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DEVELOPMENT STRATEGY OF SPRING ROLL GANG LOMBOK SEMARANG BASED ON SWOT ANALYSIS

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Abstract

Lumpia Gang Lombok Semarang is a cultural and culinary icon with over a century of history, celebrated for its traditional recipes blending Chinese and Javanese influences. This study analyzes the development strategies for Lumpia Gang Lombok using SWOT analysis to address challenges such as limited digital presence, operational inefficiencies, and competition from modern food businesses. The findings highlight the business's strengths, including its authenticity and cultural significance, while identifying opportunities for growth through digital marketing, product diversification, and collaborations with tourism stakeholders. Strategic recommendations emphasize balancing tradition with modernization to enhance market competitiveness and preserve cultural heritage. The study contributes to the discourse on culinary tourism and the sustainability of traditional food businesses in Indonesia.

Keywords: Culinary Tourism, Lumpia Gang Lombok, SWOT Analysis

1. INTRODUCTION

Indonesia, with its rich and diverse natural, cultural, and human resources, stands as a beacon of potential in the global tourism industry. This diversity has catalyzed the development of unique tourist attractions categorized into natural, artificial, and cultural appeals. Among these (Putri, 2019), culinary tourism has garnered increasing attention, serving as a conduit for cultural exchange and economic development. Traditional Indonesian cuisine, renowned for its rich flavors and diverse influences from India, China, the Middle East, and Europe, represents an integral aspect of the country's cultural heritage (Nurhayati, 2013). However, Mu'adz (2019) said, the promotion and appreciation of such culinary treasures, including traditional dishes like Semarang's lumpia, remain underexplored within tourism frameworks.

Culinary tourism's relevance is underscored by the Indonesian government's recognition of the food and beverage sector as part of the creative economy, formalized under Presidential Regulation No. 72/2015. This highlights culinary endeavors not merely as sustenance providers but as pivotal elements in cultural preservation and tourism development. The lumpia, a cultural and gastronomic symbol of Semarang, embodies the integration of Chinese and Javanese culinary traditions. Since its recognition as an intangible cultural heritage in 2014, lumpia has evolved into an emblem of Semarang's

cultural identity and culinary excellence. Yet, despite its heritage status, challenges persist. Modern consumer preferences, competitive food markets, and limited promotional efforts hinder the growth of traditional food ventures. Amelia (2023) said Lumpia producers, particularly those at historic establishments like Lumpia Gang Lombok, face pressures to maintain product authenticity while adapting to contemporary demands and technological advancements.

This research endeavors to explore the strengths, weaknesses, opportunities, and threats (SWOT) of Lumpia Gang Lombok Semarang, a century-old culinary institution renowned for its commitment to authentic lumpia preparation. By dissecting these factors, the study seeks to craft strategic recommendations aimed at enhancing the business's sustainability and competitive edge in both local and global markets.

The purpose extends beyond immediate business outcomes, aiming to contribute to the broader discourse on preserving and innovating traditional culinary practices as part of Indonesia's cultural heritage. Furthermore, this research provides insights into culinary entrepreneurs, policymakers, and stakeholders to reinforce the cultural and economic significance of traditional foods.

The study is guided by two principal objectives. First, to identify and evaluate the internal and external factors influencing Lumpia Gang Lombok's operations through SWOT analysis. This involves understanding the unique attributes of the product, operational challenges, and the broader market dynamics. Second, to develop actionable strategies that address the identified SWOT components, ensuring Lumpia Gang Lombok's sustainable development while preserving its historical and cultural essence.

This research is grounded in previous studies on culinary tourism, SWOT analysis in business strategy, and the socio-cultural dimensions of food heritage. Key references include Ahmad Mansur (2022), who explored marketing mix strategies in culinary ventures, emphasizing the importance of adaptive promotional techniques in competitive urban markets like Semarang. Also, Brahmanto (2022) examined gastronomic icons, including lumpia, as cultural assets that blend culinary tourism with historical narratives, advocating for stronger collaboration among stakeholders to preserve heritage. Ratih Sari (2021) and Malonda (2019), who offered methodological insights into SWOT-based strategic planning for food businesses, stressing the importance of balancing internal strengths with external opportunities.

