

## Sustaining Culinary Legacies: Innovation and Sustainability in the Management of Legendary Culinary Businesses

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**Abstract:** *Legendary culinary delights hold a unique appeal, built upon consistent taste and strong emotional connections with consumers. However, navigating the dynamic culinary landscape requires a deep understanding of evolving consumer preferences, innovative strategies, and sustainable practices. This research aims to investigate how product innovation and sustainability strategies can be effectively implemented in the management of legendary culinary businesses. A case study of a prominent café in Bandung, referred to as "Café X" for this research, will be used to illustrate these principles. Employing a qualitative approach, this research explores the business management processes, challenges, and opportunities faced by such establishments. Data collection involved in-depth interviews, surveys, and the analysis of primary and secondary data. Through the application of TOWS and Business Model Canvas (BMC) frameworks, this research found that the sustainability of a legendary culinary business hinges on its ability to adapt to evolving market trends, leverage technology, and implement product innovations while preserving authentic taste. Key strategies for enhancing market attractiveness, particularly among younger generations, include fostering strategic partnerships, embracing digital marketing, and developing healthy product offerings. The findings of this research can serve as a valuable reference for designing effective innovation strategies and supporting the continuity of legendary culinary businesses across Indonesia, while also providing guidance for business professionals in navigating the challenges of a dynamic market.*

## Introduction

Legendary culinary delights are terms used for those that have endured the test of time, cherished by the public for generations. They are characterized by a unique combination of consistent taste quality, enduring traditions, and strong emotional connections for consumers. While often associated with ancient traditions, the definition of “legendary” extends beyond age. Culinary businesses that have thrived and adapted over decades, successfully navigating changing consumer preferences, can also attain legendary status. Legendary culinary delights often carry deep historical, social, and emotional value for society. Dwi Cahyono, a cultural expert, emphasizes that the designation of “legendary” transcends mere longevity, and it signifies widespread societal recognition and acceptance over an extended period (Wijaya & Nugroho, 2019). While a 50-year benchmark is often cited, culinary delights that have flourished for over 30 years and garnered significant public acclaim can also be considered legendary. Furthermore, the “legendary” status is not exclusive to traditional cuisines. Contemporary culinary creations, even those born from cultural fusion or innovative techniques, can achieve legendary status through a combination of factors, including innovation, strong social context, effective marketing, and the ability to adapt to evolving consumer needs. As Thompson and Li (2021), renowned gastronomic experts, highlight in their work on the evolution of cuisine, innovation plays a crucial role in the culinary world. Furthermore, he asserts that the emergence of “legendary” status often stems from the successful fusion of culinary traditions, as exemplified by the global popularity of dishes like sushi burritos and ramen burgers, and it is called fusion cuisine.

The sustainability and enduring appeal of legendary culinary delights hinge on the consistent maintenance of quality and the ability to adapt to the ever-changing culinary landscape. A study by Suryana (2020) on sustainability strategies in the culinary business underscores the importance of combining innovation with the preservation of core product characteristics. Strategies such as innovative packaging, enhanced service offerings, and targeted marketing campaigns are crucial for strengthening market position while safeguarding the authentic identity of the culinary delight.

Research by Rahardjo (2019) emphasizes the critical role of maintaining relevance in a dynamic and evolving market for the long-term success of culinary delights. He posits that successful culinary ventures endure not only due to consistent taste quality but also through astute management strategies that prioritize the evolving needs of contemporary consumers, such as leveraging digital technologies to expand market reach.

In this context, managing a legendary culinary business necessitates a delicate balance between leveraging its established strengths and embracing sustainable innovation. This requires a holistic approach that extends beyond product quality to encompass effective brand management, strategic marketing, and the development of innovative products that resonate with current market trends while anticipating future consumer preferences. To ensure long-term sustainability, a comprehensive strategy encompassing product innovation, effective marketing, and a proactive approach to market change is essential.

Café X, a renowned culinary institution located in Citarum Village, Bandung Wetan District, serves as a prime example of a legendary culinary delight. Established in 1932, Café X has demonstrated remarkable resilience, having successfully operated for nearly a century, a testament to its enduring appeal.

