



Research Paper

# Creating Sustainable Businesses Through Integrating Entrepreneurial Values: Case Study of Culinary Businesses in Makassar City

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**ABSTRACT:** This research aims to determine the integration of entrepreneurial values in realizing the sustainability of the culinary business in the Lego-Lego area of Makassar City. This research uses a qualitative approach and the type of research is a case study. Data collection was carried out using 3 methods, namely observation, interviews and documentation. The research subjects were 3 culinary business people and 2 customer informants. The analysis techniques used are data reduction, data presentation, and drawing conclusions. The results of this research show that culinary business people have integrated entrepreneurial values in running their business well. This is proven by the implementation of leadership values by business people by empowering employee rights, carrying out creativity and innovation in products, the value of honesty regarding product quality and price, being responsible for customer complaints, daring to take risks in competing.

**KEYWORDS:** Value Integration, Entrepreneurial Values, Business Sustainability, Culinary Business

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## I. INTRODUCTION

Entrepreneurship has an important role in economic development and becomes capital for the community environment. It is hoped that entrepreneurship can increase economic development and prepare a generation capable of creating a business (Rakib et al., 2020). Someone who has an entrepreneurial spirit in business ventures is very important because of their development potential, so they need to be encouraged in entrepreneurial activities (Narsa et al., 2019). Given the importance of business to society and its impact, entrepreneurship in the business world must maintain its importance during a longer transition period (Rosário et al., 2022). This shows that a successful country is a country whose people have the courage to create jobs and can open up business opportunities (Zulfikri & Iskandar, 2022).

Entrepreneurship has an important role in developing business in various sectors (Rosário et al., 2022). High entrepreneurial activity in business can contribute to economic development (Rakib et al., 2022). Anyone can run a business, anytime or anywhere (Abdullah et al., 2022). Business can create extensive opportunities to mobilize resources such as finance, labor, information, materials and other resources (Mutalimov et al., 2021). Indonesia is a country with a population density that is ranked in the top four, which is a fairly good place for business. In this case, it causes the continuous development of the business sector in the country. Among the many businesses in Indonesia, the culinary business is the most popular, this is because the culinary business is considered easier to run compared to other business fields (Sancoko, 2019). Many entrepreneurs in Indonesia choose the culinary business as a place to invest, this is because the culinary business has quite promising prospects (Nuha, 2021). According to the Central Statistics Agency (2020), food and beverage supply businesses in Indonesia reached 11,223 types of businesses throughout Indonesia with a percentage reaching 8.11%.

Indonesia has various types of culinary delights originating from every region. In Makassar City, the Lego-Lego area has become a favorite destination for culinary connoisseurs. Lego location - Lego is close to Anjungan Losari Beach and the 99 Kubah Mosque. With the opening of this tour, the community is also given the opportunity to do business. Lego-Lego tenants are dominated by young people who are opening culinary businesses (Dwiyanti et al., 2023). Culinary business is a form of business managed by individuals or groups whose activities are processing food ingredients and serving them into food that is ready to be consumed with the aim of obtaining high profits (Putra et al., 2022).

In the midst of this dynamic development, entrepreneurial values play an important role in shaping and guiding the development of culinary businesses. Entrepreneurial values increase knowledge and skills, influence attitude formation, and produce business independence and sustainability so that they have an important role in forming successful and sustainable business strategies amidst increasingly fierce competition. Several entrepreneurial characteristics can be accommodated in a comprehensive value that can define certain attitudes of an entrepreneur (Rahayu et al., 2023). These values include various aspects, such as innovation, perseverance, creativity, responsibility and business spirit (Hendarwan, 2018).

In a narrow reality, for example in the culinary tourism area in the Lego-Lego area of Makassar City, several culinary business actors still do not apply entrepreneurial values. For example, several culinary business people in the Lego-Lego area of Makassar City still lack innovation and creativity in their business. The culinary business is a complex type of business because it requires continuous innovation and creativity (Barth et al., 2021; Nurdin et al., 2020). In this case, it is in line with the opinion of Pitanatri & Putu (2016) in their research which states that in running any business, especially in the culinary sector, the importance of innovation and creativity cannot be ignored. One of the key aspects of innovation and creativity in the culinary business is the ability to adapt to developing trends. In this modern era, in an era of business competition that demands innovation, creativity and competitiveness in order to attract customers/consumers, this aims to achieve the attractiveness of a business (Rakib et al., 2023).

