

Business management strategies in the food industry from a tourism perspective

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ABSTRACT

This study aims to analyze, explore the Business Management Strategy of Culinary Business in Tourism in Cimuja Cimalaka, Sumedang Regency, West Java. This village has great potential for the development of culinary ecotourism. The research conducted is field research using qualitative research. Qualitative research uses observation and interviews in collecting data in the field, the data sources used are primary data and secondary data. The information in this study amounted to 33 people, namely 1 restaurant owner and 32 employees of Saung Teko Restaurant which includes 4 components, namely planning, organizing, actuating and controlling. Planning is done with Service to Customers who come to the Restaurant and serving food according to orders so as not to be excessive so that quality is maintained. Second, Organizing here is in the form of Employees providing services that have been received will be given guidance before working, such as being guided on how to serve well and serving consumer food will maintain its quality. Third, Actuating here is guiding each employee in carrying out each of their duties, starting from working on time. Fourth, Controlling is in the form of directly supervising employees and reprimanding them directly if there is a mistake made by employees. Business management strategies in accordance with tourism principles and effective marketing strategies are the key to successful tourism development.

Keywords : Management Strategy, Culinary Business, Tourism, Food Industry

1. INTRODUCTION

Humans have daily needs that require adequate material resources to fulfill. To meet these needs, people engage in various forms of work, both formal and informal. Informal employment often takes the form of entrepreneurship or small business ventures. However, the increasingly competitive business environment demands creativity, courage, and effective management strategies to achieve success. Many individuals—from students and housewives to employees—aspire to start their own businesses, yet they are often constrained by limited capital and managerial capability.

According to The American Heritage Dictionary (as cited in Maulida, 2022), an entrepreneur is a person who organizes, operates, and assumes the risks of a business venture to generate profit. This definition implies that entrepreneurs, regardless of scale, must manage various resources such as human, financial, physical, and informational assets effectively. As stated by Terry (as cited in Makmur, 2022), management is a specific process consisting of planning, organizing, actuating, and controlling (POAC)—functions that guide the utilization of resources to achieve organizational goals.

Business is one of the key elements that enables humans to create and manage wealth. Essentially, business refers to the exchange of goods and services for mutual benefit. More broadly, it represents an organization engaged in the production, distribution, and marketing of goods and services that fulfill consumer needs. Goods are tangible products, while services are intangible activities that provide value to consumers or other business actors. Therefore, business encompasses a wide range of institutional activities that produce goods and services utilized in daily life.

One of the most promising sectors for entrepreneurship is the culinary industry. This sector has shown rapid growth and strong potential for development, driven by increasing public interest in culinary experiences that combine taste, culture, and authenticity. In Indonesia, culinary businesses continue to expand as consumers seek diverse menus ranging from traditional to international dishes. Among the many culinary ventures contributing to this growth is the Saung Teko Restaurant, located on Jl. Cimuja, Cimalaka District, Sumedang Regency, West Java. The restaurant specializes in Sundanese cuisine such as fried gurame, grilled and fried chicken, cobek bawal, fried nila, karedok, and nasi liwet, and has become one of the region's culinary attractions supporting local tourism.

Several researchers have explored the relationship between business management and tourism development from various perspectives. Mulyantini et al. (2025) examined strategies implemented by city governments to develop culinary businesses that support sustainable tourism, emphasizing the preservation of cultural identity, stakeholder participation, and capacity building through workshops and exhibitions. In a similar vein, Wardoyo & Latif (2018) identified that, despite the significant opportunities for culinary SMEs in the Greater Bandung area, many face persistent constraints such as limited capital, insufficient managerial knowledge, and weak regulatory support. Furthermore, Indra (2021) applied the principles of Community-Based Tourism (CBT) to culinary tourism, highlighting the importance of local participation and multi-dimensional management encompassing social, economic, and cultural aspects. Complementing this, Nurmilah et al. (2022) employed SWOT analysis to design strategic approaches for culinary tourism development in Sukabumi, revealing that entrepreneurs commonly struggle with challenges in marketing, infrastructure, and regulation. Meanwhile, Sulaiman et al. (2022) focused on the role of business groups and village-owned enterprises (BUMDes) in fostering rural development through culinary tourism, emphasizing the need for participatory empowerment and collaborative governance.