This research aims to investigate strategies for optimizing legendary culinary businesses, such as Café X, through a combination of product innovation and sustainable business practices. Specifically, the study seeks to address the following question: How can effective product innovation strategies enhance the appeal of Café X among younger generations while preserving its authentic taste? Consequently, this research aims to explore how optimizing innovation and sustainability within culinary business management can increase market attractiveness and ensure the long-term viability of such businesses.

The findings of this research are expected to contribute significantly to the development of the legendary culinary sector in Indonesia, particularly for businesses like Café X. The insights gained will serve as a valuable resource for legendary culinary entrepreneurs in formulating effective innovation strategies and for local governments in developing supportive policies aimed at preserving and fostering the growth of local culinary heritage.

## **Research Method**

This study employs a qualitative research approach, specifically a case study design. According to Creswell & Creswell (2017), the qualitative approach is particularly suitable for exploring individual experiences and perspectives within their natural context, enabling researchers to gain a holistic understanding of the underlying processes. In this research, investigating the sustainability of legendary culinary businesses, with their unique blend of tradition and innovation, necessitates a deep dive into the specific challenges and opportunities faced by these establishments. The case study method allows for an in-depth examination of a particular case, providing rich and detailed insights into how innovation and sustainability are applied in the management of a legendary culinary business (Yin, 2018). This approach enables the researcher to explore how these businesses leverage existing opportunities, navigate emerging threats, and implement innovations that not only ensure business continuity but also enhance their market appeal.

The population for this study comprises all legendary culinary businesses operating in Indonesia for more than 30 years. Purposive sampling was employed to select a representative sample of businesses that have successfully implemented innovative management practices.

Data collection involved both primary and secondary sources. Primary data was gathered through in-depth interviews conducted with the owners or managers of selected businesses, including Café X. Semi-structured interviews, as advocated by Patton (2002), provided flexibility to explore specific topics related to business management, challenges, and innovation strategies. Secondary data was collected through a comprehensive review of

relevant documentation. Documentation studies are effective for completing primary data collected through interviews (Bougie & Sekaran, 2019).

To analyze the data, this study utilizes the TOWS analysis framework and the Business Model Canvas (BMC). These analytical tools were employed to examine the factors influencing innovation and sustainability in the selected businesses, drawing insights from the data collected through in-depth interviews and documentation reviews.

### TOWS Analysis

TOWS (Threats, Opportunities, Weaknesses, and Strengths) was used to analyze the internal and external factors that influence the legendary culinary business. By using the TOWS matrix, researchers identified the following aspects.

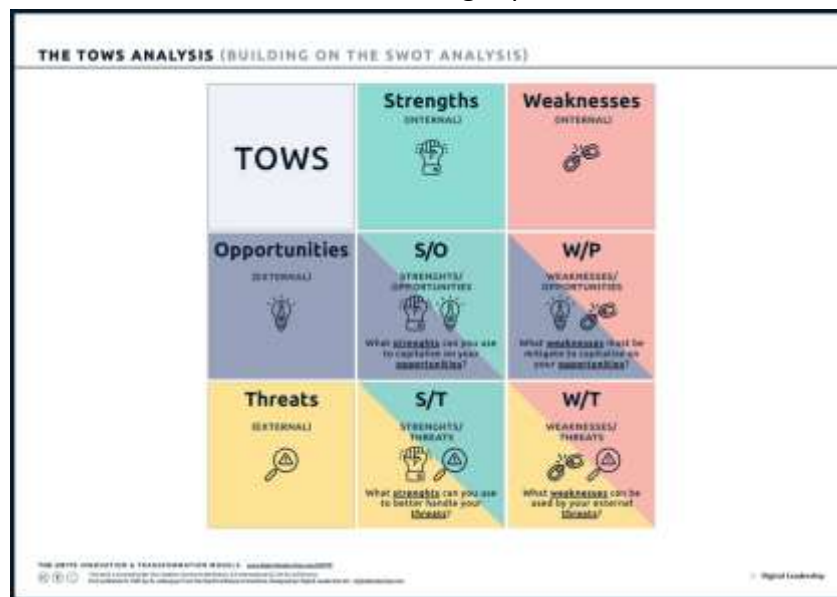


Figure 1. The TOWS Analysis (Digital Leadership AG, 1965)

