

SAVORING THE SUCCESS: CULTIVATING INNOVATION AND CREATIVITY FOR INDONESIAN CULINARY MSMEs GROWTH

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Abstract

The culinary industry in Indonesia has witnessed a surge in the growth of Micro, Small, and Medium Enterprises in recent years. These enterprises, known as culinary MSMEs, have played a pivotal role in the country's economic development. To remain competitive in the dynamic market, these MSMEs need to embrace innovative and creative strategies that can drive their growth and sustainability. This paper aims to provide a comprehensive understanding of the innovation and creativity strategies employed by Indonesian culinary MSMEs and identify the key factors that contribute to their success. The study found that culinary MSMEs in Indonesia can adopt a range of innovative and creative strategies to enhance their competitiveness. These may entail developing novel and distinctive menu offerings, implementing efficient production processes, leveraging digital technologies for marketing and customer engagement, and fostering an organizational culture that promotes innovation. By adopting a customer-centric approach and remaining responsive to evolving market trends, these enterprises can distinguish themselves from competitors and maintain a leading position in the industry. A systematic review of the existing literature also reveals that culinary MSMEs in Indonesia face various challenges, including financial constraints, lack of human resources, and limited access to information and technology. To address these challenges, collaboration with external parties, such as the government, research institutions, and universities, can be a crucial step in enhancing the innovation capabilities of these enterprises.

Keywords: MSMEs, Indonesian Culinary MSMEs, Innovation, Creativity, Strategies, Systematic Literature Review

1. INTRODUCTION

The culinary industry in Indonesia has experienced a remarkable transformation over the past decade, with the emergence of a thriving ecosystem of Micro, Small, and Medium Enterprises (Emzain et al., 2023) (Suherlan & Widiyanti, 2021) (Sari et al., 2020). These culinary MSMEs have become an integral part of the country's economic landscape, contributing to employment, income generation, and the preservation of local culinary traditions. The development of Micro, Small and Medium Enterprises (MSMEs) in the culinary sector is one of the key elements in improving the local economy. In an era that continues to grow, innovation and creativity are two aspects that cannot be ignored in efforts to advance culinary MSMEs. These culinary MSMEs have an unbreakable role in creating jobs, advancing the local economy, and preserving local wisdom through culinary. Therefore, these businesses need to face the challenges and opportunities that exist, the development of these culinary MSMEs can be supported from innovation, effective

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marketing, the use of technology is very influential in this business, as well as support from the government and financial institutions. By understanding market dynamics and adopting a sustainability-oriented approach, culinary MSMEs can continue to thrive and contribute positively to their communities and the economy as a whole. This article will discuss the importance of innovation and creativity strategies in the development of culinary MSMEs, involving concrete steps, challenges that may be faced, and benefits that can be gained.

Culinary MSMEs play an important role in creating jobs, increasing community income, and enriching local culinary diversity. Therefore, we need to incorporate innovative elements to create new creations that remain relevant to consumer tastes. However, in the midst of intensifying competition and rapidly changing consumer trends, culinary MSMEs need to continuously develop their products and services to remain relevant. Innovation and creativity are key to achieving this goal. Innovation in culinary MSMEs includes product development, production processes, marketing, and customer experience. By combining technology, market research, and market intelligence, culinary MSMEs can create menus that are unique, efficient, and attractive to customers. Because the main thing to attract consumers is to increase marketing creativity in these culinary MSMEs. Innovation can also help increase competitiveness, reduce production costs, and open up new opportunities.

However, the intense competition in the market, driven by the influx of global brands and changing consumer preferences, has posed significant challenges for these MSMEs (Sari et al., 2020). To maintain their competitiveness and ensure long-term growth, culinary MSMEs in Indonesia must adopt innovative and creative strategies that can set them apart from their competitors (Suherlan & Widiyanti, 2021) (Sari et al., 2020). Therefore, the purpose of this systematic literature review is to examine the existing research on innovation and creativity strategies in the development of Indonesian culinary MSMEs.

