
**MAINTAIN THE VALUES AND DESIGN NEW BUSINESS STRATEGY
TO RETAINED CUSTOMER AND POTENTIAL MARKETS
(Case Study at Sumber Hidangan Restaurant)**

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ABSTRACT

This report was commissioned to examine why the consumers at Sumber Hidangan Cafe still loyal since 1929 and also to understand values and benefit they are looking for. Established since 1929, Sumber Hidangan has retained their own uniqueness which makes them stand out from the rest of the other café and bread store. This research is using qualitative method through indepth interview and questionnaire by segmenting the market based on demographics, psychographics, psychological influence, social influence, marketplace behavior and consumption behavior to gathered useful information regarding Sumber Hidangan's consumer behavior

Based on these research, Sumber Hidangan original taste which still lasting till today without any preservatives, Sumber Hidangan history (colonial building and family memory heritage), as well as the vintage Jl Braga makes a strong appeal to the Sumber Hidangan consumers. From the research we can conclude that values, emotional benefits and functional Benefits offered by Sumber Hidangan was delivered to the consumers. And these is like a strong business strategy developed by Sumber Hidangan.

Keywords: consumer behavior, business strategy, demographics, psychographics and social influence

1. Introduction

Sumber Hidangan café is a unique culinary site as they offered old school Dutch cakes and breads such as *Zwieback*, *Tai tai pop*, *Doublet Bokkepoetjes*, *Frou Frou Mocca*, and *Roomsoes*. Located in Jl. Braga No. 20 Bandung – 40111, West Java, Indonesia, Sumber Hidangan offers a vintage Dutch atmosphere to their shop as one of their main trademark.

Het Snoephuis (Candy Shop in English) is a café established in Dutch East Indies (Indonesia) during 1929, the period of Dutch colonialism. *Het Snoephuis* operate as of today with using the name "Sumber Hidangan" which they chose in 1960's. The management decided to change their name due to the enforced rule of using Bahasa Indonesia in 1960's. While inappropriately named Sumber Hidangan (Culinary Source in English) which is not the synonym of *Het Snoephuis* in Indonesia, the management decided to reverse their acronym from Dutch towards Bahasa Indonesia (HS in Dutch → SH in Indonesia).

During their 80 years of business, *Het Snoephuis* have not really changed much. An antique shop site which located at the legendary Jl. Braga has shown a typical Dutch architecture; tall, spacey, dark, yet standing very firmly. They have also retained their original interior design and furniture with a distinguished radio box located near the cashier.

In terms of their foods and drinks offering, they didn't give any new modern foods and drinks which today's bakery store usually offer. Instead, they continued their classic Dutch foods and recipe; foods such as *Zwitsercake*, *Krentenbrood*, *krentenbollen* are still remaining in their menu and manufactured using the original recipe. Therefor this Sumber Hidangan Restaurant needs to develop and design new business strategy to compete with other competitors.

Theoretical Background **Consumer behavior**

Consumer behavior referred to as the study of when, why, how, where and what people do or do not buy products. It blends elements from psychology, sociology, social psychology, anthropology and economics. It attempts to understand the buyer decision making process, both individually and in groups. It studies characteristics of individual consumers such as [demographics](#) and behavioural variables in an attempt to understand people's wants.

Sheth, Mittal, and Newman (1999)

Define customer behavior as "the mental and physical activities undertaken by household and business customers that result in decisions and actions to pay for, purchase, and use products and services. The study of consumers helps firms and organizations improve their marketing strategies by understanding issues such as how

- The psychology of how consumers think, feel, reason, and select between different alternatives (e.g., brands, products);
- The psychology of how the consumer is influenced by his or her environment (e.g., culture, family, signs, media);
- The behavior of consumers while shopping or making other marketing decisions;
- Limitations in consumer knowledge or information processing abilities influence decisions and marketing outcome;
- How consumer motivation and decision strategies differ between products that differ in their level of importance or interest that they entail for the consumer; and
- How marketers can adapt and improve their marketing campaigns and marketing strategies to more effectively reach the consumer.