Building on these foundations, this research employs qualitative methodologies, including interviews with key stakeholders such as business owners, local authorities, and culinary experts paired with observational data. The use of SWOT analysis provides a structured and pragmatic approach to extracting actionable insights for the study. The findings of this study are anticipated to offer multifaceted benefits. In theoretical contribution, expanding academic discourse on the intersection of traditional culinary practices and tourism development. In practical application, to provide Lumpia Gang Lombok with tailored strategies to enhance market positioning and operational resilience. Also, in policy implications for informing governmental and institutional efforts to bolster traditional culinary ventures as integral components of Indonesia's tourism and cultural heritage framework. This revised description explicitly highlights Lumpia Gang Lombok's unique attributes and differentiates it from other lumpia producers. The emphasis on its historical, cultural, and culinary significance strengthens its role as the central focus of the research.

2. LITERATURE REVIEW

Culinary tourism has emerged as a significant component of the tourism industry, reflecting a shift in travelers' preferences toward gastronomic experiences. Research by Haninder (2024) emphasized the growing role of local and traditional cuisines in enhancing the cultural appeal of destinations. This aligns with the current research on Lumpia Gang Lombok Semarang, which aims to explore the traditional dish as both a cultural artifact and a viable economic opportunity. Ahmad (2022) analyzed the marketing mix in supporting culinary tourism in Semarang, identifying the importance of effective promotional strategies and local culinary heritage in attracting tourists. Brahmanto (2022) highlighted Lumpia and Lawang Sewu as iconic representations of Semarang, emphasizing their role in the city's cultural identity and tourism branding. These studies form a basis for understanding how culinary products can serve as cultural and economic assets, which this research builds upon by focusing on SWOT analysis to develop sustainable strategies.

Issues and problems identified, literature identifies several challenges related to the preservation and promotion of traditional cuisines. Nurhayati et al. (2013) discussed the underappreciation of traditional foods by local populations, which leads to the dominance of global fast-food chains and the marginalization of local culinary traditions. Mu'adz (2019) elaborated on the insufficient promotion of traditional foods in government tourism initiatives, highlighting the need for strategic planning to sustain such products. The specific issues faced by Lumpia Gang Lombok Semarang include competition from modern food establishments, fluctuating consumer preferences, and operational challenges in maintaining traditional preparation methods. These concerns necessitate a focused study using SWOT analysis to identify and address internal weaknesses and external threats while leveraging strengths and opportunities. Key insights from contemporary research, recent studies underscore the strategic role of digital technology in modern culinary tourism. Strategy Capstone (2024) emphasized how SWOT analysis can guide businesses in leveraging digital tools, such as social media and e-commerce, to expand market reach. Similarly, Haninder (2024) noted the importance of culinary tourism packages and collaborations with local chefs to enhance tourist experiences. Ahmad et al. (2022) explored the use of hybrid decision-making tools in selecting optimal business locations for culinary enterprises in Semarang. This highlights the potential for integrating technological innovations in strategic planning, a key area for Lumpia Gang Lombok's development.

Gaps in literature are addressed by current research, while previous research has explored the general landscape of culinary tourism and traditional food promotion, limited studies focus on specific strategic frameworks for individual businesses. This research addresses this gap by applying SWOT analysis to Lumpia Gang Lombok Semarang, offering tailored strategies for business growth while preserving cultural authenticity. Most relevant studies employed qualitative methodologies, including interviews, observations, and document reviews. For example, Sari (2021) used qualitative approaches to analyze SWOT factors for startups in the halal food industry. Malonda (2019) employed a descriptive qualitative approach to determine marketing strategies for a local food business. These methods inform the current research, which similarly uses qualitative techniques to derive insights into Lumpia Gang Lombok's operational and strategic context.

