



STRATEGY OF BALINESE FOOD AS A SIGNATURE DISH AT 5 STAR HOTEL IN UBUD BALI

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Abstract—The study entitled "Strategy of Balinese Local Food as a Signature dish at 5 Star Hotels in Ubud Bali" aims to identify Balinese local food that sell in the hotel in Ubud as well as strategies of Balinese local food as a signature dish at 5 star hotels in Ubud Bali. This research is a combination of quantitative and qualitative research where data collection is done by questionnaires, interviews and documentation. The research location is in Ubud, Bali. The determination of the respondents was carried out by purposive sampling and using the SWOT analysis technique. After analyzing the data obtained using the IFAS and IFAS matrices then the total score are entered into IE matrix to know the current position of the local food as the signature dish. After that the strengths and weaknesses as well as opportunities and threats are entered into the SWOT matrix so that alternative strategies can be formulated, namely SO, WO, ST and WT strategies. *The results of this research show that the strength factor is found in; Using recipes passed down from generation to generation, the quality of the taste of food is maintained, traditional processing methods, using ingredients from local Balinese sources, slightly engineered in manufacturing, abundant and sustainable raw materials available, while the weakness is that many food presentation doesn't maintains the traditional way and a variety of local food sold still little and there are no special local food outlets available. While the opportunity component includes strong national and global economic conditions. Bali has very varied local food for products in restaurants, abundant natural resources as local food ingredients, The role of the community in preserving local food, the tendency of tourists to try regional specialties visited, government programs to elevate local food prestige to world level, policies government in handling local food, advances in information technology, advances in transportation technology, there are restaurants selling similar products in the Ubud area. Meanwhile, the threat factor is that foreign food products are offered more. Based on the results of the SWOT analysis, alternative strategies that can be developed are as follows: SO strategy is a strategy to promote local Balinese specialties as a regional characteristic, ST strategy is to add more local food variations. WO Strategy: develop traditional local food outlet and WT strategy: providing training / upgrading skills regarding to make it as a signature dish*
Keywords: Local specialties, signature dish, Strategy, SWOT

I. Introduction

Bali is one of the famous tourist destinations in Indonesia with various attractions. Based on the annual Travelers' Choice Award for Destinations held by TripAdvisor, Bali Island has been named the second most popular destination in the world in 2023, surpassing London in third place and Paris in fifth place (Kemendikbud Press Release, 2023). One of the places in Bali which is famous for tourists is Ubud. Ubud is a tourism area located in Gianyar regency. Besides having natural beauty, Ubud is also famous for its cultural tourism. There are many activities that tourists can do while staying in the Ubud area, one of them is trying Balinese local food. Typical food usually leads to traditional food which exists only in that area. Eating is a primary human need, so a visit to a restaurant tends to be a must. Local specialties or traditional food according to Lestari (2018) are food products that are made traditionally from an area where the manufacturing process is carried out using simple equipment. Local food is a hallmark of the area where the restaurant is located and becomes the identity of the community group where food originates and can be used as a means of unifying the nation and building a sense of love for the homeland (Xiaomin (2017). Nowadays many hotels including five star hotels serve local food, however, the food cannot yet become an icon or characteristic for the restaurant in the hotel due to the uniqueness of the traditional food served. Dishes made by a chef using the right ingredients in the Chef's heart will usually be a characteristic and can be is the main reason for someone to visit the restaurant, this is usually called a signature dish (Watanabe, 2018). Signature dishes can be said to be dishes that are a mainstay and can make a restaurant or chef have a name. However, from the results of observations, local food at restaurants in a five-star hotel in Ubud cannot be a mainstay, it can be seen that the local specialties offered are not too many in addition to most of the food ordered by tourists is food from their country or other foods that are well known internationally. To become a mainstay of cuisine, it is necessary to develop a strategy for traditional food sold in hotels in Ubud. The aims of this research are 1) to identify local food sold at five-star hotels in Ubud Bali, 2) to develop strategies for local Balinese food to become signature dishes at 5-star hotels in the Ubud area of Bali. Ubud was chosen as the research location because this area has become the most famous destination for tourists with its very thick arts and culture and Ubud, in this case Gianyar, remains consistent in maintaining local food to be sold and promoted by restaurants in the area.