One of the assets possessed by a culinary business is the personality characteristics of an entrepreneur, which includes the personal values possessed by the owner or leader of the company (Adib & Intania, 2022). Therefore, entrepreneurial values in the culinary business have the potential to have a positive impact, not only in terms of business growth, but also in encouraging the creation of unique foods and drinks, meeting customer needs, and providing added value to the culinary experience.

In this context, the culinary sector's contribution to the local economy is increasingly in the spotlight, and the application of entrepreneurial values in the culinary business is a key factor in maintaining business competitiveness and sustainability. Entrepreneurship, in the context of the culinary business, is not only about creating and running a business, but also involves aspects of innovation, risk, creativity, and the ability to adapt to market changes and consumer trends. Entrepreneurial values, such as opportunity orientation, innovation orientation, proactive attitude, and the ability to manage risk, have an important role in forming a successful and sustainable business strategy amidst increasingly fierce competition.

## **II. METHOD**

This research was conducted using a qualitative approach and a case study type of research which aims to reveal the entrepreneurial values integrated by culinary business actors in running their business. Data collection techniques through observation, interviews and documentation. The observation method was carried out through direct observation at culinary business locations in Makassar City. Searching for data was carried out using a direct interview method with 5 business owners as research subjects and 2 customer informants. The selection of informants was carried out using a purposive sampling technique. Data analysis techniques include data reduction, data presentation, data verification and concluding research results. To ensure the validity of the data obtained, the credibility of the research data was tested using triangulation.

## **III. RESULTS AND DISCUSSION**

### **1. Results**

The Lego-Lego area has become a new tourist icon in Makassar City by combining culinary destinations, sports venues and playgrounds. This area is very suitable as a place to relax with the family while enjoying typical Makassar culinary delights. Lego-Lego tenants offer various types of food and drinks. From modern food that is currently popular to typical Makassar dishes. The majority of those who open culinary businesses in the Lego-Lego area are young people. In this case, a culinary business is a form of business managed by individuals or groups whose activities are processing food ingredients and serving them into food that is ready to be consumed with the aim of obtaining high profits.

In the midst of this dynamic development, entrepreneurial values play an important role in shaping and guiding the development of culinary businesses. In running a culinary business, it is necessary to apply entrepreneurial values which are a requirement related to entrepreneurial behavior or conduct. The

characteristics and behavior of business people, especially culinary businesses, are closely related to customer/consumer satisfaction. This research focuses on the entrepreneurial values applied by culinary business people in the Lego-Lego area of Makassar City. As researchers found in the field through observations and from interviews with informants who opened businesses in the culinary business sector in the Lego-Lego area.

**a. Integration of Honesty Values in the Culinary Business**

One of the entrepreneurial values applied in the culinary business is the principle of honesty. The honest attitude towards product quality and pricing applied by culinary business players can be seen through the results of interviews, namely: "We always ensure that we always replace every ingredient we use when it is no longer suitable for use and replace it with new and fresh ingredients, apart from that, the cleanliness of our shop is always maintained." (Interview with Riska, October 2023). "Before we offer a product, we make sure by providing a menu book. "Now there is the price of each beverage product and the various flavor variants that we sell." (Interview with Suraedah, October 2023). Apart from interviews with culinary business people, researchers also conducted interviews with customers/consumers regarding the truth of honesty applied by culinary business people who said that: "Never before, I think the drinks or food I buy are according to the measurements and prices listed. The service they provide is also quite satisfying for me." (Interview with Reski, October 2023)

**b. Integration of Innovation and Creativity Values in the Culinary Business**

To be more detailed and clarify the results of informant interviews regarding the role of creativity and innovation by culinary business people who open culinary businesses in the Lego-Lego area of Makassar City. The following are the results of interviews conducted by researchers regarding product development carried out by culinary business people.

Not often. However, we will innovate by looking at the existing situation, for example, if our business sales start to decline, we will definitely need innovation. Apart from that, if we want even bigger profits, we will innovate such as creating new recipes, looking for market tastes on social media and so on. (Interview with Hasdi, October 2023).