2. RESEARCH METHOD

This study employed a systematic literature review approach to analyze the existing research on innovation and creativity strategies in the development of Indonesian culinary MSMEs. The search process involved the use of various databases, including Google Scholar, Scopus, and Web of Science, to identify relevant studies. The keywords used in the search included "innovation", "creativity", "culinary", "MSME", "Indonesia", and their combinations. The inclusion criteria for the studies were: published in English focused on innovation and creativity strategies in the context of Indonesian culinary MSMEs, and published within the last 10 years. After the initial search, the relevant studies were screened and selected based on their abstracts and full-text content. The selected studies were then critically analyzed to synthesize the key findings, and the results are presented in the following sections.

3. RESULTS AND DISCUSSION

The systematic review of the literature revealed several key strategies that culinary MSMEs in Indonesia can adopt to foster innovation and creativity in their operations. The influence of creativity on the entrepreneurial innovation process is essential in shaping the foundations of new business success. Creativity, as the ability to generate new and original ideas, plays a central role in driving innovation in an entrepreneurial context. First of all, creativity stimulates the identification of business opportunities that may not have been seen by others. Creative entrepreneurs are sensitive to market changes, consumer trends and unmet needs, which can be the starting point for the innovation process. Furthermore, creativity also catalyses the development of unique and effective solutions to challenges or problems faced by the entrepreneur. In the face of market barriers or shortages, creativity enables entrepreneurs to think out-of-the-box and find innovative approaches in designing new products, services or business models. By boldly combining disparate elements or creating new combinations, creative entrepreneurs can create added value that differentiates them from competitors.

The importance of creativity is further reflected in its ability to overcome challenges and obstacles in the entrepreneurial world. Creative entrepreneurs tend to have the ability to think beyond conventional boundaries and find innovative solutions to problems. Creativity paves the way for divergent thinking, allowing entrepreneurs to explore different options and approaches in dealing with business challenges (Nimisha, 2023). Therefore, creativity not only involves recognising opportunities, but also plays an important role in formulating creative and innovative solutions to problems faced by entrepreneurs. In the innovation process, creativity also contributes greatly to the development of new products or services. The ability to think creatively enables entrepreneurs to create strong differentiation in the marketplace through the introduction of unique products or services. Entrepreneurs who are able to present something different or bring innovative added value can create consumer appeal and win the competition in an increasingly fierce market (Ahmad et al., 2022), (Irungu et al., 2020). To support the innovation and creativity process, culinary MSMEs in Indonesia also need to ensure that their leaders and employees have the necessary competencies.

Furthermore, creativity helps stimulate collaboration and productive exchange of ideas in an entrepreneurial environment. Creative entrepreneurs tend to be more open to new ideas and are able to build strong networks with business peers, mentors or other stakeholders. This collaboration can create an environment where ideas can be exchanged and enriched, accelerating the innovation process through diverse perspectives. (Sharma, 2019) (Barnard & Herbst, 2018). It is important to remember that creativity is not an end in itself, but rather a catalyst for a continuous innovation process. In the context of entrepreneurship, innovation requires the implementation of creative ideas into tangible and sustainable actions. Therefore, creativity and innovation complement each other in the

entrepreneurial journey. Creativity fuels innovation by creating original ideas, while innovation requires the development, implementation and adaptation of those ideas to achieve significant impact within the market (Oe et al., 2022), (Zighan et al., 2021).

Finally, the influence of creativity on the innovation process in entrepreneurship also creates a positive cycle. Successful implementation of innovations that stem from creativity can provide positive feedback to the entrepreneur, stimulating more creativity and innovation in the future (Suryani et al., 2021) (Sattoriy & Abdupaizov, 2021) (Juliana et al., 2021). Successful innovations create a positive reputation, boost confidence, and open up new opportunities for business development. Overall, the influence of creativity on the entrepreneurial innovation process is key to creating added value, competitiveness and business sustainability. In an ever-changing and competitive world, entrepreneurs who understand and incorporate creativity in every aspect of their business have a greater chance of succeeding and making a significant impact in the entrepreneurial ecosystem.