The initial phase of this research involved a comprehensive internal and external environmental analysis of Café X. This analysis aimed to identify the key Strengths, Weaknesses, Opportunities, and Threats (SWOT) facing the business: 1) Strengths included its status as a legendary culinary institution with a well-established reputation for excellence and unique product characteristics. 2) Weaknesses encompassed the challenges and shortcomings faced in maintaining business continuity in the dynamic market. 3) Opportunities explored potential avenues for growth through innovation and strategic management changes. 4) Threats were identified by examining external factors such as market competition, evolving consumer preferences, and potential disruptions within the operating environment. This SWOT analysis provided a crucial foundation for identifying strategic steps to maximize innovation, enhance sustainability, and ensure the long-term success of Café X.

## Business Model Canvas (BMC)

Business Model Canvas (BMC) was used to analyze the legendary Café X culinary business model thoroughly. Using the BMC approach, researchers mapped nine key elements in the legendary culinary business, namely as follows.

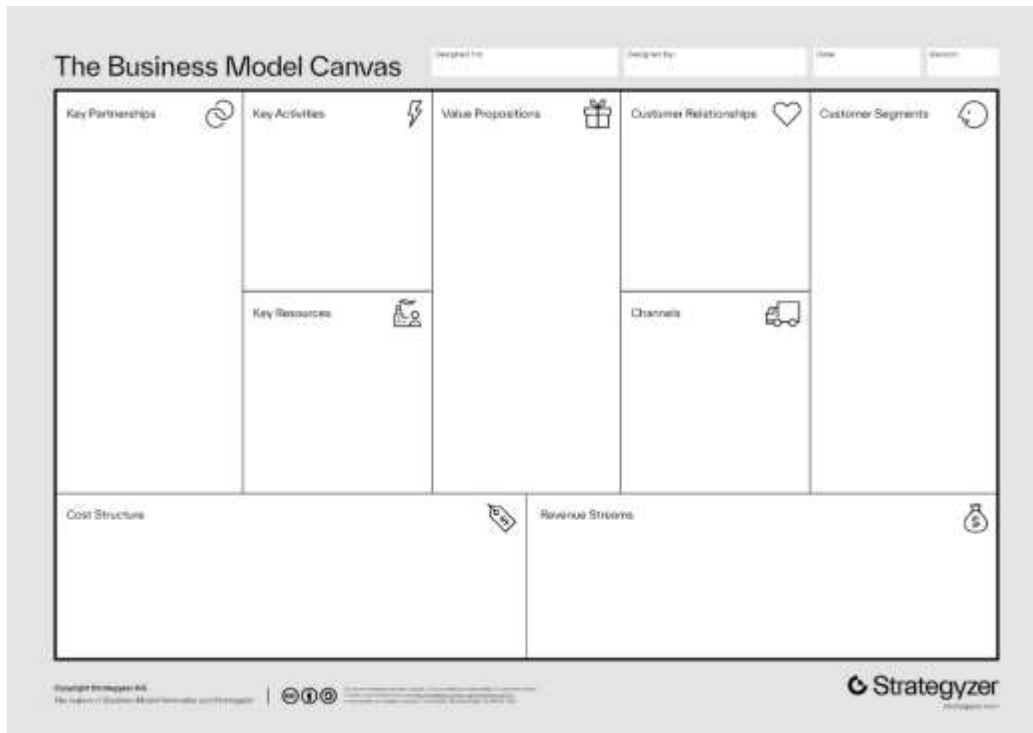


Figure 2. Business Model Canvas (Strategyzer, 2018)

The Business Model Canvas (BMC) framework was utilized to analyze the business model of Café X. The BMC encompasses nine key elements: 1) Customer Segments identified the main customer groups of Café X. 2) Value Propositions defined the unique value offered by Café X, differentiating it from competitors. 3) Channels explored how Café X reached and delivered its products to customers. 4) Customer Relationships examined how Café X built and maintained relationships with its customer base. 5) Revenue Streams identified the primary sources of income for the business. 6) Key Resources determined the essential resources required to operate the business successfully. 7) Key Activities identified the core business processes and activities crucial for the success of Café X. 8) Key Partnerships identified key partners and collaborations that were essential for the business's success. 9) Cost Structure analyzed the major cost drivers associated with operating the business.

