

Strategy Management with SWOT Analysis to Increase the Potential of Pos Ketan Legenda 1967 as a Hits Culinary Tourism Place in Batu City**Manajemen Strategi dengan Analisis SWOT untuk Meningkatkan Potensi Pos Ketan Legenda 1967 sebagai Tempat Wisata Kuliner Hits di Kota Batu****Kamelia Arifah^{1*}, Bambang Suharto²**Magister In Human Resource Development, Postgraduate School, Universitas Airlangga, Surabaya, Jawa Timur, Indonesia^{1,2}kamelia.arifah-2022@pasca.unair.ac.id¹, bambang.suharto@vokasi.unair.ac.id²**Corresponding Author* kamelia.arifah-2022@pasca.unair.ac.id**ABSTRACT**

Pos Ketan Legenda 1967 is one of the culinary hits of Batu City with more than 10 branches spread across various regions and cities. The branch of Pos Ketan Legenda centered in Batu Tourism City, East Java serves typical and warm food. The main food sold is sticky rice sprinkled with misis, cheese, soy powder, durian and others. This research aims to analyze the potential of Pos Ketan Legenda 1967 as a culinary tourism attraction to be widely known by people from various regions to maintain a family business that has been running since 1967. The research method used is descriptive qualitative using SWOT analysis. The informants of this research are the owner of Pos Ketan Legenda 1967 located in Batu City, employees, and customers of Pos Ketan Legenda 1967 in Batu City. The results showed that there are strategies that can be carried out by Pos Ketan Legenda 1967 Batu City by utilizing existing strengths and opportunities and minimizing existing weaknesses and threats. This study also indicates that a family business that has been established since 1967 such as Pos Ketan Legenda 1967 certainly also has weaknesses and will continue to face threats around such as the emergence of fast food culinary such as street food. The need for a digital marketing strategy to be able to maintain its business existence like other businesses.

Keywords : Strategy Management, Hits Culinary, SWOT Analysis**ABSTRAK**

Pos Ketan Legenda 1967 merupakan salah satu kuliner hits Kota Batu dengan lebih dari 10 cabang yang tersebar di berbagai daerah dan kota. Cabang Pos Ketan Legenda yang berpusat di Kota Wisata Batu, Jawa Timur ini menyajikan makanan yang khas dan hangat. Makanan utama yang dijual adalah ketan yang ditaburi misis, keju, bubuk kedelai, durian dan lain-lain. Penelitian ini bertujuan untuk menganalisis potensi Pos Ketan Legenda 1967 sebagai daya tarik wisata kuliner agar dapat dikenal luas oleh masyarakat dari berbagai daerah untuk mempertahankan usaha keluarga yang telah berjalan sejak tahun 1967. Metode penelitian yang digunakan adalah deskriptif kualitatif dengan menggunakan analisis SWOT. Informan penelitian ini adalah pemilik Pos Ketan Legenda 1967 yang berada di Kota Batu, karyawan, dan pelanggan Pos Ketan Legenda 1967 di Kota Batu. Hasil penelitian menunjukkan bahwa terdapat strategi yang dapat dilakukan oleh Pos Ketan Legenda 1967 Kota Batu dengan memanfaatkan kekuatan dan peluang yang ada serta meminimalkan kelemahan dan ancaman yang ada. Penelitian ini juga mengindikasikan bahwa bisnis keluarga yang sudah berdiri sejak tahun 1967 seperti Pos Ketan Legenda 1967 tentunya juga memiliki kelemahan dan akan terus menghadapi ancaman di sekitar seperti munculnya kuliner cepat saji seperti jajanan kaki lima. Perlunya strategi pemasaran digital untuk dapat mempertahankan eksistensi bisnisnya seperti bisnis-bisnis lainnya.

