists might stay up to 24 hours per day, therefore, accomodation service and food and beverage service should be available with quality service that is able to meet the needs and desires of tourists. Hotel is also a place for tourists to be able to neutralize all the inconveniences gained during the vacation. It might be possible that all of the complaints that tourists get during the vacation will be reduced if they get a satisfactory service from the hotel (Lo, 2010). Therefore, a hotel also has an important role in maintaining and improving the image of tourist destinations.

Bali as an international tourist destination requires the availability of quality hotels. Tourist growth that tends to increase over the last decade after the 2nd Bali Bomb incident has prompted investors' intention to invest in the hospitality business sector. As the result, the growth of hotels and accommodation facilities in Bali, especially in the southern regions of Bali (Badung Regency and Denpasar City) is increasing. Moreover, the investors are not only aiming to develop the hospitality business, but also more likely in the property business.

The growth rate of hotels that exceed the growth rate of tourists visitation to Bali causes a tight competition for hotel businesses. The competition is not only head to head, but it is already beyond the limit of reasonableness. Star hotels do not only compete among the same star hotels class, but also compete among different star hotels classes, and even the non star hotels. This is worsen by the development of online marketing system that offers a wide range of ease, choice and even a loyalty program that attracts tourists.

Table 1. Occupancy Rate of Star-rated Hotels Room in Bali 2012 to 2016

No	Year	Occupancy Rate (%)			
		Five Stars	Four Stars	Three Stars	All Stars Hotels
1	2012	64.13	63.21	62.07	62.25
2	2013	61.91	60.68	58.59	59.85
3	2014	61.46	61.83	58.67	60.31
4	2015	62.95	62.37	55.12	60.48
5	2016	64.38	66.54	55.13	61.86
Average		62.97	62.92	57.92	60.95

Source : Bali Central Bureau of Statistics, 2017

The Table 1 illustrates the condition of the star hotels competition. This competition causes the occupancy rate of star hotels' room to decrease in 2012 by 62.25% to 59.85% in 2013. Then it increased until 2016, but it was not able to reach figures such as in 2012. Currently, hotels and accommodation facilities are not only located around main streets, but have entered the residential area of Denpasar City.

In general, to strengthen the position of competition in accommodation services, some hotels join in a management group which is often called as chain hotel. This efforts tend to maintain market, save marketing costs and ease in the market penetration. There are quite a number of chain hotels in Denpasar, such as Amaris, Haris, Golden Tulip, Puri Saron, Inna, and Pop. Those chain hotels have their own uniqueness and different market segments. Chain hotels in Denpasar have a higher ability to compete than the individual hotel.

Inna Group Hotel in Denpasar City, which consists of Inna Bali Heritage Hotel, Inna Grand Bali Beach Hotel, and Inna Sindhu Beach Hotel, also experienced pressure due to the competition. This can be seen from the occupancy rate of rooms in the range of 50.00% to 60.00% in the period of 2012 to 2016. When this condition is if left unchecked, then it will certainly affect the development of this government-run company. The circumstances described above illustrate the increase of the intense competition level faced by the Inna Group Hotel in Denpasar. Inna hotel manager has to make improvements in hotel management. There are many things that can be done to survive in the very tight competitive situation. One of the strategic efforts is to realize customer loyalty through brand (brand loyalty).

Brand loyalty is a condition in which the customers (in this case are tourists or guests) who stay at the hotel have (i) a good knowledge on the products offered by the hotel, (ii) good experiences that affect the emotions / feelings of the customers , (iii) a tendency to stay at the hotel on any occasion, and (iv) made product purchases (staying), recomended to their colleagues to stay at the hotel and even defended the hotel if there is a negative perception about the hotel.

Brand loyalty is a multi-dimensional concept. The main constructs in shaping brand loyalty are brand image and customer satisfaction. Nevertheless there are many other dimensions that construct brand loyalty, such as switching cost, switching behavior, investment size, brand awareness and others. Theoretically, the study on brand loyalty still needs to be developed, since among the researchers, there is still no agreement reached related to the concept of brand loyalty (Suhartanto, 2011). Empirically, the high level of competition has lowered brand loyalty at Inna Group Hotel in Denpasar. This can be seen from the level of the hotel occupancy which is below the standard and the stagnant growth of the repeater guests which tend to decline over the last five years. This condition cannot be separated from the behavior of tourists who tend to try new competitor hotels that offer loyalty program which attracts customers.

Brand image has an important role in shaping customer loyalty toward the brand. A unique and good brand image will have its own value in the minds of customers. The hotel industry is in need of a brand image (Wu, 2014), in which the service element, which is a distinguishable competition element, is considered as almost identical in terms of performance, price, and availability. Unfortunately, most of the brand image researches are done on manufactured products, and in the retail context, and very few in service firms especially in the hospitality sector. Empirically, the brand image of the Inna Group Hotel is generally identical to a cheap brand, strategic location, standard facilities and tends to have an old hotel image. Therefore, expanding the brand loyalty model by including brand image in the service context is a must. The inclusion of brand image into brand loyalty does not only increase model prediction power (Kotler, Bowen and Makens, 2010), but it also provides a better understanding on the factors that motivate guest loyalty in the hospitality industry (Wisnawa, 2011).

Customer satisfaction is a condition in which there is a similarity or an excess between perceived service and expected service (Oliver, 1980; Gundersen, Heide and Olsson, 1996). Satisfied customers will tend to be loyal. In addition, customer satisfaction will strengthen the prediction of brand loyalty model (McQuitty, Finn and Wiley, 2000). Empirically, the customer satisfaction at Inna Group Hotel in Denpasar are vary, some are satisfied, some are not. Based on the documentation results on Trip Advisor website, customer satisfaction is achieved through the friendly service, the strategic location and the competitive price. Dissatisfaction of the customers is mostly due to the condition of the hotel's facilities that are outdated and dusty. In addition, the old equipments often cause operational problems, for example is the inability of the hotel to provide hot water for bathing for 24 hours.

Research Objectives

Purposes of this research are:

1. To find out the influence of brand image and customer satisfaction at Inna Group Hotel in Denpasar City.
2. To find out the influence of customer satisfaction and loyalty at Inna Group Hotel in Denpasar City.
3. To find out the influence of brand image and brand loyalty at Inna Group Hotel in Denpasar City.
4. To find out the role of customer satisfaction in mediating the relationship between brand image and brand loyalty at Inna Group Hotel in Denpasar City.

Literature Review

Researches on brand loyalty are still being developed to date. This is because there is no agreement from academicians on the concept of brand loyalty. Some groups see loyalty from a behavioral point of view, others see loyalty from the standpoint of attitude, (Pedersen and Nysveen, 2001). Furthermore, there are those that combine attitude and behavior which is also called as composite point of view. Anyone who sees brand loyalty as a multi-dimensional model that combines the customer's inner dimensions (cognitive, affective, conative and behavioral) (Back and Parks, 2003), and from the outside of the customer's dimensions in form of hotel management efforts to achieve customer loyalty, such as: service quality, brand image, brand awareness, customer satisfaction, perceived value, perceived risk, quality alternative, investment size, etc. Other researcher Mahasuweerachai (2012) conducted a study on the relationship between service quality, brand extensions, brand reputation, perceived image, perceived risk in forming brand loyalty in star hotels in the United States. The findings of the study indicated that there was a positive and significant influence of all those variables toward brand loyalty. The higher the reputation, the image, the quality of service in a hotel brand, then the higher the customer loyalty. However, the above study is inconsistent with research by Noor (2014) and Shahroudi and Naimi (2014) where the brand image had no real influence on brand loyalty. The differences of the results of those previous researches show that it is necessary to do further research on both variables.

Hypotheses

Based on the above description, the hypothesis of the research are as follows:

1. Brand image has a positive and significant influence to customer satisfaction at Inna Group Hotel in Denpasar City.
2. Customer satisfaction has a positive and significant influence to brand loyalty at Inna Group Hotel in Denpasar City.
3. Brand image has a positive and significant influence to brand loyalty at Inna Group Hotel in Denpasar City.
4. Customer satisfaction mediates the relationship between brand image and brand loyalty at Inna Group Hotel in Denpasar City

Methodology

This research is a quantitative research using Structural Equation Modelling (SEM) with the help of AMOS 22.0 computer program. The samples used were 150 respondents using purposive sampling method, in which the respondent had stayed at least once at the hotel. The samples were eligible, because the requirement of SEM analysis with maximum likelihood (ML) is at least 200 samples (Ferdinand and Manajemen, 2000; Hair, Robert and David, 2006; Ghozali, 2014). The were 13 indicators used, thus, the minimum sample was 5 times of the indicators that was 65 and above the maximum sample that was 10 times of the indicators that was 130. Technique of collecting data by using questionnaire which was distributed online and offline for three months from April to July 2017. The validity and reliability tests were performed before the questionnaire was distributed online, then it was followed by analysing data using SEM (Ghozali, 2014).

The phases of SEM analysis were as follows: (i) developing of the model based on the theory, (ii) developing path diagrams and structural equations., (iii) selecting the input matrix type and the proposed model estimation, (iv) assessing the structural model identification, (v) assessing the performance of goodness of fit, and (vi) interpreting and modifying the model.

Results and Discussion

This section describes the results of validity and reliability test, respondent profile, customers' behaviors in hotel, descriptive research variable, result of data analysis using SEM, hypothesis testing, and then proceed with discussion of of the research results.

Results of Validity and Reliability

Before the questionnaire was distributed online and offline, the validity and reliability tests were tested first by 30 respondents. The test results showed that the instruments were valid with the correlation between items in the overall variables were above 0.3. Instruments were declared valid if the alpha-cronbach value of each variable was above 0.6 as in Appendix 1 (validity and reliability tests results). Furthermore, the questionnaire was distributed online and offline. The offline's responrate was very low, out of the 200 distributed questionnaires, there was only 15% returned which was 30 questionnaires. There were 185 respondents who filled the questionnaire, but there were only 150 questionnaires which were answered fully and valid to be analyzed further.

Characteristics of Respondents

The respondents' profiles in this research were mostly (i) men (89%), (ii) age in the range of 26 to 35 years old (37.30%), (iii) originating from Indonesia (48.70%), (iv) working as private employees (32.00%), (v) having income > 25 million per month (29.30%), (vi) spending 5 - 10 million during vacation (34.70%), (vii) having a vacation purpose (59.30%), (vii) staying for 1-3 nights (53.30%), and (viii) it was the second stay (82.00%).

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Results of SEM Analysis

Evaluation of Normality, Outlier, Multicolinearity and Singularity

Output of Amos 22.0 shows that the critical values of kurtoisis of all indicators were in the range of ± 2.58 which indicates that all of the data which were used in this research were normally distributed. Mahalanobis distance value compared to chi-square value with significance level of 0.001, degree of freedom of 15 or $\chi 2$ (13: 0.001) = 27.688 which indicates that there was no multivariate outlier in this research. Multicollinearity and singularity can be detected by the determinant of a covariant matrix which is equal to zero (Ghozali, 2014). The results show that the value of the covariance matrix was 0.001. Structural equation model can be seen in the figure below.

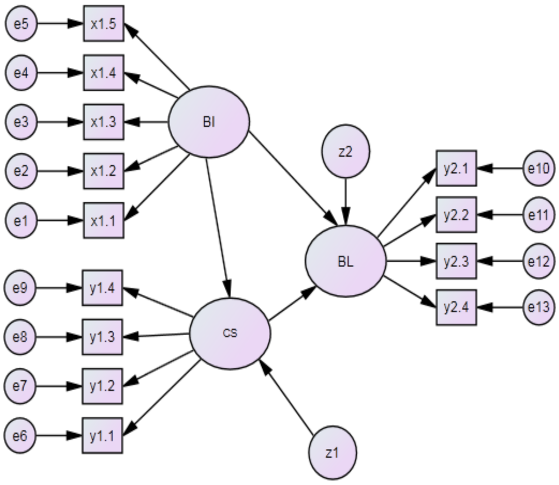

Figure 1. Structural Equation Model of Brand Loyalty at Chain Hotel in Denpasar

Results of the full model can be seen in Table 2. All of the rquirements for the fit model such as Chi-square χ^2, GFI, AGFI, TLI, PNFI and PGF are fulfil the requirement of fit model meaning that the model is fit which indicates that developed confirmatory model of this reseacrh can be accepted which can explain relationship between variable used in this research.

Table 2. Goodness of Fit Index

No	*Goodness of Fit Index*	*Cut of Value*	Result	Information
1	Chi-square χ^2	Expected to be small	46.681	Good
2	*Significance*	≥ 0.05	0.527	Good
3	*GFI*	≥ 0.90	0.955	Good
4	*AGFI*	≥ 0.90	0.914	Good
5	*TLI*	≥ 0.95	1.002	Good
6	*PNFI*	0.60 – 0.90	0.591	Good
7	*PGFI*	0 - 1	0.504	Good

Source : Result of Data Analysis, 2017

Hypothesis testing

Table 3. Parameter Estimation

	Estimate	Standardized Regression Weights	S.E.	C.R.	P	Label
CS <--- BI	2.114	.733	.601	3.519	***	par 13
BL <--- BI	.276	.121	.265	1.042	.297	par 11
BL <--- CS	.581	.732	.104	5.605	***	par 12
x1.1 <--- BI	1.000	.326				
x1.2 <--- BI	2.362	.789	.635	3.719	***	par 1
x1.3 <--- BI	1.732	.578	.495	3.499	***	par 2
x1.4 <--- BI	2.567	.805	.710	3.615	***	par 3
x1.5 <--- BI	1.593	.515	.483	3.295	***	par 4
y1.1 <--- CS	1.000	.846				
y1.2 <--- CS	1.023	.853	.079	12.981	***	par 5
y1.3 <--- CS	1.023	.850	.078	13.106	***	par 6
y1.4 <--- CS	1.066	.862	.081	13.235	***	par 7
y2.1 <--- BL	1.000	.722				
y2.2 <--- BL	1.083	.779	.123	8.827	***	par 8
y2.3 <--- BL	1.102	.826	.114	9.639	***	par 9
y2.4 <--- BL	1.281	.810	.139	9.235	***	par 10

Source : Result of Data Analysis, 2017

The results show that the first hypothesis which says that brand image has a positive and significant influence toward customer satisfaction was proven by the significance value of 0.000 with direct influence value of 0.733. This is in accordance with Suhartanto (2011) and Wisnawa (2011).

The second hypothesis, which says that customer satisfaction has a positive and significant influence toward brand loyalty was proven by the significance value of 0.000 with direct influence value of 0.732. This research is in line with Suhartanto (2011); Kuo (2012); Johnson (2013); Timmerman (2013); Al-Msallam (2015); Jraisat *et al.* (2015); Martínez (2015); Tabaku and Zerellari (2015).

The third hypothesis which says that brand image has a positive and significant influence toward brand loyalty was not proven by the significance value of 0.297. This is not in accordance with the Suhartanto (2011) and Wisnawa (2011). This research supports the research results of Noor (2014) and Shahroudi and Naimi (2014) in which the brand image has no real influence toward brand loyalty.

The fourth hypothesis which says that customer satisfaction mediates the relationship between brand image toward brand loyalty was not proven by using Sobel Test which showed that the t-count was 1.1901 which was smaller than t-table (0.05: 150) = 1.976.

Discussion

Brand image has a positive and significant influence toward customer satisfaction. This indicates that the management of Inna Group Hotel in Denpasar should be able to create hotel's image as a comfortable place (with the highest loading factor = 0.805) to improve customer satisfaction, thus, the customers will not regret in taking decision to stay at the hotel (highest loading factor = 0.862). However, the managers still have to pay attention to the reputation of the hotel, and the luxury and uniqueness image of the hotel. By increasing brand image, customer satisfaction will surely increase. The effort of creating hotel's image as a comfortable place to stay can be done by improving the quality of service, especially on tangible aspects. The facilities of Inna Group Hotel in Denpasar, which are out of date will certainly disrupt the operational of the hotel. Similarly, the renovations of the building should not eliminate the uniqueness of the hotel as a historical hotel.

Customer satisfaction has a positive and significant influence toward brand loyalty, this means that if the customer satisfaction increases, then customer loyalty toward the brand will also increase. Thus, customers will prefer to stay at the hotel than to stay at other hotels. The hotel manager has to be able to convince the customers that their decision to stay at Inna Group Hotel in Denpasar is the right decision (highest loading factor = 0.862). This can be done by giving a serious attention to the guest complaints. Every guest complaint should be responded to and handled as soon as possible. Similarly, customers' expectations must be met. If guests book a double room, it should be upon check-in that it is realized. Similarly, special guests' requests at check-in should also be met.

Statistically, brand image does not have a significant and positive influence toward brand loyalty. Nevertheless, the manager should still pay attention to the image of the hotel, because it will influence customer satisfaction because customer satisfaction will influence brand loyalty. This means that the brand image has an indirect influence toward the brand loyalty.

When the manager has considered all of the variables mentioned above, it is expected that customers will stay longer at the hotel, spend more money and be loyal to stay again on the next visit.

Conclusion

Brand image has a positive and significant influence toward customer satisfaction, in which customer satisfaction has a positive and significant influence toward brand loyalty but does not mediate the relationship between brand image and brand loyalty.

Implications

This research reinforces previous researches, which tested the influence of brand image and customer satisfaction toward brand loyalty, with the result that these two exogenous variables had a positive and real influence toward brand loyalty. Practically, this research is expected to give a thought contribution for accommodation entrepreneurs in making loyalty program by paying attention to the indicators of each variable used in this research.