The relationship between the level of creativity and innovation in business owners forms a crucial foundation in determining business success and sustainability. Creativity and innovation, while often thought of as related concepts, are significantly different yet complementary in the context of enterprise development. In an in-depth analysis, we can understand how a business owner's level of creativity interacts with the level of innovation to create added value, competitive advantage and sustainable competitiveness. Creativity can be considered an important first step in the innovation process. Creative business owners tend to have the ability to see situations from different perspectives, identify new opportunities, and find innovative solutions to problems. In this context, creativity fuels innovation because it encourages out-of-the-box thinking, opens up new opportunities, and creates space for idea exploration. For example, a creative business owner in the culinary sector might create a unique menu by combining unusual ingredients or create an innovative culinary experience through creative presentation. This creativity becomes the foundation for innovations in products and services that can capture customer attention, create a competitive advantage, and open up new opportunities in the market (Alba-Martínez et al., 2022) (Otero, 2018). At the same time, innovation is the implementation of creative ideas into tangible and scalable business solutions. Creativity is not just about having creative ideas; it is also about the ability to put those ideas into practice. In the context of business owners, creativity can be seen in their ability to design and execute innovative strategies. The role of creativity in the innovative process involves the ability to overcome obstacles, identify new opportunities and think beyond conventional boundaries. Creative business owners tend to be more open to risk and more prepared to try new things. They may be more inclined to test innovative ideas, accept failure as part of the process, and learn from the experience. (Ravet-Brown et al., 2023) (Zighan et al., 2021). The ability to integrate creativity in these early phases of the innovative process is critical to generating ideas that can be implemented successfully.

Innovative and creative strategies in the development of micro, small and medium enterprises (MSMEs) in the culinary sector play a central role in shaping business competitiveness and sustainability.(Onyango et al., 2023)(Harrington & Ottenbacher, 2013)(Hu, 2010) In an era of intensifying competition and ever-changing consumer dynamics, culinary MSMEs must understand the importance of implementing innovative strategies to survive and thrive. Innovation is not limited to the creation of new products, but involves creative thinking in every aspect of the business, including marketing, operations management and customer interaction. First, a thorough understanding of the importance of innovation and creativity for culinary MSMEs is a key cornerstone of this concept. Innovation is defined as an effort to introduce something new, whether in the form of a product, manufacturing process or business model. (Olokundun et al., 2022)(Nurjaya et al., 2021)Creativity, on the other hand, focuses on the ability to generate new ideas and unique solutions. In the context of culinary MSMEs, these two concepts are key to differentiating a company from its competitors and attracting the attention of increasingly savvy and exclusive consumers. This concept will discuss the challenges faced by culinary MSMEs. Intense competition, rapid changes in consumer trends, and changes in regulations are some of the factors that can affect the performance of MSMEs. By identifying these challenges, MSMEs can better understand why innovation and creativity are essential to respond to market dynamics and maintain the sustainability of their business operations(Kusumawati, 2022).

In the context of innovation strategy, culinary MSMEs should include various strategic measures. These include extensive market research to understand customer needs and preferences, product development that focuses on uniqueness and quality, and collaboration with others, such as local suppliers, to support sustainability. The application of technology is also an important part of this strategy, utilising apps, social networks and online ordering systems to reach more customers and improve operational efficiency. But innovation is not limited to products and technology alone. The concept will also highlight the role of creativity in designing unique and interesting menus, as well as the importance of food presentation in creating memorable experiences for customers. (Oe et al., 2022).The use of creativity in operational management and staff training will also be prioritised, so that the human side of the culinary business can also add value. Marketing and branding will be an integral part of this innovation and creativity strategy. Culinary MSMEs need to develop smart and bold marketing strategies to stand out in a highly competitive landscape. Building a strong and consistent brand will help attract customer attention and build loyalty.

