
**BALI BRUNCH RESTAURANT:
COLLABORATION IS A RECIPE FOR STARTING INDONESIAN
RESTAURANT BUSINESS IN COMPETITIVE AMSTERDAM**

Trian Angga Pradipta, Meitolo Hulu and Shiela Riezqia

Faculty of Tourism, Universitas Pelita Harapan, Indonesia

Email: trian.trianastic@gmail.com

Abstract

This study examines Bali Brunch Restaurant's strategic efforts of collaboration with multistakeholders to survive in a competitive environment in Amsterdam. Amsterdam is a touristic European city that is already packed with many Indonesian restaurants and other restaurants—its competitors. Bali Brunch, established in 2022, is a newcomer in restaurant industry in Amsterdam and need a survival strategy in starting its business. This research is based on argument that Bali Brunch is commencing operations in Amsterdam with an innovative concept: collaborating with artistic individuals to create something entirely novel. This partnership introduces a burst of novelty to the restaurant industry, seamlessly integrating creative elements into the dining experience. Bali Brunch tries to establish a setting that goes beyond mere sustenance by collaborating with imaginative individuals, combining the essence of Bali's culture with the vibrant atmosphere of Amsterdam. In addition to this impressive teamwork, Bali Brunch is also implementing intelligent marketing strategies. They are employing a shrewd tactic to distinguish themselves in the thriving culinary landscape. By utilising intelligent advertisements and exclusive promotions, their aim is to become the preferred destination for both residents and tourists. Through the combination of innovative collaboration and strategic marketing, Bali Brunch is poised to become the premier destination for a brunch experience that deviates from the ordinary. This research is conducted with a descriptive qualitative approach with primary and secondary data collection. Primary data collection is derived from interviews and observations to Bali Brunch Restaurant, whereas secondary data is carried out through the collection of documents related to online and offline research studies.

Keywords: *Bali Brunch Restaurant, Innovation, Organizational Collaboration, Channel Collaboration*

INTRODUCTION

There are 400 (four hundred) Indonesian culinary establishments in the Netherlands, such as restaurant, shop, and small culinary business. In its tourist city, Amsterdam, there are more than 30 Indonesian restaurant that is currently operating. Moreover, there are hundreds of other restaurant establishments that becomes its competitors. The culinary industry has always been tied closely with tourism. Based on research conducted by UNWTO in 2012, 87% of their respondents admit that culinary is an essential element on a travel journey. A culinary expert, William Wongso, also shared his perspective on food tourism trend. According to him, tourism activities that implements food tourism activities were already offered in many developed countries since before the year 2000.(Incorporated, n.d.)

Nowadays Indonesian cuisine is now available in a wide range of Indonesian restaurants and supermarkets throughout the Netherlands. Outside of Indonesia, no other country has an easy access to Indonesian food, spices, and condiments as the Netherlands (Lien, Yoe Sie 2015). In 2013, there were 1,600 Indonesian restaurants in the Netherlands (Ginajar, 2013). Following that, the Netherlands could serve as a second home for Indonesian cuisine, much like Hong Kong serves as a second home for Japanese cuisine (Baldwin, 2018). According to Retno Marsudi, Indonesian Ambassador in 2013 (Ginajar, 2013), "Indonesian food is like the second national food in the Netherlands." This condition, combined with the ease of obtaining Indonesian cuisine in the Netherlands, can provide opportunities for the Indonesian restaurant business to expand and grow. (Karamina & Fachira, 2023)

Amsterdam is a vibrant touristic city in the Netherland that has only 918,000 population.² However, the city is full of tourism. Not only is Amsterdam a popular place to live, but it is also one of the most visited cities in Europe. Tourists stayed in the city for 5.8 million nights in 2020. London and Paris, two of the most visited cities in Europe, recorded about 20.77 and 14.13 million nights, respectively. Just below Vienna and Prague on the list of top European cities for tourism in 2019, Amsterdam came in at number 10. In Amsterdam, tourism is booming. The number of tourists coming to the city has doubled during the last ten years. The city recorded approximately 8.6 million hotel guests in 2018. Indonesian culinary, offers a variety of unique gastronomic experiences. The use of tropical spices, cooking methods and a unique way of presenting, combined to produce exotic taste and aroma. Indonesian culinary actually quite well known in foreign countries. (Narottama & Sudarmawan, 2017)