Although these studies provide valuable insights into culinary tourism and entrepreneurship, most have focused on macro-level strategies, such as government initiatives, community participation, or regional development policies. However, few studies have examined micro-level managerial processes within individual culinary enterprises, especially regarding how the POAC framework (Planning, Organizing, Actuating, and Controlling) is implemented in daily operations. This gap is particularly evident in rural tourism contexts like Cimuja Village, where small-scale businesses play a crucial role in promoting local tourism and sustaining community livelihoods.

Therefore, this study seeks to address that gap by analyzing and exploring the business management strategy of Saung Teko Restaurant in the context of tourism in Cimuja, Cimalaka District, Sumedang Regency, West Java. The research focuses on four key managerial components—planning, organizing, actuating, and controlling—and aims to provide practical insights into how effective management practices can enhance service quality, competitiveness, and sustainability in rural culinary tourism businesses.

2. METHOD

This research is field research, using qualitative research methods. Qualitative research uses observation and interviews in data collection in the field (Moleong, 2018). In relation to this research, the focus of the study is the Warung Teko Cimuja Cimalaka Restaurant in Sumedang Regency based on data obtained by researchers, both primary and secondary data.

2.1 Data Collection

Data collection techniques are systematic and standardized procedures for obtaining the necessary data. Data collection techniques are the most important step in research, because the main objective of research is to obtain data (Tanzeh, 2009). In this study, data were collected through interviews, observations, and documentation. Interviews were conducted to gather detailed information about business management strategies at Saung Teko Restaurant, allowing the researcher to explore managerial practices and decision-making processes directly from the participants. Observation served to complement the interview data by providing factual insights from the field. The researcher conducted observations during and outside the interview sessions to capture real-time interactions and operational practices at the restaurant. Meanwhile, documentation was used to record visual evidence, such as photographs taken during the observation and interview activities, to support and validate the qualitative findings.

2.2 Data Analysis

Data analysis in qualitative research is conducted before entering the field, during fieldwork, and after completing fieldwork. Sugiyono (2019) states that analysis begins with formulating and explaining the problem, continues after entering the field, and continues until the research results are written up. Data analysis becomes a guide for subsequent researchers until, if possible, a grounded theory is reached. However, in qualitative research, data analysis is more focused during the fieldwork process along with data collection. The Miles and Huberman model of qualitative data analysis in Sugiyono (2019) consists of three stages, namely data reduction, data presentation, and conclusion matrix verification.

3. RESULTS AND DISCUSSION

3.1 RESULT

a. Business Management Strategy for Saung Teko Cimuja Restaurant

The business management strategy for Saung Teko Restaurant consists of four components, namely planning, organizing, actuating, and controlling.

1) Planning:

According to Fayol (2010), planning can be defined as a process of determining the goals and objectives to be achieved and taking strategic steps to achieve those goals. Through planning, a manager will be able to know what needs to be done and how to do it.

In terms of planning management, the initial planning carried out by Saung Teko Restaurant is to create a menu that matches customer orders so as not to cause overproduction. This is done to maintain the quality and freshness of the menu and to avoid the menu becoming stale if it does not sell well. The menu can be stored for 2 to 3 days at room temperature, and if refrigerated or reheated, it can last for 2-3 days. During this pandemic, Saung Teko Restaurant's goal is to

maintain quality and taste, because during the COVID-19 pandemic, food sales have dropped dramatically due to people's reduced purchasing power as a result of lockdowns. According to the manager, "For current planning, we are only focusing on what we had planned initially, producing and promoting new menus and custom orders, as visitor numbers have decreased during the COVID-19 pandemic. Our target is to maintain sales, especially given the current pandemic, which has caused sales to drop drastically."

In 2019, the COVID-19 pandemic occurred, resulting in a decline in visitors due to a decrease in the number of buyers. Previously, the restaurant served 600-950 tilapia, carp, gurame fish, chicken, and squid per day, but now it only produces around 400-500 per day due to a lack of visitors. This has also led to a decrease in income, resulting in a reduction in employee salaries. Before the pandemic, employee salaries ranged from IDR 1,190,000 to IDR 1,700,000 per two weeks, but now they can only reach IDR 800,000 to IDR 1,000,000 per two weeks. This measure was taken to ensure the business could continue operating and retain its employees.

2) Organizing

According to Terry (2019), organization is a basic management activity carried out to manage all necessary resources, including human resources, so that work can be completed successfully. Organizational management at Saung Teko Restaurant involves the restaurant owner and employees. Saung Teko Restaurant has 33 employees, most of whom are women. When recruiting employees, the restaurant owner only accepts relatives and people from the surrounding community, especially those from Cimalaka, and there are no specific criteria for selecting employees, because the purpose of recruiting relatives and people from the surrounding community is to help the economy of the surrounding community and his closest relatives. Employees who have been accepted will be given guidance before working, such as guidance on how to provide good and proper service and presentation to customers.