By utilizing the BMC framework, researchers gained a comprehensive understanding of the factors that influenced the survival and development of Café X, and explored how innovation and sustainability could be effectively integrated into its business model.

## Result and Discussion

Based on the results of in-depth interviews with owners and managers of several legendary culinary businesses, surveys, and analysis of existing secondary data, it can be concluded that innovation and sustainability are the two main factors that support the

continuity and success of legendary culinary businesses in Indonesia. Some of the main findings of this research are as follows.

### TOWS Matrix

The successful implementation of innovation and sustainability strategies within legendary culinary businesses necessitates a comprehensive assessment of existing strengths, weaknesses, opportunities, and threats. Optimizing legendary culinary delights, such as Café X, requires a continuous pursuit of innovation, leveraging technology and digital marketing to cultivate stronger customer relationships while meticulously preserving product quality and authenticity. A robust sustainability strategy encompassing operational efficiency, the utilization of locally sourced raw materials, and effective waste management can serve as a significant differentiator in the competitive market. By introducing innovative products and services that address evolving consumer needs and capitalizing on the potential of digital marketing, Café X can strategically position itself as a sustainable and enduring culinary delight in the competitive market.

Table 1. Tows Matrix of Café X

SO	WO
a. Take advantage of healthy and legendary products to build a digital campaign that highlights the unique, nostalgic nuances of Café X. b. Highlight the value of healthy products that are currently in demand on the market. c. Use social media and influencers to attract the attention of young consumers and tourists.	a. Modernization of management systems and adoption of technology to increase operational efficiency. b. Leverage social media digital marketing skills to expand reach and increase appeal among the younger generation. c. Expanding market reach so that it is easily accessible to new segments (retail product distribution, supermarkets, and gift shops).
ST	WT
a. Use past and legendary heritage appeal and high-quality products to differentiate from modern cafes. b. Reinforce an authentic and legendary image to build loyalty in a market threatened by competition.	a. Improve management and marketing systems to recover from the impact of the pandemic and economic crisis. b. Implement cost-effective digital marketing strategies, such as social media campaigns through content to strengthen brand presence. c. Adapt menus and product offerings to suit better the more dynamic and diverse

- 
- preferences of young consumers.
- d. Focus on cost reduction and operational efficiency to survive stressful market conditions.
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*Source : Researcher Analysis, 2025*

Café X leverages its status as a purveyor of healthy and legendary products, crafting a marketing campaign that emphasizes its unique, nostalgic appeal. This resonates strongly with consumers who value culinary heritage. The TOWS analysis revealed several key strategic insights:

1. Capitalizing on Opportunities through Innovation and Digital Marketing: a) Health-conscious product innovations, such as introducing healthier yogurt variants, align perfectly with contemporary consumer trends, b) Leveraging social media platforms like Instagram and TikTok, and collaborating with influential figures, is crucial for reaching younger demographics, c) Digital marketing strategies can effectively introduce Café X to tourists, who increasingly rely on online reviews when making dining decisions.
2. Differentiating through Heritage and Innovation: a) Café X can leverage its legendary status and high-quality heritage products as a key differentiator in the competitive market, b) Reinforcing the brand's authentic and traditional image while embracing innovative product offerings will cultivate strong customer loyalty among those who value culinary experiences rooted in tradition.
3. Enhancing Operational Sustainability through Modernization and Technology: a) Adopting technologies such as cloud-based restaurant management systems and online ordering platforms can streamline operations, reduce customer wait times, and facilitate efficient order fulfillment, including delivery services, b) In the post-pandemic era, optimizing operational efficiency is paramount. This includes meticulous raw material management, technology-driven inventory optimization, and waste reduction strategies to navigate economic challenges effectively.
4. Implementing a Cost-Effective Digital Marketing Strategy: a) Engaging social media campaigns with compelling content can effectively enhance brand visibility and customer engagement without incurring significant marketing expenses, b) Encouraging customer testimonials and online reviews can organically amplify brand reach and strengthen Café X's positive brand image.