II Research Method

This study uses two types of data, namely quantitative data, especially in terms of calculations, weights, ratings, and scores from external and internal indicators of local specialties. While the qualitative data is in the form of internal strengths and weaknesses, as well as external opportunities and threats which are presented descriptively. According to Sugiyono (2018), data collection techniques consist of observation, interviews, questionnaires and documentation. By distributing the questioner the respondent will give the score and to be further described using words both in identifying and in developing strategies. The sample was determined by quota sampling where the selected hotels were randomly selected as much as 30% of the number of five-star hotels in Ubud. Meanwhile, the determination of respondents was carried out using a purposive sampling technique, namely people who were considered to know the problem, namely the chefs from each hotel. The data obtained from the questionnaire were then analyzed using the IFAS and EFAS matrices so that the internal strengths and weaknesses and external opportunities and threats factors of Balinese specialties were known. The total score obtained from the IFAS and EFAS matrices is then entered into the IE matrix so that the position of the typical Balinese food as the current signature dish is known to its internal and external factors. To obtain alternative strategies, the internal strengths and weaknesses as well as external opportunities and threats will be entered into the available columns in the SWOT matrix so that strategies can be formulated, namely SO, WO, ST and WT strategies. Assessment of each indicator by respondents was carried out using a Likert scale.

III Finding and Discussion

1. Local Balinese specialties sold in five-star hotels in Ubud Bali

Balinese special food has become known since Hinduism entered Bali, which is a tradition that has been passed down from generation to generation. Typical food from an area can become a cultural identity for that area because its existence is part of the culture of the community local. Local or traditional Balinese food can not only be found in roadside stalls but has also entered hotels, including five-star hotels. Utilizing local food and beverages for social, cultural and economic interests is a form of preserving traditional food. Accordance to Permendikbud No. 10 of 2014 concerning guidelines for preserving traditions. The use of local food in hotels is to introduce local culture and preserve local food so it doesn't disappear. The following types of local food were obtained from interviews with 5-star hotels in the Ubud area, as follows:

a. Mixed Rice

One type of traditional / local Balinese food sold at the hotel's restaurant is mixed rice, which has a delicious and savory taste. From the observations, it was found that Nasi Campur consists of a mixture of rice with various kinds of side dishes consisting of chicken, boiled eggs, vegetables, satay lilit which are generally made from fish or chicken. The chicken side dish can be grilled chicken with Balinese spices or shredded chicken

b. Bongkot fried rice

Fried rice originally came from China, but has become a favorite food in Indonesia. This is the reason hotels use fried rice as local food which is cooked by adding local spices. As was done by the Sanctoo hotel which has combined the manufacture of fried rice with bongkot. Bongkot often referred to as kecombrang is a plant that can be found throughout Indonesia. In Bali it is called Bongkot which is usually used as a traditional Balinese chili sauce with a delicious taste.

c. Fried Duck

Fried duck is sold in places to eat in Bali, including in hotels in Ubud. Fried duck is a traditional Balinese food because it uses Balinese spices in its processing. The fried duck before being fried is seasoned with Balinese genep spices. It is usually served with white rice and urab vegetables accompanied by chili sauce, from matah sauce to tomato sauce. Duck food sold in Ubud uses local ingredients in the form of ducks that are raised in livestock in Ubud. And the traditional Balinese seasoning is genep spices. This type of food is a very popular food.