To maintain the relationship between the various functions and physical factors in Saung Teko Restaurant, tasks are divided among employees so that each employee can focus on their own assigned tasks. This ensures that the existing processes are not disrupted by the large number of orders. Employees are paid twice a week, on Mondays. This is done so that employees receive their income every two weeks without having to wait too long. Communication between the owner and employees is very smooth, as the owner of Saung Teko Restaurant always communicates directly with employees. If a problem arises, the restaurant owner will reprimand the employee who caused the problem directly. However, if the employee continues to make mistakes, the restaurant owner will take action by dismissing the employee.

3) Actuating

Actuating is the activity carried out by a manager and employees to initiate and continue activities determined by the planning and organizing elements so that objectives can be achieved. Actuating is motivating and giving orders to all subordinates to work towards achieving organizational objectives (Terry, 2019).

At the actuating stage, the business owner will guide each employee in performing their duties, from working on time, resolving internal issues between employees, and resolving misconduct that occurs in the workplace. The instructions given are for the restaurant to run smoothly and safely. Through guidance and direction, each employee understands their respective duties and responsibilities. The guidance provided to employees includes pre-work guidance and post-work guidance. Restaurant owners also motivate each employee. The motivation provided includes a comfortable working environment, a comfortable place of worship, and rewards for maximum work performance.

The interview with the manager of Saung Teko Restaurant revealed that "I will provide motivation, especially since there are bound to be internal issues at work, such as problems between employees or misconduct, which I will resolve immediately so that they do not affect their performance." Employees of Saung Teko Restaurant also said that they must be punctual

at work and that if any problems arise, the owner will resolve them immediately. The instructions on what to do were explained at the beginning of the job application process, so there are no specific daily instructions because every employee already understands what they have to do.

4) Controlling

Supervision is one of the functions in management to ensure that work is carried out in accordance with the standards set out in the planning. Controlling is an effort to ensure that actions are carried out in a controlled manner and in accordance with instructions, plans, guidelines, and agreed-upon provisions. Control or supervision of business implementation is essentially carried out to monitor and determine the extent to which the business efforts of each business operator are in line with the tasks that have been assigned (Zaroni, 2007).

In conducting controlling, the Saung Teko Restaurant Manager monitors employees via CCTV every day, and the Manager always conducts direct supervision by approaching employees during every process in the kitchen to identify any obstacles they encounter while working. This allows the owner of Saung Teko Restaurant to immediately provide guidance if there are any inaccuracies in the production process, thereby minimizing errors and quickly resolving any obstacles that arise. If problems arise in the workplace due to employee actions, the employee will be summoned directly and given a warning. If the error persists, the employee in question will be terminated. Control is exercised to minimize problems in the workplace.

The interview with the manager of Saung Teko Restaurant revealed that if an employee makes a mistake, I will call them in immediately to reprimand them, and if they continue to make the same mistake, I will dismiss them so that it will serve as a lesson to others. Employees also said that if an employee is constantly late, they will be subject to a pay cut or dismissal. Employees also said that while working at Saung Teko Restaurant, several employees were dismissed for being constantly late and not heeding warnings from their superiors.

b. Business Management Strategies for Saung Teko Restaurant in the Context of Tourism

Saung Teko Restaurant is one of the culinary destinations with great potential in the tourism industry. From a tourism perspective, the business management applied must be able to integrate culinary aspects with tourist attractions in order to attract more customers, both local and foreign tourists. To achieve sustainability and competitiveness, the business management strategy at Saung Teko must include aspects of planning, operations, marketing, and customer experience management.

Planning is essentially the process of making decisions about the future of an organization and how it will achieve its goals. Organization is a set of activities implemented to build functional relationships between organizational components to achieve predetermined goals. These include delegation of work, grouping, linking and determining individual tasks, work methods, authority, and responsibilities appropriately. Thus, all resources can be empowered and work together so that they can operate optimally as a whole.

Movement is the manager efficiently utilizing human resources, guiding and coordinating personnel in completing their respective tasks, which includes two-way communication between managers and employees, employee motivation, with continuous monitoring and assessment of work. Supervision is controlling complex and continuous processes involving a large number of activities oriented towards analysis and checking whether the implementation is going according to plan, identifying possible deviations and eliminating these deviations in every organizational process (Byrnes, 2022).

