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RESEARCH ARTICLE

Strategy in Entering the Healthy Catering Industry: Case Study on Alfa Catering

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ABSTRACT

The growth in catering industry as well as more awareness of healthy lifestyle resulted in establishment of healthy food catering businesses. In this paper, author attempts to define key success factors in healthy catering industry and to formulate new entry strategy for a traditional catering business located in Jakarta, Indonesia. PEST and Porter's Five Forces Analysis were used to examine the external environment. SWOT matrix was then used to determine the suitable strategy for the case study. It was found that experience in catering industry, organic certification for raw materials, certified manpower, product differentiation, and excellent and collaborative relationship with stakeholders were the key success factors in healthy food catering in Jakarta, Indonesia. Furthermore, the suitable strategy for this particular case study was focus differentiation strategy.

Keywords: New Entrants; Strategic Management; SWOT; Healthy Catering

INTRODUCTION

Recently most industries are in an unstable state due to growing complexities in the market; which resulted in the increasing role of strategic management in facing business uncertainties. Which is why having the right strategy is of utmost importance (Dess et al, 2008). Strategy formulation can be analyzed from three different aspects; macro environment, industry and organizational aspects; as it aims to bridge the gap between organization and its external environment to determine its strategic positioning (Porter, 1980).

In the past few years, we've seen the growth of catering industry. According to data retrieved from Bina UKM, the number of catering business in Jakarta has constantly grown from 3644 in 1990s to 3951 in through the 2005; with an exception during the 1998 recession. This is because it services not only daily orders, but also ceremonial events; which contributes to its constant and continuous growth, along with the growth of its consumers (Bina UKM, General Trend of Catering Business, 25 April 2010). This is also reflected by the increasing consumption of ready-to-eat food from only 4.62 gr of protein per capita daily in 1999 to 16.84 gr of protein per capita daily in 2018 (BPS, Average Daily Consumption of Calorie and Protein per Capita 1990 – 2018).

Aside from the increasing consumption of ready-to-eat food, Jakartans have also shown more interest in health and nutrition (The Jakarta Post, 18/06/2011). This leads to many catering business entering the healthy food segment. Some examples are Healthy Choice

Catering, My Meal Catering, and Hijau Organic Catering (Healthy Choice, n.d., MyMeal, n.d. & Hijau Organic Catering, n.d.).

Alfa Catering; the case study in this paper; has been in the catering business since 1978. They provide daily catering and ceremonial services for their customers. Observing the change in customer orientation the past few years, they are considering the move to healthy catering. Thus, the author will attempt to analyze the macro environment and industrial aspect; as well as Alfa Catering's strength and weaknesses to formulate the proper strategy for Alfa Catering to venture into healthy catering.

The scope of this study will be the catering industry particularly in Greater Jakarta area; and formulation of the proper strategy for Alfa Catering specifically. The objective of this research will be to determine the key success factors in healthy catering industry in Greater Jakarta, as well as formulating the proper strategy for Alfa Catering to venture into the healthy catering industry.

By formulating the proper strategy, Alfa Catering will be more prepared to enter their new segment and other catering businesses that are considering to expand their market will also benefit by taking into account the key success factors determined in this study.

MATERIAL AND METHODS

The method used in this paper is descriptive qualitative method, and the data comprised of primary and secondary data. Primary data will be derived from observation and interviews conducted with Alfa catering founder and director, as well as their financial and human resources records.

Author used secondary data from books, journal articles, government websites, government statistical records, news articles, as well as data from related organizations such as AOI (Indonesian Organic Alliance), Bina Usaha Kecil Menengah and others to have proper understanding on the catering industry in general and healthy catering industry in Jakarta specifically.

After acquiring data, author analyzed the external macro environment, industry aspect and Alfa Catering's strengths and weaknesses in an attempt to formulate a strategy for Alfa Catering to enter the healthy catering industry. The analytical tools used were PEST Analysis, Porter's Five Forcers and SWOT Analysis.