### **Business Model Canvas**

A business model is a framework that explains how a company creates, delivers, and captures value through the products or services it offers. As stated by Setiawan (2023), the business model must also explain how the company generates profits from its operations. The business model construct must also be externally oriented and explain the company's relationship with various business actors in its network. The business model includes the architecture of products, services, and information systems, which involves a description of

business actors, existing regulations, and potential profits. The central concept in the business model is the company's value chain, which underlies the strategy of creating a competitive advantage. This model functions as a tool to exploit opportunities and optimize company performance in a dynamic market (Porter, 1985; Seppanen & Makinen, 2007; Timmers, 1998). Therefore, in optimizing legendary culinary of Café X, implementing a good business model will help maintain sustainable growth and strengthen its position in the market. The analysis of the Business Model Canvas obtained in this research is as follows.

Table 2. Business Model Canvas of Café X

Key Partnership	Key Activities	Value Proposition
<ul style="list-style-type: none"> <li>· <b>Local suppliers:</b> Supplier of local raw materials (dairy, fruit, toppings, potatoes, sausages, etc.).</li> <li>· <b>TV local:</b> Food reviews on a number of local TVs as legendary culinary delights.</li> <li>· <b>Marketing and influencers:</b> To promote products through simple campaigns and word of mouth.</li> </ul> <p><b>Suggestions</b></p> <ul style="list-style-type: none"> <li>· <b>Key partnership:</b> Adding partnerships by marketing in retail, supermarkets and souvenir centers. Apart from that, adding partnerships with hotels or travel agents who bring tourists to Café X.</li> <li>· <b>Digital influencers:</b> Collaboration for content-based marketing for influencers or food vloggers who specifically review food and have a lot of engaged followers.</li> <li>· <b>Digital marketing team:</b> Hiring a team to handle online marketing strategies and customer service.</li> <li>· <b>Local health brands:</b> Partnership with local health</li> </ul>	<ul style="list-style-type: none"> <li>· <b>Product manufacturing process:</b> Yogurt production process and topping processing</li> <li>· <b>Product development:</b> Food and drink menu innovation (increase in food and drink types).</li> </ul> <p><b>Suggestions:</b></p> <ul style="list-style-type: none"> <li>· <b>Product development:</b> Yoghurt menu innovation (new, more contemporary flavors, adding fruit topping variants, providing healthy choices, environmentally friendly packaging)</li> <li>· <b>Digital marketing:</b> Marketing through paid advertising, digital campaigns, and the Use of influencers to create content that promotes the brand.</li> </ul>	<p><b>Authentic, health-focused, heritage-rich experience:</b> Healthy food with recipes that emphasize the richness of local culture and heritage.</p> <p><b>Suggestions:</b></p> <ul style="list-style-type: none"> <li>· Offers an experience that combines nostalgia and modern elements in a yoghurt dish.</li> </ul>

brands for joint promotions (Healthy Go Catering, Diet Go, and Gym).

Customer Relationship	Customer Segment	Key Resources
<ul style="list-style-type: none"> <li>· <b>Nostalgic older customers:</b> Providing products with a traditional flavor that evokes memories of the past.</li> <li>· <b>Customer service</b> Through direct service and feedback received from customers, they can create more personal and loyal relationships with consumers.</li> </ul> <p><b>Suggestions</b></p> <ul style="list-style-type: none"> <li>· <b>Gen Z &amp; Millennials:</b> Focus on the preferences of young customers who tend to be healthy and like to share on social media.</li> <li>· <b>Loyalty programs:</b> Building loyalty through frameworks <b>CBBE</b> (Customer-Based Brand Equity) Point Reward.</li> </ul>	<ul style="list-style-type: none"> <li>· <b>Nostalgia:</b> Local communities, families, and youth want to experience classic yogurt taste with a touch of nostalgia.</li> <li>· <b>Local tourists:</b> Local tourists try unique local Bandung products.</li> </ul> <p><b>Suggestions</b></p> <ul style="list-style-type: none"> <li>· <b>Young health enthusiasts:</b> Health enthusiasts from Gen Z and Millennials who are looking for healthy and innovative products.</li> <li>· <b>International tourists:</b> International tourists who want to try unique local Bandung products</li> </ul>	<ul style="list-style-type: none"> <li>· <b>Raw materials (milk, toppings):</b> Quality of raw materials to maintain the taste and quality of yogurt products.</li> <li>· <b>Equipment and facilities:</b> Yogurt machines, storage equipment and operational equipment</li> <li>· <b>Employee:</b> Good service and well-trained employees.</li> <li>· <b>Branding:</b> Strong brand.</li> <li>· <b>Location:</b> A strategic and comfortable shop as the central place to sell.</li> </ul> <p><b>Suggestions:</b></p> <ul style="list-style-type: none"> <li>· <b>Technology and systems:</b> Efficient management system and use of technology to simplify operations.</li> <li>· <b>Branding:</b> Attractive design to differentiate yourself from competitors.</li> <li>· <b>Relationships with communities and influencers:</b> Expanding market reach and introducing products to new customers is important.</li> </ul> <p><b>Employees:</b> Employ elderly employees over 65 years of age who are</p>