In the culinary industry, especially in the restaurant business, effective business management strategies are key to improving competitiveness and business sustainability. Saung Teko Restaurant, as a culinary destination, has great potential to grow by adopting tourism-based strategies. From a tourism perspective, culinary business management must focus on several key aspects, namely product differentiation, customer experience, digital marketing, and partnerships with the tourism sector.

Serving regional specialties made with high-quality local ingredients will be a major selling point. Several special dishes can be linked to cultural or historical stories to provide an added experience for tourists. Product Differentiation and Culinary Tourism Concept, Saung Teko's uniqueness can be strengthened through an authentic dining experience concept by offering regional specialties made with high-quality local ingredients. In addition, a restaurant atmosphere with a traditional or open-air theme can be a special attraction for tourists. Aesthetic and distinctive food presentation will also increase the appeal to customers, especially in the digital era which emphasizes visual experiences.

Improving Customer Experience, From a tourism perspective, customer experience is a key factor in attracting tourists. Saung Teko can improve customer experience through friendly service, a comfortable atmosphere, and supporting facilities, such as interesting photo spots, cultural entertainment (traditional music or art performances), and family areas. In addition, presenting the story behind the food, such as the history or philosophy of the cuisine served, can provide added value for tourists.

Digital Marketing and Social Media Strategies: In the digital age, promotion through social media is an effective strategy for reaching tourists. Saung Teko can utilize platforms such as Instagram, TikTok, and YouTube to introduce its signature dishes, customer testimonials, and interesting content about local cuisine and culture. Collaborating with food bloggers, travel influencers, or culinary YouTubers can also help increase the restaurant's visibility among local and foreign tourists.

Partnerships with the Tourism Sector: To become better known in the tourism world, Saung Teko can collaborate with travel agencies, hotels, and tour guides to become part of culinary tour packages. In addition, involvement in local culinary events or cultural festivals can also be an effective strategy in attracting tourists.

Financial Management and Operational Efficiency: Good business management must also be supported by sound financial management. Saung Teko can implement a digital financial recording system to monitor cash flow, reduce operational costs, and optimize the use of raw materials. Efficiency in the supply chain is also important to maintain the quality of ingredients at competitive prices.

3.2 DISCUSSION

The findings from Saung Teko Restaurant demonstrate that the enterprise has implemented the four key management functions—planning, organizing, actuating, and controlling (POAC)—in a manner consistent with classical management theory, while adapting these principles to its rural and tourism-oriented context. When compared with prior studies, Saung Teko illustrates both the strengths and limitations of small-scale business management within Indonesia's culinary tourism sector.

a. Planning

The planning carried out by Saung Teko aligns with Fayol (2010) concept that planning involves formulating goals and defining strategic steps to achieve them. The restaurant's emphasis on adjusting food production to customer demand represents an efficiency-oriented strategy to prevent waste and maintain quality. Such flexibility is essential in unpredictable market conditions, particularly during the COVID-19 pandemic, when survival strategies became more dominant than expansion goals.

This finding is consistent with Hapsari & Baiquni (2022), who observed that culinary businesses in Sanur, Bali, relied on adaptive and innovative planning to sustain operations during the pandemic. Similarly, Mulyantini et al. (2025) emphasized that successful culinary enterprises integrate cultural authenticity, stakeholder collaboration, and training into their planning to enhance tourism value. While Saung Teko demonstrates operational adaptability, its planning could further evolve by incorporating tourism-based strategies such as heritage storytelling, menu diversification, and destination branding to strengthen its appeal to visitors.

b. Organizing

The organization of human resources at Saung Teko supports Terry (2019) theory that organizing

entails managing and coordinating resources—particularly human ones—to achieve collective objectives. The restaurant recruits local employees without strict selection procedures, reflecting a social responsibility strategy that empowers the surrounding community. This approach parallels the findings of Sulaiman et al. (2022), who highlighted that community-based culinary tourism initiatives contribute to local economic development through participatory employment. However, Saung Teko's approach remains informal, lacking structured training or career development programs.