Bali brunch is an Indonesian restaurant with fusion foods. The target market is youngsters and family. The restaurant also collaborate with other stakeholders since the beginning of its endeavour. Started in Finland, Bali Brunch has currently 4 (four) branches in Finland and the Netherlands (Brunch, 2009). as a new restaurant in Amsterdam Bali brunch should do the Innovations. it can be achieved in many ways, mainly (1) by adding novel activities (through forward or backward integration), (2) by linking activities in novel ways, or (3) by changing one or more parties that perform any of the activities (Amit, Zott, 2012). (Ivkov et al., 2016)

In the highly competitive environment in Amsterdam, what are Bali Brunch's recipes for successfully doing collaborations with many stakeholders when starting Indonesian restaurant business in Amsterdam, Netherland? If collaboration (channel or consulting) occurs simultaneously with innovation, it creates a synergy that improves profits. Organizational collaboration combined with innovation promotes knowledge intensity and contributes greatly to growth and economic performance (Drejer, Vinding 2005). With collaboration, business innovation is more likely to achieve success, because it creates junctures that companies could not attain alone (Kogut 2000). Collaboration thus becomes a key to innovation process success. (González-Benito et al., 2016)

This research is based on the argument that Bali Brunch Restaurant implement view strategic collaborations as its recipe for starting business in Amsterdam, namely Collaboration with other restaurant establishments, Collaboration with local and international artists, Collaboration with government institutions, and Collaboration with communities. Companies can have a competitive advantage from collaborative actions with other stakeholders. The collaborative actions can be in forms of sharing resources and knowledge. Thus, collaborative connection and environment creates competitive advantage for business (Mowery et al. 1996).

The probabilities of business success increase when firms use collaboration to support their innovation. In addition, small businesses take more advantage of channel

collaboration. Collaboration contributes to more successful innovation; the promotion of collaborative networks should be a priority for improving enterprise competitiveness.

Innovation emerges as a vehicle by which contribution leads to business success. Therefore, to enhance the innovative success of firms, they should improve the use of social networks. Having collaborative relationships and an open exchange of knowledge and information flows promotes joint solutions to reduce the development costs of innovation (manufacturing capabilities and know-how regulation) and maximize marketing opportunities (market knowledge and access). (González-Benito et al., 2016)

Channel collaboration refers to support received from customers, suppliers, competitors, and companies in the same network; it provides benefits focused mainly on trade issues in the market. In contrast consulting advice collaboration involves the support of associations, consultants, licensors, and universities, which provides benefits more oriented toward R&D, the implementation of new technologies, advice for opening new markets, and so on (Nooteboom et al. 2005).

Literature Review

Changes are fast and in ten years' time hospitality retail companies can develop from small company to one of the world's largest restaurant chains (Taco Bell), or from a tiny coffee shop chain from Seattle to the world wide recognized company (Muller, 1999)(Ivkov et al., 2016) According to Wirtz and Lovelock (2021), the elements of the 7Ps marketing mix are the seven strategic levers of services marketing that are utilized to build strategies for profitably meeting client demands in competitive marketplaces.(Karamina & Fachira, 2023) Many authors (Hotho, Champion, 2011; Zhang, Li, 2010; Sigala, Kyriakidou, 2015) state that innovations and creativity represent crucial factors for success in a highly competitive market in the future, especially in multicultural environments (Liu, Jang, 2009).(Ivkov et al., 2016)