PEST Analysis (Political, Economic, Social and Technology) was used to analyze the macro environment (Oxford University Press, n.d.). Each factors are analyzed, to examine their impact on the organization as a whole. Politics are issues concerning government policies; economics may include interest rate, tax rate, economic development, inflation and exchange rate; social aspect concerns changes in trend and/or social structure; technology is changes in technology that may result in new business processes.

Porter's Five Forces was used to analyze the industry, with aspects such as threat of new entrants, bargaining power of suppliers, rivalries among existing competitors, bargaining power of buys, and threats of substitute products/services (Porter, 1991).

Lastly, SWOT Analysis (Strength, Weaknesses, Opportunities and Strengths) was used to identify the organization's strengths and weaknesses as well as its opportunities and threats found by analyzing its external environment (Hay & Castilla, 2006).

A previous study done by Collie and Sparks using similar methods on Australian catering industry found that there are five key success factors: products, staff, financial, environment and consumers (2000). Another study done by Ragnheiour on healthy catering industry, have found that there are much more industry specific aspects that need to be taken into account, such as clear regulations, management tools for quality assurance, and stakeholders collaboration (2011)

RESULTS AND DISCUSSIONS

PEST Analysis

From political standpoint, there are several government policies which affect the sustainability of business activities, such as fuel subsidy and electricity rates. The price for subsidized fuel in have not changed since 2009, as seen from the table below.

Table 1. Fuel Price in Jakarta

Category	Price (Rp)										
	2009				2010				2011		
	I	II	III	IV	I	II	III	IV	I	II	III
Solar	4500	4500	4500	4500	4500	4500	4500	4500	4500	4500	4500
Premium	4500	4500	4500	4500	4500	4500	4500	4500	4500	4500	4500
Kerosene	5681	5681	5681	5681	5681	5681	5681	5681	5681	5681	5681
Pertamax Plus	6300	6600	7000	6800	7300	6700	6700	7450	9150	8850	9000
Pertamax	5600	6000	6400	6300	6750	6250	6150	7050	8700	8400	8650
Pertamax Dex	5800	6550	6850	7100	7400	7100	7300	7850	10350	9350	9300

Source: Bank Indonesia, Regional Economic Studies of DKI Jakarta Province, 3rd Quarter 2011

On the other hand, the government's plan to implement limitation of subsidized fuel in April 2012 and also increasing electricity rates in 2012 should be anticipated (Bank Indonesia, Regional Economic Studies of DKI Jakarta Province 3rd Quarter 2011).

From economic stand point, inflation in Jakarta can be seen from the table below.

Table 2. DKI Jakarta Inflation Based on Constant Prices

Goods	Inflation (%)						
	2010				2011		
	I	II	III	IV	I	II	III
Consumer Price Index	3.43	4.52	5.44	6.21	5.95	5.36	4.61
Food ingredients	6.43	11.54	11.74	14.80	11.96	7.77	5.51
Ready to eat food	10.66	11.12	11.01	8.89	5.67	5.25	3.99
Household	0.66	0.55	2.61	3.41	4.05	4.40	2.71
Clothing	-143	2.76	1.50	5.61	8.83	9.36	14.83
Health	3.99	1.15	1.42	1.23	2.39	3.58	3.39
Education	1.96	2.06	1.42	1.40	2.30	2.51	3.74
Transportation	2.09	1.91	4.48	4.56	4.94	4.41	2.43

Source: Bank Indonesia, Regional Economic Studies of DKI Jakarta Province, 3rd Quarter 2011

According to the data presented, for the year 2011 Jakarta's inflation rate has slowed down, indicating improving economy. Apart from that, Gross Regional Domestic Product can also be used to indicate Jakarta's economic growth; presented in Table 3 below.