Kata Kunci: Manajemen Strategi, Kuliner Hits, Analisis SWOT

1. Introduction

Culinary is part of tourist attractions that cannot be separated when tourists visit a place. Culinary is one way to introduce the uniqueness of a tourist area (Ottenbacher & Harrington, 2013). Even culinary delights can create a unique atmosphere that makes tourists never forget the local culture, location and food in the area (Hjalager & Richards, 2002). So kuliner is one of the important elements that gives tourists a complete experience of the host culture at a destination. Because culinary delights are able to tell the story of the culture of the people in a tourist area, thereby enriching the travel experience that tourists get.

Culinary has quite big potential in the business world. There is a report from the Department of Industry and Trade that the souvenir business on the streets is currently experiencing an increase of 20% -25% (Li et al., 2023). Economic growth in general only increased by around 3%. Therefore, economic experts are optimistic that in the years to come, hawker centers will become brighter. The success of business people in the culinary sector opens up new opportunities for culinary enthusiasts and prospective entrepreneurs working in the food or culinary sector (Sasongko et al., 2019). Culinary tourism itself proves that everything related to cooking receives special attention among the public. Various television shows, food vloggers and content creators compete to discuss everything unique about culinary delights.

Culinary tourism is currently growing rapidly, supported by technological advances through social media such as Instagram and Twitter, there are lots of restaurants, stalls, angkringan that sell unique food in unique ways and in unique places so that people are interested in visiting (Ranteallo & Andilolo, 2017). Apart from the modern way of using technology, the traditional way, namely word of mouth, can also make the food place go viral and many people want to come to enjoy the food there, becoming regular customers or just visiting (Vania Putri, 2022). Many people come all the way to an area just to enjoy the culinary delights of that area because of its uniqueness or simply because of the fame that circulates either on social media or by word of mouth (Marsiti et al., 2019).

Each region has its own potential and tourist attraction, in order to attract tourists to come to visit. In Law Number 10 of 2009 concerning tourism, an attraction is anything that has uniqueness, beauty and value in the form of a diversity of natural, cultural and man-made products which are a means or destination for tourists. Tourist attraction is the main focus driving tourist activities, which means that attraction is the main driver that motivates tourists to visit a place. Attractions must be managed in such a way that their sustainability and continuity are guaranteed. There are various tourist attractions, such as natural, cultural and artificial tourist attractions. However, not all regions can optimize this tourism potential well. In fact, if culinary tourism is managed well, it will certainly become a tourist attraction as well as economic growth for the area, so that it can add value to an entrepreneur's income. The development of culinary tourism can be a promising and highly developed business opportunity, and can have the potential to increase the competitiveness of tourist villages to become leading destinations (Saeroji & Wijaya, 2017).

According to (Hjalager & Richards, 2002), culinary tourism can be developed to give tourists options including relaxation (drinking coffee in a cafe), enthusiasm (exploring new culinary delights and food habits), escapism (wanting to try different food than usual), status (tasting expensive food), knowledge (developing knowledge about various types of culinary delights, how to cook them and serve them), lifestyle (sitting in the open air enjoying the view while culinary delights). This creates a culinary experience in a tourist destination. Business actors in serving culinary delights must consider excellent food service, good service, restaurant location, decoration and intangible aspects such as the character and atmosphere of the place which are important factors in enhancing the culinary experience. A memorable and unique culinary identity is an indispensable asset for creating a successful culinary tourism destination (Fox, 2007).

In an article that appeared on Kompas.com with the title "Three Creative Industries that Have Great Potential in Indonesia, What Are They?", written by Murti Ali Lingga. Explaining that 3 creative industries that have great potential are fashion, culinary and crafts. This is according to (Nurdiansyah, 2014) What's interesting about culinary is the process and role of food in various rituals and traditional ceremonies. From generation to generation, ancient recipes for preparing food continue to be passed down from generation to generation. Efforts that can be made to maintain a culinary business are by exploring culinary types or cooking techniques that exist and are almost forgotten, then developing variations of these types of food to make them more attractive and desirable without reducing the authenticity of the food. One of the ways in which culinary exploration can be done is by introducing the younger generation to traditional cooking techniques which are starting to be replaced by modern cooking utensils. Even though it is not a typical culinary specialty from a particular region, its unique cooking techniques are quite well known in the wider community and are a special attraction for visiting tourists.