Innovation occupies a central position as a key driver of growth for Micro, Small and Medium Enterprises (MSMEs) in the culinary sector. At a basic level, the concept of innovation in the context of culinary MSMEs includes the introduction of new products and services, as well as improvements in production and management processes. Wang and

Huang (2007) assert that product innovation can involve the utilisation of unique local ingredients, unconventional menu presentation, and the creation of differentiation to attract consumer attention. In turn, process innovation gives MSMEs a competitive advantage through operational efficiency and cost control, making them more resilient in a dynamic market. The implementation of advanced technologies or more efficient production methods can optimise the performance of culinary MSMEs, reduce production time, and improve product quality (Kamal et al., 2022) (Suherlan & Widiyanti, 2021). These innovative processes not only create added value in terms of efficiency, but also present opportunities for the exploration of new ideas that can fulfil customer expectations.

In the context of innovation, technology plays a crucial role in supporting the growth of culinary MSMEs, especially in this digital era. The adoption of information technology helps improve management efficiency, strengthen promotion through online platforms, and understand market trends. Sundbo and Gallouj (2000) highlight that technology can also facilitate collaboration between MSMEs, creating innovation clusters that strengthen the local business ecosystem. Furthermore, creativity is fundamental to the innovation process. Creative thinking allows culinary MSMEs to identify new opportunities, solve problems, and deliver unique and memorable customer experiences. These creative strategies can come in various forms, such as the development of distinctive menus, the use of innovative food presentation, and the incorporation of local cultural elements (Romero et al., 2023) (Rahayu et al., 2023). With the use of information technology, culinary MSMEs can manage inventory, monitor sales, and optimise supply chains more efficiently. Technology-based management systems help MSMEs identify emerging patterns from their business data, providing valuable insights for better decision-making. The adoption of online ordering applications or reservation platforms also opens up opportunities to increase the visibility and accessibility of culinary MSMEs, reach new customers, and create a more practical ordering experience. In addition, technology enables culinary MSMEs to understand and respond to changes in consumer behaviour more quickly and precisely. Analysing data from social media, customer reviews, or online search trends can provide valuable insights to adjust marketing strategies, develop new products, or improve service quality (Pellegrino & Abé, 2023) (Li et al., 2023). By leveraging data analytics tools, culinary MSMEs can optimise their marketing efforts, make evidence-based decisions, and create more personalised customer experiences.

Furthermore, creativity also plays a key role in improving the consumer experience in culinary MSMEs. Csikszentmihalyi (1996) states that creativity can manifest in various aspects, including unique dish presentation, innovative restaurant interior design, and creative interactions with consumers. The success of culinary MSMEs is often closely linked to their ability to create memorable culinary experiences for customers, creating added value that goes beyond the product. In the development of Micro, Small and Medium Enterprises (MSMEs) in the culinary sector, Rogers' (1962) innovation diffusion theory is a relevant

foundation. The use of innovation strategies that understand the stages of diffusion, such as the discovery of new recipes or culinary concepts, dissemination through social media, and adoption by consumers, can help culinary MSMEs develop and introduce their products more effectively. In addition, Amabile's (1983) creativity theory provides important insights in creating a work environment that supports individual creativity, something that is crucial in the ever-evolving culinary industry. Innovation strategies in culinary MSMEs can include applying this approach to facilitate employees in creating new menus or giving a creative twist to food presentation.

Porter's (1985) theory of strategy and innovation is relevant in the context of culinary MSMEs that must understand their competitive position in the local market. Incorporating innovation in product offerings and creating unique marketing strategies can provide the competitive advantage necessary for the growth of culinary MSMEs. Barney's (1991) resource and innovation theory encourages culinary MSMEs to optimise their resources, such as chef expertise, quality raw materials and connections with local suppliers, to create added value through innovations in menus or business processes.