Restaurant Innovation

Some of the great innovations can be based on an idea that comes from customers, employees at low hierarchical level or from suppliers. Innovations in the restaurant sector appear as conceptual solutions in five main areas: Design and atmosphere (e.g. interior and exterior appearance, colors, music, etc.), Food and beverages (e.g. portion size, new ingredients, allergen free, etc.), Technology application (e.g. PMS, POS terminals, online reservations, smart phone applications, social media, etc.), and Responsible business (e.g. ethics, eco-friendly packages, waste recycling, etc.).(Ivkov et al., 2016)

Promotion

Every restaurant requires a unique marketing strategy in order to attract their target customers. Today, a product offered by a restaurant is a blend of goods and services; a blend, which is unique to the restaurant, and which, therefore, requires a unique strategy. product, place, price and promotion needs to be balanced. Good food can make up for bad location or high price. Cheap price and good service can make up for location and idled social media marketing extra. In some other cases, however, the core product is still most important. Cheap price, good location or good marketing can never save bad food and bad unfriendly service” (Long Thanh Nguyen, 2017, 40).(Rampal et al., 2018)

one of the 7ps is Promotion, according to Wirtz and Lovelock (2021), promotion and communication serve three important functions: offering needed information and guidance, persuading target customers to purchase the service product, and urging them to act at specified periods. When it comes to service products, particularly food, there is often ambiguity about the quality, scent, and flavor. As a result, it is critical for restaurants to communicate their service goods by providing clear images of the menus they provide. The role of promotion is to communicate directly or indirectly with individuals, groups, or

organizations in order to raise awareness of a product/company and persuade them to get it (Karamina & Fachira, 2023)

Creative Collaboration

John-Steiner presents a model of creative collaboration which identifies four patterns of collaboration: distributed, complementary, family, and integrative. Distributed collaboration is that which occurs in shared thought communities, or loose networks of collaborative groups, where ideas and practices may be shared and appropriated for individual as well as for collective ends. Complementary collaborations rest in the recognition and instrumentalization of complementary expertise, disciplinary knowledge, roles and temperaments to pursue a common goal (2000). Family collaborations, whilst nested in the notion of familial relationships (e.g., life-partners), focus on the ways in which relationships, roles and responsibilities may shift between members over time and between tasks. Importantly, these collaborations rely on a heightened sense of mutual obligation, shared companionship, and belonging, as well as a capacity to survive or manage productively the tensions, conflicts, and disagreements that might arise through collaborative work. (Barrett et al., 2021)

Creativity does not happen in a vacuum. Collaboration is a fundamental part of the creative process. Creative people may, at times, need time and space to develop ideas alone, but every creative project is ultimately a collaborative endeavour. A central pillar of creative collaboration is getting feedback on ideas. Getting the opinions of others, discussing those ideas and opinions, iterating and improving. (ZIFLOW, 2010)

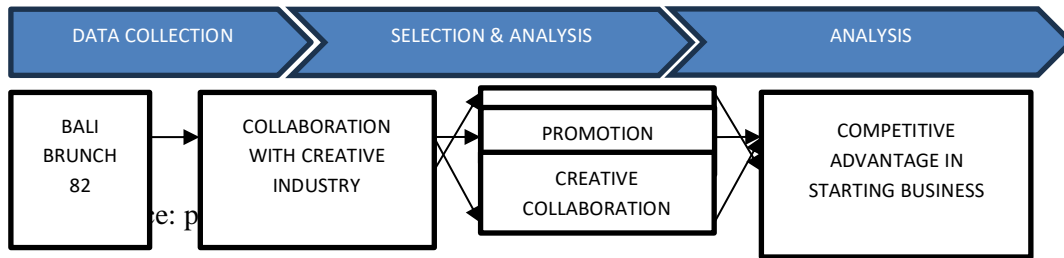
Successful collaborations tend to:

1. **Involve the fewest number of collaborators possible.** Every additional core person involved in the collaboration reduces the prospects for a free, lively but integrated exchange of ideas.
2. **Enlist collaborators with little overlap in their respective fields of expertise.** Overlapping skill-sets become redundant within a core group of collaborators. A diversity of viewpoints and backgrounds helps prevent competitive friction between collaborators; it also ensures that unarticulated 'shared wisdom' never obscures novel possibilities.
3. **Establish complete trust and respect among all the main collaborators.** A minimal but diverse team can only function when the exchange between its members is based on complete trust and maximum transparency. (John-Steiner, 2006)