restricted from the working age limit		
Channels	Cost Structure	Revenue Streams
<ul style="list-style-type: none"> <li>· <b>Physical store:</b> Physical location is the principal place of customer interaction.</li> <li>· <b>Digital platforms:</b> Website and application for online purchases.</li> <li>· <b>Social media:</b> Instagram and TikTok.</li> <li>· <b>Delivery platforms:</b> Using delivery platforms (GoFood and Grabfood).</li> </ul> <p><b>Suggestions</b></p> <ul style="list-style-type: none"> <li>· <b>Localized events:</b> a booth for legendary culinary events and health trends.</li> <li>· <b>Cafe location:</b> Direct experience in an Instagrammable cafe with a heritage concept</li> </ul>	<ul style="list-style-type: none"> <li>· <b>Lean operations:</b> Focus on operational efficiency and minimal costs.</li> <li>· <b>Main costs:</b> Raw materials, employee salaries, shop operations, electricity, water, and building maintenance.</li> <li>· Packaging (cups, straws, and take-away packaging).</li> <li>· Commission fees for delivery services (GoFood, GrabFood, etc.).</li> </ul> <p><b>Suggestions</b></p> <ul style="list-style-type: none"> <li>· <b>Cost</b> Environmentally friendly packaging, digital marketing costs, online advertising, influencers, and equipment maintenance costs.</li> <li>· <b>Renovation costs</b></li> </ul>	<ul style="list-style-type: none"> <li>· <b>Product sales:</b> Sales of products in cafes and online.</li> <li>· <b>Online sales:</b> Revenue from sales via digital platforms or delivery.</li> </ul> <p><b>Suggestions</b></p> <p><b>Collaborations:</b> Income from collaboration with brands or influencers.</p>

Analysis of the Business Model Canvas revealed that Café X employs a strategy focused on creating value through high-quality products, building a strong brand, and leveraging diverse partnerships and effective distribution channels. The analysis identified existing partnerships with local raw material suppliers, local television channels for culinary promotions, and social media influencers for marketing campaigns. Expanding these partnerships to include collaborations with retail and supermarket chains, hotels, and travel agencies presents significant opportunities to expand market reach, particularly within the tourism and retail sectors. Furthermore, partnerships with local health brands can effectively introduce Café X to health-conscious consumers.

Product development remains a key focus for Café X, with an emphasis on introducing innovative flavors, offering a variety of toppings, and prioritizing environmentally friendly packaging. These initiatives demonstrate a strong commitment to maintaining product quality while appealing to younger consumers who prioritize environmental sustainability. The company's proactive approach to digital marketing, including the establishment of a dedicated digital marketing team and collaborations with digital influencers, demonstrates a clear understanding of the importance of online platforms in reaching target audiences.

Café X offers a unique value proposition centered around an authentic experience, nostalgia, and a strong focus on product quality. Innovations such as introducing new flavors

and healthy options broaden the appeal of Café X, particularly among younger consumers. Recognizing the evolving preferences of Generation Z and Millennials, who prioritize health and actively engage with social media platforms, the company should implement strategies to attract and engage this demographic. Building a strong brand image, implementing loyalty programs, and fostering personal relationships with customers through feedback mechanisms are crucial for enhancing customer engagement and loyalty. While Café X already possesses a well-defined customer base, including those seeking nostalgic experiences, local tourists, and health-conscious consumers, expanding its target market to include international tourists and health enthusiasts presents significant growth opportunities.