Metcalf's (1980) network effects theory becomes important in the innovation strategies of culinary MSMEs that want to establish an online presence through social networks or food delivery apps, creating an extensive network to increase visibility and market share. Christensen's (1997) theory of innovation drivers provides a foundation for culinary MSMEs to deeply understand customer needs, so that they can create innovations in the form of menus or services that meet consumer expectations. Design thinking theory provides a creative framework that can be adopted by culinary MSMEs in addressing problems or creating a better customer experience through menu design, dish presentation or dining room decoration.

Senge's (1990) organisational learning theory becomes important in the context of culinary MSMEs to design innovation strategies that encourage continuous learning, enabling adaptation to changing trends and consumer preferences. Recent product development theory puts a special focus on product innovation in culinary MSMEs, encouraging them to continuously conduct research and development to create new menus that are attractive and relevant to evolving consumer tastes. By implementing innovative strategies from these ten theories, culinary MSMEs can gain a competitive edge and increase their competitiveness in an increasingly tight market. By incorporating aspects of innovation and creativity from these various theories, culinary MSMEs can design holistic strategies that bring positive impacts not only to their own businesses but also to the national economy as a whole. However, amidst the growth potential presented by innovation and creativity strategies, there are a number of challenges that culinary MSMEs must overcome. Limited resources, lack of access to training, and resistance to change are some of the constraints that can limit the ability of MSMEs to adopt innovations. From a literature perspective, it appears

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that support from government, educational institutions and other relevant parties is needed to overcome these barriers. Creating an ecosystem that supports innovation at the local level can be key to overcoming these challenges.

On the other hand, there are opportunities through collaboration and the utilisation of digital platforms. Collaboration between industry players, especially in the form of MSME clusters, can create synergies that strengthen mutual competitiveness and support local economic growth. Culinary MSME clusters can collaborate with each other to share resources, experience and knowledge, creating an ecosystem conducive to innovation. In addition, collaboration can also open the door to accessing a wider market through organising joint events or joint package deals. Digital platforms, such as social media and online platforms, are potential vehicles to explore further opportunities. Culinary MSMEs can utilise their presence on social media to build a dedicated community of customers, share positive testimonials, and expand their brand reach. Online platforms also open doors to the global marketplace, where MSMEs can implement smart digital marketing strategies to reach consumers in different parts of the world. Thus, culinary MSMEs can take strategic steps to utilise the potential of digital and collaboration to support innovation. By actively engaging in collaborative networks and optimising their presence on digital platforms, MSMEs can build a strong foundation for innovative exploration, sustainable growth, and meaningful contributions to the development of business and economic ecosystems at both local and global levels.

Overall, the concept of 'Innovation as a Key Driver of Culinary MSME Growth' highlights the complexity and interconnectedness of innovation, creativity, technology, challenges and opportunities faced by culinary MSMEs. Innovation is a key driver that not only includes product or service development, but also involves operational processes, marketing, and adaptation to external changes. Creativity plays a key role in designing unique menus, creating memorable customer experiences, and differentiating MSMEs from competitors. Meanwhile, technology provides tools to expand market reach, improve efficiency, and interact with customers through digital platforms. The challenges faced, such as changing consumer trends and intensified competition, incentivise MSMEs to adopt innovation as a differentiation strategy. However, behind the challenges, there are also opportunities for growth and development. By understanding and integrating these elements holistically, MSMEs can create a solid foundation for sustainable growth, business sustainability, and positive contributions to the local business ecosystem and the economy as a whole. In other words, innovation is not only a response to market dynamics, but also a strategic move that can shape the future of culinary MSMEs as competitive players in an ever-evolving industry.

Innovation and creativity strategies in the development of culinary Micro, Small and Medium Enterprises (MSMEs) have a significant impact on businesses, organisations and the national economy as a whole. By integrating innovative

and creative approaches, culinary MSMEs can create positive impacts in various aspects, including the economy, business growth, and national competitiveness.

