



**IMPROVING THE WELFARE OF SMALL AND MEDIUM ENTERPRISES  
IN UPSTREAM-DOWNSTREAM FOOD AND BEVERAGE CREATIVE  
INDUSTRIES  
: A MANAGEMENT PERSPECTIVE**

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**Abstract**

This study aims to assist in policy, regulation, and strategy development as well as in feasibility study of culinary tourism business to create a sustainable culinary tourism. It also aims to provide clear information to contribute in the development of tourism concept as a model of culinary-based tourism development for the improvement of small and medium enterprises in upstream-downstream food and beverage creative industries' welfare (in Bandung Regency/City, West Java Province, Indonesia). The research methodologies implemented in the study include action research, Participatory Community Appraisal, Participation Action Research, Focus Group Discussion, literary review of related studies, and experimental research. To measure all constructs and indicators of the study, research questionnaires are distributed in Bandung Regency/City to the small and medium enterprises (SMEs) working in culinary (food and beverage/F&B) tourism field. Data is analyzed using General Electric Matrix method. Based on the analysis of top F&B SMEs, it is found that F&B SMEs have to possess several competencies to improve their welfare. F&B SMEs owners or managers must have the following competencies: sound understanding of business operation, certain level of education and certain amount of experiences, ability to create unique F&B business, ability to generate new ideas in producing food and beverage for business development, sound understanding of the ways to get a loan from bank, daring to do business, understanding of cost and revenue recording, understanding of promotion methods, building cooperation and network with suppliers, and understanding of how to determine price. The interviews with some managers of tourism areas, culinary business owners, and public figures in Bandung City, several recommendations for Bandung City Government are formulated to improve culinary business in tourism sites in Bandung City, as follows: all tourism site owners or managers in Bandung City should involve local F&B SMEs from Bandung, at least 50% of all the culinary in their area; all modern/supermarket developed in Bandung City, both by local or foreign parties, should provide a specific area to sell Bandung culinary products produced by local SMEs; the Tourism and Industry Offices of Bandung City are expected to work in cooperation to allocate top Bandung culinary enterprises at each of the tourism site in Bandung City.

**Key Words:** Welfare, SMEs, Creative

## INTRODUCTION

Food and beverage (F&B) industry is a significant contributor for Indonesia's GDP. In 2008 the production of F&B industry is valued up to USD 20 billion. On average, the industry grows up to 16% per year. Furthermore, F&B industry absorbs the highest number of labors, compared to other manufacturing industries. In 2010, the industry absorbed around 3.6 million workers; a 3.28% increase of labor absorption in 2009. Another important performance of F&B industry is the increase in its export value during the January-August 2010 period. During the period, food industry export increased 16% and beverage industry export increased 13%.

In addition to its big contribution on national and regional food and beverage production, F&B industry grows rapidly in terms of the types of food and beverage produced. This significantly leads to F&B industry's top position in realizing Domestic Investments (PMDN). The growth of big cities (for example, in Java region) is closely related to the development of food and beverage industry. This is particularly true for Bandung Regency/City in West Java Province, Indonesia; in which F&B industry, particularly the culinary industry, grows rapidly.

Tourism as the processes, activities, and outcomes arising from the relationships and the interactions among tourists, tourism suppliers, host governments, host communities, and surrounding environments that are involved in the attracting and hosting of visitors (Goldner, C. R., Ritchie, J. R. Brent 2009:6). Tourism sector should be properly explored, so that it will have a positive contribution towards the increase of Gross domestic product (Ali & Mohsin, 2008).

Nowadays, food and beverage is considered a potential export commodity of West Java which provides big contribution to the total non-oil export of the region. In 2013, the export of F&B commodity contributed 58.70% to the total non-oil export of West Java region. However, this number is a 4.10% decrease from the 2006 F&B export; leading to a 7.89% decrease in West Java's total value of non-oil export (Dinas Perindustrian dan Perdagangan Jawa Barat, 2013: 37). The value of food and beverage export of West Java from 2009 to 2013 is detailed in Table 1.