Table 3. DKI Jakarta Economic Growth Based on Constant Prices (%)

Indicator	2009	2010					2011				
	Total	I	II	III	IV	Total	I	II	III	IV *	Total*
GRDP	5.0	6.2	6.8	6.4	6.6	6.5	6.7	6.7	6.7	6.4-6.9	6.5-7.0

*Estimates

Source: Bank Indonesia, Regional Economic Studies of DKI Jakarta Province, 3rd Quarter 2011

Furthermore, income distribution in Jakarta was also examined to determine which consumer segment should be targeted. The data can be seen in Table 4 below.

Table 4. DKI Jakarta Income Distribution (%)

Year	Consumer Group		
	40%	40%	20%
	Low Income	Middle Income	High Income
2001	21,89	37,03	41,08
2004	20,18	34,81	45,81
2005	18,42	32,25	49,33

Source: Indonesia Department of Health, DKI Jakarta Provincial Health Profile, 2006

From table 4 we can conclude that income distribution has become less equally distributed; and that majority of income is received by higher income population. This presents an opportunity to produce lux or non-inferior products.

In social aspect, generally speaking Jakarta's population have been constantly growing from 2005 to 2009 according to data from Biro Pusat Statistik (BPS) presented in the table below.

Table 5. DKI Jakarta Population According to Age Group

	Year				
Age Group	2005	2006	2007	2008	2009
0-14	2201301	2131120	2194866	2208790	2192353
15-29	2918727	2831800	2803019	2634348	2578070
30-44	2347306	2290058	2254991	2601135	2675495
>45	1569955	1708702	1805117	1701908	1777082
Total	8592289	8961680	9057993	9146181	9223000

Source: BPS DKI Jakarta Province, Data Query Social, n.d.

In younger age groups; which are 0-14 years old and 15-29 years old; there is a decresing trend. In age group 0-14 years old, the trend fluctuates; whereas for 15-29 years old the trend is continuous from year to year.

On the other hand, there is an increasing amount of population for age group 30-44 years old and those over 45 years old. This increasing trend is coupled with degenerative diseases; such as type 2 Diabetes due to imbalanced nutrition and unhealthy lifestyle. The percentage of type 2 Diabetes can be seen on table 6 below

Table 6. Percentage of Type 2 Diabetes Prevalence in DKI Jakarta

Year	Percentage of Type 2 Diabetes Prevalence
1982	1.7
1999	5.7
2001	12.8
2003	14.7

Source: Yuliastuti, 5 October 2011

This means that catering industry may utilize this opportunity to introduce appropriate products for these age groups which addresses the issue of degenerative diseases; particularly healthy catering for those aged 30 to 45 years old.

In technological aspect, one of the most impactful development in Indonesia is the use of mobile technology; as consumers now have better access to information. According to a survey published by Antara, mobile technology penetration in Indonesia has grown from 25% in 2005 to 60% in 2009 (Burhan, 5 March 2010). Aside from that, it was also stated that the growth in Indonesia is more consistent compared to other ASEAN countries.

This should be utilized by businesses operating in healthy catering industry by marketing their product via online devices as well as informing consumers on the benefit of consuming healthier food in an effort to avoid the increasing risk of degenerative diseases.

Porter's Five Forces Analysis

The first factor to be analyzed is the bargaining power of suppliers in the healthy catering industry. The development and demand for organic food ingredients from Europe and America, drives the development of organic agriculture in Asia. Referring to table below, the amount of organic land in Indonesia is quiet large compared to other Asian countries, according to survey conducted by FiBL, a research institution of organic agriculture in Europe (Biocert, 2008).

Table 7. Area of Organic Land in Asian Countries

Country	Organic Land Area (ha)	Organic Farmer
Armenia	235	35
Azerbaijan	20.779	776
Bangladesh	-	-
Bhutan	243	53
Cambodia	1.451	3.628
China	2.300.000	1.600
Georgia	247	47
Hongkong	12	20
India	528.930	44.926
Indonesia	41.431	23.608
Iran	15	2
Israel	4.058	216
Japan	2.710	2.258
Jordan	1.024	25

Source: BioCert, 2008

The Indonesian Organic Alliance (AOI) also stated that Indonesia's organic agriculture is growing, Indonesia's Agriculture Statistics (SPOI) showed that the area of Indonesia's organic agriculture in 2010 was 238,872.24 ha, an increase of 10% from the previous year (AOI, n.d.)