Based on the role of creativity in the culinary business in the Lego-Lego area of Makassar City, it can be seen based on interviews with informants who said that: "Of course, I think creativity is very necessary in developing food products in our culinary business. For example, we continue to explore unique combinations of food ingredients to create different menus that appeal to customers' tastes." (Interview with Riska, October 2023).

**c. Integration of Responsible Values in the Culinary Business**

Every time you run a culinary business; it does not guarantee the culinary business regardless of complaints. The same thing happens in the culinary business in the Lego-Lego area of Makassar City, culinary business people often receive complaints from customers, which can be seen based on the results of interviews with Risaldi as a customer/consumer who said that: "When it came to prices, I complained when I bought drinks here for the first time, but after the employees explained that there was indeed VAT or tax on drinks or food for every purchase." (Interview with Risaldi, October 2023).

Hasdi's response as a culinary business owner regarding the complaint stated that:

Our response is that we discuss first what the customer's problem is, then we apologize if there are any mistakes and explain well, politely and honestly about our products, for example a customer complains that the price of the product has increased after payment and is not in accordance with what is stated in the product. menu book so that here we will explain honestly that every product we sell has a tax fee and provide a transaction receipt as proof." (Interview with Hasdi, October 2023).

To take responsibility for these complaints, culinary business actors in the Lego-Lego area of Makassar City can be seen through an interview by Riska who said that: "We take responsibility by first apologizing first, then as I said earlier, we try to provide the best service to customers by replacing customer orders as desired or giving customers discounts. We believe that every complaint is an opportunity to improve and improve our experience in providing service to customers". (Interview with Riska, October 2023).

**d. Integration of Leadership Values in the Culinary Business**

A leader in the culinary business needs to have an entrepreneurial spirit, the ability to manage a culinary business and be able to empower his employees. In this case, to be more detailed and clarify the results of informant interviews regarding the leadership role of culinary business people who open culinary businesses in the Lego-Lego area of Makassar City. His entrepreneurial spirit is characterized by his desire to start a culinary business. Following are the results of interviews with culinary business people who say that: "I have the

desire to start a culinary business because I want to earn income and I also think that this culinary and beverage business is a business that I can quite master." (Interview with Suraeda, October 2023).

Apart from that, business people have a vision and mission in the culinary business which is carried out based on interviews that: "The vision and mission of our culinary business is (1) to make customers feel satisfied with the service and products (2) to always ensure that the products have the same quality every day, and (3) to always be consistent in terms of prices and products that will be sold." (Interview with Hasdi, October 2023).

Employee empowerment is needed in the culinary business. Therefore, leaders must be able to empower their employees well, with the aim that the culinary business being developed will run smoothly and remain sustainable. In this case, employee empowerment carried out by culinary business leaders is based on interview results which say that: "If my employees work well, of course I will increase their salaries. Or if at any time our sales increase or many people buy our products, I will also give them a bonus and give them a break to get enough rest if the number of customers starts to decrease." (Interview with Suraeda, October 2023).

#### **e. Value Integration Dare to Take Risks in the Culinary Business**

The risk of failure often occurs when running a business, especially a culinary business. In this case, in the culinary business in the Lego-Lego area of Makassar City, business actors have experienced the risk of failure as seen in interviews conducted by researchers with one of the culinary business actors who said that:

Yes, I have. The failure that I have experienced in our food business is changes in the prices of raw materials, especially when we enter the rainy season when there are fewer customers visiting, so a lot of our food stock is left behind so that over time the basic ingredients we use are no longer suitable for use. (Interview with Riska, October 2023).

In the world of the culinary business, risks cannot be avoided and are normal. What must be paid attention to is how business actors dare to challenge these risks in order to achieve appropriate and desired results. As stated by culinary business people in the Lego-Lego area of Makassar City who said that: "Every time you start a business you will experience risks or failures and we here will always be consistent with the business we run. Apart from that, we also believe that the concept we have is different from other culinary businesses and we also believe that the quality of our products is guaranteed." (Interview with Hasdi, October 2023).