**Export Value of Processed Food and Beverage Industry of West Java  
2009-2013 (in thousand US dollar)**

Exported Processed Food and Beverage Products	Year				
	2009	2010	2011	2012	2013
Snacks	3.467	11.60	13.004	13.266	17.105
Meat	2.301	4	1.258	647	1.061
Fresh Fruit products	52	1.097	27	447	690
Fresh vegetables	0	46	17	28	31
Processed food + vegetable	8	8	101	0	12
Juice	67.73	7	65.816	53.171	56.686
Coconut	6	83.96	3.921	4.078	7.373
Beer and wine	5.698	2	6.450	4.248	2.006
Flowers	10.39	10.10	0	38	0
Processed coffee	9	3	421	661	820
Spices	0	6.373	9.519	9.704	11.384

Other processed products	226	35	132.360	106.193	80.852
	13.25	651	1,708	2.409	3.038
	3	10.26			
	127.2	4			
	76	100.3			
	1.443	24			
		1.844			
Total	231.858	226.317	234.603	194.890	181.059

Source: IPB, Integrated System of Information of Top Exported Food and Beverage Product, 2013.

Based on the data in Table 1, the sale of exported processed food products fluctuates in West Java. On average, the sale is decreasing from 2009 to 2013. Although in 2011 there was an increase, the sale drastically dropped again in 2012. Food and beverage industry grows rapidly and contributes greatly for the development of regional and national economy, as shown in the statistical aggregate calculation of big scale F&B industry such as Indofood, Garuda Food, and Mayora. However, the small and medium enterprises (SMEs) plays the greater role in absorbing labors, as indicated by the high level of local revenue distribution and local resources/products absorption. The innovation and creativity of F&B industry in small and medium scale is a product of the surplus in local natural resources productivity. For the local F&B products to enter domestic export market and to provide greater contribution on regional and national economy, SMEs in F&B industry require continuous development from all concerned parties.

In 1990, the Time magazine reported that Bandung was one of the safest cities in the world. Bandung is also known as the City of Flower due to its beautiful scenery. It is also dubbed *Parijs van Java* because of its beautiful and peaceful environment. Recently, with a great number of malls and factory outlets distributed all over the city, Bandung is famous as a City of Shopping; and it gradually becomes a city of culinary tourism. In 2007, Bandung was chosen as a pilot project for the most creative city in East Asia region. It presently becomes the one of the main destinations of tourism and education in Indonesia.

Tourism is one of the important sectors that provide big contribution to a nation's economy. The development of tourism in Bandung is supported by the National Regulation No. 10/2009 that states that the availability of tourism sites in an area will be beneficial for, among others, increasing Own-Source Revenue (*Pendapatan Asli Daerah/PAD*), improving the welfare of society, developing job opportunities, and building people's awareness of local environment and culture. Bandung is one of the main destinations of tourism in Indonesia due to its numerous tourism sites; including natural tourism, heritage tourism, and culinary tourism. The number of tourists visiting the city, both domestic and foreign tourists, increases every year.

**Table 2 Data of Tourists' Visit to Bandung City in 2009-2011**

Year	Foreign Tourists	Domestic Tourists	Total Tourists
2009	168.712	2.928.157	3.096.869

<b>2010</b>	<b>180.603</b>	<b>3.205.269</b>	<b>3.385.872</b>
<b>2011</b>	<b>194.062</b>	<b>3.882.010</b>	<b>4.076.072</b>

Source: Central Agency on Statistics, Bandung City (2012)

In Table 2, it can be seen that there is an increase of tourists' visit to Bandung each year. Bandung offers many culinary products worthy of being culinary tourism destination, as indicated by the fact that culinary places (restaurants, cafés, and other establishments) in the city are always full in every weekend. Culinary tourism products of Bandung city are excellent in terms of their delicious taste and relatively affordable price. However, culinary products of Bandung city are not as popular as those of other cities, such as Surabaya, Semarang, and Bali. It suggests that culinary tourism in Bandung city needs continuous development involving all concerned parties.