Likewise, the culinary business "Pos Ketan Legenda 1967" around Batu City Square, East Java. Initially this culinary business was founded by Mrs. Siami in 1967, she sold sticky rice in front of the post office. Since then many people have called it sticky rice pos. However, when he died, this business was run by Mr. Sugeng as the only child of Mrs. Siami. As time went by, Pos Ketan Legenda 1967 grew rapidly so that Mr. Supri, Mr. Sugeng's son, helped manage this business, because Mr. Sugeng was getting older. In Determining the location of the business, the owner chose to stay around Batu City Square because it maintains the characteristics and history of Pos Ketan Legenda 1967 itself, besides being close to the crowds too. Even though in terms of location there are lots of various kinds of snack competitors in Batu Square. Street food, but did not give up his determination to sell among the street food traders. Even Pos Ketan Legenda 1967 Batu City itself already has business branches located in several places in Malang, including on Jl. Soekarno Hatta, Jatimulyo District. Lowokwaru, Malang City, then the second branch is on Jl. Raya Tlogomas No.28, Malang City, apart from that, it is also on Jl. Ikan Tombro in the Sudimoro area, Malang, and in several places in Malang Regency. Pos Ketan Legenda 1967 menu has 28 different variants. Meanwhile in Malang there are 20 variants, the difference is that there is an additional food or snack menu. The menu is different because the target is different and the kitchen in Malang is bigger than the one in Batu.

Pos Ketan Legenda 1967 is not a typical Batu City culinary delight. However, many tourist visitors feel that a visit to Batu City or Malang would be incomplete without stopping at the Pos Ketan Legenda 1967 to eat various kinds of sticky rice in the cool culinary location. Uniquely, Pos Ketan Legenda 1967 has stood for decades in a narrow place in the middle of the street food crowd at Batu square, but almost all residents in Batu City and Malang City don't get bored of eating the sticky rice menu which is clearly widely sold in markets. market. It is said that this is the longest and most popular family business compared to other sticky rice culinary businesses. Pos Ketan Legenda 1967 has become one of Batu City's iconic culinary delights, and many Jabodetabek residents are even curious and want to visit the place. In addition, President Joko Widodo and artists such as Anang Ashanty have also visited Pos Ketan Legenda 1967, therefore the taste served by Pos Ketan Legenda 1967 is unquestionable. The main ingredient is sticky rice imported from Thailand with the best quality, which is easy to process and lasts longer than local sticky rice. The menu served is also interesting from various toppings, cold drinks and various milk preparations. The prices offered are quite affordable, starting from 7 thousand rupiah to 15 thousand rupiah with many choices of toppings. According to the owner of Pos Ketan Legenda 1967, this business was established 57 years ago, but until now it is still crowded with visitors and is famous for its unusual operating hours, which are open from late afternoon to early morning.

This research, of course, aims to analyze the potential of Pos Ketan Legenda 1967 as a culinary tourism attraction which is of course widely known by people in various regions. It is

hoped that the results of this research can contribute to the development of knowledge related to culinary tourism theory, typical food processing and tourist attractions.

2. Research Methods

This research was carried out on November 25 2023 on Jl. Kartini No.6, Ngaglik, Sisir, Batu City, East Java. Researchers used a descriptive qualitative approach. Qualitative research does not use populations but rather social situations (Sugiyono, 2014). A social situation has three elements, namely place, actor and activity which interact synergistically. Qualitative research does not use populations because it starts from certain cases in certain social situations and the results of the study are not applied to the population, but are transferred to other places in social situations that are similar to the cases studied from the nature of this research (qualitative) (Olii, 2020). Researchers enter the social situation of Pos Ketan Legenda 1967 and conduct interviews with samples who are part of the social situation are informants. The informants in this study amounted to three people consisting of the owner of Pos Ketan Legenda 1967, namely Mr. Supri as the first informant, the kitchen as the second informant, and customers of Pos Ketan Legenda 1967 from external parties as the third informant. Informants were selected using nonprobability and purposive sampling techniques.