Suggestions for further research

It is suggested that a hotel manager should pay attention to hotel's comfort in improving the image of the hotel (brand image), so that customers will feel satisfied and confident that the decision to stay at the hotel is the correct choice. Thus, the customers will recommend the hotel to their friends.

Limitation

This research is limited in testing the relationship of the variables that make up brand loyalty, which only uses brand image and customer satisfaction. Future research is expected to test using many more relationships with the addition of variable trust, switching cost, investment size which are more relevant to hotel's competition trend which is increasing tight nowadays. Similarly, future research should not only use star hotels as the object, but it should be more clustered, thus, the discussion between variables will be more specific and in accordance to customers' characteristics and hotels' characteristics.

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Sengkulun as Betawi Traditional Cake Philosophy, Historical and Cultural Review

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ABSTRACT

Betawi has a diversity of traditional food. One of the diversity of traditional foods of Betawi's type of cake is Sengkulun cake. This rare cake is made from glutinous rice flour. Study was designed to recognize the Sengkulun cake from history, culture and philosophy as well as documenting the original way of making the cake which has begun to be forgotten. Descriptive qualitative approach was used to analyse data and information. Respondent were elders, i.e. Betawi cultural experts and Sengkulun cake makers. Experiment was conducted to obtain documentation in the form of photo and video which could make the cake more interesting to become Betawi 's snacks. Results show that the Sengkulun cake has existed for a long time but cannot be known with certainty the year of the creation of this cake. This cake began to be created because of the abundant availability of glutinous rice and also due to the influence of Chinese ethnic in the processing the snacks. The cake has a high position in ancient times because this cake can only be found in certain events such as Eid al-Fitr. From the Sengkulun's philosophy, it can be said that sticky texture of the Sengkulun cake has a symbol of respect each other.

Keywords: philosophy, Sengkulun, traditional cake

Introduction

Background

Jakarta is a city that has many functions and roles. Jakarta as the capital of the province and also the state capital. the hustle of routine as the center of government, the trading city, the administrative center, the central political activity, and the educational center, as if ceaselessly offering modernity, which almost eliminates the identity of Jakarta. Jakarta is unique because it cannot simply represent the ethnic population of the original, namely Betawi, but also home to various humans, tribes, cultures, and other ethnic who come, live, and thrive in it. The epistemology of Jakarta culture is a mixed culture or culture of various ethnicities. Since the Dutch era, Jakarta is the capital of Indonesia which attracts migrants from within and outside the archipelago. The tribes inhabiting Jakarta, among others, Java, Sunda, Minang, Batak, and Bugis (Martiah, 2013). Apart from the population of the archipelago, Jakarta culture is also absorbed from many foreign cultures, such as Arabic, Chinese, Indian and Portuguese. With cultural diversity that ultimately mutually acculturates affect traditional culinary products contained in Jakarta. Cultural assimilation was inevitable, especially since the first city of Jakarta has become a melting pot. Various local and foreign ethnic crowded the city of Jakarta. Status as a modern city with a massive wave of development invasion also played a role to wipe out the existence of ethnic Betawi, the original inhabitants of Jakarta who deserved the presence of the newcomers (Lila, 2016).

Before the 1960s in the center of Jakarta there were many Betawi settlements, but due to the development and industrialization, many Betawi Kota people moved to the outskirts of Jakarta (Shabab, 2004). Land owned by Betawi people more and more are traded freely. The city of Jakarta was later abandoned the original inhabitants, changed with the immigrants who race to taste the beautiful metropolitan. Under the guise of globalization, traditional Betawi wisdom is increasingly felt strange in his own village. In addition to its predicate as a metropolitan city, other tourist attraction is said to have come from a number of art and cultural festivals held in Jakarta (Deny, 2014). Therefore, in addition to offering the splendor of a sparkling urban city with luxurious facilities, Jakarta should also more often showcase the uniqueness of Betawi ethnic culture, including culinary, which is loaded with historical value and philosophy.

As one of the tourist destinations in Indonesia, quite a lot of Jakarta's local culture can be developed and promoted, including culinary riches. There are a line of delicious and unique dishes that are very potent Betawi so the appeal of the culinary tourist, either because of taste, health benefits, or the value of philosophy and history that accompany it. Unfortunately until now the Betawi culinary wealth has not become a reason for tourists to come to Jakarta. Betawi culinary tour in Jakarta is still not well known, still far behind the popularity of shopping center and family recreation center. In the official website of Jakarta Tourism and Culture Department, the choice of Betawi restaurant or restaurant is not in the recommended Indonesian food reference (Lila, 2016).

Betawi typical food as its culture is a blend of elements from outside such as culinary from China, Middle East and the Netherlands. The cuisine of these elements can be recognized in the typical Betawi cuisine, but there are some dishes that are purely derived from outside but in the spread of the food undergoes a name change. Betawi has a diversity of artistry such as music, dance, tourist attractions, and food. The diversity is also influenced by other cultures, one of which is seen from the diversity of traditional Betawi food of cake that is influenced from the Chinese cultural traditions that are visible from various types of food typical of Betawi (Dwi, 2015).

One of the Betawi culinary that is influenced by Chinese culture is Sengkulun . But this cake is now beginning to be difficult to obtain, even practically rare. Sengkulun is a cursory look like a basket. Cake that is made from glutinous rice, has a rough nodded surface, texture is soft and chewy. Originally Sengkulun made from Java brown sugar. This traditional food began to be difficult to obtain, practically rare in fact. The causes are varied; no one can make it anymore, less favored and no popularization and no future generations. Too bad if traditional food goes extinct one by one.

Based on the background of the above problems to be able to preserve traditional Betawi food, especially Betawi cake which is increasingly difficult to obtain, while this cake is a cultural heritage that needs to be maintained, especially in the effort to preserve the culinary of the archipelago as a part of national tourism development, proposed a research topic on Betawi Culinary Cake as Betawi traditional culinary.

Reseach Objectives

This study only reviewed the Sengkulun cake in terms of Philosophy, History and Culture, looks at how the original way of making Sengkulun cakes to be able to be documented and develops Sengkulun product to be more acceptable by society. the purpose of the research is to know the history, philosophy and culture of Betawi Sengkulun cake and to preserve the Betawi Sengkulun cake. Research Benefits are providing information in the form of valid documents as a Betawi traditional culinary reference, Introducing Sengkulun cake as traditional Betawi snack and preserving Sengkulun cake to be known by the community.

Literature Review

History

History is chronological study that interpret and gives meaning to events and applies systematic methods to discover the truth. History is continuous process of interaction between the historian and his fact, unending dialogue between the present and the past (Carl, 1985). Every historian would agree, I think that history is kind of research or inquiry.

Philosophy

Philosophy is an attitude toward life and universe; philosophy is a method of reflective thinking and reasoned inquiry ; philosophy is a group of problem; philosophy is a group of system thought (Harold, 2015).

Culture

According to structuralism, contains the basic idea as follows. Structuralism views that all societies and cultures have the same and fixed structure. This belief believes that every human being possesses a genetically inherited basic ability that this ability exists in every normal human being. This understanding places the structure of Language and culture as forces and even human consciousness. In this case, ceremonies, systems, kinship, marriage, cooking dress are the pattern of Language. Cultures such as Languages in which there are hidden rules governing the behavior of society. This hidden rule is what makes a community group unique and different from other community groups.

History of Betawi

Betawi tribe is a tribe in Indonesia whose inhabitants generally reside in Jakarta. Some argue that the Betawi tribe is derived from inter-ethnic and inter-mawin marriages in the past. Biologically, those who claim to be Betawi people are descendants of bloody mix of various tribes and nations imported by the Dutch to Batavia. The so-called Betawi people or tribes actually counted newcomers in Jakarta. This ethnic group was born from a combination of various other ethnic groups who already live in Jakarta, such as Sundanese, Javanese, Arabic, Balinese, Bugis, Makassar, Ambon, Malay and Chinese (Murni, 2012).

Cooking Method

Traditional food cooked with certain cooking methods or techniques to produce different textures and food products. Some cooking techniques with water convection is steaming, The cooking process is moist or wet, with heat from steam or with steamed terms. In this Sengkulun cake research is cooked in a way steamed.

The Cake Sengkulun

According to Indra Ketaren in Upa Boga Indonesia, typical food from Betawi which is cursory like a basket cake but the surface is rough. A sweet savory sweet flavor with a supple and soft texture. Sengkulun is made with the main raw material of sticky rice flour. The color of chocolate Because it uses brown sugar as well as a sweetener in addition to using sugar as well. While that makes it tasty, no other thick coconut milk. Steam time long enough, about 2 hours.

This food is not really pure Betawi, but there is the influence of Chinese culture. Admittedly, Chinese culture is strong enough to penetrate the Betawi culture. On Idul Fitri and Idul Adha, usually Kue Sengkulun is often served. Cake with basic ingredients sago and glutinous flour is very tasty in combination with grated coconut. The area of this cake distribution is cultivated in certain areas on the border area of east and south Jakarta (Murni, 2012; Felicia, 2014).

Methodology

Design and Time

Methods are a way of expressing objective truth. This method is intended to reveal that the expressed truth is based on sound scientific evidence. Therefore, methods can also be interpreted as procedures or sequences of ways that systematically extract scientific truths (Firta, 2015). This research uses descriptive method with qualitative approach. Qualitative approach is a research process that produces descriptive data in the form of oral words of people and behavior observed (Bogdan and Taylor, 1992). Qualitative approach was chosen in this study to see the essence of research so that the results obtained detailed. Qualitative research has the following characteristics.

a. There is a natural research background and researchers act as this instrument. Researchers are mostly at the research site to observe and understand the problem in depth. Researchers also use a tape recorder to document data in words and cameras to document in the form of images.
b. Descriptive nature, the researchers will describe the problem of research with the detailed data collection and complete.
c. More emphasis on process than product. The process is more emphasized because research begins with "how" and not "what".
d. Tend to analyze data inductively. The research begins with a way of looking at the specific circumstances in society and then drawn general conclusions based on the development of ideas from existing theories.
e. In qualitative research, which is very important. This approach emphasizes the importance of fast and accurate capture of post-insights.

This type of research uses a descriptive approach, i.e., a study that aims to provide or describe a state or phenomenon that occurs today by using scientific procedures to answer the problem in actual (Sugiyono, 2010). Descriptive research tries to find the right and sufficient description of all activities, objects, processes and people (Basuki and Sulistyo, 2010). The method used in the study was descriptive and qualitative by in-depth interview with snowball technique and observation. Observations carried out to see how to make Sengkulun cake. The study was conducted from April to August 2017 in Jakarta especially at central Jakarta.

a. Research Informants

Informants of the research are selected speaker namely Indigenous Elders Betawi, Cultural Betawi and Sengkulun cake maker.

b. Research Instrument

Research tool used in collecting data in the form of interview guide in form of questions, observation record and documentation.

Sources of data

Data was collected using snowball sampling technique. According Sugiyono (2010:85) "snowball sampling is a technique of determining samples at first small amount then become big". If the data collection of the first respondent has been completed, the researcher requests that the respondent provide a second and further recommendation. This process lasts until the researchers obtain sufficient data and as needed.

Data collection technique

Data collection is a very important step in the research, a researcher must be skilled in collecting data in order to obtain valid data. Data collection is a systematic and standard procedure for obtaining necessary data. In qualitative research the techniques used are observation (observation), in-depth interview, and documentation.

a. Observation

In Qualitative Research, the observation is clarified into 3 ways: observers can act as participants or nonparticipants, observation can be done frankly or disguise, and observation concerning the research background (Sugiyono, 2010) and in this research used observation technique which where researcher act as participants Observations conducted by the author in this study is the observation frankly, in this case the authors do data collection that researchers are doing research on Sengkulun cake.

b. Depth Interview

In the technique of gathering using interviews is almost the same as the questionnaire. The interview itself was divided into 3 groups: structured interviews, semi-structured interviews, and in-depth interviews. Researchers chose to conduct in-depth interviews, aiming to collect complex information, most of which contain opinions, attitudes, and personal experiences (Basuki and Sulistyo, 2010). To avoid losing information, the researcher asks the resource person to use the tape recorder. Before an in-depth interview, the researcher explains or gives a brief and clear overview of the topic of research.

c. Documentation

The document according to Sugiyono (2010: 240) is a record of events that have passed. Documents used by researchers here in the form of photographs, images, and data about the Sengkulun cake. The results of the observations and interviews will be more legitimate and reliable if supported by photographs.

Data Analysis

Descriptive qualitative was used to analyze the data and information which were collected based on in-depth interview and playing back the recorded interview

Results and Discussion

Characteristics of Respondents

There were 8 respondents in this research. Most of their age were 40 years to 80 years. All of them live in Jakarta. They have direct experience of undergoing Betawi traditional food. All of interviewees know about Sengkulun cake. Four respondents are as Sengkulun cake maker and other respondents are organizers of Betawi cultural institutions at Jakarta.

Table 1. Profile of Respondents

Respondent	Age	Accupation
1	56	LKB Development
2	47	LKB Development
3	63	Setu Babakan
4	89	Sengkulun maker
5	59	Teacher at LKB
6	72	Sengkulun maker
7	59	Sengkulun maker
8	62	Sengkulun maker

History about Sengkulun

The results show that Sengkulun has been known since long time ago, even since their's Grandpa and grandmother was born this Sengkulun already exist. But it is not known exactly when the cake began to be made. The Table 2 shows the answer about how long has Sengkulun cake been known?

Table 2. Sengkulung Cake has been known by Betawi people

Informan	Answer
1	As Abang, I know this cake since I was child
2	Clearly since I was child this cake already exist.
3	Since I was childhood my parents have introduced this cake
4	I know this from my grandmother
5	I have known Sengkulun from my grandmother and my grandfather
6	Since my Grandmother tough me how to made this cake
7	Since I childhood my Grandfather show me how to made Sengkulun.
8	I know Sengkulun since I was childhood.

The origin of Sengkulun is estimated to begin to be made from the availability or harvest of glutinous rice is abundant. The influence of immigrants from ethnic Malays and Chinese such as making basket cake, the Betawi residents allegedly adopted the way of making Sengkulun by using glutinous rice that is easily obtained at that time. At least references related to Betawi traditional cake caused the history of Sengkulun become limited. From the results of extracting information from the sources, only a small number of informants who have the belief and the opinion that Sengkulun is a Betawi traditional cake made without any influence from other cultures. But most of the informants argue that because Betawi past is a gathering place of various ethnicities and nations, it is suspected of strong ethnic Chinese influence that inspires the making of this Sengkulun. The Table 3 shows how the origin of the Sengkulun cake is created?

Table 3. The Originality of Sengkulun Cake

Informan	Answer
1	Over production so our eldery use ingredient to make Sengkulun
2	Production of glutinous rice need lot of time and got the influence of the Chinese culture about making this cake.
3	Betawi has the cake since long time ago as we have a lot of glutinous rice
4	Richness of agriculture in the form of glutinous rice, Farmers make the cake following the Chinese people.
5	Sengkulun cake is real cake from Betawi culture
6	Chinese culture influence the existence of Sengkulun cake
7	Chinese culture influence us how to make the cake
8	Abundant of glutinous rice production make grandparents created the cake adopted from Chinese people

From the interview it is clear that the existence of this cake has been rare and less well known by the Betawi people, especially young people. But this cake has long been known as a snack and is an offering cake for the elderly or magnifying people in the past. This cake has a position that is considered high in the past, because only made and intended to people who are respected or have a high position in the community. It is also reinforced by the making of cakes that are only performed at large ceremonies on the feast of Eid al-Fitr and Eid al-Adha. Table 4 shows how is the position of Sengkulun in today's Betawi society?

Table 4. The Position of Sengkulun Cake in Today's Betawi Society

Informan	Answer
1	Sengkulun known as cake for offering for the eldery for now days young people will not known about this cake.
2	Rare cake for young people serve for the one who are respected
3	Sengkulun usually for eldery and served at eid al fitri and eid al fitr.
4	for young betawi will not know Sengkulun, because theres no one sold this cake and usually this cake on eid al fitr
5	Cake for respected the eldery
6	Already known sengkulun, never sold in the market as well
7	Rare cake for respect the eldery usually at eid al fitr an edi adha.
8	Young people don’t know about history of Sengkulun cake

Results of interviews show that all sources said that the cake is widely known by Betawi people, especially Betawi Central Jakarta and surrounding areas. The existence of the mapping of Betawi food is known that the distribution of this cake is only found in Betawi people living around Central Jakarta. Sengkulun in Betawi society is better known by Betawi people in central areas such as Central Jakarta and surrounding areas, such as Kebun sirih area and Kebun Kacang. The results of interviews with some Betawi culinary experts and also the makers of Sengkulun is a cake or snack that is only held for certain events so that it becomes a proud thing for the Betawi people or families who can prepare it outside the special event. It can be concluded that the Betawi people who live in Central Jakarta and surrounding areas are still quite know and play a role in introducing this Sengkulun. The Table 5 shows the role of community groups in the existence of Sengkulun cake.

Table 5. Role of Community Groups in the existency of Sengkulun cake

Informan	Answer
1	This cake is only in the central area of Betawi
2	All Betawi should know this, but the most area is in the central area
3	Central Jakarta know more about Sengkulun cake
4	Since I was a child, Sengkulun already exist at my area Kebun sirih
5	I live at Kemayoran, and Sengkulun still exist there.
6	At the central area
7	Betawi people at my place
8	All betawi people should know this cake. But central Jakarta at my place Kebun Kacang still have received order for this cake.