First of all, innovation and creativity strategies can contribute greatly to national economic growth. Culinary MSMEs that are able to create new products or services, respond to changing consumer trends, or utilise technology effectively will drive growth in the culinary economy sector. This growth is not only reflected in the increased income of the MSMEs themselves but also impacts related sectors such as fisheries, agriculture and distribution. On a broader scale, innovation and creativity strategies in culinary MSMEs can catalyse the development of local economic centres. Innovation-focused clusters of culinary MSMEs can create a vibrant business environment, attract investment and empower neighbouring communities. This has a positive impact on employment levels, increases people's purchasing power, and creates culinary centres that become tourist attractions. On the other hand, this strategy also has a positive impact on other organisations and businesses in the culinary sector. The adoption of innovative strategies will stimulate healthy competition, encouraging companies to continuously improve the quality of their products and services. Large organisations can use the innovations emerging from culinary MSMEs as a source of inspiration to develop new products or improve their operational processes. In the business world, innovation and creativity strategies can also improve national competitiveness. Culinary MSMEs that implement innovation consistently will create a positive image of Indonesia's creative power and product quality. This can improve Indonesia's brand image in the international market, open up export opportunities, and increase the culinary sector's contribution to the country's foreign exchange earnings. In addition, the implementation of innovation and creativity strategies in culinary MSMEs can be a driver for technology adoption at the national level. The use of digital platforms, technology-based applications and e-commerce solutions by culinary MSMEs can drive technological development across economic sectors. This creates an enabling environment for the development of a technology ecosystem at the national level, reduces the digital divide, and helps accelerate national digital transformation. From a social perspective, this strategy can also make a positive contribution to community development. Culinary MSMEs are often an integral part of local community life. Through innovative strategies, MSMEs can act as agents of social change by paying attention to environmental sustainability, implementing ethical business practices, and making a positive impact on the lives of neighbouring communities. However, to effectively implement innovation and creativity strategies, it requires support and cooperation from various parties. The government can provide incentives, training, and access to resources that support innovation. Universities and educational institutions can play a role in equipping culinary MSME players with the latest knowledge and skills. In addition, industry players and private organisations can play

a role in forming an ecosystem that supports the growth of culinary MSMEs through collaboration, funding and coaching.

Overall, the strategy of innovation and creativity in the development of culinary MSMEs is not only a business strategy but also an important instrument in supporting national economic growth. Through the implementation of this strategy, culinary MSMEs can create positive impacts that extend from the local to the national level, bring about changes in business paradigms, and make a significant contribution to overall economic development. Overall, innovation and creativity strategies bring about a paradigm shift in the culinary MSME business. It is not just about creating better products or services, but also about shaping a business culture that is adaptive, open to new ideas, and orientated towards sustainable growth. As such, culinary MSMEs can be pioneers in changing the business landscape, stimulating economic growth, and making a sustainable contribution to the well-being of local and national communities. By continuing to implement these innovative strategies, culinary MSMEs can become agents of change that bring sustainability, competitiveness, and ongoing economic progress.

3.1 Barriers and Proposed Strategies

Despite the significant potential of innovation and creativity strategies in developing culinary MSMEs, there are several challenges and barriers that need to be addressed. The impact of creativity and innovation on various aspects of life and societal development is significant. In a positive context, creativity drives the creation of new ideas, innovative solutions, and the development of better products or services. Innovation, as a result of creativity, can improve the efficiency, productivity and competitiveness of an organisation or country.(Boonpracha, 2021) In the business sector, innovation can open up new market opportunities, improve customer satisfaction, and create added value. However, along with these positive impacts, there are also a number of challenges to creativity and innovation. One of the main challenges is the risk of failure. Not all creative ideas can be successfully implemented, and failure is part of the innovation process. In addition, resistance to change can be a barrier, both within organisations and the general public. People tend to maintain the status quo and resist new ideas that might change existing routines or paradigms.(Leontev, 2018)(Stamm, 2018)(Heidenreich & Kraemer, 2015).