Apart from that, you must have the courage to take risks in facing competition. The courage to take risks in facing competition from culinary business players in the Lego-Lego area of Makassar City can be seen through interviews conducted by researchers with informants who said that:

I face competitors by understanding the market and our customers well. We always strive to remain innovative, maintain product cleanliness and quality, and provide the best service to customers. Additionally, I also observe our competitors to understand their strengths and weaknesses so that we can take appropriate steps to remain competitive. Yes, that method works. (Interview with Suraedah, October 2023).

Self-confidence also influences when facing competitors in the culinary business. Like culinary business people in the Lego-Lego area, Makassar City, through interviews conducted by researchers with culinary business people who said that: "...what makes me confident is the experience I got while still in education and the basics I have. "Apart from that, I am still young, still have the mental strength and strength to dare to run this culinary business." (Interview with Hasdi, October 2023)

## **2. Discussion**

Culinary business players in the Lego-Lego area of Makassar City have integrated entrepreneurial values into their business. Integrating entrepreneurial values into oneself shows awareness of the important role of entrepreneurial behavior, skills and mental attitude in the success of a culinary business. An important aspect contained in entrepreneurial values is maintaining product quality and attitudes in serving customers, with the aim that visiting customers feel satisfied with the products and services that culinary business actors provide.

The basic principles of entrepreneurial values that must be possessed by culinary business people in the Lego-Lego area of Makassar City include: Integration of Honesty Values in Culinary Business. Culinary business people in the Lego-Lego area of Makassar City apply the value of honesty in the culinary business. With honesty provided, customers will have trust in culinary business people (Maharani, 2021). The value of honesty in the culinary business is related to product quality and price, thereby creating a strong basis of trust between the culinary business and customers. Honesty towards products applied by culinary business people in the Lego-Lego area where the product will be marketed, first carries out a test called "product test".

This trial is carried out to ensure that the new product meets the quality standards desired by customers, especially in terms of taste and price. Business people in the Lego-Lego area stated their commitment to replace materials that are not suitable for use with new and fresh ones, and maintain cleanliness in the shop. Business

people in the Lego-Lego area practice honesty regarding prices. Business people present menu books that list the prices of products according to their quality. In the menu book, the price of each beverage product and the various flavors offered to customers are listed. Price adjustments between one trader and another show that traders are always trying to tell the truth. For this reason, in business ethics it is important to instill the value of honesty so that consumers feel that other parties are not harmed (Fauziah, 2016).

**Integration of Innovation and Creativity Values in the Culinary Business.** One of the important keys for culinary business players to remain relevant in the current era is by continuing to innovate in their products, which starts with understanding and analyzing consumer needs and desires (Yuliani et al., 2023; Yuhendri L, 2023). Culinary creative innovation is usually related to the development of food or beverage products, but the innovation process also applies to services in this business (Lestari et al., 2023; Teoh & Chong, 2014). Culinary business players in the Lego-Lego area do not innovate or be creative on a regular basis, but are ready to respond to any changes. This means that if business people want to reap bigger profits or sales start to decline, innovation and creativity are the main driving factors that provide solutions for culinary business people. The innovation and creativity strategy implemented by culinary business players in the Lego-Lego area of Makassar City includes creating new recipes and exploring market tastes on social media. The focus on creating unique combinations of food ingredients shows that the culinary business wants to provide visiting customers with a different and unusual culinary experience. By creating an attractive menu, the culinary business tries to attract customer tastes (Nina et al., 2022).

**Integration of Responsible Values in the Culinary Business.** Culinary business people in the Lego-Lego area of Makassar City often receive complaints from customers. Complaints themselves are an expression of an individual's dissatisfaction with the treatment they receive, especially regarding service. Complaints that are often received by culinary businesses are that customers often complain about the taste of the product, quantity of toppings, and discrepancies in prices on the menu and after payment. The treatment carried out by culinary business actors is in line with research by Yuniasih, (2022) namely LAST: Listen, Apologize, Smile, and Thank You. Based on complaints received by culinary business people in the Lego-Lego area of Makassar City, a responsible attitude has been implemented by business people. To take responsibility for these complaints, culinary business actors in the Lego-Lego area of Makassar City are trying to provide solutions that can satisfy customers, such as replacing orders according to customer wishes or providing discounts. Service quality is realized through fulfilling customer needs and desires (Wellalangi et al., 2022). Apart from complaints regarding prices, providing a payment receipt will make the checking process easier for customers because the order number listed in it makes it possible to check better.