Philosophy of Sengkulun

Sengkulun made from glutinous rice flour has a special characteristic where the cake is more sticky if not eaten with grated coconut. From the results of interviews with informants who know about the existence of Sengkulun. This cake becomes a symbol to stick each other together. This cake is often found in the wedding ceremony, which is expected to be a mutual attachment between husband and wife. This cake is a tradition for Eid al Fitr and Eid al Adha where the existence of this cake to glue the relationship with one another in the family, At the time of Eid Fitr and Eid al-Adha where the relatives gathered with the existence of this sengkulun can be meant glue outgoing relationships with each other. The Table 6 shows the philosophy of Sengkulun cake in Betawi.

Table 6. Philosophy of Sengkulun Cake in Betawi

Informan	Answer
1	Especially for Lebaran, incidentally for certain people is also used as a dish of Eid adha and Idul fitri, so it's more like Lebaran because the meaning of the sticky cake will attach family relationships
2	Usually for eid fitr, because this cake for stick family relation.
3	For engagement events, gluing relationships between couples
4	Engagement events and eid fitr, you know that this cake to stick family relationships.
5	Before wedding event and eid fitr
6	For seserahan event at betawi, this cake as glue for couples relation
7	Eid fitr and eid adha event. For attach all family relation
8	Usually for engagement, this cake from bride family for groom family which mean for bride and groom stick together.

The cake is a tradition for Eid and Eid al-Adha (Murni, 2012) where the existence of this cake to glue the relationship with one another in the family, At the time of Idul Fitri and Idul Adha where the relatives gathered with the existence of this sengkulun cake it can be intended to glue relationships with one another. Ketan itself in the belief of Javanese society has many meanings. Ketan can be interpreted "kraketan" or "ngraketke ikatan ", which means to bond the bond. As a symbol of glue rope brotherhood among human beings. It is also marked by the distribution of the dish to the neighbors and relatives to keep the intimacy closer. from this glutinous meaning, Sengkulun based on glutinous rice flour can have meaning, the presentation is used to glue the relationship of both husband and wife and relative relationship.

Culture of Sengkulun

The results show that from interviews point of view, the cake is mentioned that most likely "Sengkulun" because of the characteristic of the dough is first laid to add to the paste that has been steamed half cooked. But some Betawi culinary experts say because this cake is devoted to the elderly in ancient times is referred to as "Penghulun" this term that makes this cake named Sengkulun. The Table 6 shows any meaning of Sengkulun cake.

Table 7. Any Meaning of Sengkulun Cake

Informan	Answer
1	because this cake for eldery, eldery is reffered as penghulun. So we call the cake Sengkulun.
2	story from the community who consider the elderly as Penghulun.
3	sengkulun means chewy and sticky and this cake for penghulun (eldery)
4	because pulun (method of making this cake) we can call this cake Sengkulun
5	because how to make cake surface by pulun-pulun , we name it Sengkulun
6	since childhood already Sengkulun
7	because that small round shape on the cake we call pulun
8	because printil on the top of cake, that pulun as sengkulun.

Most of the sources said this cake can be served as a daily dish. However, according maker of Sengkulun, this cake is only made for certain events in Betawi culture, but can be enjoyed daily if bespoke to the maker to be enjoyed at special family event outside of big days or famous Betawi traditional ceremonies. The Table 8 shows result of the Sangkulun cake which has become a daily cake dish.

Table 8. Sangkulun Cake has become a Daily Cake Dish

Informan	Answer
1	Only for certain event dishes, but can be ordered if you want to enjoy
2	I think this cake you can enjoy it any time
3	In the past this cake has been sold but now people try to make their own cake
4	We can use daily
5	Can create for daily but can be order for engagement
6	Food can be made anytime
7	Only for certain event but we can order to sengkulun maker if we want to enjoy it.
8	Any time you can enjoy this cake

The way of making that is by pulun-pulun which a mixture of glutinous rice flour and rice flour mixed with palm sugar mixture until the form of grain is a special technique in making this cake. Almost all of informant said about making pulun is one of special technique in making of Sengkulun. Results Interviews the main ingredients of sengkulun are Glutinous rice flour, rice flour, Java sugar or with palm sugar, Grated coconut, Pandan leaves, Water and Salt. And tools for making this cake are wooden spatula, bowl, saucepan, strainer, measuring jug, small cup for cake mould, and steamer for steaming the cake. The present form of the Sengkulun cake is known to be rectangular or parallelogram. Since there is no standard of the original form. Sengkulun cake there is a sell with a round shape and then put coconut shredded in a small plastic box one by one only in accordance with the order. This can be known from the results of interviews with business actors Sengkulun cake that is still there. The Table 9 show how is the presentation of Sengkulun cake at the moment.

Table 9. Presentation of Sengkulun Cake at the moment

Informan	Answer
1	There is no possibility that our friends as culinary experts, they adjusts the taste of the people now but the traditional touch with the new packaging
2	If it changes shape is also not, it is the system when the old time in the form of a big slice . now there is also what I see in already in the form of small round shape in a box
3	Still in square shape
4	We can use a lot of mould shape
5	Usually for engagement I use love shape
6	Still selling in square shape.
7	Same size and shape until now
8	Usually for eid fitr I made it small shape n put in small box include coconut grated.

The results also show that Sengkulun cake need to be sustain because modern Betawi children today have not known this cake. The informant suggest the need to make this cake as a typical souvenir of Betawi, a new breakthrough in the packaging and cake form more interesting to be enjoyed by young people today. The Table 10 shows the way to preserve Sengkulun

Table 10. The Way to Preserve Sengkulun Cake

Informan	Answer
1	Keep this cake always exsist.
2	Not only need the role of government in this case, I think the community also play an active role . I think it is necessary there is also a breakthrough that can be sold in the form of the term day-to-day, made a souvenir because it's been so far not only dodol
3	By teachang and telling about Sengkulun cake to young generation
4	You as a young person must make this cake still known
5	Keep making and sharing about how to make this cake to young generation
6	I still receive orders for sengkulun until now
7	Keep selling this cake until now
8	Need to make this cake as snack from betawi

Method of Making Sengkulun Cake

The results show that how to make Sengkulun cake is that it starts from cooking Javanese brown sugar with sugar and water until boiling and then let stand until cold. Then mix the glutinous rice flour with rice flour to mix well and then add the brown sugar solution to the glutinous rice flour mixture and then make the cake by hand or with the wood spatula, until it is in the form of small grains, then set aside in a separate bowl and combine with slice of palm sugar. Then the rest of the solution is mixed until it becomes one with a glutinous rice flour mixture until there is no clump. To avoid dough that clumps then the dough needs to be sieved. Then poured into the mold of Sengkulun cake then steamed until half-baked, freshly picked and then mixed with pulp grains with brown sugar to stick with the cake. The dough is steamed until cooked and ready to be served with grated coconut that has been steamed.

Conclusion

The Sangkulun cake has existed for a long time in the 14th century and it was preceded by the availability of glutinous rice that many people then Betawi people who get the influence of Malay and ethnic Chinese from seeing them make a basket cake then created this cake with the aim of the sengkulun people who are elder. This cake is formed Because often see ethnic Chinese in making basket cake but made easier in making this cake. Crackers in ancient times is used as a conductor for the elderly or considered *penggede* in the region which is given at the event and Eid al-Fitr. This cake has a philosophy that is strongly associated with sticky rice which is where the cake is in the application or even when the Eid can give the meaning that this sticky cake can make close relationship between husband and wife or glue the relationship between relatives in the family. This cake can already be enjoyed every day even its making techniques have started to extinct began to be reappointed by the author for this cake in the end can still be known by the Betawi people and also this cake can also be used as a special cake Betawi which can be made by souvenir typical Betawi The technique of making Sengkulun has been made and documented in the form of video and also photo and has been distributed to Betawi cultural institutions with the aim that this manufacturing technique to be preserved Betawi society.

Suggestion

Indonesian culture is so much we should be proud and appreciate our culture. It should be the younger generation can civilize and preserve indigenous culture of Indonesia and do not just imitate foreign culture. Generally, Indonesian people are more proud of foreign cultures that put forward a more luxurious and stylish culture but forget the original culture. Therefore, it is necessary to recognize the indigenous culture of Indonesia. Suggestion for Sengkulun that is expected to be done further research that lift Sengkulun with modification of more unique flavor again to Sengkulun can be Betawi snack which have many flavor choice.

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Appendix

Picture Sengkulun already follow new style

Picture Sengkulun in real shape.

Method of making Sengkulun :

1. Boiled Palm sugar, pandan and water

2. Strain palm sugar mixture

3. Scale glutinous rice flour and rice flour

4. Mix the dry ingredient

5. Mix the palm sugar mixture with dry ingredient

6. Make small pulun by spatula

7. Making pulun by hand

8. Seperated pulun in small bowl

11. Mix all until no lumps

9. Mix the rest of palm sugar mix with dry ingredient

12. Strain the mixture until no lumps.

10. Mixwith spatula until well combine

13. Prepare the mould, brush with oil

14. Pour the mixture to mould and steam for 5 minutes

Let the Sengkulun cake getting cold and put in the packaging

15. Add the pulun with shredded palm sugar and steam the cake until cook for 30 minutes.

Working Rural Eco Tourism Planning in Yogyakarta Using MSP+DM Analysis

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ABSTRACT

Ecotourism planning requires a systematic simple tool. This is because generally the actors of ecotourism in the region of Yogyakarta is a rural community activist which need a simple tools. Ecotourism activities are often associated with village tourism activities managed by the local community as community based tourism (CBT). Using MSP + DM analysis helps facilitate the planning and development of ecotourism for all stakeholders.

Keywords: ecotourism, planning, rural, CBT, MSP+DM

Introduction

Background

Ecotourism has become an important part in rural tourism activities in Yogyakarta. Most of the tourist villages make activities in the natural landscape as part of the attraction. Euphoria occurs in the community in response to the massive of tourism activities and the potential of nature that is considered to be developed as a tourist destination. Encouraging the massive use of eco-tourism issues become important. The countryside in the special region of Yogyakarta generally has a unique natural condition. Starting from the mountains, hills, plains, and coastal areas. In general, these different natural conditions become part of comparative advantage when compared to other areas and also for prospective visitors from other regions. Utilization of nature for this tourism aspects still largely managed and initiated by the local community. Starting from the determination, design, and operational activities of eco tourism usualy done by the community and sometimes by local government. The role of government is to facilitate infrastructure and also to withdraw retribution or other schemes.

Rural in the suburbs of Yogyakarta often combine cultural activities and activities in the wild as attractions to attract tourists. The emergence of social media often feature landscapes or activities in the open space activities encourages community groups in villages to explore the potential of nature in the region to be sold as a tourist destination. Tourism stakeholder initiatives in developing tourist spots generally use trial and error systems, follow other areas that are considered successful, or use SWOT analysis. SWOT analysis result generate different management strategies among village stakeholders. The diferent of scientific background level and understanding about the uniqueness of tourism businesses among stakeholders also influences how the strategy of managing the eco-tourism assets. In such cases will be found some villages that are considered successful in selling eco-tourism activities but elsewhere there are areas that are considered failed to bring visitors. Not only the number of tourist visits is sometimes become a question for the stakeholders. The issue of sustainability has also been an issue that poses challenges to ecotourism activities initiated by the community. In addition, the local community's participation in ecotourism business activities in his village is also raising question for some other residents. Profit sharing and transparency are still a big issues that few villagers dare to ask or even to know how to measure an activity that is considered participatory for all villagers. Another thing that is important in Yogyakarta is the low awareness of citizens and stakeholders that eco tourism business should also pay attention to disaster mitigation. In general the villagers life style has not considered disaster mitigation as one of the important variables of an ecotourism activity. The conditions of such problems require a solution in the form of a relatively easy to use, comprehensive, and consistent tool to design of an eco-tourism area. One such analytical tool is the analysis of MSP+DM, which measures the aspects of Marketing (Marketibility), Sustainability, Participatory, and Disaster Mitigation Management.

Research Objectives

Based on the explanation of the problems above, this paper will discuss about the MSP+DM analysis as an analysis tool to determine, designing processes, and setting goals of ecotourism business inYogyakarta. This study focuses on eco-tourism activities conducted by rural communities as community-based tourism (CBT). Ecotourism activities are viewed as a community-based tourism activity. Different conditions of understanding on society about ecotourism business require a simple guide to the direction of planning and development. This should be really useful and well targeted. The MSP + DM analysis will be tested whether it is truly appropriate as one of the tools to develop an ecotourism area. Objectives of the research are:

a. to review the variables of ecotourism activities based on community through literature study
b. to learn the condition of eco tourism activities in Yogyakarta
c. to examines the variables of ecotourism activity on the MSP + DM analysis tool

Literature Review

Geographically, the Special Province of Yogyakarta has a land area of 318.58 hectares and 2169.6 km2 ocean (12 miles ocean) (BAPPEDA, 2009). These areas of land use is in the form of various forms. Various forms and utilization of this land that will be one factor to be used as ecotourism. The great number of land in Yogyakarta is forest area followed by rice field and settlement. Utilization of forests and rice fields for ecotourism activities in Yogyakarta is generally done by rural community groups. Such community groups are commonly affiliated in tourism village entities. Ecotourism is responsible travel to natural areas that conserves the environment and sustains the well being of local people (Wood, 2002). The UNWTO's definition, ecotourism refers to forms of tourism which have the following characteristics, such as (i) All nature-based forms of tourism, observation and appreciation is the main motivation, (ii) The tourism activities contains educational and interpretation features. It is generally, but not exclusively organised by specialised tour operators for small groups, (iii) The bussiness organizations tend to be small and owned by local people, (iv) Tend to minimizes negative impacts upon the natural and socio-cultural environment, and (v) It supports ecotourism attractions natural areas by: Generating economic benefits for local communities, organisations and stakeholders managing natural areas with conservation purposes; Providing alternative employment and income ads for local communities; Increasing awareness towards the conservation of natural and cultural assets, both among locals people and visitors.

The consequences of natural-based utilization and responsible utilization require serious attention prior to development as a tourist area. Ecotourism usually using protected areas that strives to be low impact and (often) small scale (Sayyed, 2013). But in its development process, ecotourism, nature, heritage, cultural, and soft adventure (e.g.: fish catching, bird watching, and milking) tourism are taking the lead and are predicted to grow rapidly over the next two decades. It is estimated that global spending on ecotourism is increasing about six times the industry-wide rate of growth (UNEP, 2011). For the protection of natural assets and side effects and the utilization of eco-tourism activities need to be carefully taken into account. As an activity that has a business purpose, ecotourism is related to marketing activities.

The marketing aspects involved in ecotourism activities by Priatmoko (Ayub *et al.*, 2013) are: (i) Determination of the tourism market. (ii) Products that uniqueness and originality typical of the local area which is regarded as a tourist attraction, (iii) Price is an obtained agreement on the profit margin, and its distribution among tourism businesses, (iv) Distribution is the stability of the availability of various tourism products and can be accesed by consumers/travelers, and (v) Promotion in term of communication dissemination of information on the local tourism product range.

Ecotourism is a special interest activity tourism. Every area will have special uniqueness and originality, the prices are also setting up differently with another mass tourism bussines. The role of marketing strategy is needed for various purposes i.e. gaining competitive advantage, counteracting markets' insurgencies, and identifying market potentials (Ayub *et al.*, 2013). Strategy of marketing also need differentiated approach: Provides marketing mix in a different way than competitive destinations Oreski (2012). This will be definetely including kind of product, price, place, promotion, people/ market. Marketing efforts can be focused by developing the most effective message for the segment targeted. In Yogyakarta ecoturism activities the example is bird watching for animal lover or fish catching for river activities lover. Furthermore communicating the message through the most effective communication channel for the segment is also important (Dolnicar, 2008), i.e., using Instagram or other social media platform for student visitors). There is no doubt that communication through social media will affect visits to destinations (Priatmoko, 2017b).

Analysis MSP + DM requires sustainability variables to be assessed. The aspects of sustainibilty include the concern of (i) carrying capacity of tourism products, (ii) waste treatment , (iii) preservation of the environment, (iv) the continuity of tourist visit, and (v) business development actors and local related groups (Priatmoko, 2017a). Ecotourism is a sub-component of the field of sustainable tourism. Sustainable meanings are also not limited to the sustainability of nature but also include in the face of changing economic, social and cultural patterns and widespread rural restructuring (Dashper, 2015). Sustainable issue in tourism not only the expectations of tourists regarding responsible natural- resource management (demand), but also the needs of communities that support or are affected by tourism projects (in this case is ecourism project) and the environment (supply) (UNEP, 2011). From the sustainable concept it shows that the sustainability of the continuity of visit and business development must be considered. In the development of ecotourism area the role of local community participation is became important. Promoting sustainable value chains within local communities need to be done. The need is to ensure a consistent quality and creativity, fostering local training and educational opportunities in creative and cultural industries; and encouraging public and private investment to sustain local creative industries among local people (UNWTO, 2016).

Participatory variabel also be assessed in MSP+DM analysis. Participatory values in MSP+DM regard to the following matters, (i) Main role by local communities , (ii) Responsible for local accountability, (iii) Focus in Local variety. Sustainable tourism development, in particular of local communities, need to be ensured to the wide participation (UNWTO, 2011). One of most definitions of ecotourism need to meets meaningful for community participation (Dorobantu and Nistoreanu, 2012). Public participation in tourism activity like ecotourism can take many forms, including organizing tourism advisory committees or boards (Spencer, 2010).