This research uses primary data collection procedures through semi-structured interviews, while secondary data collection through physical documentation of business locations, knowledge books, journals, the internet and other media that can be used as references. The data analysis techniques used are data reduction, data presentation, and data verification. The validity test used is source triangulation and member checking. The subjects of this research are the owners of Pos Ketan Legenda 1967, employees and consumers who are all members of Pos Ketan Legenda 1967. The object of this research is Pos Ketan Legenda 1967 which is located on Jl. Kartini No.6, Ngaglik, Sisir, Batu City, East Java.

The data analysis method used in this research is SWOT analysis. SWOT analysis is a strategic planning method used to evaluate an organization's internal strengths and weaknesses, as well as opportunities and threats or challenges external to an organization or project or a business speculation. (thereats) external to an organization or project or a business speculation (Benzaghta et al., 2021). The main objective of SWOT Analysis is to identify the company's overall strategy. Almost every company and business observer in their approach uses SWOT analysis (Widi Oetomo & Ardini, 2012).

The research was carried out in two stages. The first stage was a direct survey to Batu City Square, East Java to find Pos Ketan Legenda 1967 which became the main location. This stage was carried out to obtain initial data regarding the culinary delights of Pos Ketan Legenda 1967. The second stage was to select customers of Pos Ketan Legenda 1967 who were willing to become research informants to support the research data. Next, data was taken by direct observation and interviews with all informants.

3. Results and Discussions

3.1. History of Pos Ketan Legenda 1967

This stall that sells sticky rice has been selling rice since 1967. It hasn't stopped until now, making it a legend. The beginning of this culinary delight was because the initial selling took place on the side of the road in front of the post office (now the parking area of the Great Mosque of An-Nuur), which in the past, people who bought sticky rice often called it pos which was eventually called "POS KETAN". The business started by Mrs. Siami is now being continued by her son, Mr. Sugeng Hadi. The business which initially only provided a menu of powdered sticky rice and sugar sticky rice, as it developed, there were lots of new menu ideas from customers which ultimately made the owner of the sticky rice post add additional menus that were varied, such as mixed sticky rice (namely sticky rice

served with grated coconut and brown sugar). powder), sticky rice powder (sticky rice with grated coconut and powdered soybeans), cheese milk sticky rice, durian milk sticky rice (sticky rice with the addition of liquid milk and durian flan on top), durian sticky rice, banana milk sticky rice, mesis milk sticky rice, jackfruit milk sticky rice, sticky rice spicy chicken (sticky rice sprinkled with coconut and shredded chicken with quite a spicy taste) and many more. Even now, branch sticky rice posts, apart from providing processed sticky rice, also provide a menu of fried chicken rice, soto, etc.

Pos Ketan Legenda 1967 does not have an organizational structure, because everything is managed by the family, starting from supervision, finance, recruitment, marketing. The owner only needs employees to carry out the sales process. However, Pos Ketan Legenda 1967 has a short and meaningful vision and mission, namely the vision of this place itself is to become a specific shop and the main destination for tourists to enjoy traditional snacks. Meanwhile, its mission is to raise the image of traditional snacks among millennials and maintain traditional flavors and add flavor innovation.

Pos Ketan Legenda 1967 has opened more than 10 branches. In the future, plans are to open more branches in Jakarta and Bali. The branches in Batu and Malang are family managed, while in several cities they use a franchise system. According to the informant, the franchise system sells the name and product, which is sold for IDR 40,000,000 and the owner provides training first before being given permission to open Pos Ketan Legenda 1967. As for the employees themselves, in Pos Ketan Legenda 1967 Batu there are 17 employees, while in Malang there are 7 employees. The owner of Pos Ketan Legenda 1967 does not specify specific criteria for selecting employees, the most important thing being honesty and responsibility. In fact, even street children can register as employees. This is what is interesting because it can provide employment opportunities for street children who need work. The working hours system for Pos Ketan Legenda 1967 employees is by using shifts. For distribution in Batu, working hours are from 08.00-16.00 WIB for 7 employees working and 16.00-24.00 WIB for 10 employees. Meanwhile in Malang the division of work uses a casual system, namely 7 employees because it is open from 15.00-24.00 WIB. However, the owner gives rewards to employees such as holding recreation every year, this is done so that employees don't get bored.

