

Transformation of Culinary Businesses Through Effective Service Management: A Case Study on Pulau Pasaran, Lampung

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ABSTRACT

This study analyses the transformation of culinary businesses in Pulau Pasaran, Lampung, focusing on the implementation of effective service management. Culinary businesses in Pulau Pasaran, mostly traditionally operated, face challenges in service management and environmental sustainability. Using a participatory approach through training, mentoring, and evaluation, the study aimed to enhance service management and environmentally-friendly practices. Results showed a 54.5% to 75% increase in participants' knowledge after training, along with significant changes in daily business practices, including reduced plastic use and improved customer satisfaction. Effective service management transformation is expected to improve competitiveness and local economic sustainability in Pulau Pasaran, while supporting community-based tourism development.

Keywords: Culinary Business, Service Management, Pulau Pasaran.

1. INTRODUCTION

The tourism and culinary sectors in Indonesia continue to show rapid development, becoming one of the drivers of the national economy (Aliansyah & Wawan, 2019; Wardani, 2024). In various regions, local culinary businesses play a crucial role not only in supporting the local economy but also in preserving traditional culinary culture and identity (Mau, 2022; Taufiq, 2023). In this context, Pulau Pasaran, Lampung, has emerged as a potential culinary destination, gaining recognition for its diverse seafood offerings (Ali, 2015). However, culinary entrepreneurs on Pulau Pasaran face challenges related to suboptimal service management, which affects their competitiveness both locally and nationally.

Pulau Pasaran, located in West Teluk Betung, Bandar Lampung, is known as the center of anchovy production in Lampung Province (Noor et.al., 2021). This area plays a vital role in the fishing industry, particularly in anchovy processing and other fishery products (Putri et.al., 2018; Noor et.al., 2021). Additionally, Pulau Pasaran has abundant natural resources, such as green mussels, groupers, white snappers, as well as mangrove communities that support its ecosystem's sustainability (Noor et.al., 2021). The unique geography of Pulau Pasaran, with easy accessibility via a 200-meter connecting bridge to Bandar Lampung City, makes it a strategic area with great potential for economic development, including in the tourism and culinary sectors (Ali et.al., 2018; Noor, 2015).

Nevertheless, the culinary businesses on Pulau Pasaran remain small-scale (Rahayu, 2020) with service management quality that is yet to be optimized. Most culinary enterprises are run traditionally without adequate training support to enhance service and business management skills. In the era of globalization and increasingly intense business competition, service quality becomes a critical factor in a business's success (Alfiyah, 2023), especially in the tourism and culinary sectors, which heavily rely on customer experience (Tjiptono, 2008). The lack of understanding regarding the importance of excellent service, combined with limited access to resources and external partners, poses major challenges (Rohayatin et.al., 2017), particularly for culinary entrepreneurs on Pulau Pasaran in advancing their businesses.

Culinary business transformation through the implementation of effective service management can be a strategic solution to enhance competitiveness and local economic sustainability (Zai & Budi, 2024), particularly in Pulau Pasaran. Excellent service, which encompasses speed, capability, and hospitality, has the potential to create customer satisfaction and build loyalty, ultimately positively impacting business revenue (Rahmayanty, 2010; Munawar & Ria, 2018; Santoso, 2019; Wicaksono & Krisnawati, 2024). Therefore, it is crucial to enhance the capacity of culinary

entrepreneurs through intensive training, infrastructure development, and active involvement of external partners to transform the culinary industry in this region.

Effective service management is a key element in ensuring the continuity and growth of culinary businesses (Hutapea et.al., 2024). Various studies have shown that service quality has a direct impact on customer satisfaction and loyalty (Fikri et.al., 2016; Wati et.al., 2020; Kristanto, 2022; Putri & Bonifasius, 2022). As the tourism industry grows in Pulau Pasaran, culinary businesses in the area have great potential to thrive, but service management transformation is critical. This transformation is expected not only to increase revenue but also to strengthen the local identity amidst growing competition.