Generaly ecotourism management in Yogyakarta is conduct by villagers. Usualy their understanding of disaster mitigation is still not similar and standard. Safety still needs to be reinforced among the managers and stakeholders. UNWTO also promote and ensure the need global awareness to future hazards of any kind to improve regional and global efforts (UNWTO, 2011). Disaster consists of two kinds: natural disaster and non-natural disaster. Natural disaster is is an event or series of events that threaten and disrupt the lives and livelihoods caused by natural factors (e.g.: earthquake, tsunami, volcanic eruption) that can lead to result in loss of material and life (BPS, 2017). For Yogyakarta community the understanding on disaster characteristic is a warranty of safety investment in the future (Susmayadi *et al.*, 2014). During 2015-2016 Yogyakarta had 12 life fatality, 11 injury, and 1 person missin. Using MSP+DM analysis disaster mitigation can be focused in: (i) natural disasters (e.g.: earth quake, volcano eruption, tsunami, storm), and (ii) non-natural disasters, especially for handling the risks that may arise for the products and or human error (Priatmoko, 2017a). A rational approach to aware lifting aspects of Disaster Mitigation can be key the development of a tourist area in the long term (Purbadi, 2016).

Methodology

MSP+DM approaches which is a measurement method based on the aspects of Marketing (Marketibility/M), Sustainability (S), Participatory (P), and Disaster Mitigation (DM) Management was used to analyse the data information in order to determine, design processes, and set the goals of ecotourism business inYogyakarta. This study focuses on ecotourism activities which are viewed as community-based tourism (CBT) activity conducted by rural communities. Different conditions of understanding on society about ecotourism business require a simple guide to the direction of planning and development. The MSP + DM analysis will be tested whether it is truly appropriate as one of the tools to develop an ecotourism area.

MSP + DM was undertaken based on setting and selecting the attractions that already exist and the potential attractions as contents that will be analyzed and revealed in the future quantitatively. Because ecotourism is a product that contains aspects of marketibility, sustainibility, participatory, and need emphasis in disaster mitigation using the parameters of MSP+DM analysis tools very compatible. The use of scores based on the presence level of the indicators will also facilitate easily for stakeholders to establish of the basis planning area. The rank of the Value Scale & Categories of a region's initial condition become embryo, pioneer, growing, and advance which will help stakeholders in determining the steps of development as can be seen in Table 1.

Table 1. Values Scale & Categories

Scales	Categories
1.00 -1.99	Embryo
2.00 -2.99	Pioneer
3.00 -3.99	Growing
4.00 -5.00	Advance

Source: Priatmoko, 2017a

Results and Discussion

Results of the MSP+DM analysis can be seen in Table 2 which show that stakeholders can determine more advance target using bigger points in MSP+DM. The criteria for improving the condition of the area exist in the content of evaluation parameters of MSP+DM.

Table 2. Content of evaluation parameters of MSP + DM Scale

1. MARKETIBILITY						
PARAMETER	**DETAIL**	**VALUES & INDICATORS**				
		1 point	**2 points**	**3 points**	**4 points**	**5 points**
A. Product Packaging	the packaging of goods or services appearance	If there is no agreement for the packaging of various types of tourism products	If using standard for packaging several types of tourism products, but not for all its products yet	If using product standardization, however, for certain types of business only	If there are agreement and standardization of forms and all kinds packaging of tourism products	If there are agreement and standardization of forms and all types of tourism products and thematic packaging continuity
B. Promotion Model	kind of various media promotions	if not using a promotional media	If using one type of promotional media	If using more than one media a campaign	If using of various promotional model for all businessman has been	If using varieties of media promotions and take advantage of coordinated

					coordinated	communications network
C. tourism information system	The combination of information technology and the activities of people who use the technology to support the activities of tourism	If not using the information system	If using one kind of information systems by local tourism players	If using a wide variety of information systems, but is driven by outsiders	If using various forms system travel information and only driven by local tourism players	If using various forms of information systems and driven independently by local tourism stakeholders and outside stakeholder
D. Distribution	products reaching and relationship	If the product reaching & relationship is still very local (one district and surrounding areas only)	If the product reaching & relationship levels is between districts	If the product reaching & relationship levels is other provinces in the island	If the product reaching & relationship levels is national	If the product reaching & relationship levels is international level

2. SUSTAINABILITY						
PARAMETER	**DETAIL**	**VALUES & INDICATORS**				
		1 point	**2 points**	**3 points**	**4 points**	**5 points**
A. Physical development Thresholds	The extensive use of open land for physical development	If there is still no regulation of land use	If the existing arrangement of land use not obeyed	If the existing arrangements and restrictions on physical development began to be obeyed	If the existing land use regulation is obeyed and trendily expand open space rather than physical development	If the existing land use regulation is obeyed and willingness revision for physical development
B. number of visitors threshold	Number of visitors to the various attractions of the carrying capacity according to the UNWTO standard	If there is still no path scenario and visitors only understand a particular point of attraction	If there is still no tread path scenario for the flow of visitors and the amount of build up only at certain points	If there is existing thread path for a variety point of interest but there is no mechanism for distributing the number of visitors	If there is existing thread path for a variety of point of attraction and a mechanism for distributing the number of visitors	If existing thread path for a variety of point of attraction and the number of visitors dispersed as the carrying capacity of each object
C. natural resources Thresholds	Supply capability and durability of natural resources on the needs of tourists in	If there is still no regulation on the use of local natural resources	If there is already regulation on the use of local natural resources but have not	If the existing arrangements and restrictions on natural resources began to be obeyed	If the existing regulation on the use of natural resources tendency to renew the carrying capaci	If the existing regulation on the use of natural resources obeyed and willingness to contri

	various tourism objects		obeyed		ty resources	bute to the renewal function of resources
D. local communities' response	Reaction and action of local community on tourism activities in the region	If the majority of local people do not accept tourism activities in the area	If the majority of local people feel no need to engage the activities of tourism	If the majority of local people want to be involved in tourism activities	If communities have formed organizations to regulate the role of the tourism activity	When the organization formed by community tourism has been connected with various stakeholders
E. Tourist's Response	Reaction and action tourists who visit	If various attractions deserted and stalled	If visited by individual travelers but no tourist groups	If the group of tourist began to visit at least by family group	If already marketed by tourism business corporation	If start to be a list of must visit for tourists who come to Bantul
F. Government's response	Reaction and action of government in the development area	If there is no response from government in planning the region	If it listed in the regional development agenda	If it began to be included in local government development agenda and budget allocations	If it involves a wide range of stakeholders in the development of the region	If the provincial or national government making plans and budget allocations

3. PARTICIPATORY						
PARAMETER	**DETAIL**	**VALUES & INDICATORS**				
		1 point	**2 points**	**3 points**	**4 points**	**5 points**
A. local resources	The use of various resources and local materials insights	If local people do not want to use local materials	If local people using local resources as compulsion	If Local People want to use any local resources as a supplement	If the majority of local people using local resources	If the local people maximizing in using local resources and make it as a theme of tourism area
B. local accountability	The involvement of local communities for the management and development of organizations	If local people do not want to get involved in the activities of tourism	If local people want to be involved in tourism activity but do not want to form organizations	If there are tourism organizations but there is no activity activity	If tourism organization start become as a regulator of local community activities	If the organization has been associated with cross-sectoral stakeholders
C. local variety	The uniqueness of the various local tourist attraction	If there is not uniqueness of the area	If there is already uniqueness of the area but not been packed yet	If some existing local uniqueness been packaged for tourism products	If the local uniqueness has become the collective consciousness as tourism product	If the local uniqueness has become the collective consciousness and packed and protected by legal instruments
D. The economy advantage for local people	Distribution of income received by the	If there is no economic benefit recei	If there is already a small part of	If most of the travel needs can be suppli	If an existing business entity/ organization	If the business institution formed by local

	local community and direct business player	ved by local communities	community members receive economic benefits	ed by a variety of backgrounds of individuals in society	to distribute most profit for local people	people has associated with the majority of citizens and external parties

4. DISASTER MITIGATION						
PARAMETER	**DETAIL**	**VALUES & INDICATORS**				
		1 point	**2 points**	**3 points**	**4 points**	**5 points**
A. The earthquake and landslides	Anticipation of risk and recovery planning	If there are no anticipation and rescue plans from earthquakes and or landslides	If there are anticipation and a rescue plan for earthquakes and landslides but has not been socialized	If there are anticipation plan, socialization and rescue training	If there are evacuation plan and a special team to handle the disaster by the local people	If there are a plan, SAR Team, and the post-disaster recovery area plan
B. non-natural disasters as effect of failed technology, pestilence	Anticipation of human error and standardize the safety and health	If there is no anticipation and standardization for minimum safety and health	If already have a standardization but has not been used as a reference	If safety & health standard is already becoming a reference for local tourism stakeholders and tourist	If there is an international standardization of safety and health are obeyed	If there is sanctions/penalty for disobeyed health and safety standardization by local people and tourist

Source: Inspect.id team, 2016

Conclusion

MSP+DM analyisis helps ecotourism stakeholder to develop the destination area because quantifications of the analysis process during planning and preopening process will help stakeholder and local community easier to understand what will they do. The planning target for stakeholders also can be seen in MSP+DM so the activities in the future can be determined easily.

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Balanced Scorecard Implementation in Restaurant Management

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ABSTRACT

Balanced scorecard (BSC) is tools that are widely used to measure company performance including in the hospitality industry. It's widely applied because it's simple, easy, and effective especially in startup business. The objective of this research is to measure the restaurant performance by using BSC. Data observed by participant observation, unstructured interviews, and documentation that produced three measurement models. This data analyzed by descriptive analysis and simple linear correlation to prove the relationship between each perspective of BSC. This study proposed three correlative models that designed from selected indicator of four BSC perspectives. The results show (i) The first model: employee absentee rate is positively correlated with customer complaints 0.417, customer complaints are positively correlated with labor cost percentage of 0.387, and labor costs are negatively correlated with net profit margin of -0.395; (ii) The second model: the percentage of foodstuff price are negatively correlated with total number of customers -0.607, total number of customers are negatively correlated with food loss -0.916, food loss are negatively correlated with employee trained percentage -0.378; and (iii) The third model: revpash are positively correlated with average check of 0.994, average check are positively correlated with cover per labor hour of 0.800, and cover per labor hour is positively correlated revenue per employee with of 0.837. The all result indicates that BSC models could be implemented to measure restaurant performance by selecting indicator of each perspective. It means that a change in one perspective leads to disruption of other perspectives, so that the restaurant management must consider various factors if it has to make a decision or strategies. The BSC model can help the management in formulating strategies to improve restaurant performance.

Keyword: balanced scorecard, restaurant performance indicator

Introduction

Background

Restaurant business is predicted to be continued and develop because food and beverage is a basic requirement that must be fulfilled everyone. Streanise (2012) mentions that, the lifestyle of modern humans consider eating and drinking is no longer just to survive, but also has shifted into a lifestyle, a recreational event, a social event, or even a pride. Research results from the National Restaurant Association (NRA), which is the largest restaurant association in the world, stated that restaurant industry revenue in the United States is projected to reach 798.7 billion dollars in 2017, which increased 4.3 percent compared with the previous year amounted to 766 billion dollars. It is also supported by the Toast Pos survey, involving 450 food and beverage entrepreneurs in

America, 92% of them are optimistic that their business will improve. Respond of these conditions, innovation of products and services is not enough to ensure the success of a restaurant, without balanced with a good management system. This argument is supported by Marr's (2014) that management can work well when all aspects of a business can be measured. Performance measurement can be used as an important navigational tool by managers to understand the condition of a managed company is leading to success or otherwise. According to Rangkuti (2011) in order to measure future performance, comprehensive measurement is needed which includes four perspectives, financial, consumer, internal business processes, learning and growth, because financial performance is the result or result of nonfinancial performance. From these statements can be explained that the measurentment comprehensive on performance is one of the important aspects in formulating strategies to manage the company more effectively and efficiently in the face of competition. Currently, traditional performance measurement is less relevant as it only focuses on a financial perspective that causes the company's orientation only on short-term profits and tends to ignore the long-term viability of the company.

In terms of increasing revenue, restaurant management undertakes a strategy of improving service quality by developing employee competency through employee training programs targeted at least two topics per month, but management has not measured the level of employee productivity so that the effectiveness of training outcomes can not be measured clearly where the training is done to improve employee productivity or not. In addition, the management has not made a measurement of the percentage of labor costs and employee absenteeism, even though these indicators have an immediate impact on the amount of profit generated. According to Lynn (2017) control the labor costs is one way to increase profits. From the description can be explained that the performance measurement system conducted by the management not enough able to provide accurate information in preparing the right target strategy and oriented to the main objectives of the company. Performance management based on Balanced Scorecard can be an alternative in improving the performance of restaurant by applying financially and non-financially interrelated aspects, and consist of four perspectives: financial, customer, internal business process, learning and growth perspective.

According to Krisnawati and Sunardi (2016), Balanced Scorecard is clearly able to reveal the various factors that are driving the achievement of superior financial performance and competitive long term ". In addition, the online survey results on the benefits of Balanced Scorecard in 2016 from 2GC which is an international strategic management consulting firm located in the UK. So the focus in this study is to refine the restaurant's performance management model which previously focused more on financial perspective only to be more comprehensive and effective by identifying important indicators that have both financial and nonfinancial causality in four Balance Scorecard perspectives. So the results of this study is expected to help the Restaurant to formulate a new strategy in measuring the performance of long-term oriented company, including the implementation of operational activities on each individual to achieve corporate goals. In addition, this research also aims to find and develop key success factors that can be used by the management in managing the company more effectively and efficiently.

Based on the above background, it can be describe several research questions below:

1. How does the implementation of Balanced Scorecard can help the management in formulating strategies to improve restaurant performance?
2. What is the relationship of each indicator to the four perspectives used in performance management based on Balanced Scorecard?

Research Objectives

The objectives of the study are to understand effective performance management and to find the relation of each indicator used in measuring performance according to four perspective of the balanced scorecard.

Literature Review

Work Management

Measurement of performance needs to know the performance implementation. There is a deviation from the predetermined plan, or performance can be done in accordance with the time schedule specified, and performance results have been achieved as expected. The purpose of performance measurement consists of seven points as follows: (i) to organize organizational performance with more structured and organized, (ii) to determine the level of effectiveness and efficiency of an organization's performance, (iii) to assist in determining decisions relating to organizational performance, performance of each part of the organization, and individual performance, (iv) to enhance overall organizational capability with continuous improvement, (v) to help improve performance that activities are focused on the goals and objectives of the work unit program, and (vi) to allocate resources and decision making.

According to Mahfud (2016) performance management is a process to establish. A shared understanding of the things to be achieved and how to achieve them, and is an approach to managing resources in a way that can increase the likelihood of achieving success in the company. According to Albar (2016) performance management is a process designed to improve the performance of organizations, groups, and individuals driven by managers. Performance management includes a continuous review of performance and carried out in conjunction with a work plan, oriented towards the future and tailored specifically to the specific conditions of the organization based on a causal model that links between input and output. So the conclusion is performance management is an activity to review the performance on an ongoing basis to improve and develop an organization to be more effective and efficient.

According to Adiatma (2014), the process of performance management can be explained as follows: (i) Input, performance management requires a variety of inputs that must be managed in order to synergize each other in achieving organizational goals. These inputs include:

a) Human Resources (HR). Performance management requires capital, materials, equipment and technology and methods and working mechanisms;
b) Performance management requires input in the form of human resource capability, both individual and team. HR capability is manifested in the form of knowledge, skills and competence. HR with knowledge and skills is expected to improve the quality of performance process and work result. While the competence required for human resources have the ability in accordance with the needs of the organization so as to provide the best performance;
c) Process. Performance management begins on how to plan the expected goals in the future, and compile all the resources and activities necessary to achieve the goals. Implementation of the plan is monitored and measured progress towards achieving the objectives. Assessment and review are undertaken to correct and determine the necessary steps when there is deviation to the plan. Performance management establishes mutual respect among the parties involved in the performance process. The procedures in performance management are carried out honestly to limit adverse impact on individuals. The performance management process is run transparently primarily towards the people affected by decisions arising and people get the opportunity through the basis of a decision making;
d) Output. Output is a direct result of organizational performance, both in the form of goods and services. The work achieved by the organization should be compared against the expected objectives. Output may be greater or lower than the predetermined goal. If there is a deviation will be a feedback in the planning of future goals and implementation of performance that has been done;
e) Benefits. In addition to paying attention to outputs, performance management also takes into account the benefits of the work. The impact of the work can be positive for the organization, for example, because the success person realize that have an impact to his achievements and improve

motivation. Further improve the performance of the organization. But the impact of one's success can be negative, if because of its success it becomes arrogant that will make the working atmosphere become not conducive.

Balance Scorecard

Balanced scorecard is a performance measurement system that focuses on financial and non financial aspects by looking at four perspectives: financial, customer, learning and employee growth, and internal business processes that can help the organization to translate the vision and strategy into action where all those perspectives are intertwined in a causal relationship. In general, there are four components of business performance measured in the balanced scorecard, i.e., (i) financial perspective, (ii) perspective of customer or consumer, (iii) business internal process perspective, and (iv) learning and growth perspective.