The prices offered at the sticky rice post are quite affordable so that it can be enjoyed by all groups, from ordinary people, officials, and even famous artists. Pos Ketan Legenda 1967 is open every day from 15.00-03.00 WIB. The progress of Pos Ketan Legenda 1967 cannot be separated from the persistence of Mr. Sugeng and his family who continue his grandmother's business by developing the business consistently, not giving up easily, being good at taking advantage of opportunities, keeping abreast of existing developments to be used as a means of marketing and charity. One of Mr. Sugeng's vision and mission is to help and bring benefits to people in need, namely by providing employment opportunities.

3.2. The Distinctive Taste of Pos Ketan Legenda 1967

According to Mr. Sugeng, there is no secret recipe for making it. The only thing he adheres to is patience in proper processing to produce sticky rice that is soft, clean and has a consistent taste. However, according to consumers, the thing that makes them addicted is the soft sticky rice dough. The sticky rice chosen is imported sticky rice from Thailand. To overcome fluctuating market prices, sticky rice posts always apply limit prices to overcome market prices. For the availability of durian raw materials used to process durian sticky rice, durian is imported from Medan City where durian is not in season, so the sticky rice post can still provide a menu of durian sticky rice which cannot be provided elsewhere when durian is not in season.

3.3 The Potential of Pos Ketan Legenda 1967 as a Hits Culinary Tourist Attraction in Batu City

Based on the results of the interview, the owner said that in the past he did not determine market segmentation due to limited knowledge. However, now the owner has determined the market segment to the current generation because it is in accordance with the mission of Pos Ketan Legenda 1967 and the tendency of the millennial generation to have consumerist behavior. So from this market segmentation, business owners have a target market of tourists for Pos Ketan Legenda in Batu, while in Malang it is students and workers. This was determined because Batu is a tourist destination, while in Malang there are many schools, campuses and malls.

The owner of Pos Ketan Legenda 1967 has carried out various promotional strategies to increase the branding of his business through word of mouth, through media such as Facebook, Instagram, websites, bazaars, as well as collaborating with Go-food and Grabfood. Even though there are no provisions regarding promotions, any way you can attract more consumers. One of them is by providing facilities such as wifi, fans, television, parking security and delivery order promotions without any additional costs or delivery by contacting the owner. The service process also prioritizes politeness, politeness and fast service. However, there are often complaints from buyers, but of course owners and employees apologize to consumers for errors or negligence. If the consumer is willing, they will be compensated with the same product as what the consumer ordered. And as a result of the evaluation, all employees correct these mistakes so that they do not happen again.

Based on interviews with Pos Ketan Legenda 1967 customers, the majority said that the consistent taste of sticky rice, namely the punel and durian topping, was legit. Apart from that, consumers are satisfied with the existing facilities and the prices are quite pocket-friendly. However, there are several things that the owner and employees of Pos Ketan Legenda 1967 must pay attention to, namely, not providing attractive characteristics on the existing menus, then being less active on social media so that it looks less attractive and lacks promotions. This is important to pay attention to so that you can develop new ideas regarding menus and content arrangement on social media.