In contrast, Khoiriani (2021) found that employee performance in the Yogyakarta restaurant sector improves significantly when motivation and work ability are systematically nurtured. Hence, while Saung Teko's socially embedded recruitment fosters strong emotional ties and cultural harmony, the restaurant could enhance productivity and service quality through more formalized human resource development—balancing social engagement with managerial professionalism.

c. Actuating

The actuating process at Saung Teko involves providing direction, motivation, and conflict resolution to ensure smooth operations. The manager's practices—such as giving rewards, offering guidance, and maintaining facilities for worship—reflect both intrinsic and extrinsic motivation. These actions reinforce Terry (2019) notion that actuating aims to inspire subordinates to achieve organizational goals through effective leadership.

Comparatively, Diantari et al. (2024) found that leadership style and motivation significantly influence employee performance in the hospitality sector. In a similar vein, Setijadi et al. (2025) revealed that transformational leadership and employee engagement strongly drive performance in restaurant settings, particularly when accompanied by fair compensation and opportunities for career development. Likewise, Indra (2021) emphasized that successful community-based culinary tourism hinges on fostering motivation, belonging, and mutual respect among all participants. Saung Teko's motivation strategies align with these principles, illustrating that culturally grounded, value-based leadership can function as effectively as formal training programs. Nevertheless, implementing a more structured reward system or formal leadership development program could further bolster employee engagement and ensure consistency in long-term service quality.

d. Controlling

The controlling mechanism at Saung Teko—through CCTV monitoring and direct reprimands—corresponds to Zaroni (2007) definition of control as ensuring activities adhere to established standards. The application of strict sanctions demonstrates a clear disciplinary system that maintains quality and accountability. However, this top-down approach differs from participatory control mechanisms observed in other studies. For example, Mulyantini et al. (2025) found that effective culinary enterprises employ participatory feedback systems involving employees and customers to continuously improve service quality. Likewise, Hapsari & Baiquni (2022) reported that culinary businesses in Sanur strengthened resilience through customer feedback loops rather than rigid surveillance.

Thus, while Saung Teko's disciplinary control ensures consistency, incorporating participatory feedback—such as suggestion systems, peer evaluation, or customer satisfaction monitoring—could make the control process more developmental and less punitive, ultimately fostering a culture of continuous improvement.

From a tourism management viewpoint, Saung Teko's business strategy exhibits potential but remains limited in its integration of tourism principles. According to Byrnes (2022), tourism-oriented management must emphasize customer experience, product differentiation, and marketing. Compared to studies such as Situmorang & Suryana (2023) on Bandung's Lengmong Street Food, where tourist preferences for authenticity, taste, and ambiance drive satisfaction, Saung Teko's approach could be strengthened by enhancing the dining experience through cultural theming, décor, and storytelling.

Research by Sukartini et al. (2024) further supports this, showing that ambiance and service

friendliness significantly influence tourist satisfaction in culinary destinations. Moreover, Yulius et al. (2024) found that emotional value and product quality are strong predictors of revisit intention in culinary tourism. In this regard, Saung Teko could elevate its brand identity by emphasizing authenticity in its Sundanese menu, improving digital marketing, and partnering with tourism stakeholders to attract broader audiences.

Overall, the study confirms that Saung Teko successfully applies classical management functions, ensuring operational efficiency, community engagement, and service consistency. However, the comparison with previous research reveals several opportunities for enhancement. The restaurant's planning and controlling functions could evolve toward participatory and tourism-oriented models; its organizing and actuating processes could benefit from structured HR development and formal leadership frameworks.

In line with Mulyantini et al. (2025) and Nurmilah et al. (2022), integrating local cultural identity and marketing strategies into management practices can transform rural culinary businesses into sustainable tourism attractions. Therefore, future management development at Saung Teko should not only aim to optimize internal operations but also align with broader tourism principles—authenticity, experience design, and digital promotion—to build long-term competitiveness within West Java's culinary tourism landscape.

4. CONCLUSION

The business management strategy in carrying out the management functions of Saung Teko Restaurant includes four components, namely planning, organizing, actuating, and controlling, which is to produce menus according to customer orders or dine-in orders so that there is no excess, thereby maintaining quality. The business management strategy in the Saung Teko Restaurant culinary business from a tourism perspective must focus on the integration of cuisine and tourist attractions. By promoting a unique thematic concept, such as a traditional atmosphere and regional specialties, Saung Teko can attract tourists who are looking for an authentic culinary experience. Operational efficiency, including supply chain management, customer service, and human resource training, are important factors in maintaining quality and competitiveness. In addition, digital-based marketing strategies through social media, collaboration with influencers, and partnerships with travel agencies and hotels can increase exposure and customer visits.

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