Based on the analysis data this simulation of TOWS can explain about the external strategic factors which consist of opportunities and threats. For the opportunities the higher the rating, the better opportunities for Bali to sell its tourism object. For threat, the less the threats occurred, the higher the rating is, which means that Bali can well anticipate all the threats coming. (Dwi and Umi, 2016)

## **THEORETICAL FRAMEWORK**

Understanding the meaning, the nature, and the types of creativity is an important part of developing an environment in which creative industry may thrive. Creativity is the core of innovation; the basis of creative industry and creative economy. To certain extent, creativity is a realization of new ideas—generally signifying something genuinely new, that has never existed before. However, creativity also means implementing changes to something, in the sense of adding new features to an existing object. Howkins (2007: 6) suggests three necessary condition of creativity; personality, originality, and meaning. In his theory, Howkins stressed that it is the person who is creative, not the object. Creativity does not require people to work in isolation. Some creative works involve, and prosper, in collective environment. Creativity in itself does not have economic value; the realization of creativity, however, in the form of products or services, can be sold to earn commercial values. Creativity also produces other values, such as social values and personal values. However, it needs a continuous and sustainable creativity for those values to emerge.

The term 'Creative Industry' in contemporary sense carries economic potentials in production, labor's income, and satisfaction of customers' needs. Creative economy consists of all transactions of products of creative industry. An important statement in this study is that the term 'industry' refers to a series of certain activities that are statistically measurable and that possess specific measures and structures. It signifies all activities that utilize economic resources, produce outputs, and involve professionals of various fields. The definition of creative industry is always interesting to discuss because there is no international consensus of

the definition of the term. Various concepts have been proposed as means to provide a systematic interpretation that reflects the structural features of creative industry. Every model has different logics, depending on its main interpretation of creative industry.

Indonesian government defines creative industry as an industry that originates from the utilization of individual's creativity, skills, and talents to produce wealth and job, to produce and exploit individual creativity and capability. In mapping and defining creative industry, Indonesian government uses an approach implemented by DCMS in England, focusing on the economic contribution of the industry.

Indonesian government, through its Office of Trading (Departemen Perdagangan, 2007: 33), defines domestic creative industry to include 14 sub-sectors; including (1) advertising, (2) architecture, (3) arts and antiques, (4) handcrafts, (5) design, (6) fashion, (7) video, film and photography, (8) interactive games, (9) music, (10) performance art, (11) printing and publishing, (12) computer and software, (13) television and radio, and (14) research and development. Recently, the government includes culinary as the fifteenth sector of creative industry.

United Nations Conference on Trade and Development (UNCTAD) model attempts to broaden the idea of creativity from its traditional interpretation of artistic activities by defining it as "... any economic activity producing symbolic products with a heavy reliance on intellectual property and for as wide a market as possible ..." (United Nations Conference on Trade and Development, 2010: 7). UNCTAD differentiates the downstream activities (traditional cultural activities such as performance art or visual arts) from the upstream activities (activities that are closer to market economy such as advertising, publishing, or other media-related activities). This model views cultural industry as a part of creative industry.

The model introduces the concept of creative economy in the world's economic and development agenda. Creative economy deals with the relationship among creativity, culture, economy, and technology as a cohesive concept. This concept offers new opportunities for developing countries to contribute on the same scale, or even bigger scale, than the developed countries in the development of world's economy.

In promoting its development, UNCTAD has taken some initiatives to develop international awareness and activities focusing on creative industry in the development strategy and policy of each nation. The fields of arts, business, and technology, empowered with creative skills offer great potentials to produce income from intellectual property rights and creative products trading, both in domestic and in international markets.

This study adopts the definition and framework offered by the Indonesian government. This definition is considered as a comprehensive framework that unites all general and specific factors, including all necessary components, of creative industry to realize the aim of the study: "to create an environment that encourages innovation and creativity of culinary industry in the economy of Java."

World Food Travel Association(WTFA, 2012) noted that culinary tourism may be interpreted as a search for unique and memorable culinary experiences in various places. K. Thiruggnanasambantham, in International Journal of Culture and Tourism Research,states that "culinary tourism refers to trips made to particular destinations where the local food and beverages are the main motivating factors for travel". (Dwi Kartini, 1995) notes that "culinary

tourism is not pretentious for exclusive, its includes any unique and memorable gastronomic experience, not just restaurant rate four star or better and include both food and all type of beverages". These definitions and statements describe the importance of experience, traditionalism, and uniqueness of food/beverage in providing competitive advantages for culinary tourism industry.