In this context, this study aims to analyze the transformation of culinary businesses on Pulau Pasaran with a focus on the implementation of effective service management. The research will also explore the role of external partners, such as training institutions and the government, in supporting the growth of local culinary businesses. With a comprehensive approach, it is hoped that this study will provide practical recommendations that stakeholders can apply to improve service quality and economic contributions of culinary businesses on Pulau Pasaran. The implementation of modern service management concepts within the traditional culinary business context in Pulau Pasaran, which remains deeply rooted in local business approaches, is particularly explored in this study. The research specifically examines the challenges and opportunities in service management in traditional, local-based culinary businesses, a topic rarely addressed in previous studies. Most of the existing literature focuses more on urban culinary businesses or established large enterprises, while this study highlights the business dynamics in remote areas with limitations such as inadequate infrastructure and human resources.

One of the novel aspects of this research is its emphasis on the importance of integrating digital technology into service management, which remains relatively new for culinary entrepreneurs on Pulau Pasaran. This study highlights the importance of empowering local human resources through training and skill development in providing excellent service. This empowerment not only improves the quality of service received by customers but also positively impacts the local community by opening up more and higher-quality job opportunities.

This research underscores that effective service management in the local culinary sector can support sustainable tourism. By improving service quality, culinary businesses on Pulau Pasaran can provide a better experience for tourists, which in turn will enhance the destination's image and extend the duration of visits. This is highly relevant in the context of community-based tourism promoted by the government. Overall, this study offers a new perspective on transforming local culinary businesses through more effective service management, supported by digital technology and local human resource empowerment. This novelty is expected to contribute significantly to the development of literature in service management, while also providing practical solutions for culinary entrepreneurs in remote areas like Pulau Pasaran.

2. METHOD

The research methodology utilized a participatory, educational, training, mentoring, and evaluation approach involving culinary business actors on Pulau Pasaran. The participatory method was chosen to encourage the active involvement of partners in every stage of the activity. The preparation stage began with analyzing the local community's situation and challenges. The participatory approach involved housewives who play a key role in the operational aspects of the culinary businesses. Initial communication with the business owners revealed three main issues that needed to be addressed: a lack of understanding of effective service management, limited access to quality raw materials, and inadequate waste management practices. This information was used to design more relevant and targeted training sessions.

The training was conducted in stages, with various sessions covering important topics such as service management, the use of environmentally friendly products, and effective waste management. The training was delivered through lectures and discussions, followed by practical simulations to ensure that participants could apply the material presented. Pre-test results showed that participants had a relatively low level of knowledge at the outset, but post-test results indicated a significant increase in their understanding.

After the training, a six-month mentoring phase was conducted to ensure participants could implement the training material in their daily lives and business operations. This mentoring involved regular field visits and ongoing consultations to help business owners resolve any issues that arose during the implementation process. Data from the mentoring phase showed significant improvements in waste management, the use of environmentally friendly products, and customer satisfaction. The evaluation was conducted by measuring the results of pre-tests and post-tests, as well as field monitoring after the activity. Evaluation was done using pre-tests and post-tests to measure the increase in knowledge and skills of the business owners before and after the training. In addition, post-activity

monitoring was carried out to assess the long-term impact of the training and mentoring on the performance of culinary businesses, particularly in terms of customer satisfaction and revenue growth.

The participants in this activity were culinary business owners on Pulau Pasaran, supported by a community service team from the Faculty of Economics and Business at Universitas Lampung. Data was collected through observation, interviews, pre-tests, post-tests, and field monitoring. Data analysis was conducted descriptively by comparing the pre-test and post-test results to assess the participants' knowledge improvement, as well as identifying the effectiveness of service management implementation through field monitoring results. This method was designed to evaluate how well the community service program transformed culinary businesses on Pulau Pasaran through the implementation of more effective service management.

3. RESULTS AND DISCUSSION

The community service activity in the fishing village of Pulau Pasaran, Lampung, has shown significant results in transforming culinary businesses through the implementation of more effective service management. Several phases, such as preparation, training, mentoring, and evaluation, have been conducted with the active participation of the fishing community, particularly housewives. The outcomes achieved at each stage, as well as the impact of the training, can be observed in the following tables.