**Integration of Leadership Values in the Culinary Business.** A leader in a culinary business run in the Lego-Lego area of Makassar City needs to have an entrepreneurial spirit, the ability to manage a culinary business and be able to empower his employees. The ability to develop an entrepreneurial spirit will increase the level of entrepreneurial behavior. The entrepreneurial spirit possessed by culinary business people can be seen through basic skills in cooking and culinary hobbies which are supporting factors for opening a food or drink shop in the Lego-Lego area. This shows that the interests and skills possessed by business people are important initial capital in running a culinary business (Devi, 2021). Apart from that, business people share their educational background, namely attending a vocational high school with a culinary major. The experience and knowledge gained from this formal education provides a strong foundation and basic knowledge for starting and managing a culinary business in the Lego-Lego area.

Vision and mission as a reference for achieving business goals so that they are focused and consistent (Suharyani & Djumarno, 2020). The culinary business in the Lego-Lego area has a vision and mission, namely that business people make customers feel satisfied with the service and products they sell and always ensure the products have the same quality every day. Culinary business people need to choose raw materials that are high quality, fresh, and comply with food safety standards. Business people need to ensure that customer service is always friendly, professional and responsive to customer needs. Another vision and mission that is owned is to always be consistent in the prices and products that will be sold.

Another factor applied by a culinary business leader is employee empowerment. Actions that can be taken by companies to empower employees are by providing evaluations to help them improve their performance and providing optimal work facilities for employees. An approach between employees and culinary business leaders in the Lego-Lego area of Makassar City by creating a comfortable work environment. A pleasant work atmosphere also plays an important role in increasing employee productivity (Pratiwi & Fatah, 2021). Providing incentives to employees in the form of salary increases, bonuses for achieving targets, and adequate rest time is an effective strategy to motivate employees, reward their performance, and strengthen the relationship between employees and the company.

**Value Integration Dare to Take Risks in the Culinary Business.** Risk is generally defined as something that triggers losses due to certain events (Joycelin et al., 2022). Culinary business players in the Lego-Lego area of Makassar City have experienced risks, in this culinary business failure occurred due to

changes in raw material prices, the risk of decreasing the number of customers during seasonal changes, especially entering the rainy season, as well as the emergence of competition around the culinary business. However, based on the risks that often arise, culinary business people in the Lego-Lego area of Makassar City have implemented the principle of being brave in facing risks. The courage to face these risks is characterized by the existence of a strategy and the emergence of self-confidence in facing competition. In this case, culinary business people in the Lego-Lego area of Makassar City have a confident nature in facing these risks. The experience gained by culinary business people while at the educational level makes a big contribution to their self-confidence. Apart from that, the confidence of culinary business people comes from product quality. Business people believe in using high quality ingredients in every product they produce.

In facing competition, business people carry out various strategies, the strategies carried out are by carrying out price wars and readiness wars. In addition, in dealing with competitors, respondents emphasized a deep understanding of the market and customers. The strategy involves innovation, maintaining product cleanliness and quality, and providing the best customer service. Observing competitors is an important part of strategy. It helps to understand competitors' strengths and weaknesses, gain market insights, and adjust business strategies appropriately. This approach has proven successful in terms of increasing attraction to customers

#### IV. CONCLUSION

Culinary business players in the Lego-Lego area of Makassar City have implemented entrepreneurial values in maintaining the sustainability of their business well. Entrepreneurial values integrated by business people include the values of leadership, creativity and innovation, honesty, responsibility and the courage to take risks. The value of leadership can be seen by culinary business actors having an entrepreneurial spirit, being able to manage a culinary business well and being able to empower employee rights. Even though culinary business people do not innovate all the time, innovation is carried out based on existing situations such as things being widely discussed in society or food or drink products being viral. A responsible and honest attitude towards product quality, price and customer service is largely determined by customer satisfaction. Culinary business people consider entrepreneurial values as a guide to culinary business success.

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