## **METHODOLOGY**

According to Umi Narimawati (2015: 117) Qualitative research with exploratory methods provide benefits to capture the issues to be studied. The purpose of conducting qualitative research is to gain a qualitative understanding of the underlying problems and factors.

This study employs several research methodologies; including action research, Participatory Community Appraisal, Participation Action Research, Focus Group Discussion, literary study of related researches, and experimental research design. To measure all constructs and indicators of the study, research questionnaires are distributed to food and beverage (F&B) small and medium enterprises (SMEs) at culinary tourism sites in Bandung Regency/City. These F&B SMEs are the respondents in this study. Data is analyzed using General Electric Matrix.

The investigation is conducted using literary study, explorative study, experimental research, and applied research methodologies. In literary study, examination of various documents (literature) is performed to comprehensively understand the theoretical foundation of the study as the basis for conducting in-depth interviews. Creative industry is a complicated field to study since it is closely related with other factors; including public policy, culture, economy, and education.

Explorative study is a kind of research performed to examine issues that are not clearly identified yet. Explorative study of culinary creative industry will contribute in the process of determining the research design, data collecting techniques, and topic selection. Explorative study of culinary creative industry often depends on secondary researches, such as available publications of culinary advertisements, followed by informal discussions with customers, employees, business owners, and government representatives. Formal discussions through in-depth interviews, FGD, projective methods, and case study are conducted later. The advancement of Internet technology allows for the implementation of a more interactive research method.

The results of explorative study are generally not useful for decision making. However, this method may provide significant insight concerning certain situation. Although the findings of qualitative study may offer indications as to 'why', 'how', and 'when' something happens, they cannot provide quantifiable information. Therefore, explorative study cannot be generalized for general population.

Experimental study is commonly performed in laboratory; in the context of basic/preliminary research. The experimental design is a design of information gathering in which variations may emerge. However, in statistical terms, experimental design is used for controlled experiment. Experimental study in culinary creative industry is an effort to understand the general responses of the market and the customers' views on the launch of new culinary products. Experimental design is a blueprint of a procedure that allows researcher to test hypothesis and reach a valid conclusion concerning the relationship between the independent and the dependent variables.

Another approach implemented in this study is the applied research. It is a systematic inquiry involving practical application of knowledge concerning domestic culinary, particularly in Java region. Applied research in the field of culinary creativity is different from the experimental study; particularly in terms of its aim that focuses on the marketing access of culinary products in foreign markets (Malaysia, Singapore, Thailand, and England). The methodology, program, and kinds of research implemented in applied research attempt to solve the practical problems of how to sell Indonesian culinary in international market. Since applied research is related with real-life situations, the research protocol needs to be more flexible. Therefore, the transparency of methodology is of utmost importance. The implication of findings interpretation made in flexible methodology should also be considered. Applied research is designed to solve the practical problem facing the culinary producers in handling the demand of markets and regulations; not to obtain new knowledge. Many people state that the aim of applied research is to develop the creativity of human resources.

## FINDINGS AND DISCUSSION

### Map of SMEs vs. Tourism Sites

Based on the analysis, there are several commodities of the F&B SMEs that needs to be focused on in training and development programs to improve the welfare of the SMEs. The F&B SMEs that needs to be recruited for such programs are:

- 1) Bandung Zoo: *Bandros* SMES, Fries SMES, *Colenak* SMES, *Surabi* SMES, *Lotek* SMES, *Cendol* SMES, *Batagor* SMES, *Es Goyobod* SMES, and *Ketan Bakar* (Roasted Sticky Rice) SMES.
- 2) Bandung Museum of Geology: Cookies and Biscuits SMES, Brownies Cake SMES, Spicy Crackers/Chips SMES, Dried Fruits SMES, Snacks SMES, and *Moci Es* SMES.
- 3) Cihampelas Shopping Center: Fries SMES, Spicy Crackers/Chips SMES, Dried Fruits SMES, *Es Goyobod* SMES.
- 4) Cibaduyut Shoes and Bags Shopping Center: Snacks SMES, *Bajigur* SMEs, Cookies and Biscuits SMEs, Sundanese Local Cuisine/Culinary SMEs, Fries SMEs, *Surabi* SMEs, Dried Fruit SMEs, Spicy Crackers/Chips SMEs, *Colenak* SMEs, *Cilok* SMEs, *Oncom* SMEs, Brownies Cake SMEs, *Candil* SMEs, *Galendo* SMEs, Aloe Vera Sweets SMEs, *Es Goyobod* SMEs, *Batagor* SMEs, *Bandrek* SMEs, *Lotek* SMEs, Nutmeg Sweets SMEs, and *Nata de Coco* SMEs.
- 5) Riau and Dago Factory Outlet Center: Snacks SMEs, Sweetened Dried Fruits SMEs, Brownies Cake SMEs, Sundanese Local Cuisine/Culinary SMEs, Cookies and Biscuits SMEs, Dried Fruits SMEs, *Sumpiah Cake* SMEs, Spicy Crackers/Chips SMEs, *Moci Es* SMEs, Unique and Creative Culinary SMEs, Fries SMEs, *Pecel Lele Street Vendors* SMEs, and *Seafood Fried Rice Street Vendor* SMEs.
- 6) Trans Studio Bandung: Sundanese Local Cuisine/Culinary SMEs, Unique and Creative Culinary SMEs, Snacks SMEs, Cookies and Biscuits SMEs, Dried Fruits SMEs, Spicy Crackers/Chips SMEs, Brownies Cake SMEs, Fries SMEs, *Seafood Fried Rice* SMEs, *Bandros* SMEs, *Bajigur* SMEs, *Cendol* SMEs, *Karedok* SMEs, *Ketan Bakar* SMEs, and *Batagor* SMEs.
- 7) Ranca Upas Camping Ground: Green Tea SMEs, *Tahu Tauhid Tofu* SMEs, *Bandrek* SMEs, *Bajigur* SMEs, Snacks SMEs, Fries SMEs, *Ketan Bakar* SMEs, *Batagor* SMEs,