RESEARCH METHOD

This paper used qualitative methods. In qualitative methods, behavior is described from the actor's point of view and is context-specific (Barada, 2013). The paper will also utilize primary data and secondary data collected from books, news, and journals as the primary source. In addition to the secondary data, the authors also had interviews with Indonesian Restaurant players. Among them are, the Owner of Bali brunch, The data is processed by doing classification and interpretation. To minimize bias, the authors make checks and checks by confirming the actors in the interview. A case study is an empirical method that investigates a contemporary phenomenon (the "case") in depth and within its real-world context, especially when the boundaries between phenomenon and context may not be clearly evident. (Yin, 2018)

Table 1: Conceptual Framework Diagram



Primary data collection focused on 3 aspects: (1) the innovation of Bali Brunch during the collaboration, (2) the promotion concept of Bali Brunch during the collaboration (3) the strategy of Bali Brunch to collaborate with multi sector. The three focal points in this research were subsequently amalgamated and formulated based on the original data. The data was examined, thereafter categorized according to the topic, and subsequently interpreted to ascertain the significance of the theme. The data was analyzed to address the research objectives.

Interview Guideline

1.	What is collaboration according to Bali Brunch?
2.	How does BB connect the dots of collaboration?
3.	Who/what are the collaborators?
4.	What are the challenges for collaboration?
5.	From the eyes of the partners, what is BB?
6.	Why do people have to collaborate with BB?
7.	What are the obstacles of doing collaboration?
8.	How does BB conquer the obstacles of collaboration?

RESULT AND DISCUSSION

Bali Brunch places a strong emphasis on a community-centered approach in their collaboration strategy. They prioritize forming collaborations with entities that align with their fundamental beliefs and goals, aiming to create synergistic relationships. They place their trust in the efficacy of collaboration rather than rivalry, prioritizing the development of robust and devoted communities. Their collaborations span various artistic disciplines, including art, tattooing, skating, and music. Bali Brunch aims to establish mutually advantageous partnerships by actively involving itself with these varied communities, fostering a reciprocal exchange of support and inspiration.

An outstanding characteristic is their inclusive approach to collaboration. They have granted permission to artistic folks to utilise their premises for photography, cultivating a feeling of inclusion and motivation. The incorporation of diversity has been crucial in establishing a nurturing environment surrounding their company.

Bali Brunch has extended its reach outside its restaurant by partnering with notable designers like Mr. Irwin and musicians such Andien Aisya, Nicky Manuputty, the acclaimed saxophonist of the late-singer Glenn Fredly. Their foray into the artistic and music domains has facilitated the development of a distinct persona, attracting a wide-ranging fanbase.

Their partnerships extend beyond the realm of artistic domains. Bali Brunch strategically collaborates with events such as Tong Tong Fair, ensuring that their offers are in line with the event's intended audience. Their adaptable approach is demonstrated by crafting a menu that caters to diverse age groups and backgrounds, adjusting their products to suit certain collaboration circumstances.

The essence of their strategy is to synchronize missions and visions. The individuals are discerning when choosing their collaborations, favoring relationships in which objectives align, guaranteeing mutual benefits for all parties involved. Their focus lies on prioritizing sustainability and long-term growth rather than pursuing short-lived, superficial benefits that may arise from collaborations that are not aligned with their goals.

In addition, Bali Brunch acknowledges the inherent connection between collaboration and difference. They consider collaboration to be crucial for their community-oriented business approach. For them, collaboration is not just a choice but a requirement to differentiate themselves in a saturated industry. Without these collaborations, they are concerned about the possibility of assimilating and losing their distinctiveness among numerous other dining establishments.