Financial Perspective

According to Utama (2012), in a business, making money is one of the main goals, so the Financial Perspective is used in the balanced scorecard. The company's performance in generating revenue is one of the important indicators to measure the extent, which the company's strategy benefits companies. The financial perspective has three strategic themes: revenue growth, cost reduction, and asset use. Furthermore financial statements are historical-aggregative indicators that reflect the effects of implementation and execution of strategies in one period. Measuring financial performance will demonstrate the planning and execution of strategies providing fundamental improvements to corporate profits. These improvements are reflected in targets that specifically relate to measurable gains, business growth, and shareholder value. Measurement of financial performance considering the stages of the business life cycle: growth, sustain, and harvest. Each stage has a different target, so the emphasis of measurement is also different which can be explained as follows:

a) Growth is the early stage of the life cycle of a company, which is the company has a product or service that has the greatest growth potential. Here, management is committed to developing a new product or service, building and developing a product or service and production facility, adding operational capabilities, developing systems, infrastructure and distribution networks that will support global relationships, and fostering and developing relationships with customer.
b) Sustain is the second stage in which companies are still investing and reinvesting by hinting for the best returns. At this stage, the company tries to maintain its existing market share, even develop it. The investments are generally directed at developing capacity, and improving operational improvements consistently. Financial targets at this stage are directed at the level of return on investment made. Benchmarks are often used at this stage, such as ROI, ROCE, and EVA.
c) Harvest is the third stage, which the company actually reaps the return on investment in the earlier stages. No more large investments, either expansion or new capacity building, excluding expenses for maintenance and repair of facilities. The main financial objectives in this phase, taken as benchmarks, are maximizing cash inflows and reduction of working capital.

Perspective of Customer

Management philosophy has shown increased recognition of the importance of customer focus and costumer satisfaction. This perspective is a leading indicator. So, if customers are not satisfied then they will look for other manufacturers that fit their needs. Poor performance from this perspective will decrease the number of customers in the future even though the current financial performance looks good. The customer perspective has two measurement groups namely customer core measurement and cutomer value preposition which can be explained as follows:

Customer Care Measurement

Customer core measurement has several components of measurement, which can be described as: (i) Market Share reflects the company's control overall market, which includes, there are other things: the number of customers, the number of sales, and the volume of sales units; (ii) Customer Retention is Measuring the level at which a company can maintain relationships with consumers; (iii) Customer Acquisition measures the rate, which a business unit is able to attract new customers or win new business; (iv) Customer Satisfaction Assess the level of customer satisfaction associated with specific performance criteria in value proposition; (v) Customer Profitability Measures the net income of a customer or segment after deducting the special costs required to support the customer.

Customer Value Preposition

Customer value proposition is a performance trigger found in the core value proposition based on the following attributes: (i) Product/service attributes, includes the function of the product or service, price, and quality. Customers have different preferences for the products offered. There is a priority on the function of the product, quality, or cheap price. The company must identify what the customer wants the product to offer. Furthermore, performance measurements are set accordingly; (ii) Customer relationship, concerning the customer's feelings the process of purchasing products offered by the company. This consumer feeling is strongly influenced by the responsiveness and firm commitment to the customer regarding the delivery time. Time is an important component of corporate competition. Consumers usually consider fast and timely completion of orders as a factor important to their satisfaction; (iii) Image and Reputation, describes intangible factors that attract a consumer to connect with the company. Building image and reputation can be done through advertising and promise to keep quality.

Perspective of Internal Business Process

The internal business process perspective is a reflection of the key processes in the enterprise that can be optimized, to enhance the value proposition that can attract and retain customers. With customers satisfied the services and products, it is expected to have a financial return so as to satisfy the expectations of shareholders and all associated with the company. According to Utama (2012) there are four parts to the internal business process perspective:

a) Operations management process, is the process of receiving orders, working until sending products to customers. In this process, the effectiveness and efficiency of time become the basic principle emphasized.
b) Customer management process, is the process of handling customers from getting customers, maintaining, and increasing value for customers.
c) Innovation process, is an identification process to better understand customer needs as a basis for creating products and services that meet customer needs.
d) Regulatory and social process, is a process to make a positive contribution to the community and the environment around the company.

Perspective of Learning and Growth

This perspective provides the infrastructure for achieving the three previous perspectives, and for generating long-term growth and improvement. Utama (2012) explains that it is important for a company when investing not only on equipment to produce products/ services, but also investing in infrastructure: human resources, systems and procedures. Measures of financial performance, customers, and internal business processes can reveal a large gap between existing human capabilities, systems, and procedures. To minimize the gap, a business entity must invest in reskilling employees: improving system capabilities and information technology, and reorganizing existing procedures.

Framework of The Study

The framework for this research can be seen in the Figure 1.

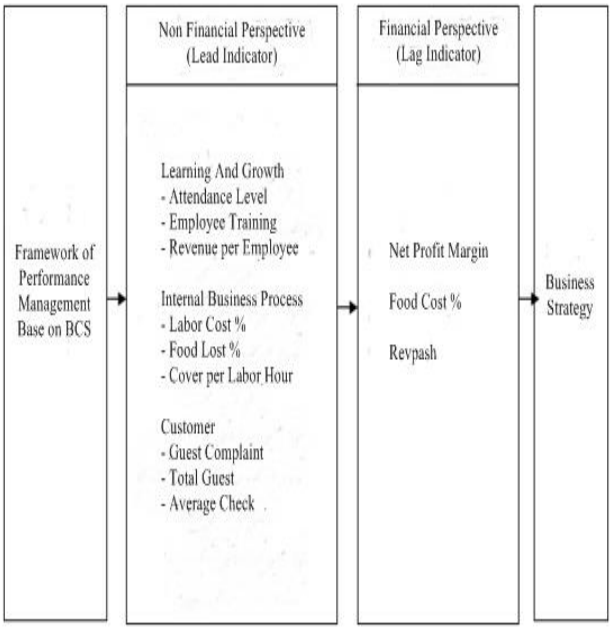

Figure 1. Framework of the Study

Methodology

The research takes place in Kuta, Bali on July to September 2017. Explorative method used to measure restaurant performance with four perspectives of balanced scorecard. In each of perspectives were chosen the appropriate measuring instrument. The selection of measuring instruments is done with a professional approach (Table 1).

Table 1. Balanced Scorecard Tools in this Study

Perspective of Balanced Scorecard	Measuring Indicator	Definition
Perspective of Learning and Growth	Employee absenteeism	indicators that illustrate the absence of employees and reflect the level of work discipline employees
	Employee training	the number of trainings conducted to improve the quality and productivity of employees
	Revenue per employee	income contribution that every employee can generate is the total income of the restaurant divided by the total number of employees
Perspective of Internal Process	Labor cost percentage	the percentage of labor costs is the overall cost incurred by the restaurant to pay wages, improve employee welfare
	Food loss percentage	the ratio used to measure the amount of wasted food in the production process of the total ingredients used
	Cover per labor hour	productivity level of restaurant employees
Perspective of Consumer Satisfaction	Number of complaint percentage	number of complaints with total buyers who visit the restaurant
	Total guest	the level of customer visits at the Restaurant at a certain period
	Average check per cover	the average spend that customers spend when they visit the restaurant
Perspective of Financial	Net profit margin	the company's ability to generate net income from total sales
	Food cost	all expenses incurred in order to produce a menu with a certain standard recipe
	Revenue per available seat hour	the selling point of a chair available for sale by the restaurant every hour

The Table 1 shows that for each perspective there are three set of indicators. Pearson correlation is used to analyse the relation of all perspectives. For each perspective represented by one of the indicator and form model of relation as can be seen in the Table 2 below.

Table 2. Perspectives and Relation Models

Model	Perspective of Learning and Growth	Perspective of Internal Process	Perspective of Consumer Satisfaction	Perspective of Financial
Relation model 1	Employee absenteeism	Labor cost percentage	Number of complaint percentage	Net profit margin
Relation model 2	Employee training	Food loss percentage	Total guest	Food cost
Relation model 3	Revenue per employee	Cover per labor hour	Average check per cover	Revenue per available seat hour

Results and Discussion

The measurement of each perspective on each model can be explained as follows:

The First Model

The first model consists of several indicators on each balanced scorecard perspective, collected from data obtained for the 2016 period, see Figure 1.

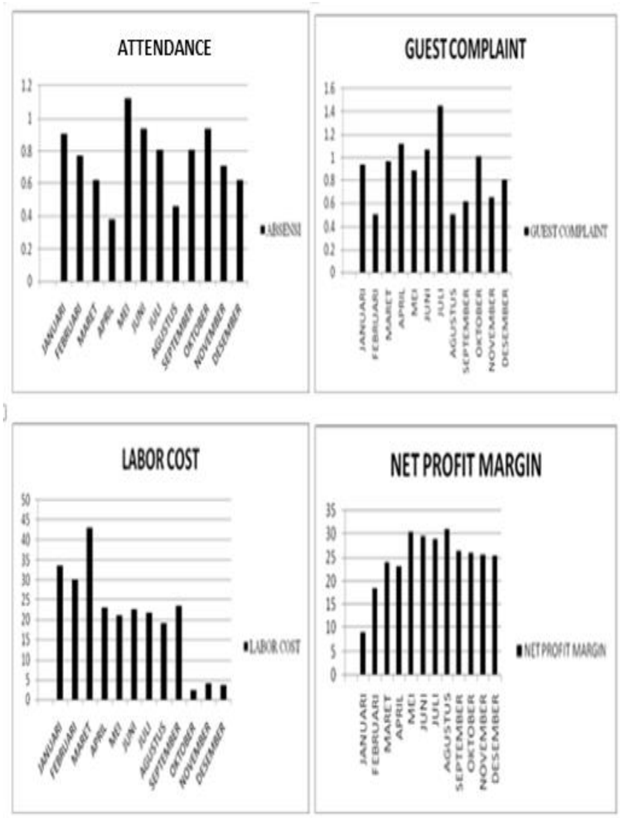

Figure 1. Performance of Attendance, Labor Cost Percentage, Guest Complaint Percentage, Net Profit Margin in 2016

It can be seen that the average employee absenteeism (attendance) is 0.76 in the period of 2016 with the highest absentee rate in May 2016 is 1.12 and the lowest level in april 2016 is at number 0.38. on the guest complaint indicator the average percentage of customer complaints during the period 2016 was 0.88 percent. And the highest percentage value occurred in July 2016 with the number 1.45 percent and the lowest percentage that is in February and August 2016 with the number of 0.51 percent. The average percentage of labor costs for the period of 2016 was 20.71 percent with the highest value in March 2016 of 43.05 percent and the lowest value in October 2016 at 2.40 percent. And the average net profit margin or net profit value for the period of 2016 is 24.93 percent with the highest value in August 2016 and the lowest value is 9.15 in January 2016. Simple linear correlation analysis of each indicator in model one to prove the relationship between each indicator used.

Table 2. Correlation of the First Model

		Attendance	Guest Complaint	Labor Cost	Net Profit Margin
Attendance	Pearson Correlation	1	,417	-,032	-,023
	Sig. (2-tailed)		,020	,922	,945
	N	12	12	12	12
Guest Complaint	Pearson Correlation	,417	1	,387	,075
	Sig. (2-tailed)	,020		,018	,816
	N	12	12	12	12
Labor Cost	Pearson Correlation	-,032	,387	1	-,395
	Sig. (2-tailed)	,922	,018		,018
	N	12	12	12	12
Net Profit Margin	Pearson Correlation	-,023	,075	-,395	1
	Sig. (2-tailed)	,945	,816	,018	
	N	12	12	12	12

Based on the table, it can be explained that the absenteeism level indicator is positively correlated with guest complaint percentage or the percentage of customer complaints correlation value of 0.417. In guest complaint indicators or percentage of customer complaints are positively correlated with labor cost percentage or labor cost percentage with correlation value of 0.387. And labor cost percentage or labor cost percentage is negatively correlated with net profit margin or net profit value with correlation value of -0.395.

The Second Model

The second model consists of several indicators in measuring the performance of restaurant in the period 2016 with the following data.

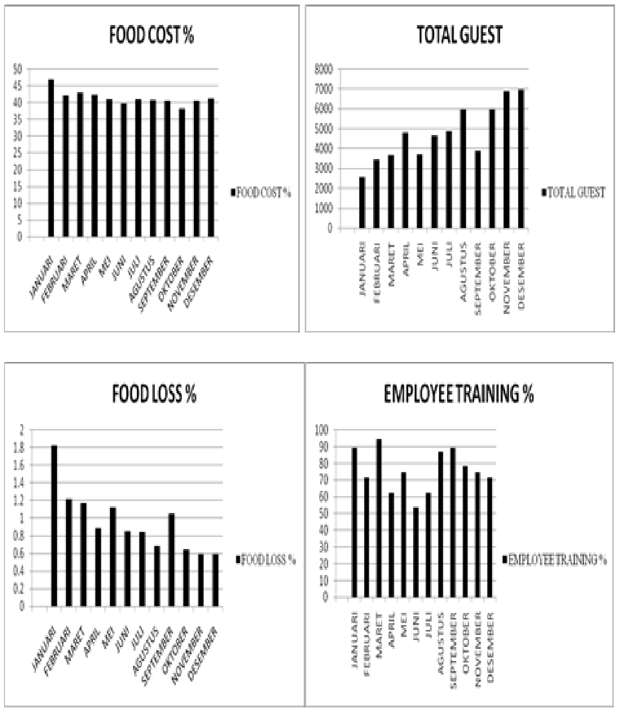

Figure 2. Profile of Percentage of Food Cost Percentage, Total Guest, Food Loss Percentage, and Employee Trained

The Figure 2 shows that the performance of restaurant in the period 2016 measured by some indicators that is, the average percentage of the cost of food restaurant is 41.53 percent with the highest value of 46.93 percent in January 2016 and the lowest value is 38.17 in October 2016. For an average customer total of 4784 subscribers in the period of 2016, with the highest number of 6967 in December 2016 and the lowest number of 2562 in January 2016. For food loss percentage or percentage of foodstuffs damaged and wasted in the period of 2016 with an average value of 0.96 of the total cost of food, and the highest value of 1.83 in January 2016 and the lowest value of 0.59 in November and December 2016. The average employee training or percentage of the number of employees trained in the period 2016 is 75.87 percent with the value the highest percentage of 94.64 in March 2016 and the lowest percentage of 53.57 in June 2016. Simple linear correlation analysis of each indicator in model two to prove the relationship between each indicator used.

Table 3. Correlation Results of the Second Model

		Food Cost	Tot guest	Food loss	Employee Training
Food Cost	Pearson Correlation	1	-,607*	,830**	,364
	Sig. (2-tailed)		,037	,001	,245
	N	12	12	12	12
Tot guest	Pearson Correlation	-,607*	1	-,916**	-,251
	Sig. (2-tailed)	,037		,000	,431
	N	12	12	12	12
Food loss	Pearson Correlation	,830**	-,916**	1	-,378
	Sig. (2-tailed)	,001	,000		,002
	N	12	12	12	12
Employee Training	Pearson Correlation	,364	-,251	-,378	1
	Sig. (2-tailed)	,245	,431	,002	
	N	12	12	12	12

Based on the table, the indicator of the total guest is negatively correlated with food cost percentage with correlation value of -0.607. In food loss percentage indicator is negatively correlated with total guest with correlation value equal to -0.916. Employee trained percentage indicator is negatively correlated with food loss percentage with correlation value of -0.378.

The Third Model

The third model consists of several indicators in measuring the performance of restaurant with data recapitulation in the period of 2016.

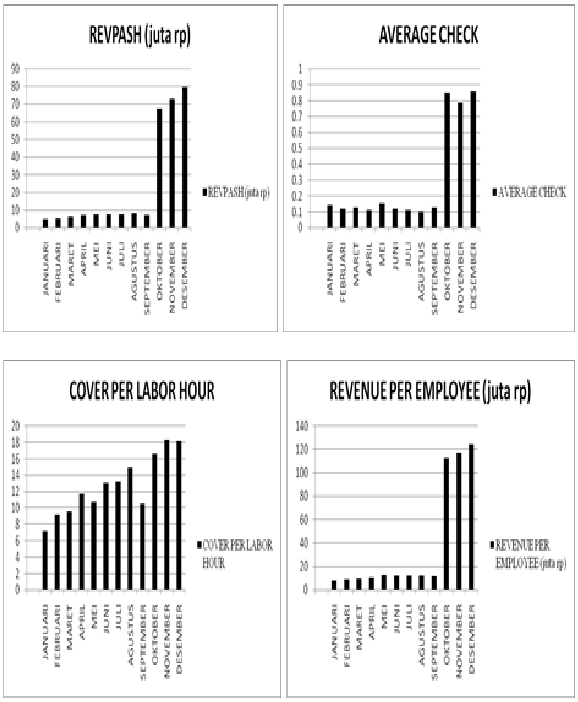

Figure 3. Profile of Percentage of Revpash, Average Check, Cover per labor hour, and Revenue Per Employee Revenue Per Employee

The Figure 3 shows that the value of revenue per available seat hour or the selling price of seats every hour at restaurant with an average value of Rp. 23,415,261.33 in the period of 2016. The highest value is Rp.79.657.236,51 in December 2016 and the lowest value is Rp.4.770.180,68 in January 2016. For average check or average purchase in the restaurant in the period 2016 is Rp. 300,921.44 with the highest value reached Rp. 857,513.24 in December 2016 and the lowest value of Rp. 102,386,51 in August 2016. On the cover per labor hour indicator or the number of customers served by the waiter every hour, the average value in the period of 2016 was 12.76 customers, with the highest score being 18 in November and December 2016 and the lowest value ie 7 in january 2016. On the indicator of revenue per employee or per employee grace in the period of 2016, with an average value of Rp. 37,595,107,74 with the highest value of Rp. 124.464.474,23 in December 2016, and the lowest value of Rp. 7,950,301 in the month of january 2016. Simple linear correlation analysis of each indicator in model three to prove the relationship between each indicator used.