Sulaeman stated that the area of increased production also followed market developments; because most of the areas that have increase in land are located in areas where there has been an increase in demand such as Bogor, Puncak, Sukabumi, Sragen, Bandung, Bali, West Sumatra, East Nusa Tenggara, Papua and North Sumatera (2007).

However, according to AOI, government certification for organic farmers is still very difficult to obtain. One of the factors is the cost of certification which can sometimes reach up to 15 million Rupiah (AOI, n.d.).

Another issue faced by organic farmers is transportation. Minimum transportation access to organic land (which requires minimum pollution) have caused several implications such as difficulties in distributing raw materials and transporting finished goods (Department of Agriculture, Organic Food Road Map, 2007). Other issues were also mentioned, for example pollution, organic seeds availability, and pest control.

Currently, according to data provided by Sulaeman, there is a shortage of organic food supply compared to amount of production. This comparison is shown on Table 8. This lack of supply makes organic food prices more expensive and resulted in consumers buying foreign products. These factors present a threat to Alfa Catering as they venture into healthy catering industry.

Table 8. Comparison of Production and Market Demand of Organic Food in Indonesia

Year	Production (quintal)	Market Demand (quintal)
2005	550.300	550.300
2006	557.179	660.360
2007	563.865	792.432
2008	570.519	950.918
2009	577.080	1.141.102

Source: Sulaeman, 2007

The second factor in Porter's Five Forces is barrier to entry which can be further broken down into economies of scale, product differentiation, capital needs, and learning curve.

In terms of economies of scale, businesses that have been operating in healthy catering often use this to their advantage. According to data taken from Surabaya Post, My Meal fulfil about 1000 clients per month; the same case goes for Healthy Choice. Both caterings have obtained the benefits of economies of scale by ordering large amount of raw materials and uniformed production (Surabaya Post, 9 July 2011).

Moreover, most healthy catering businesses also have several product lines. Healthy Choice catering have product lines for children, pregnant mothers and specific degenerative diseases (Healthy Choice, n.d.)

Due to lack of regulation from the government, healthy catering companies often use raw material certifications, experience, as well as use of nutritionist to further legitimize their businesses. This may be seen as costly and present a barrier for new comers to enter the market.

According to an article in Surabaya Post, My Meal Catering used around Rp. 400,000,000 in 2005 to establish their business by purchasing the bioscan machine, purchasing organic raw materials, cooking utensils and marketing. It costed Hijau Organic Catering Rp. 63,000,000 in 2008 to purchase organic raw materials, utensils, and establish nutrition facts training program for their employees (Surabaya Post, 9 July 2011)

The third factor in Porter's Five Forces is bargaining power of buyer; which is the power of consumers to negotiate the selling price. Healthy catering services are increasingly prevalent in Jakarta, as pioneers such as My Meal, White Lotus and My Choice attracted new comers in the likes of Healthy Choice, Green Organic, and Prima Diet catering.

The number of consumers who start consuming organic healthy food for health reasons is quiet significant; with 87.1% of Indonesian consumers use organic products because they are looking for healthier alternatives, while the rest are other reasons such as attractive packaging (Sulaeman, 2007).

However, it should be noted that the consumers mentioned do not understand what qualifies as healthy/organic food; with 92.9% of consumers having low level of knowledge about healthy food, 5.9% have a moderate level of knowledge and 2.1% have a good level of knowledge (Sulaeman, 2007).

Information access also determines buyer bargaining power. In the current information age, buyers can easily get information they need and compare prices from one providers to another. This, as well as the increasing number of players in the industry, may pose as a threat for those unprepared to compete with businesses that are more technologically savvy.