3.1 Pre-Test and Post-Test Results

Pre-tests and post-tests are commonly used evaluation methods in training activities to measure the extent to which participants' knowledge and skills have improved after completing the program. In this study, the pre-test was conducted before the training to get an initial understanding of the participants' knowledge regarding the various indicators taught, while the post-test was carried out after the training ended to assess whether there was a significant improvement in the aspects covered during the training. Through these two methods, the implementation team could evaluate the effectiveness of the training objectively and quantitatively.

The pre-test and post-test results, processed by the community service team, are presented in the table below, showing the average scores for each assessment indicator, both before and after the training. The indicators measured include understanding of service management, the use of environmentally friendly products, waste management, and the quality of customer service.

Table 1. The pre-test and post-test results of participants' knowledge

Assessment Indicators	Pre-Test (Average)	Post-Test (Average)	Change (%)
Service Management Understanding	50	80	60%
Use of Environmentally Friendly Products	45	75	66.7%
Waste Management	40	70	75%
Customer Service Quality	55	85	54.5%

Source: Processed by the Community Service Team (2024)

The results shown in the table above indicate a significant improvement in participants' knowledge after the training. Each indicator experienced substantial increases, with considerable differences between the average pre-test and post-test scores. The "Service Management Understanding" indicator increased by 60%, from a pre-test average score of 50 to 80 in the post-test. This reflects the success of the training in enhancing participants' understanding of the importance of implementing good service management, which is a key element in the culinary business to improve customer satisfaction.

For the "Use of Environmentally Friendly Products" indicator, knowledge improved by 66.7%. Before the training, participants' understanding of the use of environmentally friendly products scored 45, which increased to 75 after the training. This improvement shows that participants began to realize the importance of using materials that are not only safe for the environment but also enhance the image of their business in the eyes of environmentally-conscious consumers.

The "Waste Management" indicator saw the highest increase, with a rise of 75%, from a pre-test score of 40 to 70 in the post-test. This significant improvement reflects the effectiveness of the training in providing better and more efficient waste management practices. Proper waste management is crucial in culinary businesses, especially in areas like Pulau Pasaran that depend on marine environmental sustainability. Poor waste management can damage the

ecosystem and eventually harm the long-term viability of the business. Therefore, improved understanding in this area is a significant achievement of this training.

Finally, for the "Customer Service Quality" indicator, there was an improvement of 54.5%. Before the training, participants had an average score of 55 in this indicator, which increased to 85 after the training. Customer service quality is critical in the culinary industry, as the customer experience often determines whether they will return or recommend the business to others. The training effectively raised participants' awareness of the importance of excellent service, including friendliness, promptness, and the ability to meet customer needs effectively.

Overall, these results indicate that the training successfully achieved its goals of improving participants' knowledge and skills in managing their culinary businesses more effectively. The improvements across all indicators show that the culinary business operators in Pulau Pasaran are now better equipped to face challenges in terms of service management, environmental sustainability, and day-to-day business operations. The expected transformation from this training is for them to increase the competitiveness of their culinary businesses, not only at the local level but also on a broader scale, by prioritizing quality service and environmentally friendly business practices.

3.1.1 Implementation of Training Materials

Following the training, mentoring was carried out to ensure the implementation of the materials taught. Data on the changes in service management practices before and after the mentoring can be seen in the table below.

Table 2 pre-test and post-test results of changes in service management practices

Indicator	Before Mentoring	After Mentoring	Change
Reduction of Plastic Use	20%	60%	200%
Waste Management	25%	65%	160%
Use of Environmentally Friendly Products	30%	70%	133.3%
Customer Satisfaction	50%	80%	60%

Source: Processed by the Community Service Team (2024)

This table shows a significant improvement in service management practices. Plastic use reduction increased by 200%, and waste management improved by 160%, contributing to a 60% increase in customer satisfaction.

3.1.2 Program Achievement Evaluation

An evaluation was conducted to measure the overall success of the program, which included various aspects of service management and environmental sustainability.