One "official" definition of consumer behavior is "The study of individuals, groups, or organizations and the processes they use to select, secure, use, and dispose of products, services, experiences, or ideas to satisfy needs and the impacts that these processes have on the consumer and society.

DEMOGRAPHICS

Demographics helps to understand current markets, demand for products explained in terms of personal characteristics and predict future markets. There are some other demographics variables, such as Occupation, Education, Ethnic group (refer to section on subculture), Religious groups and Geographic region.

PSYCHOGRAPHICS

Psychographics is the measurement of lifestyles. Original measure was AIO inventory. Most psychographics measures are data driven. Many psychographics measures are product or consumption situation specific.

- **Value**

Rokeach (1968) :

- a) Value as an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.

Research Metodology

Research Location

This research was conducted in Jl. Braga no 20, Bandung, Jawa Barat, in Sumber Hidangan café. The location was determined by Sumber Hidangan historical site. Sumber Hidangan history and their unique menu has provided them basis for their survival in today's modern life.

Research Process and Data Gathering

These research method conducted by questionnaire and interview on site. Here are the procedures of the research:

- 40 respondent as sample
- All of them are Sumber Hidangan Consumers
- Questionnaire and interview are used to our respondent
- Elderly people and foreigners have been interviewed for ethical and language reasons

It have gathered primary and secondary data. Primary data was obtained by questionnaire and interviews conducted to the samples. While secondary data was gathered through books, blogs, and online article.

Arikunto (2002 : 178) believes questionnaire design as an instrument of data collection should be conducted in these steps :

- a. Identifying variables in the proposed research
- b. Breaking variables into sub variables
- c. Determining indicators of every variables and sub variables
- d. Decrypting each indicators
- e. Descriptors identification
- f. Completing every instruments

Research Design

This research used qualitative method in order to find an information and to develop preposition somehow the researcher start from factual occasion. Which means during collecting data is based on what is happening in the field.

Research Result And Analysis

Overview of the person interviewed and the product purchased

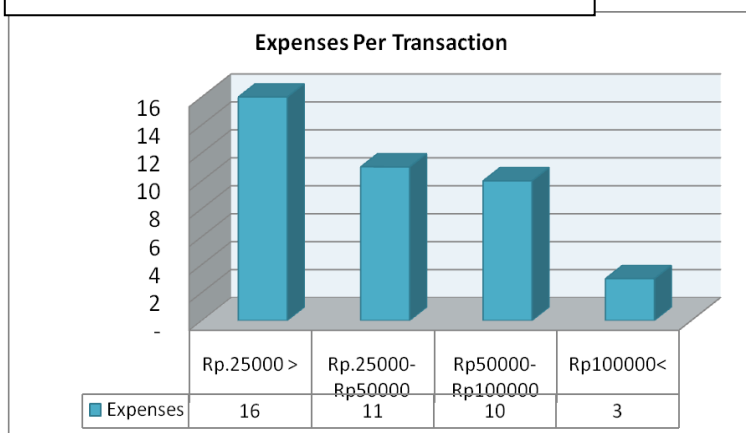
Consumers has a positive attitude about Sumber Hidangan products. Consumers do not buy Sumber Hidangan products depend on the price cheap or not, but to concern whether that product has the extent value for them. Products that they wants to buy all depends on such a family tradition. They love the original taste, the quality of products (no chemical ingredients) and always fresh. They got experienced and that is why repeat purchase happened

Price and competitive position about the product purchased

Consumers stated that Sumber Hidangan Food and beverage are priced acceptable, as below

Product	Price
Bread / Cake	IDR 4000 – 9000
Ice Cream	IDR 6000 – 13000
Main Dish	IDR 11000 – 30000

Budget information that Sumber Hidangan consumer spent for their purchasing, as below :