The fourth factor in Porter's Five Forces is substitute and complementary goods. One of the substitute product of healthy catering is provision of healthy food from hospital nutrition department. One example is R.S. Pelni that provides food for outpatients and general public with delivery fees of around Rp. 5,000 to Rp. 15,000; the price offered is Rp. 10,000 – Rp. 35,000 (R.S. Pelni, n.d.).

Although cheap, it is also important to consider the taste aspect. The menu provided by hospitals offer little variations, with an average of each pack (breakfast/lunch/dinner) having only four variations. Moreover, most of the food provided by hospitals can be quite bland, thereby reducing overall value of product.

Organic restaurants also play a role as substitutes for healthy food providers. However, not many are registered as official providers of nutritious organic food; according to the Indonesian Organic Alliance, there are two recognized organic restaurants in Jakarta namely Healthy Choice and Warung Daun (AOI, n.d.).

In addition to organic restaurants, there are also several restaurants that claimed to be healthy food providers, such as shabu-shabu restaurants. Aside from being healthy, they already have a reputation that is quiet well known and are more familiar to consumers (Febriane & Soekirno, 3 October 2009). Thus it can be said that substitute products are a significant threat for the healthy catering industry.

The last factor in Porter's Five Forces is internal rivalries among existing competitors. Author will consider catering providers that are posited in Greater Jakarta, and have programs specifically for health related concerns (diet, diseases, children, special nutritional diets).
There are several competitors in the healthy catering industry, the players in healthy catering service industry are mentioned in the following table below.

Table 9. List of Healthy Catering Providers

No	Name	Year Established	Location	Segment Served
1	Prima Diet *Catering*	1999	DKI Jakarta	Middle
2	Mymeal *Catering*	2006	Tanggerang	Middle-upper
3	White Lotus	2006	DKI Jakarta	Middle
4	Healthy Choice	2004	DKI Jakarta	Middle
5	Hijau Organic *Catering*	2008	DKI Jakarta	Middle-lower

Source: SWA (2007), n.d. and each companies' websites

Based on interviews conducted with catering owners, it is said that competition in the industry is quiet strict. Due to the fact that healthy catering products are perishable and ease of switching from one producer to another. Thus, the competition for market between players is somewhat aggressive.

However, with developing market comes opportunities. Also, it can be observed that the players in this particular industry is still sparse. So it can be said that the level of competition in the industry is moderate.

Based on analysis on the state of a healthy food catering industry, it can be concluded in the following table the level of strength of each factors affecting.

Tabel 10. Level of Strength for Each Factors

No	Factor	Strength		
		Weak	Moderate	Strong
1	Bargaining Power of Suppliers		√	
2	Threats of New Entrants		√	
3	Bargaining Power of Buyers	√		
4	Threats of Substitutes			√
5	Internal Competition		√	

SWOT Analysis

As authors have determined the opportunities and threats posed by external environment, the internal factors were also determined to create the SWOT matrix. Table 11 describes the internal factors of Alfa Catering. The data were taken primarily via interviews, financial statements and observation.

Table 11. Internal Factors of Alfa Catering

Resources		Strength	Weaknesses
Tangible	Financial		• Unorganized • Lack of funding
	Physical	• Adequate facilities	• Does not have organic suppliers
	Human Resource	• Experienced *Head Chef* • Food and Beverage Accredited employees	• Do not have a nutritionist • Lack of creative manpower to create new menu/ideas
Intangible	Intellectual	• Experienced in mass catering • Specific recipes and identifiable taste	• No experience in healthy catering • No formulation for healthy recipes
	Legal		• No patents for their unique recipes
	Organizational	• Close relationship between employees	• Lack of professionalism
	Information		• Lack of informative media
	Network	• Strong relationships with consumers and suppliers	• Lately has not been participating in activities that may strengthen their network
	Reputation		• Starting to lose their reputation as pioneer

After examining the external and internal factors, the SWOT matrix can be seen as below.