Table 4. Correlation Results of the Third Model

		Revpash	Average check	CPLH	Revenue Per Employee
Revpash	Pearson Correlation	1	,994**	,840**	,999**
	Sig. (2-tailed)		,000	,001	,000
	N	12	12	12	12
Average check	Pearson Correlation	,994**	1	,800**	,997**
	Sig. (2-tailed)	,000		,002	,000
	N	12	12	12	12
CPLH	Pearson Correlation	,840**	,800**	1	,837**
	Sig. (2-tailed)	,001	,002		,001
	N	12	12	12	12
Revenue Per Employee	Pearson Correlation	,999**	,997**	,837**	1
	Sig. (2-tailed)	,000	,000	,001	
	N	12	12	12	12

Based on the Table 4, the average check indicator is positively correlated with revpash with a correlation value of 0.994. The indicator of cover per labor hour was positively correlated with the average check with a correlation value of 0.800 and indicator of revenue per employee is positively correlated with cover per labor hour with correlation value of 0.837.

Conclusion and Implication

Concluson

a) The first model showed attendance level indicator is positively correlated with guest complaint percentage or customer complaint percentage of correlation value of 0.417. Guest complaint percentage indicator is positively correlated with labor cost percentage with correlation value of 0.387. Labor cost percentage indicator is negatively correlated with net profit margin with correlation value of -0.395, which indicates that the performance of restaurant is good.

b) The second model showed the total guest indicator is negatively correlated with food cost percentage with a correlation value of -0.607. Food loss indicator is negatively correlated with total guest with correlation value of -0.916. Employee trained percentage indicator is negatively correlated with food loss percentage with correlation value of -0.378.

c) The third model showed the average check indicator is positively correlated with revpash with a correlation value of 0.994. The cover per labor hour indicator was positively correlated with the average check with a correlation value of 0.800 and indicator of revenue per employee is positively correlated with cover per labor hour with correlation value of 0.837.

Implication for Further Research

a) Implementation of Balanced Scorecard can be considered as a performance management framework by considering the financial and non-financial aspects, so that ultimately can assist the Management in making improvements to the company.

b) From a financial perspective, management needs to develop indicators in measuring financial performance, especially those that have an effect on the value of net income, so that the value of net income can be maximized.

c) On the customer's perspective, management should begin measuring the average check to determine the selling price that corresponds to the average customer spending in the restaurant, as an evaluation tool in improving the quality of service.

d) On the internal perspective of the process, management needs to clearly identify the level of productivity of each employee and the effectiveness of the workforce.

e) In the learning and growth perspective, management needs to make measurements of the results of the training that has been done, so it can be known the level of effectiveness of the training that has been given.

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Developing *Dayah* as Religious Tourism Destination in Aceh

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ABSTRACT

Aceh has several religious tourism destinations, especially the historic mosques and the graves of the *Ulama* but it turns out that many tourists also come and visit Dayah. The flow of tourist arrivals to Dayah has not been well organized, whereas the potential of Dayah as a religious tourism destination is very large to be developed. This study aims to provide an overview of the potential and strategy of Dayah development as one of the religious tourism destinations in Aceh. The research method used in this research is qualitative with observation and interview based on primary and secondary data. The results show that some Dayah in Aceh who have great potential need to be developed as a religious tourism destination. The potential development efforts can be through several strategies that involve the role of government, *Ulama* and Dayah managers and the Dayah community.

Keywords: Dayah, potential, strategy, religious, tourism

Introduction

Background

Tourism in Aceh is currently experiencing a fairly rapid development, one indicator is the number of tourists both local and abroad are constantly increasing. It can be seen from the data of the Central Bureau of Statistics of Aceh in 2009 shows the number of foreign tourists visiting Aceh is 10,000 people and in 2012 increased to 13,099 people. Aceh has a lot of tourism potential, including nature, historic sites, tsunami relics and of course a culture that can not be separated from Islam, such as Islamic sites, mosques, celebrations of Islamic holy days and religious events are the potential of Aceh's religious tourism that some have developed. However, there is one potential of Aceh's religious tourism that has not been developed, whereas the potential has a tremendous attraction both for local tourists, especially foreign tourists abroad, especially Malaysia. The intended potential is Dayah in Aceh.

Dayah is a traditional Islamic educational institution that still survive to this day. When viewed from the national context, Dayah is one of the pillars of Islamic education in Indonesia that existed long before the Indonesian state itself was born (Suyanta, 2012). Dayah can not be released with Aceh, it is because Dayah is the identity of Islam and indigenous Aceh, although its spirit and spirit still comes from the Islamic education system practiced by the Prophet Muhammad SAW during early Islam.

Dayah has an important meaning for Aceh, one of them in producing Ulama that guard and guide the government and society to remain in the corridor of Islamic teachings, as well as giving birth to Human Resources with religious knowledge and other knowledge that will be useful for society and country. When viewed from a historical cultural point of view, according to Abu Bakar,, Dayah in Aceh can be regarded as a training center that automatically becomes the center of Islamic culture that is endorsed or instituted by the community in Aceh. The existence and role of Dayah that has been centuries in Aceh is not only known in Aceh and Indonesia, but also abroad, especially the Asean countries. Not a few of them who come to Dayah just visiting to see, even stay to learn some time. This indicates that Dayah is not merely as an educational institution, but it can be developed as one of religious tourism destination. Therefore, the potential and strategy of Dayah development need to be studied further through this research.

Research Objective

Objective of the research is to understand and provide an overview of the potential and strategy of Dayah development as one of the religious tourism destinations in Aceh.

Literature review

Religious Tourism

Religious Tourism is a tour based on belief in a religion, with the aim to improve faith and belief in the religion. The report of FICCI and YES BANK Ltd. (2012) entitled "Diverse Beliefs: Tourism of Faith Religious tourism gains ground" the travel with the core motive of experiencing religious forms, or the products they induce, like art, culture, traditions and architecture. In the beginning religious tourism is a person's journey for pilgrimage and performs obligations in his religion in places believed to be holy land in his holy books, such as mecca, gangga, jerusalem and others. Along with the development of religious tourism concept began to expand, as proposed by Cevallos (2016), the concept of religious tourism is very much and we can divide this kind of tourism in the next: (i) People that look for a religious experience, (ii) People that visit sacred places for cultural reasons, (iii) People that visit sacred places because the roads, the paths, the environment around this places is beautiful, and (iv) People, that attend religious events as spectator

Cevallos (2016) argues that the journey to attend religious activities is religious tourism. Based on the concept, visiting the place of religious education to attend religious events or religious studies within a certain time can also be classified as a form of religious tourism.

Methodology

This research uses qualitative method by collecting data through observation, interview and literature study. Interviews were conducted with ulama dayah, dayah managers and the government, in this case the Dayah Education Development Board, Aceh Province. With the selection of informants by purposive sampling. The data analysis used is qualitative descriptive. The type of data required in this study is divided into two, namely primary data and secondary data. Primary data will be obtained through observation (observation) and interview (interview). While the secondary data obtained from the documentation of text, images, books, articles from various media to support the primary data.

Results and Discussion

Dayah Potential as Religious Tourism Destination

What is Dayah? The Dayah word is derived from the Arabic word "zawiyah". The term zawiyah according to Ishak (2010), literally means angle, which is believed by the people of Aceh where the mosque mosque corner functioned by the Prophet Muhammad to teach the companions in early Islam. The term zawiyah eventually turned into deyah or dayah due to the influence of the Aceh language that does not have the sound "z" and tend to shorten (Jalil, 2002). Dayah is the name of Islamic educational institutions in Aceh, in some areas in Indonesia known as pesantren originating from Java.

In general, the dayah is still strong in maintaining the traditional model of Islamic education. The traditional Dayah is called Dayah *Salafi*[1] because its scholarship refers to and based on the books written by salafi *Ulama* [2] called yellow books. Despite its centuries, Dayah salafi retains its traditional components, such as cottages, mosques, *teungku / kyai, santri*, and classical books to this day. All these components are mutually exclusive and interrelated, so called by the society that has a typical culture of traditional society in rural areas marked by embedded way of life that is collective which is one manifestation of the spirit of working together (*gotong royong*) commonly found in rural communities (Suyanta, 2012). This is what makes Dayah referred to as one of Aceh's cultural identity and strength.

[1] *Salafi* is a stream of thought that puts forward the syar'iyah nashes of various kinds of thinking both ways of work, which always commitment to the guidance of the Prophet and the guidance of the Companions both in scientific and practice.

The number of traditional Dayah is very much and spread throughout Aceh, some recorded by the government in this case the Aceh Education Board Dayah Aceh, but also there is not yet. Along with the development of education, Dayah with modern education system like some boarding school in Java also have exist in Aceh. Dayah type is known as Dayah Terpadu or Modern, where the curriculum and education system refers to the National education system. Data of Dayah can be seen in Table 1.

Table 1. Number of Dayah in Aceh

No.	City/Region	Dayah type	
		Salafiah/Tr aditional	Integrated/ Modern
1.	Sabang	1	2
2.	Banda Aceh	4	4
3.	Aceh Besar	59	24
4.	Pidie	42	2
5.	Pidie Jaya	42	4
6.	Bireun	70	5
7.	North Aceh	120	16
8.	East Aceh	42	9
9.	Langsa	10	1
10.	Aceh Tamiang	5	5
11.	Bener Meriah	3	14
12.	Aceh Tengah	10	10
13.	Gayo Lues	11	3
14.	Aceh Tenggara	3	19
15.	Aceh Jaya	11	3
16.	Aceh Barat	21	8
17.	Nagan Raya	8	1
18.	Aceh Barat Daya	15	4
19.	Aceh Selatan	4	3
20.	Subulussalam	3	10
21.	Aceh Singkil	3	4
22.	Simeulue	5	2
	Total	492	153

Source: Dayah Education Development Board, Aceh Province (2017)

Based on the Table 1, the number of Dayah Traditional / Salafi larger than integrated Dayah. It is a proof of the existence of traditional Dayah / Salafi in Aceh that has survived to this day. The data above also shows the amount of religious tourism potential that can be developed in Dayah

Aceh. Some of these Dayahs have actually been accustomed to receiving visitors,. As an experience expressed by one of the *salafi* dayah managers who used to receive guest visits:

> *"Sometimes they come do not use travel, maybe because there is a pointer direction , sometimes there is a new come straight in here go on, or sometimes have been traveling where to go, finally go home, while waiting for the plane's schedule ..so stop here, give us donation" (ABD)*[3].

ABD said that some guests who come, there are sometimes with travel agent, there are also who come alone. They are usually tourists who come on vacation and after touring the attractions, they usually stop at dayah while waiting for flight schedule. Most of tourists bring donation to dayah. Some of them came with donation and study at dayah. Many of them are from outside Aceh such as from Malaysia

> *"There are also from malaysia 300 people, they take the program every year , may be Islamic tour... every year it learn to other area" (ABD.)*

Even though Dayah's visitors are mostly Muslim, Dayah began to receive non-Muslim visitors, of course with the requirements set by Dayah. ABD said that:

> *"We are open, sometimes even some non-Muslims, yesterday someone came from America, then I permission with Abu (leader of Dayah) and he permit. We make an invitation to the people here, if maulid we have a lot of guests, then the American guest see how the hospitality of the Muslims in receiving the guests and how happy to glorify the birthday of the the Prophet Muhammad (mauli.)"(ABD).*

Some information from Dayah is directly describes that the dayah is very potential to be developed as a religious tourism destination in Aceh. Good communication and cooperation between leaders and management of the dayah with the government and the community around the dayah needed further to develop the strategy of developing the dayah.

Strategies for developing Dayah as a religious tourism destination

Dayah development as a religious tourism destination requires a strategy with good coordination among all stakeholders. Aceh Dayah Education Development Board as one of the government institutions also gives positive signal of support to the development of the dayah;

> *"Yes.. very happy if there are people outside Aceh going to Aceh who want to see the development of dayah in Aceh. It was incredible". we really want that Islamic tourism, because Aceh is Serambi Mekkah (porch of Mecca). there is an advantage for the area from tourism, right? , then also people outside of Aceh come here to bring money, and definitely spend, at least at the hotel stay, then he also ate, buy souvenirs, it's all income for the people of Aceh and the government because there are taxes" (BPPD).*

In addition to support from the Dayah Education Development Board, the main support of the Tourism Office is also a major driver. Synergy of all parties is needed to start the strategy of developing the dayah as a religious tourism destination. Flowchart of strategies for developing a Dayah as a religious tourism destination can be seen in Table 1.

[3] ABD is a dayah manager in Banda Aceh and is the son-in-law of the leader of Dayah. (Initial name use to maintain informant privacy)

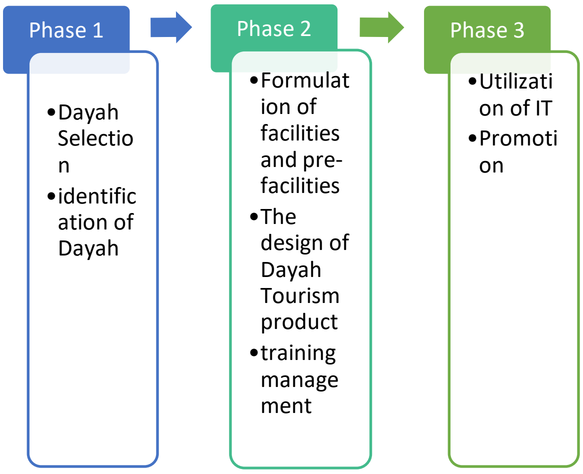

Figure 1. Flowchart of strategies for developing a Dayah as a religious tourism destination

Based on the Figure 1, strategies for developing a dayah as a religious tourism destination can be described as follows:

1. The first Phase (Dayah selection and identification).

The first phase consists of selecting several potential Dayahs to become religious tourism destinations. Then proceed with studying the organization and work of the dayah-dayah that will be used as an object of development studies. The activities focus on the organization and work system that support Dayah's core activities, namely accommodation, food, beverages, entertainment, sports and other activities in the Dayah.

2. The second Phase

a) Formulation of Supporting Facilities and Infrastructure Activities.
This phase begins with choosing the activities to be used to support the core activities of Dayah, which is then formulated as an activity that will be given the content of tourism culture, facilities, infrastructure as a basic guidelines of its management

b) Basic Management Guide.
The results of the study on basic management guidelines are further communicated in the form of seminars and FGD (Focuss Group Discussion) with the management of Dayah. The results of the deliberations are expected to be applied gradually in accordance with the existing human resource capabilities in the Dayah.

c) Socialization of tourism culture
After the management guidance has been agreed, the activities of tourism culture in Dayah, need to be developed such as hospitality.

3. The third Phase

a) Creating Dayah Website
Dayah website is required as access to guide and promotion media about Dayah concerned. In addition, the Website is also used as a communication medium for follow-up activities as well as various parties.

b) Creating Dayah Promotion Packages.
Dayah generally has no experience as a tourist manager, then the promotional instruments will be provided by the Department of Tourism, such as leaflets and brochures.

Conclusion

Dayah as the center of Islamic religious education in Aceh, not only has the attraction for local people to come just to visit, attend the anniversary of Islamic holidays, and stay to learn. But the enthusiastic foreign tourists, especially Muslim tourists are also quite large. This is a great opportunity for the development of dayah as a new tourist destination of religious tourism. Good and sustained communication and coordination especially between the dayah, the Dayah Education coaching agency, and the Tourism Office to develop the development strategy is the key to the success of Dayah as one of the religious tourism destinations in Aceh.

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Analysis of Village Tourism Development in Sawahan, Trenggalek Regency, Indonesia: A Sustainable Livelihood Approach

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ABSTRACT

Sustainable approach takes into consideration on five aspects in the development of the model, i.e., social, natural, human, physical, and economic. This study aims to find out the development of tourism village based on sustainable livelihood approach. The study was conducted on July-August, 2017 in Sawahan Village, Watulimo Subdistrict, Trenggalek Regency, East Java Province. The assumption is that the sustainable livelihood process has been running in the village. Five types of assets have been observed namely natural, human, financial, social, and physical. Quantitative and qualitative analysis were used to analyses data and information. Regression analysis on testing partial and simultaneous hypotheses were undertaken. The results showed that natural and social assets become the main factors in supporting the development of sustainable livelihood in Sawahan Village. Although it affects as minor condition, the financial, physical, and human asset can significantly influence when in the same condition.

Keywords : asset, livelihood, sustainable, and Sawahan

Introduction

Background

Tourism is one of the important industrial sectors and has great potential and opportunities to be developed. The development of tourism in developing countries, including Indonesia, is expected to help equalize economic opportunities and hamper villagers to migrate to the city. The development of tourism is also expected to improve economy condition. It can improve the welfare of the surrounding community (Evita, Sirtha and Sunartha, 2012). The development of tourism in Indonesia in recent years has entered into a new form. The new trend of tourism development in Indonesia is rural based tourism model (Triambodo and Damanik, 2015). The development of rural tourism in Indonesia began to emerge in 2007, when the Indonesian government launched the Visit Indonesia program as a promotion effort. From the number of existing villages, as many as 1,902 villages have the potential to be developed as rural tourism that can be developed as a tourist attraction to be visited by tourists, both of foreign and domestic. In 2012 the government built 978 villages through the village development program (Suarthana *et al.*, 2015). Meanwhile, the target of tourism in 2019 amounted to 20 million foreign tourists. Of that number, it is expected that visit the rural tourism as much as 2 million foreign tourists and urban tourism as much as 2.5 million (Sundaryani, 2017).