Café X leverages valuable resources, including high-quality raw materials, state-of-the-art production facilities, a skilled workforce, and a strategically advantageous location. To further enhance operational efficiency and brand image, the company should strategically utilize technology, implement efficient management systems, and strengthen its branding efforts. Marketing channels include physical stores, digital platforms (websites and applications), and online delivery services (GoFood, GrabFood). Leveraging local events and transforming the physical store into an Instagrammable cafe can effectively engage consumers, particularly younger demographics. These initiatives should be undertaken while carefully preserving the heritage and nostalgic values that are integral to the Café X brand identity.

Key operational costs for Café X include the procurement of raw materials, employee salaries, store operating expenses, and packaging. To enhance sustainability and environmental responsibility, this research proposes the implementation of environmentally friendly packaging solutions. Furthermore, the integration of digital marketing strategies and the potential renovation of the physical store are crucial for enhancing customer experience and attracting a wider clientele. These initiatives demonstrate Café X's commitment to innovation and sustainability in its operations.

### **Optimizing Legendary Culinary: Innovation and Sustainability in Culinary Business Management**

TOWS analysis also provides a deeper understanding of the external and internal factors that influence the management of a legendary culinary business. Through TOWS analysis, several opportunities were found that the legendary culinary business could take advantage of to develop further, such as increasing awareness of the importance of healthy and locally based food. Culinary businesses that can adapt their menus to these trends will find it easier to attract broader market segments, especially the younger generation, who are increasingly concerned about health and sustainability.

However, the most significant threats are increasingly fierce competition from modern culinary delights and easy access to information, which makes it easier for consumers to switch to other options. In this case, legendary culinary managers need to continue to innovate to maintain the loyalty of old customers while attracting new customers. Their

success lies not only in maintaining taste quality but also in the ability to respond to market changes and dynamic consumer needs.

Optimizing legendary culinary delights such as Café X in the context of innovation and sustainability requires a careful approach to various elements in the business model. Previous findings show that in the canvas business model, several indicators, such as key partnerships, are discussed in this research. Partnerships with players in the retail, tourism, and health industries are strategic steps to expand reach, diversify income, and create a stronger brand image among consumers who care about health. In addition, Café X has utilized partnerships with local suppliers to ensure authentic quality raw materials, such as milk, fruit, and toppings, which support the traditional culinary experience. In addition, collaborations with local media, influencers, and digital platforms have expanded market reach, increased brand awareness, and attracted new customers, especially Gen Z and Millennials, who tend to care more about health. In this context, the study suggests adding partnerships with retailers, souvenir centers, and travel agents, showing the potential to expand market reach even further, not only among local consumers but also tourists who want to enjoy Bandung's unique culinary experience.

At Café X, core business activities encompass the production of high-quality products and continuous menu innovation. The introduction of contemporary flavor variants and additional fruit toppings demonstrates Café X's commitment to staying relevant in a dynamic market. Digital marketing initiatives, including collaborations with influencers and food vloggers, play a crucial role in enhancing product visibility, particularly among younger consumers who are highly active on social media platforms. To maintain a competitive edge, ongoing innovation is essential, encompassing product taste, environmentally friendly packaging, and an exceptional customer experience.

The brand's value proposition effectively resonates with consumer preferences, emphasizing health, the use of high-quality local ingredients, and a nostalgic experience. This approach fosters an emotional connection with consumers who value authenticity and prioritize health and sustainability in their food choices.

Recognizing the significance of digital engagement, Café X should strategically target younger consumers who are health-conscious and highly active on social media platforms. Implementing effective loyalty programs and cultivating personalized customer relationships, enhanced by the unique and authentic brand experience, will be crucial for long-term customer retention. While Café X has successfully cultivated a loyal customer base, identifying and targeting new market segments, such as international tourists and health enthusiasts, presents significant growth opportunities, particularly in light of global trends emphasizing healthy eating and sustainable practices.