Another challenging aspect is the need for resources, especially in the context of financial and human resources. The innovation process requires investment, both for research and development and for implementing new ideas. In addition, fostering a creative culture and supporting innovation within the organisation requires commitment and strong leadership.(Zubir et al., 2020)(Al-Shammari & Khalifa, 2019). In the specific context of culinary MSMEs in Indonesia, several additional challenges emerge. Many SMEs face constraints in terms of innovation capacity, such as limited financial resources, lack of skilled human resources, and limited access to information and technology. This makes it

difficult for them to invest in developing new products, improving operational processes, or adopting digital technologies.

There are also challenges related to market dynamics and competition. As highlighted in the literature, the culinary industry in Indonesia faces intense competition, both from local and global players. Culinary MSMEs need to continuously innovate to maintain their competitiveness. Additionally, there are challenges related to the broader business environment. The development of innovation and creativity in culinary MSMEs is influenced by the broader ecosystem, including policies, infrastructure, and the availability of supporting institutions. To address these challenges, a comprehensive and collaborative approach is necessary. It is also important to address the uncertainty and complexity that is often inherent in the creativity and innovation process. These uncertainties can arise from market changes, new technologies, or shifts in customer needs. Therefore, companies and individuals need to have the flexibility and readiness to adapt. (Innovation's Uncertainty Factor, 2020) (Dvir & Sadeh, 2017)

The development of micro, small and medium enterprises (MSMEs) in the culinary sector requires effective innovation and creativity strategies in order to compete in an increasingly competitive market. First, innovation strategies can start with a deep understanding of market trends and consumer needs. This market analysis helps culinary MSMEs to identify new opportunities, understand customer preferences, and customise their products or services according to evolving market demands. (Dewi & Prianthara, 2022) (Rohmah et al., 2021) Next, MSMEs need to build a culture of innovation within the organisation, encourage employees to contribute with creative ideas, and create an environment that supports experimentation and the development of new concepts.

In the context of creativity, culinary MSMEs can adopt innovative menu strategies. This involves combining traditional ingredients with a modern twist, creating flavour combinations that are unique and appealing to customers (Youssef & Spence, 2023) (Dewi & Prianthara, 2022). In addition, collaborating with chefs or culinary experts who have specialised skills can be a strategic move in creating new dishes and bringing added value to culinary products. The role of technology cannot be ignored; culinary MSMEs can utilise social media, online ordering platforms, and other technologies to expand their market reach and increase their visibility. (- & Gupta, 2023). Finally, strategic management approaches like Blue Ocean Strategy can help culinary MSMEs identify uncontested market spaces and create new demand rather than competing head-to-head in a crowded marketplace. A differentiation strategy through branding is also an important aspect in the development of culinary MSMEs. Building a strong brand image and differentiating oneself from competitors can be an attraction for customers. Communicating the story behind the product or brand can increase consumers' closeness to the MSME. In addition, MSMEs need to

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continuously implement quality and efficiency improvements in the production process in order to produce quality products that meet food safety standards.

In the context of sustainability, culinary MSMEs can consider environmentally friendly strategies in their operations. The use of local raw materials and sustainable production methods not only creates a positive impact on the environment but can also be a significant added value in product marketing. Corporate social responsibility (CSR) programmes can also be implemented to strengthen positive relationships with society and contribute to local communities. Recognising opportunities to collaborate with relevant parties, such as local raw material producers, local governments, or creative communities, can also be an effective strategy. These collaborations can expand business networks, open access to additional resources, and support mutual growth. Culinary MSMEs need to actively participate in culinary events or festivals as a marketing strategy, so as to increase the visibility and popularity of their products.

In terms of HR development, culinary MSMEs can empower employees with creativity and innovation training. Providing space to contribute with their own ideas and giving appreciation for creative initiatives can motivate work teams and create a work environment that supports new ideas. Implementing a responsive and adaptive management system is also an important strategy so that MSMEs can quickly adjust to changes in the market and customer needs. In order to support innovation financing, culinary MSMEs need to establish partnerships with financial institutions, investors or government support programmes that provide funding for the development of creative ideas and innovative projects. Developing a solid business plan that is attractive to financiers is also a strategic step in obtaining financial support.