The insights from these studies directly inform the objectives of this research. They validate the use of SWOT analysis as a framework for strategic planning and

highlight the importance of combining traditional practices with modern marketing and operational strategies. This research contributes to the literature by offering a detailed case study of Lumpia Gang Lombok Semarang, presenting replicable insights into other traditional food businesses. The reviewed literature provides a robust foundation for understanding the dynamics of culinary tourism, the challenges facing traditional food businesses, and the strategic tools available for addressing them. This study advances these discussions by applying them in the context of Lumpia Gang Lombok, offering practical recommendations grounded in theoretical insights and contemporary practices.

The research on Lumpia Gang Lombok Semarang draws on various theories and concepts to analyze the intersection of culinary tourism, local cuisine, and business strategy. Culinary tourism theory, as outlined by Haninder (2024), underscores the importance of local food in enhancing the cultural appeal of a destination. This aligns with the study's focus on Lumpia Gang Lombok, which is viewed not only as a cultural artifact but also as an economic opportunity contributing to Semarang's tourism identity. Ahmad (2022) further supports this by highlighting the role of the marketing mix, specifically the importance of promotional strategies in the success of local culinary businesses, which is integral to the analysis of Lumpia Gang Lombok's business model. The SWOT analysis framework, introduced by Humphrey (1972), serves as the primary tool for this study, enabling a comprehensive exploration of Lumpia Gang Lombok's internal strengths and weaknesses and external opportunities and threats. This framework helps in identifying strategic directions to optimize the business's performance. Brahmanto (2022) emphasizes the role of traditional food items like Lumpia in building cultural identity, positioning Lumpia Gang Lombok as a significant part of Semarang's culinary heritage.

Technological adoption, as discussed by Strategy Capstone (2024), presents opportunities for businesses in culinary tourism to expand their market reach through digital platforms. This is particularly relevant to Lumpia Gang Lombok, where modern tools like social media and e-commerce can be leveraged to enhance visibility and attract a wider audience. Similarly, consumer behavior theories, including insights from Nurhayati et al. (2013), highlight the challenge of maintaining consumer interest in traditional cuisines amidst the global dominance of fast food, which is a concern for Lumpia Gang Lombok. The preservation of traditional culinary practices, emphasized by Mu'adz (2019), is another key focus, as the research explores how Lumpia Gang Lombok can maintain its traditional preparation methods while adapting to contemporary business challenges. Finally, the concept of sustainable business development is integrated into the study, with the goal of ensuring that Lumpia Gang Lombok remains both economically viable and culturally authentic.

In conclusion, the integration of these diverse theories provides a holistic understanding of Lumpia Gang Lombok's role in Semarang's culinary tourism, offering valuable insights into the strategic development and sustainability of traditional food businesses within the modern tourism landscape. The research contributes to the broader discourse on the intersection of culture, tourism, and business, proposing strategies that are not only economically beneficial but also culturally respectful and sustainable. Each cited study is explicitly connected to a facet of Lumpia Gang Lombok's operational or strategic challenges, including cultural preservation, marketing, consumer preferences, and the integration of modern tools. The research builds on these foundations to offer tailored recommendations for Lumpia Gang Lombok, emphasizing its dual role as a cultural and economic asset in Semarang's culinary tourism.