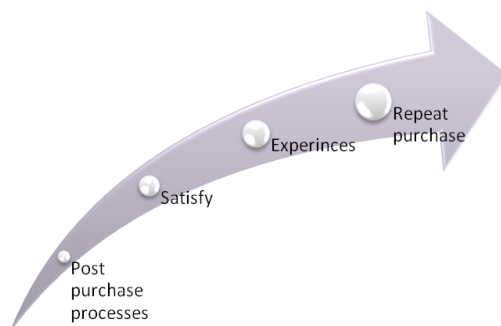


Sumber Hidangan cafe focus on the high quality of product and reasonable price. Sumber Hidangan target market mainly on the people aged between 18 - 45 years. Due to this group of people's attitude, lifestyle and they want the high quality of bread for their life. They are also willing to pay for the price because it is acceptable with the value they got. Usually, when consumers mentions about Sumber Hidangan, the good quality, histories comes first and then the reasonable price. Therefore, the information about the Sumber Hidangan that people ready kept in mind a certain point is bread with high quality, history and reasonable price. Consumers pay for it because it worth.

A consumer is committed to Sumber Hidangan because they believe it can meet their needs of original taste (Ducth Heritage) because an emotional attachment has been fit, formed. Therefore, they are brand loyal because there is no other store sell same products. It will be very difficult for a competitor to gain Sumber Hidangan patronage.

Outlet Selection & product purchase

The history of Sumber Hidangan (store image) and Braga Street became the key point for the consumers outlet selection. The major dimensions of store image include merchandise, service (include the employee), quality of products, physical facilities and convenience (store atmosphere). Outlet location is an important attribute for many consumers (strategies location). Mostly consumer know what kind of product they want to buy (bread, ice cream and main dishes).



Post Purchase Processes

After the consumers buy the products, and if the product fulfil their needs, a positive evaluation may result (consumers have some degree of repurchase motivation). They will loyal with the brands, products and introduce with friends and other peoples, are all common reactions to a positive purchase evaluation which is a willingness to repurchase with a psychological commitment to the brand.

Sumber Hidangan research result may conclude as below :

1. Consumer identification

Based on the result we define the consumers as below :

- Age
 - < 18 years old = 3 person
 - 18 – 25 years old = 13 person
 - 26 – 44 years old = 12 person
 - 45 – 60 years old = 7 person
 - Over 60 years old = 5 person
- Occupation
 - Students = 15 person
 - Entrepreneur = 9 person
 - Proffesional = 7 person
 - House wife = 6 person
 - Retired = 2 person
- Gender
 - Male = 22 person
 - Female = 18 person

From the information above we conclude there is a potentional markets in Sumber Hidangan.

- Sex : all gendur → during the research mostly consumers are male and female in the second place. Some of the consumer take away the product after the buying process. But some of them on site dining.
- Occupations : Students & Entrepreneur → Some of the students are in senior high school and some of them are in university. Basicly it is surprised us. Because we thought that majority consumer are house wife. But during the research we find that these students get the information about Sumber Hidangan mostly from their parents. Whereas since they child their parents also take them to Sumber Hidangan. The entrepreneur, like the students they get the information mostly from their parents. So they enjoyed come to Sumber Hidangan because it can remind them of their childhood and also family tradition.

- Age : 18 – 44 → This result indicate that the Sumber Hidangan consumers products can be enjoyed with these age. They like to consume Sumber Hidangan products because the original taste and quality of the products.

2. Consumers' considerations

- Behavior considerations

Bread and ice cream are the most favorite products in Sumber Hidangan. Consumer really love the taste because it doesn't changes from the Dutch Colonial until now (still original). Sumber Hidangan uses natural ingredients (no preservatives) in their products, therefore the consumers feel safe to consume the food and beverages offered. The natural ingredients also give a distinctive taste that consumers couldn't find on other place.

The food's taste and quality at Sumber Hidangan has never changed for decades. The elderly consumers had the most significant influence over the Sumber Hidangan's products which they passed to the younger generations. This situation had led to a family tradition to consume Sumber Hidangan's products for daily consumption.