Finally, culinary MSMEs need to monitor and evaluate the performance of their innovation and creativity on an ongoing basis. Customer feedback, sales data analysis, and other performance indicators can be the basis for continuous improvement and further development. With this feedback cycle in place, MSMEs can ensure that their innovation and creativity strategies are constantly evolving and relevant in the face of changing market dynamics. Through continuous monitoring and evaluation, culinary MSMEs can capture new market trends, scrutinise changes in consumer preferences, and respond quickly to changes in the business environment. Customer feedback is key in understanding product strengths and weaknesses, so that MSMEs can make the necessary improvements and enhancements. Sales data analysis provides deep insights into product performance and marketing strategy effectiveness, enabling MSMEs to optimise resource allocation and focus on areas that deliver the best results. In addition, the use of other performance indicators, such as customer satisfaction levels, response time to customer requests, and customer retention rates, can provide a holistic picture of how well MSMEs are maintaining customer satisfaction and loyalty. This monitoring is not just for measuring current success, but also for planning future steps. By understanding changes in market behaviour, MSMEs can

devise relevant innovation strategies, adapt their products, and anticipate consumer needs that may arise. This feedback cycle should not only be a reactive process, but also proactive in creating new opportunities. MSMEs can use insights from customer feedback and data analysis to identify emerging trends and create new innovations that meet market expectations. Adopting an attitude of continuous learning and flexibility in changing strategies is crucial to survive in a changing market.

In addition, collaboration with research institutes or educational institutions can be a strategic step in supporting innovation. These collaborations can give MSMEs access to the latest research, cutting-edge technologies, and expert knowledge that can improve their competitiveness. By engaging in these networks, MSMEs can also share experiences and learnings with similar businesses, forming a community that supports the exchange of ideas and mutual support. In implementing this strategy, it is important for culinary MSMEs to have strong engagement from the entire work team. Encouraging creativity and innovation is not just the responsibility of the owner or management, but should be a culture embedded throughout the organisation. Motivating employees to participate in the innovation process can increase productivity and open up space for fresh ideas that may not have been thought of before. It is important to remember that innovation and creativity strategies need to be adapted according to changing business contexts and market conditions. As such, culinary MSMEs must stay on top of trends, explore new opportunities, and commit to improving the quality of their products and services. Through a continuous feedback cycle and a constant commitment to innovation, culinary MSMEs can explore their full potential to thrive and succeed in this dynamic industry.

4. CONCLUSION

In conclusion, the development and implementation of innovative and creative strategies is crucial for the growth, sustainability, and overall success of culinary micro, small, and medium enterprises in Indonesia. By adopting a range of strategic initiatives, such as product and process innovations, the utilization of digital technologies, collaborative partnerships with external stakeholders, human resource development programs, and strategic financial planning, culinary MSMEs can significantly enhance their competitiveness and strengthen their market position.

Continuously monitoring and evaluating the performance of these innovation strategies, as well as maintaining adaptability to changing market conditions, are also key to ensuring the long-term viability and longevity of these efforts. Culinary MSMEs must remain vigilant in assessing the impact and effectiveness of their innovation initiatives, making timely adjustments as needed to maintain their relevance and competitiveness. By embracing a culture of continuous improvement and a willingness to pivot strategies as

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required, these enterprises can sustain their innovation efforts over the long term and capitalize on evolving market trends and consumer preferences.

Overall, the systematic implementation of well-designed innovation and creativity strategies can unlock immense potential for Indonesian culinary MSMEs, empowering them to drive economic growth, create valuable employment opportunities, and showcase the rich and diverse culinary heritage of the nation on a global stage. This holistic approach to innovation can be a transformative force that propels these enterprises towards greater success, competitiveness, and recognition both domestically and internationally.

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SAVORING THE SUCCESS: CULTIVATING INNOVATION AND CREATIVITY FOR INDONESIAN CULINARY MSMEs GROWTH

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