Essentially, Bali Brunch's collaborative mentality centres around constructing and fostering communities that align with their brand principles. They see collaboration as an entryway to innovation, expansion, and a method to establish a unique brand in a progressively competitive environment. By forming strategic alliances, their objective is to consistently progress, guaranteeing that each collaboration adds to the mutual prosperity of both parties involved (Bulgamin & Pradipta, 2023).

CONCLUSION

In the competitive world of the restaurant business, innovation strategies are the main key to maintaining and increasing competitiveness. Bali Brunch is a clear example of how collaboration can be a unique form of innovation, making this restaurant different from others. By combining typical Balinese elements in the menu concept and restaurant atmosphere, Bali Brunch has succeeded in attracting attention and creating a unique experience for customers. This innovative approach is not just about offering food, but also building an immersive story and atmosphere to create a strong appeal.

Bali Brunch provides proof that innovation strategies are not limited but can be developed and adopted by other restaurants. The collaborative concept implemented by Bali Brunch can be adapted by other restaurants by adapting it to their vision and mission. For example, a restaurant could adopt a similar approach by incorporating their local specialties into the menu and ambience of the restaurant, thereby providing customers with a unique experience true to their identity.

The key to Bali Brunch's innovation strategy is adaptation. Even though it can be a source of inspiration, other restaurants don't need to copy it directly. Instead, they can use the principles of collaboration and innovation promoted by Bali Brunch as a basis for creating strategies that suit their own unique character. By paying attention to the key elements of this strategy and adapting them to contexts that are relevant to their restaurant's identity and goals, other restaurants can achieve similar success in creating a differentiated appeal and delivering engaging experiences for their customers.

REFERENCES

- Barada, V. (2013). Sarah J. Tracy, Qualitative Research Methods: Collecting Evidence, Crafting Analysis, Communicating Impact. In *Revija za sociologiju* (Vol. 43, Issue 1). <https://doi.org/10.5613/rzs.43.1.6>
- Brunch, B. (2009). *Bali Brunch*. Bali Brunch. <https://www.balibrunch.com/>
- Elkington. (1997). The Triple Bottom Line of 21 st Century Business Cannibals With Forks". *Cannibals with Forks*.
- Eplerwood, M. (1999). *Succesfull Ecotourism Bussiness. The Right Approach*, Kota. Kinibalu Sabah.
- González-Benito, Ó., Muñoz-Gallego, P. A., & García-Zamora, E. (2016). Role of collaboration in innovation success: differences for large and small businesses. *Journal of Business Economics and Management*, 17(4), 645–662. <https://doi.org/10.3846/16111699.2013.823103>
- Incorporated, I. C. (n.d.). *ICINC FOR YOU: CULINARY*.
- Ivkov, M., Blesic, I., Simat, K., Demirovic, D., Bozic, S., & Stefanovic, V. (2016). Innovations in the restaurant industry. *J. Agric. Econ.*, 2016(63), 1169–1186. https://www.researchgate.net/publication/317554393_Innovations_in_the_restaurant_industry_An_exploratory_study
- Karamina, N., & Fachira, I. (2023). Proposed Marketing Mix Strategy for Indonesian Restaurant in The Netherlands (Case Study: Pasundan). *International Journal of Current Science Research and Review*, 06(08), 5567–5578. <https://doi.org/10.47191/ijcsrr/v6-i8-23>
- Narottama, N., & Sudarmawan, E. (2017). *The Indonesian Diaspora in Europe: Culinary as Cultural Identity and Tourism Promotion in Paris, France*. 28(Ictgtd 2016), 50–56. <https://doi.org/10.2991/ictgtd-16.2017.9>
- Rampal, P., Author Rampal, D., & Saleem, S. (2018). *Marketing Mix Strategies of Restaurant School of Business Master's degree programme in international business management Marketing Mix Strategies of the Restaurant Master's degree programme in international business management. October*.
- Yin, R. K. (2018). Case Study Research and Applications Sixth Edition. In *Angewandte Chemie International Edition*, 6(11), 951–952. (Issue Mi).



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License