- Geographic considerations

From its initial establishment at 1929 Sumber Hidangan is located at Jalan Braga up until now. The historical landscape had captivated the nostalgic atmosphere of the Dutch colonial period. Today, many visitors visit Jalan Braga for sightseeing in memory of the Dutch East Indies glory days. Sumber Hidangan is one of the silent witness of those days and attract the visit from citizen of Bandung, other cities, province, and even overseas.

- Price considerations

- Customers' price perception

Customers perceive that the price at Sumber Hidangan as reasonable. They could purchase various food from breads, cakes, ice cream, and main dishes with the price range of IDR 4000 – IDR 30,000. The price range is well worth to the customers' benefits and value.

- Customers' budget

On peak hours (10 AM – 12 AM) most of the customers' expenses are less than IDR 25,000. The figure indicate that at the peak hour the customers usually purchase breads, cakes, and ice cream for snacks. On the other hand, the customers purchase the main dishes as supper, usually with family or friends

- Product considerations

- Original taste (Dutch heritage recipe)

The original Dutch recipe in all of Sumber Hidangan's product lines has become a legend in Bandung.

- No chemical ingredient

The original Dutch recipe does not use any preservatives for baking and cooking. Therefore the customers feel safe to consume the food offered by Sumber Hidangan.

- Availability

Sumber Hidangan only serve a limited stock of item. From the research result we conclude that most of the consumers are recommended to increase the stock. However, there are some customers who are very determine to comeback at the next day to purchase their favorite item.

- Service considerations
 - Friendly, quick, agile, honest, informative
In terms of service, Sumber Hidangan employees especially excel in terms of honesty and informative parameter. The other three parameters are relatively perceived as good, but the perception is due to the aging of the Sumber Hidangan's employees.
 - Store sanitation
Most consumers perceive Sumber Hidangan as a clean site. However, most of them are complaining about the neglected part of the store that need to be fixed.



3. Consumptions Motives

- Product purchase triggered by the original taste and delicious and family tradition to consume Sumber Hidangan products. The positive word of mouth which passed to the younger generations has embedded in their perception on Sumber Hidangan.
- Current consumers view Sumber Hidangan as a “*home-made*” and “*no preservative*” product. According to the customers they love the scent of bread and cake in the store, and they can tell the difference between the “*no preservative*” and “*with preservative*” product just by smelling. The perception also supported by Sumber Hidangan's true belief to preserve the original Dutch recipe.

4. Nature of relationship with customers

- Sumber Hidangan had successfully established itself as the company that sells products with original taste (Dutch Heritage) and nostalgic memories for their customers. They had retain the Dutch Heritage aspects of the Sumber Hidangan' image over the decades despite the emergence of new competitors.
- The historic & nostalgic memories have led to the family tradition for the customers and the new generations of customers are born. On our research, we found that the new generations of customers had dominated in our 40 samples. We classified this new generation on the age range of 18 – 44 years old. The situation also indicates that the positive family word of mouth had successfully conducted over the decades.

5. Cultural Sensitivity Of Product

- Consider the demographic groups that do not consume several main dishes (religious and ethnic). Sumber Hidangan currently serves non cusher foods (pork and alcohol), but based on our research we

found that the customers are fully informed by the employees (one of the highest parameter) about the food or beverages they about to consume.

- Custom :
 - Consumers usually consume bread for breakfast and as a snack.
 - Purchase bread in Sumber Hidangan is a family tradition
- Conventions → bread to be served in certain times, as below:
 - 8.30 a.m - 5 p.m offering white bread