Table 3 Program Achievement Evaluation

Indicator	Before Activity (%)	After Activity (%)	Change (%)
Service Management Understanding	50%	80%	60%
Use of Environmentally Friendly Products	45%	75%	66.7%
Waste Management	40%	70%	75%
Customer Service Quality	55%	85%	54.5%
Plastic Use Reduction	20%	60%	200%
Waste Management	25%	65%	160%
Use of Environmentally Friendly Products	30%	70%	133.3%
Customer Satisfaction	50%	80%	60%

Source: Processed by the Community Service Team (2024)

From this table, it is evident that all indicators experienced significant improvements, showing that the community service activity has successfully enhanced understanding and effective service management practices among culinary business operators in Pulau Pasaran Village.

3.2 Discussion

The implementation of this community service program has demonstrated a substantial impact on the transformation of culinary businesses in Pulau Pasaran. The primary objective of the program, which was to enhance participants' knowledge and skills in effective service management and environmentally-friendly practices, was largely achieved through structured activities, including preparation, training, mentoring, and continuous evaluation.

3.2.1 Increased Knowledge and Awareness

One of the most significant outcomes of the program is the increase in the participants' knowledge, as evidenced by the results of the pre-test and post-test evaluations. The pre-test provided a baseline of the participants' initial understanding of various indicators related to service management, waste management, and the use of environmentally sustainable products. The post-test results indicated a notable increase in the participants' scores across all indicators, with improvements ranging from 54.5% to 75%.

This improvement is particularly noteworthy in the context of the culinary businesses in Pulau Pasaran, where many of the participants, primarily housewives and local entrepreneurs, had limited prior exposure to formal training in business management. The fact that they were able to grasp key concepts related to service quality, customer satisfaction, and environmental sustainability reflects the effectiveness of the training materials and the methods used by the facilitators.

For instance, on the indicator of "Service Management Understanding," the increase from an average score of 50% in the pre-test to 80% in the post-test indicates that the participants gained a deeper understanding of the critical elements of managing a culinary business, such as customer service, operational efficiency, and maintaining high standards of cleanliness and hygiene. These aspects are essential for ensuring the long-term sustainability and competitiveness of their businesses.

3.2.2 Behavioral Changes in Business Practices

Beyond knowledge acquisition, the program also succeeded in fostering behavioral changes in the daily business practices of the participants. The post-training mentoring, which lasted for six months, played a pivotal role in ensuring that the knowledge gained during the training was translated into concrete actions.

The data from the post-mentoring phase shows significant improvements in various areas of business management. The reduction in the use of plastic, for example, increased from 20% to 60%. This shift is particularly important in the context of Pulau Pasaran, which relies heavily on its surrounding marine environment. Reducing plastic waste is crucial not only for preserving the local ecosystem but also for aligning with global trends towards sustainable business practices. The participants' commitment to using environmentally-friendly products and reducing waste reflects their understanding of the long-term benefits of these practices for both their businesses and the environment.

3.2.3 Environmental Impact and Sustainability

The increase in environmentally-friendly practices, particularly in waste management and the use of eco-friendly products, is another critical aspect of the program's success. The post-test results indicated that participants' knowledge of eco-friendly product usage increased by 66.7%, and the management of waste improved by 75%. These numbers are more than just statistics; they represent a tangible shift towards sustainability, which is vital for the survival of the fishing community in Pulau Pasaran.

This transformation in environmental awareness and practice is significant because the culinary businesses in this area are closely linked to the health of the local marine ecosystem. Poor waste management and the excessive use of non-biodegradable materials can harm marine life, reduce the quality of seafood, and ultimately impact the livelihoods of the local fishermen and business owners. By adopting more sustainable practices, the participants are contributing to the preservation of the environment, which in turn supports the long-term viability of their businesses.

3.2.3 Customer Satisfaction and Business Growth

Another area where the program made a substantial impact is in improving the quality of customer service, which is crucial for business growth. The post-test results showed a 54.5% increase in the participants' understanding of customer service quality, while customer satisfaction, measured through post-mentoring surveys, increased by 60%.