3. RESEARCH METHODS

This research employs a qualitative descriptive approach, aimed at understanding the strategic development of Lumpia Gang Lombok Semarang using SWOT analysis. The qualitative approach was chosen for its ability to provide rich, detailed insights into the phenomena being studied. This approach emphasizes the collection and interpretation of non-numeric data, enabling the researcher to capture the nuanced perspectives of stakeholders and the intricate dynamics of the culinary business (Moleong, 2007). By focusing on descriptive data, the research seeks to explore the strengths, weaknesses, opportunities, and threats affecting Lumpia Gang Lombok. The primary data was gathered through structured interviews with business owners, employees, culinary experts, and government representatives. Interviews aimed to uncover insights into the operational strengths and challenges of Lumpia Gang Lombok, including its role in culinary tourism and its status as a cultural icon in Semarang. Each interview was tailored to the respondent's expertise, allowing for a comprehensive exploration of internal and external factors impacting the business. Complementing the interviews, the researcher conducted participant observations at Lumpia Gang Lombok's outlet. Observations focused on the physical environment, customer interactions, and the traditional lumpia-making process. These observations provided context to the interviews, enabling the researcher to verify claims and gain a deeper understanding of the business's operations.

Additionally, document analysis was employed to triangulate the findings from interviews and observations. Historical records, marketing materials, and government policies related to culinary tourism were examined. This analysis provided background information on the historical and cultural significance of Lumpia Gang Lombok and contextualized its development within the broader tourism framework. The research data were analyzed using the SWOT framework, first introduced by Humphrey (1972). This involved categorizing the data into four dimensions: strengths, weaknesses, opportunities, and threats. Strengths and weaknesses represent internal factors, while opportunities and threats reflect external conditions. A SWOT matrix was constructed to identify actionable strategies, leveraging strengths to capitalize on opportunities and addressing weaknesses to mitigate threats. Despite its robustness, the research acknowledges several limitations. First, the temporal scope restricts the findings to the period of data collection, which may not account for future changes in market conditions. Second, while the sample includes diverse stakeholders, it may not fully capture the entire spectrum of perspectives related to Lumpia Gang Lombok. Third, qualitative methods inherently involve subjective interpretations, which were mitigated through data triangulation and stakeholder feedback. Lastly, the findings, while specific to Lumpia Gang Lombok, may have limited generalizability to other culinary businesses.

To ensure ethical compliance, all participants were informed of the research objectives and provided with consent before interviews. Confidentiality was maintained by anonymizing participant data, and findings were shared with stakeholders for validation to ensure accuracy and transparency. In summary, this methodology integrates qualitative methods with SWOT analysis to provide a comprehensive understanding of the strategic development of Lumpia Gang Lombok Semarang. By combining interviews, observations, and document analysis, the research captures the multifaceted dynamics of this iconic culinary business. By employing some strategies, future research could build on the current study, offering a more nuanced, generalizable, and actionable understanding of the strategic development of traditional culinary businesses.

4. FINDINGS AND DISCUSSION

Lumpia Gang Lombok is a historical culinary icon in Semarang, Indonesia, recognized for its unique flavor and cultural significance. Established over a century ago, the business has been maintained across generations, emphasizing its commitment to authenticity and quality. Located in the Chinatown district, the shop offers a blend of culinary heritage and cultural tourism, making it a sought-after destination for both locals and tourists. The lumpia itself, filled with bamboo shoots, shrimp, chicken, and eggs, reflects a harmonious blend of Chinese and Javanese culinary traditions.

a. Strengths

The primary strength of Lumpia Gang Lombok lies in its consistency and authenticity, which have been preserved through generations. The recipe, featuring bamboo shoots with minimal odor—a common challenge in lumpia preparation—sets it apart from competitors. This distinctiveness has earned Lumpia Gang Lombok recognition as part of Indonesia's intangible cultural heritage since 2014, further solidifying its reputation as a cultural and culinary icon.



Figure 1. Lumpia Gang Lombok as Indonesia's Intangible Cultural Heritage
Source: kompas.com (2022)

Another notable strength is its customer experience, as visitors can witness the traditional lumpia-making process firsthand in an open kitchen. This transparency not only enhances the authenticity of the product but also fosters trust and engagement among customers. Despite its modest size, the shop's location in Semarang's Chinatown adds a nostalgic charm and strategic advantage, drawing culinary enthusiasts and cultural tourists alike.

b. Weaknesses

Lumpia Gang Lombok faces several operational challenges. The shop's small size limits customer capacity, leading to long queues and discomfort, particularly during peak hours. Additionally, reliance on manual production methods slows down operations and impacts efficiency.