10 a.m – 12 p.m offering cakes

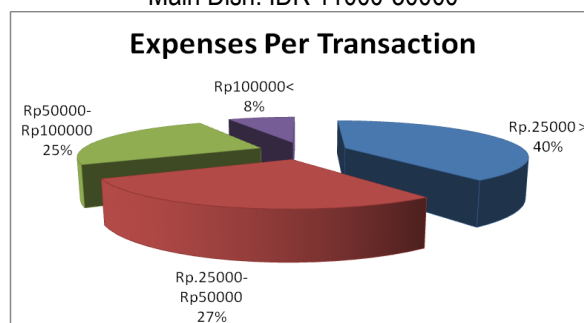
ANALYSIS

1. PRICE

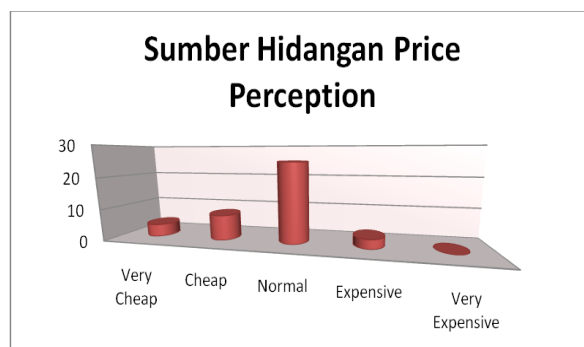
Sumber Hidangan offeres a reasonable price range from various products. Here are the list of price range of Sumber Hidangan's product lines:

- ▣ Bread/Cake: IDR 4000-9000
- ▣ Ice Cream: IDR 6000-13000

Main Dish: IDR 11000-30000



Our research revealed that the customers expenses are less than IDR 25,000. They spent predominantly on snacks which the research is conducted.



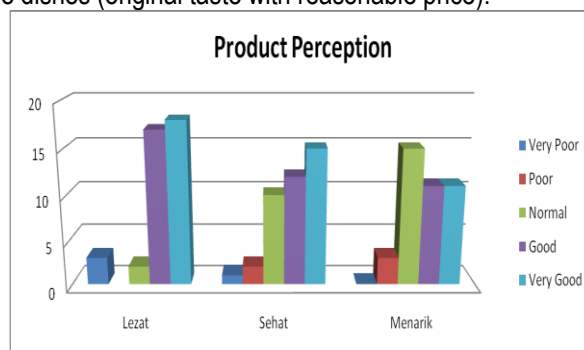
Our research revealed that the respondents find the price as reasonable.

1. PRODUCT

Sumber Hidangan offers three main product lines, which became the favorite to the customers. Here are the examples of those product lines:

- **Bread/Cake**
Bokkepoot, Krentenbrood, White Bread, Taai Taai Pop, Mocca Gondola, Rolly Polly, Cheese Cream, Bitterballen
- **Ice Cream**
Vanili, Frambos, Mocca, Arben, Tutti Frutti, Valencia, Sumber Hidangan Special
- **Main Dish**
Fried rices, noodles, rice noodles, satays, steaks, poyonghai, gado-gado

Our research revealed that cheese cream, bokkepoot, white bread, Sumber Hidangan Special ice creams, and steaks are the most favorable dishes (original taste with reasonable price).



We classified Sumber Hidangan's products as delicious, healthy, and attractive. Then we ask the customers through questionnaire to collect their perceptions. And, we concluded as follow:

- ☐ Sumber Hidangan have a very outstanding score in their consumer taste perception (most of their consumer perceive their foods are tasty and very tasty)
- ☐ They have good score in their health and attractiveness perception

2. PROMOTION

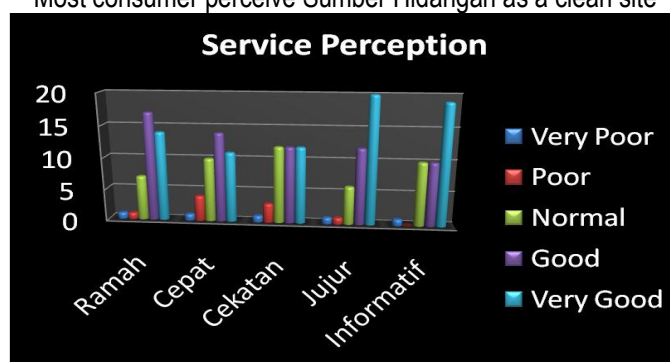
There were no promotional campaign by the management, however our research revealed that the customers' awareness are conducted by positive word of mouth or curiosity during sightseeing.