Tabel 12. Alfa Catering's SWOT Matrix

	Strengths (S) 1. Adequate facilities 2. Experienced Head Chef 3. Staff who have accreditation in the field of F&B 4. Experienced in providing mass catering services 5. Experienced in food processing and has a distinctive taste 6. Fairly strong network with consumer and suppliers	**Weaknesses (W)** 1. Unorganized and lack of funding to develop the business 2. Do not have organic suppliers nor nutritionists 3. Lack of creative manpower 4. Do not have the experience for healthy catering 5. Has no patents on recipes 6. Lack of professionalism 7. Lack of use of information media 8. Rarely involved in network activities 9. Loss of reputation
Opportunities (O) 1. Increasing consumer purchasing power 2. Increasing development of service sector 3. Increased awareness of healthy lifestyle 4. Increasing cases of degenerative diseases in Jakarta 5. Development of Information Technology 6. Increasing areas of organic land 7. Threat of new arrivals are weak	1. Alfa *Catering* may enter the healthy catering industry by using existing facilities (S1, S2, S3, O1, O2, O3, O4, O6, O7, O8) 2. Alfa *Catering* can provide healthy catering services for ceremonial events (S2, S3, S4, S5, S6, O1, O2, O3, O4, O6, O7, O8)	1. Use loans as capitals (W1, W2, W3, O1, O2, O3, O4, O6, O7, O8) 2. Recruiting new employees (W2, W3, W4, O1, O2, O3, O4, O6, O7, O8) 3. Develop existing employee knowledge by participating in seminars/classes (W2, W3, W4, O1, O2, O3, O4, O6, O7, O8) 4. Use IT media to spread information (W7, O3, O5)
Threats (T) 1. Increase of fuel and electricity prices 2. Organic materials are relatively expensive 3. Consumers can easily switch products 4. Lack of understanding of nutrition from the general public 5. Competitors have brand awareness	1. Restoring Alfa Catering's reputation (S4, S5, S6, T3, T4, T5, T6) 2. Add value with product differentiation (S4, S5, S6, T3, T4, T5, T6) 3. Use experience to operate efficiently (S2, S3, S4, T1, T2, T3, T4, T5, T6)	1. Develop a culture of professionalism (W1, W6, W9, T1, T2, T3, T5, T6) 2. Start networking with organic suppliers (W2, W3, W9, T2, T4, T5) 3. Diversify by conducting healthy cooking classes (W5, W9, T4, T5, T6)

By examining the SWOT Matrix above, the strategy in entering the healthy catering industry that can be chosen by Alfa Catering is provision of large/ceremonial healthy catering services, but also maintaining their unique taste. In Porter's Generic Strategy, the strategy can be classified as a Focus Differentiation Strategy which focuses on a group of buyers which in Alfa Catering's case is large-scale/ceremonial services with product differentiation.

CONCLUSION

According to previous analysis from both external and internal factors of Alfa Catering, it can be concluded that the Key Success Factors for healthy catering industry are experience in catering industry, to maintain/create productivity and efficiency of the business process; organic certification for raw materials and employing nutritionists to increase product value and customers' trust; product differentiation to avoid threats from competitors' product substitutes; and excellent and collaborative relationship with clients, vendors and other stakeholders, to protect customer loyalty and to decrease threats from substitution, supplier and internal competition.

Furthermore, referring to Alfa Catering's SWOT matrix and Porter's Generic Strategies, the right strategy for Alfa Catering would be to implement Focus Differentiation Strategy; where the company will focus on catering to a certain target market. In this case, Alfa Catering should focus more on bigger scale/ceremonial services for middle – upper income customers as their target market. Their differentiation should be to maintain their already familiar taste palate whilst being a healthy catering; or a healthy catering with local wisdom.

Further studies may be conducted to analyze consumer acceptance on Alfa Catering's new healthy menu; to explore the feasibility of venturing into offering healthy cooking classes to raise awareness on healthy food and continue the vision of Alfa Catering's founder of educating public on national and international culinary; and lastly to evaluate Alfa Catering's growth after venturing into the healthy catering.

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