As a reference used to examine the potential of Pos Ketan Legenda 1967 as a culinary tourism attraction in Batu City, it is necessary to carry out a SWOT analysis to describe strengths, weaknesses, challenges and threats. The following are the results of the SWOT analysis from observations and interviews that have been conducted:

a. Strengths

- 1) Using the main ingredient of imported sticky rice from Thailand which is high quality and durable
- 2) Distinctive taste with many choices of toppings
- 3) The texture of sticky rice is sticky

b. Weaknesses

- 1) It is difficult to find competent and committed human resources to become employees
- 2) The place is narrow, can't accommodate many people and isn't comfortable
- 3) There are no accompanying menu updates
- 4) Lack of online marketing
- 5) Less creative and interesting
- 6) Characteristics are less attractive and prominent

c. Opportunities

- 1) Strategic location near Batu City Square
- 2) Many out-of-town tourists visit the Batu Tourism City

d. Threats

- 1) Quite competitive with popular fast-food culinary delights such as Korean street food
- 2) The price of the best selling topping, namely durian, fluctuates and is seasonal

Based on the SWOT analysis reference that has been discussed, Pos Ketan Legenda 1967 can be said to have the potential to be developed and used as a hit culinary tourist attraction in Batu City, East Java. Because of the distinctive taste of sticky rice, which is soft and eaten warm, it is very suitable as a mainstay menu in the cold city of Batu to be served to visiting tourists. However, Pos Ketan Legenda 1967 in Batu City is unable to keep up with existing digital developments, so it has the opportunity to compete with contemporary culinary that is better able to keep up with the times. However, business owners can overcome their weaknesses by taking advantage of existing opportunities by improving service quality, designing rooms following current design advances and providing rewards for employees who excel as a way to minimize employee turnover.

Pos Ketan Legenda 1967 can use the right strategy to minimize the impact of threats, namely by utilizing the strengths of the company, namely by maintaining the quality of the menu sold, in this case sticky rice, as well as providing distinctive characteristics for the food products sold, as well as utilize technology to survive and compete with increasingly varied culinary businesses. A strategy that can be used to minimize the impact of threats faced by the company and the company's weaknesses is by approaching loyal consumers and creating distinctive characteristics both for the products sold and in terms of service.

If all the people of Batu City, Malang, and other cities can work together to continue to introduce and promote Pos Ketan Legenda 1967 culinary delights more widely to other areas, then Pos Ketan Legenda 1967 will gradually become more popular, and of course will not be less competitive with ready-made food a dish that is currently popular. With this activity of preserving traditional menus, of course it becomes a weapon to attract the curiosity of foreign tourists so they are interested in trying out culinary tourism in an area.

4. Conclusion

Based on the research results above, it can be concluded as follows:

1. Pos Ketan Legenda 1967 Batu City has weaknesses and has threats that will definitely be faced by the company. However, Pos Ketan Legenda 1967 in Batu City has existing strengths and opportunities so that these weaknesses and threats are not an obstacle because there are strategies that can be carried out as future steps.
2. The strategy used is based on the company's strengths and exploiting existing opportunities by setting standards and maintaining the quality of the products sold. Apart from that, it creates a comfortable place for visitors and takes advantage of the technological advances currently available.
3. The strategy for overcoming the company's weaknesses is by taking advantage of existing opportunities by improving service quality, designing rooms following current design advances and providing rewards for employees who excel as a way to minimize employee turnover.
4. The strategy for minimizing the impact of threats is to utilize the company's strengths, namely by maintaining the quality of the menu sold, in this case sticky rice, as well as providing distinctive characteristics to the food products sold, as well as utilizing technology to survive and compete with businesses. increasingly varied culinary delights. A strategy that can be used to minimize the impact of threats faced by the

company and the company's weaknesses is by approaching loyal consumers and creating distinctive characteristics both for the products sold and in terms of service.

5. For Pos Ketan Legenda 1967, Batu City, it is hoped that it can always maintain the quality and taste of the products it sells and even innovate the products it sells and design a comfortable room in order to increase the attractiveness for potential customers and loyal consumers.
6. It is hoped that the results of this research can be a reference for further similar research and can be developed regarding marketing strategies that can be carried out by Pos Ketan Legenda 1967, Batu City in maintaining its family business.

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