Market accessibility is another weakness. The high price of lumpia makes it less accessible to lower-income consumers, and the business's minimal presence in the digital marketplace limits its reach. Absence from delivery platforms such as Gojek or Grab restricts its ability to cater to a broader audience, especially younger,

tech-savvy consumers. Supply constraints also pose a challenge. Bamboo shoots, a key ingredient, are difficult to source during the dry season, affecting production continuity.

c. Opportunities

The rise of digital platforms presents a significant opportunity for Lumpia Gang Lombok to expand its market reach. Leveraging social media for marketing and adopting e-commerce platforms for sales and delivery can attract a wider demographic, particularly younger customers. The use of modern packaging technologies, such as vacuum sealing, could also facilitate the sale of lumpia to long-distance customers, enhancing its appeal as a takeaway or souvenir item.

Tourism synergy provides another avenue for growth. Collaboration with travel agencies and participation in culinary tourism initiatives can integrate Lumpia Gang Lombok into broader travel packages, attracting both domestic and international tourists. As culinary tourism gains traction globally, Lumpia Gang Lombok's status as a recognized cultural heritage item positions it well to capitalize on this trend.

d. Threats

Competition in the culinary sector is intensifying, with modern lumpia variants and innovative marketing strategies challenging traditional businesses like Lumpia Gang Lombok. Additionally, shifts in consumer preferences toward healthier or more modern food options pose a potential threat.

External economic factors, including fluctuating production costs and economic instability, could also impact profitability. Furthermore, limited governmental support for traditional culinary businesses may hinder development efforts, particularly in comparison to the support given to modern startups.

Strategic insights, Lumpia Gang Lombok can leverage its strengths and opportunities while addressing weaknesses and threats to secure sustainable growth. Key strategies include:

- a. Preservation and modernization, by maintaining the traditional recipe and manual production methods while incorporating modern infrastructure and efficient operational techniques.
- b. Digital expansion, by establishing a strong presence on social media and e-commerce platforms and partnering with delivery services for better accessibility.
- c. Cultural and tourism collaboration, by strengthening ties with cultural and tourism bodies to enhance visibility and integrate the business into tourism itineraries.
- d. Product diversification by offering new lumpia variants, such as healthier or smaller-sized options, to appeal to diverse consumer preferences.

By implementing these strategies, Lumpia Gang Lombok can strengthen its position as a cultural and culinary icon while ensuring its relevance in an evolving market.

This study on Lumpia Gang Lombok Semarang, using SWOT analysis to develop strategic recommendations, provides insights into the evolving landscape of traditional culinary businesses within Indonesia's broader tourism sector. The findings suggest that Lumpia Gang Lombok's longevity and success are deeply rooted in its authenticity and historical significance. However, the business faces operational challenges and external threats that require strategic adaptations.

a. Preservation and Modernization

One of the critical findings of this study is the business's ability to preserve its traditional recipe and manual production methods, which have ensured its authenticity and long-standing reputation. The consistency of flavor and product quality over generations is identified as a strength, highlighted by both stakeholders and customers. This directly aligns with the concept of competitive advantage as discussed by Michael Porter (1985). Porter's theory on competitive advantage emphasizes the importance of uniqueness in creating a sustainable market position. For Lumpia Gang Lombok, maintaining its traditional recipe while modernizing its infrastructure could provide a dual benefit—preserving its competitive edge in taste and enhancing operational efficiency. This aligns with the idea of ambidextrous organizations, which successfully balance innovation with tradition (O'Reilly & Tushman, 2004).