Customer service is a key differentiator in the highly competitive culinary industry. Businesses that offer high-quality, friendly, and efficient service are more likely to retain customers and benefit from positive word-of-mouth marketing. The training provided participants with practical tools and techniques for improving their interactions with customers, from greeting guests to handling complaints and ensuring prompt service. These skills are particularly important in Pulau Pasaran, where many businesses rely on repeat customers and local tourism to sustain their operations.

The participants' improved customer service skills, combined with their adoption of environmentally sustainable practices, are likely to enhance the reputation of their businesses. This could attract a broader customer base, including environmentally-conscious consumers who prioritize businesses that align with their values. As the participants continue to implement the lessons learned from the program, they may also see an increase in their customer base and overall business growth.

3.2.4 Challenges and Opportunities for Further Development

While the program has undoubtedly achieved significant success, there were also challenges that need to be addressed for future development. One of the main challenges faced by the participants was access to high-quality, eco-friendly raw materials. In some cases, the participants found it difficult to source sustainable products locally, which limited their ability to fully implement the environmental practices taught during the training. Addressing this issue will require collaboration with local suppliers and perhaps the development of new supply chains that prioritize sustainability.

Additionally, while the program has laid a solid foundation for improving service management and environmental practices, ongoing support and monitoring will be necessary to ensure that these improvements are sustained in the long term. The six-month mentoring period was effective in helping participants apply the lessons they learned, but further follow-up may be required to address any challenges that arise as the participants continue to implement these changes independently.

Another opportunity for further development is the potential expansion of the program to other areas of Pulau Pasaran and beyond. The success of this program suggests that similar initiatives could benefit other communities, particularly those that rely on tourism and small-scale culinary businesses. By expanding the program's reach, more entrepreneurs could benefit from the knowledge and skills needed to improve their business operations and contribute to environmental sustainability.

3.2.5 Long-Term Impact and Sustainability

The long-term impact of this program is likely to be profound. By equipping local business owners with the tools and knowledge needed to improve their service management and adopt sustainable practices, the program has the potential to create lasting change. As these businesses continue to grow and adapt to the changing demands of customers and the environment, they will likely contribute to the overall economic development of Pulau Pasaran.

Furthermore, the program's emphasis on sustainability ensures that these businesses are better positioned to withstand future challenges, such as increased competition or environmental degradation. By reducing their reliance on plastic and improving their waste management practices, the participants are not only protecting the local environment but also aligning their businesses with broader global trends towards sustainability. This alignment with sustainable practices could open up new markets for their products, particularly among environmentally-conscious consumers.

4. CONCLUSION

The community service activity conducted in the fishing village of Pulau Pasaran, Lampung, successfully had a significant positive impact on improving the knowledge and service management practices among culinary business operators, particularly housewives. Through training and mentoring phases, there was an increase in participants' understanding of effective service management, the use of eco-friendly products, and waste management. The data showed a notable improvement in various aspects, such as a 200% reduction in plastic use, a 160% improvement in waste management quality, and a 60% increase in customer satisfaction.

However, some challenges were identified, particularly related to the adoption of new practices, which requires time and further guidance. Nevertheless, the training successfully created positive changes in the operational aspects

of culinary businesses in the village. With increased knowledge and skills in service management, along with environmental awareness, it is hoped that the culinary businesses in Pulau Pasaran Village will become more competitive and sustainable.

The community service team from the Faculty of Economics and Business, University of Lampung, extends its deepest gratitude to all parties who supported the implementation of this activity. Special thanks go to the residents and officials of Pulau Pasaran Village, Lampung, for their extraordinary participation and cooperation during the training and mentoring process. We also express our gratitude to the partners who assisted with venue and logistical facilitation. Lastly, we would like to thank the University of Lampung for providing funding and facilities for this activity. We hope that the outcomes of this activity will bring long-lasting benefits to the community of Pulau Pasaran Village and serve as an inspiration for other regions.

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