3. PLACE

Located at Jalan Braga no. 20 Bandung, whereas one of the historical site of Bandung. The building is an Old-colonial-Dutch-fashioned store. The store sanitation and service are the important issues of their perception toward Sumber Hidangan.



Most consumer perceive Sumber Hidangan as a clean site



In terms of service, Sumber Hidangan employees especially excel in terms of honesty and informative parameter.

AIO Inventory

- **Activities:** The customers predominantly enjoy snacks at Sumber Hidangan and most of them found out about the store by sightseeing on Jalan Braga.
- **Interest:** The everlasting original Dutch recipe and building is the main driver for the repeat purchase from the customers. They also have a particular memory about the food and site.
- **Opinion:** The customers perceive Sumber Hidangan's product lines are no preservatives products and they feel they are healthy to be consumed. They also think that the government should preserve the historical site such as Jalan Braga and Sumber Hidangan.

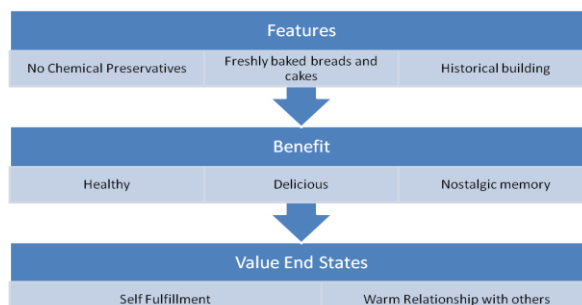
VALUES

Rokeach Personal Values Scale as below :

1. Instrument Values offered by Sumber Hidangan :
 - a) Employee site : Honesty, Politeness, Helpfulness
 - b) Store layout : Cleanliness
2. Terminal Values offered by Sumber Hidangan:
 - a) Self respect and Family security → delicious and healthy product (no chemical preservatives)
 - b) Pleasure → nostalgic memory

Social recognition → Dutch heritage and home made recipe.

MECCAS MODEL



Sumber Hidangan Consumer Values' end states :

1. Through these instrumental and terminal values, Sumber Hidangan has an objective to achieved value end states in the form of self fulfilment and warm relationship with others
2. Healthy and delicious foods will attract consumers with strong self fulfilment values
3. Nostalgic memories will be revisited in Sumber Hidangan for people who seek to search warm relationship with others

CONCLUSION

Based on the survey, it can conclude that there are four things influence the Existence of "*Sumber Hidangan*" Café at Braga, as follow :

1. **The "Original Taste" of Food & Beverage**
Consumer really love the taste because it doesn't changes from the Ducth Colonial until now (still original). Sumber Hidangan uses natural ingredients (no preservatives) in their products, threorefore the consumers feel safe to consume the food and beverages offered. The natural igridients also give a distinctive taste that consumers couldn't find on other place.
2. **History Value of Braga street and old fashioned Dutch Building**
From its initial establishment at 1929 Sumber Hidangan is located at Jalan Braga up until now. The historical landscape had captivated the nostalgic atmosphere of the Dutch colonial period. Today, many visitors visit Jalan Braga for sightseeing in memory of the Dutch East Indies glory days. Sumber Hidangan is one of the silent witness of those days and attract the visit from citizen of Bandung, other cities, provence, and even overseas.
3. **"Family Tradition"**
The historic & nostalgic memories have led to the family tradition for the customers and the new generations of customers are born. Based on this research, it can be classified this new generation on the age range of 18 – 44 years old. The situation also indicates that the positive family word of mouth had successfully conducted over the decades.
4. **Consumption Behavior (Loyalty)**
The food's taste and quality at Sumber Hidangan has never changed for decades. The elderly consumers had the most significant influence over the Sumber Hidangan's products which they passed to the younger

generations. This situation had led to a family tradition to consume Sumber Hidangan's products for daily consumption.

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