While tradition plays a significant role, the study also identifies the need for modernization, particularly in operational processes, store infrastructure, and production techniques. Implementing modern cooking equipment, improving customer service speed, and adapting to contemporary food delivery models are crucial for sustaining growth. These changes are supported by the resource-based view (RBV) theory, which posits that the resources and capabilities within a firm, such as its historical expertise and modernized infrastructure, are central to maintaining competitive advantage (Barney, 1991). In the case of Lumpia Gang Lombok, leveraging both traditional and modern resources would be a strategic move toward ensuring both authenticity and operational efficiency.

b. Digital Expansion

A key finding of the research is the limited digital presence of Lumpia Gang Lombok, despite its potential for growth through online marketing and delivery services. The findings suggest that enhancing visibility through social media and partnering with delivery platforms could significantly increase accessibility, particularly among younger, tech-savvy customers. This recommendation directly speaks to the broader concept of digital transformation, which has become essential for businesses in the food and beverage industry, especially with the rise of e-commerce and delivery services (Berman, 2012).

The theory of market orientation suggests that businesses that adapt to consumer needs, including the demand for convenience and digital access, are more likely to succeed (Narver & Slater, 1990). By capitalizing on the digital space, Lumpia Gang Lombok can reach a wider, more diverse audience, which aligns with the findings of multiple studies on the role of digital marketing in expanding customer reach in the food industry (Chong et al., 2020).

c. Cultural and Tourism Collaboration

The research also reveals that Lumpia Gang Lombok has strong potential as a cultural tourism asset, given its status as a part of Indonesia's intangible cultural heritage. The opportunity to integrate this cultural asset into tourism offerings was highlighted as a critical strategy for expansion. This insight is supported by the work of Hall and Sharples (2003), who argue that food tourism is a growing segment within the broader tourism industry. By collaborating with tourism agencies and leveraging

its cultural heritage status, Lumpia Gang Lombok can strengthen its brand and attract more tourists seeking authentic culinary experiences.

The theory of cultural branding, as articulated by Holt (2004), underscores the importance of using cultural elements to connect with consumers on a deeper, emotional level. By emphasizing its cultural heritage and integrating itself into the tourist experience in Semarang, Lumpia Gang Lombok can establish itself as more than just a food destination but also as an embodiment of the region's culinary and cultural legacy.

d. Product Diversification

Another significant finding is the potential for product diversification. Introducing new variations of lumpia, such as smaller-sized portions or healthier options, could attract a broader range of consumers. This aligns with the concept of product innovation, which involves introducing new products or modifying existing ones to meet changing consumer preferences (Teece, 1986). By diversifying its product range, Lumpia Gang Lombok can expand its customer base, attract health-conscious consumers, and meet the demand for more convenient, on-the-go options, as suggested in the research.

Implications beyond current research, beyond the confines of this research, the findings have broader implications for the culinary tourism sector in Indonesia. The integration of traditional culinary experiences into tourism not only supports local businesses but also promotes the preservation of cultural heritage. By leveraging the strengths of traditional food products, businesses like Lumpia Gang Lombok can play a crucial role in preserving cultural identity while simultaneously contributing to the economy through tourism and local business growth.

Additionally, the research underscores the need for the Indonesian food industry to adapt to the global trend of sustainable food tourism (Richards, 2015). As consumers become more concerned with sustainability, food businesses that integrate sustainable sourcing practices, local ingredients, and environmentally friendly practices into their operations will be better positioned to thrive in the competitive culinary tourism market. For Lumpia Gang Lombok, exploring sustainable sourcing of ingredients such as bamboo shoots and promoting these practices in its marketing could resonate with an increasingly environmentally conscious consumer base.

5. CONCLUSION

The findings from this research underscore the critical role that traditional culinary businesses like Lumpia Gang Lombok play in Indonesia's tourism and culinary industries. By addressing key challenges such as operational inefficiencies, market accessibility, and leveraging digital tools for marketing and distribution, the business can ensure its growth and long-term sustainability. Moreover, by focusing on its cultural heritage and embracing opportunities for collaboration with the tourism sector, Lumpia Gang Lombok can enhance its visibility and relevance both locally and globally. By diversifying its products and utilizing modern marketing strategies, the business can continue to thrive in a competitive and evolving food landscape.

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