Key resources supporting Café X's operations include high-quality raw materials, state-of-the-art production equipment and facilities, and a well-trained workforce. Leveraging technology through the implementation of efficient management systems is crucial for optimizing operations and enhancing overall efficiency. Furthermore, the strategic location of the establishment, combined with a focus on creating an Instagrammable cafe experience

while preserving its heritage and nostalgic ambiance, plays a vital role in attracting customers and enhancing brand visibility.

The convenience offered by Café X to make consumers quickly get its products is through various collaborations so that they can get from diverse channels, starting from physical stores and digital platforms to the use of delivery applications such as GoFood and GrabFood. This study suggests introducing a legendary culinary event booth or café with a heritage concept that can attract young customers, showing the importance of creating a visually appealing culinary experience, as well as relevance to more experience-based consumption trends.

Cost Structure is basic operational needs, such as raw materials, employee salaries, operational costs, and packaging. By focusing on operational efficiency and optimal cost management, such as using environmentally friendly packaging, as well as investing in digital and influencer marketing, these businesses can achieve financial sustainability. However, investment in eco-friendly packaging and digital marketing is a priority to maintain relevance in a market increasingly concerned with environmental and sustainability issues.

The primary sources of income for Café X stem from product sales both within the cafe and through online channels. While these existing revenue streams provide a solid foundation, exploring additional revenue avenues through strategic collaborations with other brands and influencers presents significant opportunities for market expansion and increased brand visibility. Such collaborations can enhance brand exposure and attract new customers. It demonstrates that managing a legendary culinary business necessitates a delicate balance between preserving tradition and embracing innovation and technological advancements to address evolving market dynamics. Through strategic partnerships, continuous product innovation, and sustainable marketing initiatives, Café X possesses the potential for significant growth while maintaining the essence of its legendary culinary offerings.

Innovation in both products and services, coupled with the effective application of technology, are paramount for the sustainability and growth of legendary culinary businesses. While many such businesses prioritize the preservation of traditional tastes and flavors, successful ventures have successfully adapted to evolving consumer trends by introducing more relevant menu offerings, such as health-conscious options and contemporary variations. The integration of technology, including online ordering systems and digital marketing platforms, enables these businesses to reach wider audiences and enhance operational efficiency.

Furthermore, the sustainability of a legendary culinary business hinges not only on efficient resource management and the utilization of local raw materials but also on cultivating strong emotional connections with customers who have embraced the eatery as part of their cultural heritage. In the face of the challenges presented by the digital era, culinary managers who successfully integrate technology into their operations and leverage social media to build vibrant customer communities are poised for greater success. By continuously innovating, adapting to technological advancements, and preserving their core

values and traditions, legendary culinary businesses can ensure their continued relevance, survival, and growth in an increasingly competitive market.

## Conclusion

This research underscores the critical role of innovation and sustainability in optimizing the performance of legendary culinary businesses. Analysis utilizing the TOWS framework and the Business Model Canvas reveals that successful culinary managers must proactively adapt to evolving market dynamics, technological advancements, and shifting consumer preferences to ensure the long-term viability and relevance of their businesses. Product and service innovation, coupled with the effective utilization of technology and the efficient management of resources, will be instrumental in ensuring the continued success of these businesses amidst the challenges and opportunities presented by the dynamic market landscape.

The analysis of Café X's Business Model Canvas demonstrates a strong foundation built upon a commitment to product quality, strategic partnerships, and a targeted marketing approach. By effectively implementing proposed strategies, such as expanding partnerships, leveraging technology, introducing innovative product offerings, and strengthening digital marketing and customer experience initiatives, Café X can significantly expand its market reach, enhance its brand image, and drive revenue growth.

Optimizing the performance of a legendary culinary business necessitates a holistic approach that integrates innovation and sustainability principles. Product and service innovation is crucial for attracting new customers while retaining existing clientele. Simultaneously, implementing sustainable practices, such as minimizing environmental impact and prioritizing social responsibility, contributes to creating a more responsible and sustainable business model.

This research provides valuable insights into the strategies employed by legendary culinary businesses to navigate market pressures and drive innovation to ensure their continued success. The findings emphasize the critical role of innovation and sustainability in shaping the future of the culinary industry.

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