- Galendo* SMEs, *Lotek* SMEs, *Peuyeum* SMEs, *Cilok* SMEs, Spicy Crackers/Chips SMEs.
- 8) *Kawah Putih Ciwidey*: Prawn Crackers SMEs, *Bajigur* SMEs, *Bandrek* SMEs, Fries SMEs, and Spicy Crackers/Chips SMEs.
  - 9) *Situ Patenggang Ciwidey*: Simpung Cookies SMEs, Dried Banana SMEs, *Bajigur* SMEs, *Bandrek* SMEs, and Sundanese Local Cuisine/Culinary SMEs.
  - 10) Strawberry Plantation Tourism Ciwidey: Strawberry-based Food and Beverage SMEs, Sundanese Local Cuisine/Culinary SMEs, and Unique and Creative Culinary SMEs.
  - 11) Ciater Springs: Sundanese Local Cuisine/Culinary SMEs, Fries SMEs, *Ketan Bakar* SMEs, Cookies and Biscuits SMEs, *Bajigur* SMEs, *Bandrek* SMEs, Tahu Tauhid Tofu SMEs, Dried Fruits SMEs, Spicy Crackers/Chips SMEs, Snacks SMEs, and Unique and Creative Culinary SMEs
  - 12) Kawah Ratu Tangkuban Perahu: *Ketan Bakar* SMEs, *Bajigur* SMEs, *Bandrek* SMEs, Coconut Beverages SMEs, Sundanese Local Cuisine/Culinary SMEs, and Cookies and Biscuits SMEs.
  - 13) Floating Market Lembang: *Ketan Bakar* SMEs, *Bajigur* SMEs, *Bandrek* SMEs, Coconut Beverages SMEs, Sundanese Local Cuisine/Culinary SMEs, Cookies and Biscuits SMEs, *Kerak Telur* SMEs, *Batagor* SMEs, and Meatballs SMEs.
  - 14) Kampung Gajah, North Bandung: Cookies and Biscuits SMEs, Sundanese Local Cuisine/Culinary SMEs, Unique and Creative Culinary SMEs, Dried Fruits SMEs, Spicy Crackers/Chips SMEs, Snacks SMEs, Fries SMEs, Seafood Fried Rice SMEs, Pasteurized Milk SMEs, *Tahu Tauhid* Tofu SMEs, *Moci Es* SMEs, and Sausage-based Culinary SMEs.
  - 15) Milk and Tofu Tourism, Lembang: Crackers and Chips SMEs, Pasteurized Milk and Yoghurt SMEs, *Tahu Tauhid* Tofu SMEs, Fries SMEs, *Es Lilin* SMEs, *Bandros* SMEs, Cookies and Biscuits SMEs, *Ketan Bakar* SMEs, Sundanese Local Cuisine/Culinary SMEs, and Unique and Creative Culinary SMEs.
  - 16) Curug Cinulang Cicalengka: *Dodol Garut* SMEs, *Bandros* SMEs, Sundanese Local Cuisine/Culinary SMEs, Snacks SMEs, Fries SMEs, *Batagor* SMEs, *Seblak* SMEs, *Bandrek* SMEs, and *Bajigur* SMEs.
  - 17) Saung Angklung Mang Udjo: Sundanese Local Cuisine/Culinary SMEs, *Bandrek* SMEs, *Bajigur* SMEs, Fries SMEs, Chips SMEs, and Cookies and Biscuits SMEs.
  - 18) Situ Ciburuy Padalarang: Dried Fish SMEs, Chips SMEs, Sundanese Local Cuisine/Culinary SMEs, *Pecel Lele Street Vendor* SMEs, *Bandros* SMEs, *Bandrek* SMEs, *Bajigur* SMEs, Nata Decoco SMEs, Coconut-based Beverages SMEs, Fries SMEs, *Batagor* SMEs, Meatballs SMEs, Cookies and Biscuits SMEs, Frozen Fish and Prawns SMEs, Syrup SMEs, Snacks SMEs, and *Bandrek* SMEs.
  - 19) Waduk Saguling: Fried Onions SMEs\*, Cookies and Biscuits SMEs\*, Pudding and Jelly SMEs\*, Sundanese Local Cuisine/Culinary SMEs, Fish-based Culinary SMEs, and Snacks SMEs.

### **SMEs' Performance Training and Measurement**

Based on the market demand and business opportunity, it is clear that F&B SMEs have some advantageous elements and some weak elements. These weak elements need to be improved and developed in training programs. In general, the weaknesses of F&B SMEs are:

- 1) The business managers/owners do not fully understand their business

- 2) The business managers/owners do not have sufficient education and experience
- 3) Inability to create unique F&B products
- 4) Lack of new ideas and innovation in terms of the kinds of food and beverages to develop the business.
- 5) Lack of knowledge and information concerning the mechanism to get loans from banks
- 6) Unwillingness to take business risks
- 7) Lack of knowledge concerning financial record keeping
- 8) Lack of promotion
- 9) Insufficient cooperation with supplier network
- 10) Lack of knowledge concerning the mechanism to determine price

Concerning these weaknesses, the materials in SMEs trainings should include marketing, Human Resources management, production, finance and accounting.

## **CONCLUSION**

Several competencies that F&B SMEs should possess to become wealthy business are: sound understanding of business operation, certain level of education and certain amount of experiences, ability to create unique F&B business, ability to generate new ideas in producing food and beverage for business development, sound understanding of the ways to get a loan from bank, daring to do business, understanding of cost and revenue recording, understanding of promotion methods, building cooperation and network with suppliers, and understanding of how to determine price.

Several recommendations for Bandung City Government are formulated to improve culinary business in tourism sites in Bandung City, as follows: all tourism site owners or managers in Bandung City should involve local F&B SMEs from Bandung, at least 50% of all the culinary in their area; all modern/supermarket developed in Bandung City, both by local or foreign parties, should provide a specific area to sell Bandung culinary products produced by local SMEs; the Tourism and Industry Offices of Bandung City are expected to work in cooperation to allocate top Bandung culinary enterprises at each of the tourism site in Bandung City.

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