Sustainable approach in Trenggalek Regency, East Java Province lays on five aspects in the development of the model, i.e., social, natural, human, physical, and economic. This study aims to find out the development of tourism village based on sustainable livelihood approach. The assumption is that the sustainable livelihood process has been running in the village. Five types of assets have been observed namely natural, human, financial, social, and physical.

Research objective

This study aims to find out the development of tourism village based on sustainable livelihood approach in Sawahan village on five types of assets namely natural, human, financial, social, and physical.

Literature Review

The development of tourist village is strongly influenced by the institutional aspect, the object and the tourist attraction, as well as the means of tourism infrastructure (Damayanti, Soeaidy and Ribawanto, 2014). This is due to the three aspects of the development of the tourist village has an important role in improving the service and quality of tourism products. In the institutional development, the need for proper initial planning in determining the proposed programs or activities, especially on the Tourism Awareness Group (Kelompok Sadar Wisata) in order to be able to improve the knowledge and skills through the programs (Damayanti, Soeaidy and Ribawanto, 2014; Prafitri and Damayanti, 2016).

The importance of the role of the tourism sector requires all stakeholders to develop this sector sustainably (Dangi and Jamal, 2016). Tourism also has a negative impact on destinations, local communities, the natural environment, and the economy. Sustainable approach is an approach that takes into consideration five aspects in the development of the model, ie social, natural, human, physical, and economic aspects. These five aspects are an important component in supporting the success of tourism (Parmawati *et al.*, 2012; Suarthana *et al.*, 2015; Dangi and Jamal, 2016).

Methodology

Research Location and Data Collection

This research was conducted in Sawahan Village, Watulimo Subdistrict, Trenggalek Regency, East Java Province. The study was conducted from July to August, 2017. Site selection is based on the consideration that Sawahan Village has implemented Community-based Tourism (CBT), where the community is self-sustainingly trying to build, manage, and monitor the existing tourist attraction through the Duren Sari Tourism Awareness Group. The assumption is that the sustainable livelihood process has been running in the village.

Five types of assets were observed, namely natural asset, human asset, financial asset, social asset, and physical asset. Each asset has a different topic of question: i) natural asset (X1) = availability of natural resources and disaster threats, ii) human asset (X2) = knowledge level, community skills in work, language, and health condition, iii) financial asset (X3) = level of productivity and property ownership, iv) social asset (X4) = involvement of tourism, culture, and social life, and v) physical asset (X5) = existence of infrastructure and life support facilities.

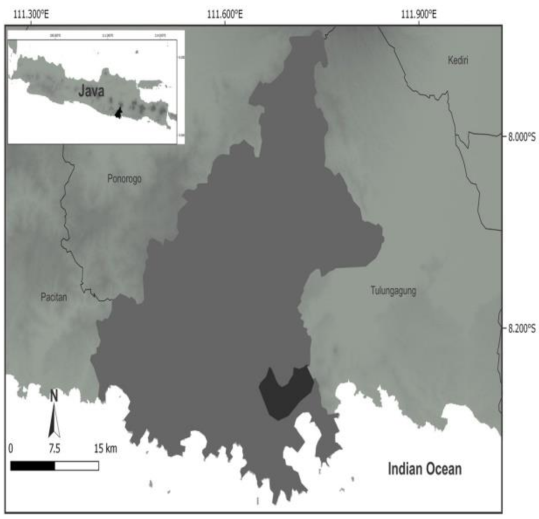

Figure 1. Map of Study Site.

Mark :
Dark grey = Trenggalek Regency;
Black = Sawahan Village, a rural tourism area

The analysis unit of the respondent is household, male and female, age minimum 20 years, and already working. This study uses the same as 5 to 10 times the number of variable manifest as indicators. This study uses 10 indicators, so the number of respondents is 10x6 = 60 respondents. Indicators of this research are tourism village and five assets. Secondary data obtained from the Tourism and Culture Departement, planning, research, and Development Agency, Watulimo District Office, and Sawahan Village Office.

Data Analysis

Regression analysis on testing partial and simultaneous hypotheses were undertaken. Kolmogorov-Smirnov normality test was used to determine whether the standardized residuals studied were normally distributed. The multicollinearity test was performed using the Variance Inflation Factor (VIF) value. The analysis also used the assumption of homocedasticity (Glejser test) to determine the range of residual values is constant. Autocorrelation was undertaken based on Durbin Watson test to determine correlation between variables (Augusty, 2006).

Result and Discussion

Kolmogorov-Smirnov Normality Test

Based on the error normality test with Kolmogorov-smirnov, obtained p value of 0.778 which is greater than the value of α (0.05) (accept H_0) which can be concluded that the error spread normally so that the assumption of normality is confirmed.

Table 1 . Result of One-sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		19
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	1,11163499
Most Extreme Differences	Absolute	,151
	Positive	,134
	Negative	-,151
Kolmogorov-Smirnov Z		,659
Asymp. Sig. (2-tailed)		,778

a. Test distribution is Normal.

b. Calculated from data.

Multicollinearity Test

Multicollinearity is a near-perfect linear correlation between two or more predictor variables. Multicollinearity test is used to test whether in the regression model that formed there is perfect correlation or not on predictor variables. The multicollinearity free test is performed using the Variance Inflation Factor (VIF) value. Based on VIF values all predictor variables (X1, X2, X3 and X4) have VIF value <10, then the H_0 hypothesis is accepted: there is no multicollinearity between independent variables so that non-multicolinearity assumption is accepted.

Table 2. Result of Multikolinieritas Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	X1	,630	1,588
	X2	,441	2,269
	X3	,561	1,782
	X4	,619	1,616

Homocedasticity Assumption

Homocedasticity means that the variety of residual values is constant (fixed). Testing of homocedasticity assumption can be done by Glejser test. Based on the results, it is known that the value of p predictors X1, X2, X3 and X4 is greater than α (0.05), then the H_0 hypothesis is accepted: error has a constant (homogeneous) variable so that non-multicolinearity assumption is met.

Table 3. Result of Homocedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t-test	Sig.
		B	Std. Error	Beta		
1	(Constant)	-14,179	7,311		-1,939	,073
	X1	,259	,135	,551	1,919	,076
	X2	-,154	,082	-,648	-1,888	,080
	X3	,120	,079	,460	1,511	,153
	X4	,194	,112	,503	1,736	,105

Non Autocorrelation Assumption

Autocorrelation is a correlation between a variable value with the same variable in one or more previous lags. The test was performed by using Durbin Watson test. Durbin Watson (D) value was 2,110 and Durbin Watson table with k = 5, n = 30, α = 0.05 (5%) obtained DL value of 0.8588 and DU of 1.8482.

Table 4. Result of Non-autocorrelation Test

Durbin Watson Criteria	Mark
Less than 0.8588	Autocorrelation present
0.8588- 1.8482	No conclusion
1.8482– 2.1518	Autocorrelation not present
2.1518 – 3.1412	No conclusion
Lebih dari 2.1518	Autocorrelation present

Based on the decision criteria, Durbin Watson (D) 2.115 is between DU and (4-DU) or 1.8482 and 2.1518 in the table, the decision taken is to receive H_0, ie no autocorrelation between errors so that non-autocorrelation assumptions are confirmed. According to the result of classical assumption test, it is known that the research data has fulfilled all assumptions, so further regression analysis can be done.

Simultaneous Test Results

Testing the significance of parameters simultaneously used to determine the effect of predictor variables contained in the regression model to the response variable as a whole or together (see table 5). Testing of significance simultaneously is done using F test. Based on the test of significance of parameters simultaneously known p value obtained less than α (0.05), it is decided to accept H_0 which means that human, financial, social and physical assets together influencing the development of sustainable livelihood in Sawahan Village. Human, financial, social and physical assets are interrelated and become a consideration for the development of a sustainable livelihood.

Table 5. Significance Parameters for Simultaneous Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28,915	4	7,229	4,550	,015[b]
	Residual	22,243	14	1,589		
	Total	51,158	18			

a. Dependent Variable: Y

b. Predictors: (Constant), X4, X3, X1, X2

Partial Test Results

Testing the significance of the parameters of the regression model partially used to determine the influence of each predictor variable to the response variable. Testing is done using t test statistic. Based on the result of the test of significance of individual parameters, it is known that the 2[nd] regression (second reduction model) obtained from less than α (0.05), it is decided to accept H_0, which means that the variable of Finance asset, Social asset and Physical asset significantly influence the development of sustainable livelihood approach of rural tourism in Sawahan Village.

Table 6. Partial Test Results

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	t test	Sig.
1	(Constant)	18,247	14,640	1,246	,233
	X1	-,142	,270	-,523	,609
	X2	-,544	,164	-3,325	,005
	X3	,310	,159	1,953	,071
	X4	,353	,224	1,574	,138
2	(Constant)	11,289	5,987	1,886	,079
	X2	-,586	,140	-4,196	,001
	X3	,336	,147	2,281	,038
	X4	,418	,181	2,310	,036

Conformity Testing Model

From the analysis results obtained R square value of 0.565, meaning that the contribution of data to the model formed by

56.5% and the rest of 43.5% influenced by other variables outside the study.

Formation of Regression Model as a description of asset development

a. Full Regression Model

Regression Model acquired :

$Y = 18.247 - 0.142X1 - 0.544X2 + 0.310\ X3 + 0.353\ X5 + e_i$

$Y = 18.247 - 0.142$ Human Asset $- 0.544$ Financial Asset $+ 0.310$ Social Asset $+ 0.353$ Physical Asset$+ e_i$

b. First Regression Reduction Model

Regression Model acquired :

$Y = 11.289 - 0.586\ X2 + 0.336\ X3 + 0.418\ X4 + e_i$

$Y = 11.289 - 0.586$ Financial Asset $+ 0.336$ Social Asset$+ 0.418$ Physical Asset$+ e_i$

Based on the model b, it is known that the regression coefficient of financial asset predictor variable is -0.586, that is, if other predictor variables are fixed and financial asset increases by 1 unit. This illustrates the development of a sustainable livelihood in Sawahan Village decreased by 58.6%. The regression coefficient of social asset predictor variable is 0.336. This illustrates another predictor variable of fixed value and social asset increased by 1 unit, or the development of sustainable livelihood-based tourism village in Sawahan Village increased by 33.6%. The regression coefficient of physical asset predictor variable is 0.418. This explains if other predictor variables are fixed and physical asset increases by 1 unit, so the development of sustainable-livelihood in Sawahan increased by 41.8%.

The regression model shows the actual position and influence of the observed assets. Independently with the assumption of other asset is fixed, financial asset will actually reduce the development of sustainable livelihood in Sawahan Village by 58.6%. This illustrates the early work of the Sawahan community who are closely related to their property in the form of livestock and land. The absence of tourism developments will soon make them return to their old jobs as farmers, and not to sustainable livelihood. Social asset illustrates the positive trend, which if assumed other asset stability, it will have a positive effect on sustaibale livelihood of 33.6%. In addition, the same condition is illustrated by the physical asset model, which will affect 41.8% increase in sustainable livelihood.

Social life also greatly influences the sustainability of tourism in the context of the rural tourism (Figure 2). In addition to being a tourist attraction, social structure becomes part in the management of rural tourism conducted in the Sawahan Village. The social structure is known to be an original part of a rural tourism, as happened in Wae Rebo Village, Flores (Louis, 2015), Kampung Naga, Tasikmalaya (Qodariah and Armiyati, 2013). Therefore, sustainable livelihood must rely on the social assets within the village itself.

Although not a major influence, but other asset parameters also have a considerable influence together. The value of the test of parameter significance (tables 5 & 6) indicates a correlation between human, financial, social, and physical assets that occurs jointly. This correlation shows the modalities are interrelated and become a consideration in the development of sustainable livelihood in Sawahan Village. Human resources have a great influence on the development of a tourism. This asset is related to human ability and intelligence in understanding and facing problems in seeing tourism, both in social structure, conservation, and business (Qodariah and Armiyati, 2013; Putri, Soemarno and Hakim, 2015; Haryati *et al.*, 2016). The value of financial and physical assets in the village of Sawahan became a supporting factor. Most societies have possessions that contribute greatly to their economies, such as livestock and land. In addition, village infrastructure has been developed adequately. Infrastructure generally supports the growth and development of tourism.

Variable Mapping

Based on the variable mapping (Figure 2), a preference of natural and social assets influences the sustainability of a tourist village. Sawahan Village natural resources are considered quite complete and have the strength to survive as a tourist attraction.

These resources are beaches, seas, and forests. Very little impact of natural disasters also enlarge the value of natural asset as the main carrying capacity of sustainable livelihood.

Community support in the formation of tourist villages has a major impact on sustainable livelihood. Public confidence in the potential of ecotourism as an employment opportunity is also very supportive of sustainable livelihood. This is greater than any other assets, such as a financial asset, in which one of the shares is ownership of property, whether in the form of land or livestock. It also illustrates that tourism opens new opportunities as the main job, replacing other conventional workers in Sawahan Village.

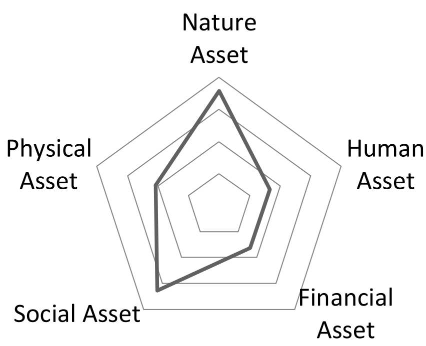

Figure 2. Mapping of Sustainable Livelihood on the Five Assets in the village sawahan.

Sawahan Village becomes a figure of a developing tourist village. The tourist village has a special display that will depict a tourism focus, eg religious village tours, ancient villages with custom architecture, villages with agriculture areas, or villages with social life forms perhaps the only one in the world (Veselinović, Ševarlić and Todorović, 2007; Louis, 2015; Meidiana, Surjono and Saputra, 2015). Objectively, the selected assets have illustrated the form of sustainable livelihood in Sawahan Village, where based on the R square value, it has been shown that 56.5% indicates a real effect. Nature, in this case is the view of the shape of the earth and the ecosystem in it is the main asset of a tourism-based scenery or ecotourism and support the lifes of people in it (De Wit *et al.*, 2009; Brandl *et al.*, 2017). Nature damage is a part that must be avoided to maintain the sustainability of a tourism. A tourism development can reach a saturation point, where the peak of tourist arrivals that are not followed by conservation awareness will degrade the process back to a minimum. This process can be induced by environmental biophysical changes and inadequate facilities. Peak visits that exceed the comfort limit will soon induce a decrease in tourist traffic (Prasetyowati, Harahab and Soemarno, 2014; Perkins and Debbage, 2016). Sawahan Village describes an early awareness of this problem. Variable mapping (figure 2) shows the community has understood the importance of natural asset in a sustainable tourism. This evidence provides a good foundation for management that is oriented towards nature and human development, and not to profit (Putri, Soemarno and Hakim, 2015). The same fact has been proven that tourism management, which is focused on saving nature, will support the sustainability of ecosystems, community employment, and visits (Putri, Soemarno and Hakim, 2015; Haryati *et al.*, 2016).

Conclusion

Natural and social asset become the main factors in supporting the development of sustainable livelihood in Sawahan Village. Although it affects as minor condition, the financial, physical, and human asset can significantly influence when in the same condition.

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The Multiplier Effect of Buying Local Gastronomy: Case of Sundanesse Restaurant

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ABSTRACT

Bandung is one of the cities in Indonesia which has a gastronomic diversity represents Sundanese culture as its original inhabitants. This capital city of West Java province has a lot of culture, history, and archeologyicons that are nuanced Sunda, and Colonial. Therefore, the city can be said as the city of heritage landmark (heritage-city), and gastronomical attractions can be integrated as Gastro-city. Currently the local food of Sundanese has many variants but the level of attractiveness of the food is still considered insufficient. Research was designed to find a decent meal variant proposed as a superior food; and find out what food variants as the main attraction of the city as well as to assess multiplier effect of buying local gastronomy. Both are expected to answer a question of what is base for the economic development of Bandung as Gastro city. It is also interesting to find out the multiplier effect of buying local gastronomy especially in Sundanese restaurant. The method used is descriptive exploratory study, also conducted professional assessment. Data collecting technique were observation, interviews, and examination of documents. Data was analysed using descriptive exploratory approach. The results showed that the Sundanese have a tourist attraction with the potential of the existence of 74 species featured menu consisting of appertizer, maincourse, dessert and drink as trademark. The food appeared in 24 ceremonies as a vibrant cultural event in the life cycle of Sunda tribe who live in the city of Bandung. The tourists also can enjoy a diverse featured menu in the 145 Sundanese restaurant in Bandung city. The value of the multiplier effect of tourist expenditure during the year amounting to 1,286 times that of the developing tourist spending.

Keywords: Gastronomy, Sundanese, Restaurant, Multiplier Effect, Tourist Attractions

Introduction

Background

The tourism industry is one of the largest industries in the world with the global economic contribution, reaching nearly seven trillion dollars in 2013. The direct economic impact of the industry, including accommodation, transportation, entertainment and attractions, is around 2.2 trillion US dollars. Major cities in the world are utilizing its assets to attract foreign exchange from tourists to visit the region. The situation of the global tourism also showed that about 30% of there venues derived from gastronomic tours, 40% of tourist expenditure is food and drinks, and 50% of revenue comes from the restaurant rating (UNWTO, 2012; Ministry of Tourism, 2015). Currently, there is a demand in the food tourism is becoming an important sector of the tourism industry.

In recent years, the food has gained recognition from the government, business, and academia as an integral part of the tourism product. An understanding of the food was also shifted from simply a product differentiator for tourism destinations (distinctive competitiveness). Local food is an important element that can help to create new experiences for tourists and increase the attractiveness of the destination.

Consumption of food turned out to be an integral aspect of the experience traveled, not just a matter of taste and presentation, but also by a sense of enjoying the place. It can almost be said of all to eat. Local food is a fundamental component of the destination attributes, add rich attractions and the overall travel experience (Symons, 1999). This is what makes food become an important constituent of the production and consumption of tourism. When you see the following definitions, it seems undeniable that the food can be a tourist attraction, i.e. (i) Journey in which there is an appreciation and local or regional food consumed, (ii) Travel with the main purpose of enjoying food, and drinks as a travel experience or to attend a specific culinary activities such as cooking schools, visit the places of production of food or drink, folk market, or enjoy the food at various places that provide them (taste trail), and (iii) The unique experience of eating and drinking

Thus it is clear that the food is not only a travel category in tourism but also an opportunity for destinations and the industry to gain competitive side. Surely culinary tourism can improve its competitiveness, must be supported by the resources eternal, it is difficult to be imitated and replaced (Porter, 1985; Prahalad and Hamel, 1990; Barney, 1991; Peteraf, 1993; Grant, 1999; Barney, Wright and Ketchen Jr, 2001).

Objectives of the study

The objectives of this study are:

1. Develop priority Sundanese foods featured in Bandung city.
2. Describe Bandung as a gastronomi city
3. Explain the multiplier effect to the purchase of Sundanese food to people in Bandung city.

Literature Review

Local Gastronomy as Tourism Attraction

The multiplier effect is the amount of local economic activity that is triggered by the purchase of anyone item (Swenson, 2009). Community economics tells us that the more money circulates in a defined region, and the faster itcirculates, the more income, wealth and jobs it creates (Shuman and Hoffer, 2007). Therefore, the development of tourist attractions is needed to create it. One being to be excellent for Indonesia is a local gastronomy development as a tourist attraction.

Multiplier Effect

Leri (2011) cites Manacika (2010) states that the multiplier effect of tourism is based on relationships forming various sectors of the economy are interrelated, and dependent on the local economy. Therefore, any change in the level of tourist spending, as one of the sectors forming the economy, will affect the industrial goods, and services. Every tourist spending affect the level of expenditure (output), value added, wages/ salaries, employment (employment), the receptionstate (government revenue), and the balance of payments. The ratio change any of the above variables to changes in final demand (in this case the expenditure by tourists) called the multiplier or multiplier.

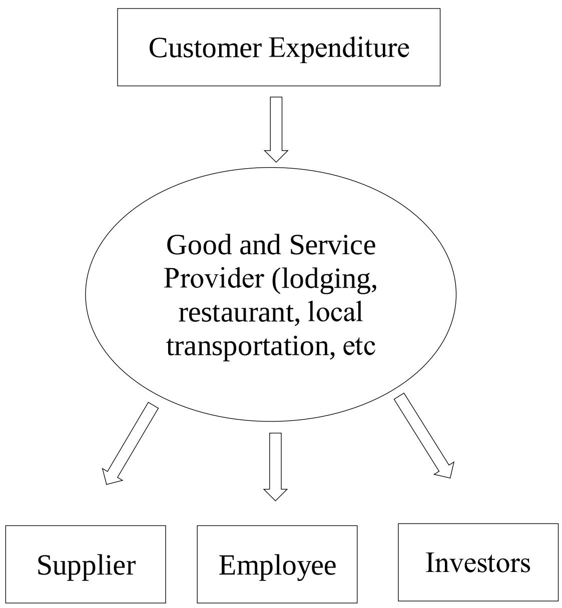
According Glasson (1990), the multiplier effect is an activity that can spur the emergence of other activities. Based on this theory can be explained that the tourism industry will drive other industries as supporters. The main component of the tourism industry is a major tourist attraction in the form of destinations and tourist attractions, hotels, restaurants and local transport. While supporting components, include industries in the fields of transport, food, and beverages, banking,or even manufacturing. Everything can be driven from the tourism industry.

Every dollar spent rupiah or tourists are not going to stop at one point, but will continue to spin even going up to the sectors glance look shave nothing to do with the tourism sector. According Yoeti (2008) the successful development of tourism as an industry can be seen from how the influence of US dollars spent 1 rating to the local economy. One thing to keep in mind that multiplication (turn – over or multiplier effect) that occur are not the same, but vary from one sectorto another.

Leri (2011) illustrates the rating for a destination's doing various expenditures (consumption), such as for accommodation, food, and beverage, travel, see the cultural attractions, purchase souvenirs and others. This expenditure will be "captured" by sectors of the economy, so it into income sectors of the economy. This is called a direct effect (direct effects) expenditure by tourists. However, the increase in income sector sof the economy increased the demand input derived from the output of other economic sectors such as agriculture, industry, handicraft industry, transportation, and soon. Thus, the increase in in come sectors of the economy will drive increased productivity sectors of the economy.

Increased output of the economic sectors of production will further increase the remuneration of factors of production used in the production process, thus increasing the income owners of production factors. Furthermore, the increase in income of factors will drive increased revenue owners of production factors, namely household, sand companies.This is called indirect effects (indirect effects) expenditure by tourists. The increase in household in come or the community will encouragepublic consumption, further encourages other people's income increase, and expand employment opportunities. This is called the effects driven (induced effects) of tourist expenditure. Indirect effects, and induced effects are called secondary effects,and multiplier effects (multiplier effects) rating measures the total effects (directs plus secondary) resulting from additional tourist spending.

Increased production activities of economic sectors related directly or indirectly to tourism will create, and expand employment. This is called the link age creation of employment opportunities (employment linkages). Furthermore, it will increase the remuneration of factors of production used in the production process, thus increasing the income owners of production factors. More simply, the multiplier effect is illustrated as follows:



Source: Mazidah, Nugroho and Bathara (2016)

Spending visitors or tourists will be utilized by service providers, workers, and investors to develop their business. Telfer and Sharpley (2008) illustrated the multiplier effect as follows. From the above explanation, the multiplier effect of tourism can be regarded as money in the development of local communities as a result of the spending by tourists. The larger the ratio of money circulating in the community the greater the value of the multiplier. End users of goods and services is domestic tourism, ie domestic tourists, workers, civil servants, businessmen, farmers, ranchers and so on. Similarly, government spending is considered as the end-user.

Methodology

The methods used to inventory the impact of tourism on the local economy is to conduct field observation and desk study. Desk study conducted by using a variety of secondary data obtained statistical data. The use of photos is done as a way to strengthen the narrative do. Inventory carried out on various professions and business activities arising from the site. To calculate the multiplier effect was undertaken by calculating the coefficient of multiplier effect of tourism which is formulated as follows;

$$k = A \frac{1}{1 - BC}$$

Mark :

k = konstansta income multiplier (Keysnesian Local Income Multiplier)
A = percentage of the initial tourist spending
B = the percentage of business revenue (layer 1) which is spent locally economic
C = the percentage of supplier revenue and salaries is spent locally economic

Local Keysnesian Income Multiplier Values have the following criteria:

1. If the values are less than or equal to zero (<0), then the tourist site has not been able to provide economic impact on tourism activities.
2. If the values are between zero and one (0 <x <1), then the tourist site still has a value of low economic impact.
3. If the values are greater than or equal to one (> 1), then the tourist sites have been able to provide economic impact on tourism activities.

Multiplier score resulted by drafting the proportion of spending by tourists in destinations during one year. This proportion is based on observations and interviews with travelers. The calculations of these travelers' proportions determine spending patterns in each destination.value multiplied by the proportion of the total amount spent by tourists during the year.This value is the value of the direct effect or spending Layer 1.

In direct effects are calculated based on the proportion of expenditure on layer1, and based on the forecasts pending needs of businesses in layer 1. The result of the calculation is the value of the in direct effect. Calculations performed multiplier effect until this stage. Tails are not included in the calculation because the amount is very small and its distributionis very broad.

The study was conducted in one well-known restaurant Sunda in Bandung, namely Bancakan at Trunojoyo Street No. 62 Bandung, West Java, Indonesia. The study was conducted for 2 weeks on September 2016.

Result and Discussion

Profile Top Five Sundanesse Gastronomy

Type of main Sundanese gastronomy can be seen in the Table 1.

Table 1. Main Sundanese Gastronomy

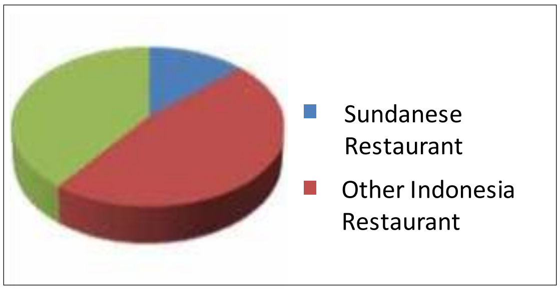
No	Sundanese Menu	Type	Uniqueness	Time To Eat
1	Ayam Goreng Laja (Gala ngal Fried Chic ken)	Main Course	The fried chicken has authentic flavor from delicious aroma grated galangal, shallots, garlic and turmeric.	Lunch and Dinner

2	Colenak	Dessert	Unique from aroma and taste of fermented cassava grilled and sprinkled with brown sugar syrup, grated coconut and slices of jackfruit.	Lunch and Dinner
3	Surabi	Dessert	This cake made of rice flour dough, coconut milk, salt baked in a mold round unanimous soil. This cake then after being cooked then sprinkling oncom or brown sugar syrup.	Breakfast, Lunch and Dinner
4	Bajigur	Beverage	Sundanese traditional drink made from coconut milk and brown sugar solution and served with fruit kolang kaling from sap tree	Breakfast, Lunch and Dinner
5	Tutug Oncom	Complete Menu	tutug oncom is typical Sundanese food is rice mixed oncom and flavored with onion, garlic and kencur. Aroma oncom made from soy or nuts mixed pulp cassava flour then fermented. Then other unique aroma is of kaemfria galanga.	Lunch and Dinner

Source : Data Procesed, 2017

Restaurants in Bandung was growth, as shown by the presence of Sundanese restaurant, restaurant with Indonesian menu from 34 other provinces, as well as foreign restaurant. Based on the research results through the study of literature, observation, interviews and expert meeting, there was founded the amount of growth Sundanese restaurant, other Indonesian, and foreign restaurant tables created by researchers as a data culinary tourism, especially in the future. The spread of restaurants in the city is currently in central Bandung was the highest concentration of growth. This is evident from the results of observations and interviews conducted during the three months since the month of December 2016 until April 2017, the researchers found the presence of 990 restaurants in the city. This can be seen in the following table:

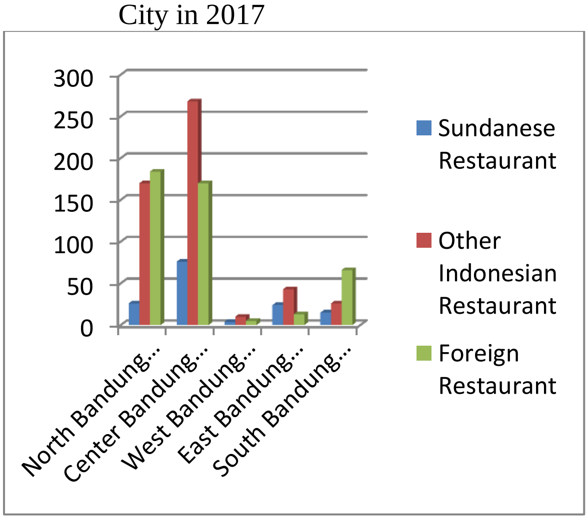
Table 2. Distribution of Sundanese, other Indonesian and Foreign Restaurant in 2017



Source : Data Procesed 2015-2017

Based on the findings obtained from the data contained 145 Sundanese Restaurant. This is a restaurant that serves food and drinks typical Sundanese as native of Bandung city. While the existence of restaurant from 33 other provinces in Indonesia, amounted to 517 restaurants. The growth was recorded presence of foreign restaurants totaled 438 units Restaurant. It is clear that the growth of Sundanese restaurant only 13.2 %, than other Indonesian restaurant 47 %, and the foreign restaurants 39.8 %. Therefore necessary to develop a quality restaurant Sunda restaurant featuring a menu of food and drinks as native restaurant in Bandung city. In detail the deployment of five restaurants in Bandung city region, can be seen in the following table:

Table 3. The Growt of Sundanese, Indonesian and Foreign Restaurant in Bandung City in 2017



Source : Data Processed 2015-2017

The results showed first in the North Bandung region totaling 380 restaurants, consisting of 26 restaurants Sunda, 170 restaurants Indonesia, and 184 foreign restaurants. Both the restaurant and food businesses in the Central Bandung region, amounting to 404, consisting of 76 restaurants Sunda, 268 restaurants Indonesia, and 170 international restaurants. All three restaurants and food businesses in the South Bandung region, which is amounts to 107, consisting of 15 restaurants Sunda, 26 restaurants Indonesia, and 66 international restaurants. Fourth restaurants and food businesses in the West Bandung region, amounting to 19, consisting of 4 restaurants Sunda, 10 restaurants Indonesia, and 5 restaurants abroad. Last restaurants and food businesses in the East Bandung region which is numbered 80, consisting of 24 restaurants Sunda, 43 restaurants Indonesia, 13 restaurants abroad. The growth of the highest restaurant in the city of Central Bandung amounting 404 restaurants, and the lowest was in West Bandung with the number of restaurants 19. Then based on the findings of the field is also known that the restaurant was already registered and listed in Bandung Tourism Office, and Organization of Hotels and Restaurants, and Cafes and Restaurants Association in Bandung city in 2014 amounted to 154 restaurants (15.6 %) that are a fraction of the 990 restaurants located in five regions mentioned above. There for restaurant industry in Bandung city must make awarenes to developed their standar was being made of Indonesian goverment to achieved the national and internastional standard of Restaurant operation. This is very important to make an excellent service to the tourist, and make Bandung city as destination of gastronomy tourism in Indonesia.

Multiplier Effect of Sundanese Gastronomy

Direct Effect

Direct effect are the benefits felt by the local community in the form of income received by the restaurant. The resulting economic effects, measured from the restaurant overall spending for capital needs and consumption. Some of the assumptions used to establish the direct impact of tourist expenditures as follows;

1. Number of Sundanese restaurants are 26 restaurant
2. Visitors average restaurant every day is 250 people
3. Any tourists spend an average of Rp. 200.000, - each visit
4. Spending by foreign tourists and domestic tourists are considered equal
5. Benchmarking spending on the direct impact has been proportionally based on interviews and field observation

Spending patterns Sundanese restaurants in Bandung consist of expenditures for salaries / wages, income, raw materials, taxes and rents and other overhead. The result of the calculation of expenditure shows that the direct effect of this distribution figures obtained for 0.408, which means that as much as 40.8% percent of the money received outstanding restaurant Sunda back in the community. This value is relatively low and therefore the component of profit, tax and overhead that did not circulate (leakage).

Indirect Effect

Indirect effects are the benefits felt by the local community in the form of income received by the beneficiary communities I of restaurants. The resulting economic effect, covering a larger area than the immediate effects. Some of the assumptions used to establish the impact of indirect expenditures rating as follows.

1. Revenue community of people who enjoy spending the direct effect is Rp. 105.477 billion.
2. Spending on these indirect effects dikatagori in two types of expenditures are for capital goods and for consumption

Induced Effect

Indirect spending patterns consist of expenditures for working capital and expenditures for consumption. Results count of distribution of expenditure layer 2 shows the value of 0.546, this means that as many as 54.6% of expenditures layer of the re-circulated in the community. Induced effects that occur are spending the results obtained from the spending phase II. This effect occurs is spending beneficiaries of the spending phase

II to beneficiaries in the phase III and beyond. This follower effect is a primary sector such as farmers, ranchers, home industries, and so on. At this stage in restaurant spending more is because relatively little.

Multiplier Effect

Multiplier Effect was calculated by counting direct effect, and indirect effects that occur at the destination. Count Keysnesian Local Income Multiplier that uses components of direct and indirect effects. By using the value of the direct and indirect effects of the above it can be seen the value of the multiplier as follows.

Table 3. Source of Multiplier Effect

No	Impact Item	Value EL	Value ETL1	Value ETL2	ME
I	Tourist Expenditure	1			
II	Destination I Expenditure		0,408		
II	Destination II Expenditure			0,647	
	Total Value	1	0,408	0,647	1,286

Note: * Multiplier value is obtained count of *ratio income multiplier* formula.

From the table it can be seen that the value of the multiplier effect of tourist expenditure during the year amounting to 1,286 times that of the developing tourist spending. The amount of money is a result of the development expenditure in the Sundanese restaurant in Bandung. Income multiplier is generally an additional measure of income (income, payroll, and benefits) in the economy as a result of an increase in tourist expenditure. Thus the Sundanese restaurant in the city of Bandung contributed Rp. 135.6 per year towards the development of Bandung as a city of gastronomy.

Conclusion

It can be concluded that:

1. Food featured Bandung as gastrocity dominated by full food and beverage
2. The number of Sundanese restaurants in Bandung shows some optimistic
3. The restaurant Sunda in Bandung contributed Rp. 135.6 per year towards the development of Bandung as a city of gastronomy

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