d. Timbungan Duck

Timbungan duck is a traditional Balinese food where the processing is using bamboo and traditional Balinese spices. Processing of this type of food is becoming scarce, but some hotels still continue to process it in the traditional style, namely cooking using bamboo. The duck is served with rice, urab vegetables and chili sauce

e. Satay

The famous traditional Balinese satay is satay lilit. Satay lilit is satay made from minced chicken, fish, pork or beef mixed with grated coconut and Balinese seasoning in the form of shallots, pepper and lime juice and then wrapped around a skewer made of bamboo. Unlike satay in general which uses sharp bamboo to pierce the meat, satay lilit uses wide, flat bamboo or lemongrass stalks to wrap around the meat mixture.

f. Betutu chicken

Ayam betutu or Betutu Chicken is a typical Balinese food with a distinctive and unique taste with Balinese spices, namely genep base spices, and the presentation is also accompanied by cassava leaf vegetables.

f. Grouper fish with Balinese seasoning

Grouper fish is one of the many fish in Indonesian waters. Grouper fish has a high price and a good taste. As a traditional Balinese food, the processing of grouper fish uses traditional Balinese spices and processing. The Balinese seasoning is a complete seasoning which is the basic seasoning for all types of Balinese food which can be added with other ingredients for different types of food.

2. Strategies of local Balinese food as signature dishes at 5-star hotels in Ubud, Bali

Before developing a strategy using the SWOT matrix, the first step to take is to analyze internal and external factor data that have been assessed by respondents so that internal strengths and weaknesses are obtained using the IFAS matrix and opportunities and threats using the EFAS matrix. The total score in the IFAS matrix and EFAS matrix will be included in the IE matrix so that the position of the local Balinese food to its internal and external factors is known. Furthermore, internal strengths and weaknesses as well as external opportunities and threats are entered in the columns contained in the SWOT matrix so that alternative strategies can be made.

a. Analysis of Strengths and Weaknesses of Local Balinese Food as a Signature Dish in 5-star hotels in Ubud Bali

Based on the results of the assessment given by respondents, it was found that from internal environmental factors, indicators with a value range of 1-2.5 were said to be weaknesses and a value range of more than 2.5 was said to be strengths. The strengths and weaknesses of local Balinese specialties to become a mainstay or signature dish are as follows. They could be seen in table 3.1. There are ten existing indicators, there are three stated as weaknesses, namely the lack of variety of local food sold and the absence of outlet specialties that sell local Balinese food, and Food serving maintains traditional methods.

Even though Bali has many types of traditional food, there are still not enough types of it sold in hotels, and it is not sold in specialized outlets. Likewise, in terms of presentation, most of them use modern equipment, although some still use leaves as a base. The use of modern equipment in serving is intended to ensure the cleanliness and health of food presentation. For the other seven indicators are the strength of local Balinese food. They are: 1) Using hereditary recipes. Each local specialty food has its own recipe which has been passed down from the ancestors and this is still used to preserve the local specialty food, 2) The taste quality of the food is maintained. Each region has food with a distinctive taste that is different from other regional foods, 3) Using materials from local Balinese sources. Serving local food will use ingredients that are widely available in the area, 4) Traditional ways of processing. Some typical Balinese food will be cooked in the traditional way, such as cooking *timbangan* duck or chicken, cooked using bamboo. 5) The product still characterizes local Balinese food. Local food is usually easy to recognize because of both appearance and taste,

**Tabel 1. Matrik IFAS
(Internal Strategic Factors Analysis Summary)**

Internal Factors and Indicators	Bobot (%)	Rating	Score
(1)	(2)	(3)	(4)
Local Typical Food			
Using hereditary recipes	0,1	3,83	0,41
The quality of food taste is maintained	0,1	3	0,232
Serving food maintains the traditional way	0,09	2,5	0,22
Using materials from local sources	0,1	3,83	0,41
Tradisional way of processing	0,1	3,67	0,39
The product still characterizes local Balinese food	0,1	4	0,43
Make a few modifications	0,09	3	0,32
Raw materials are abundant and sustainable	0,1	3,83	0,41
Variety of food sold	0,09	2,17	0,23
. Specialties outlet that sell local food	0,08	1,33	0,14
Total	1,00		3,32

6) A little engineering in manufacturing, 7) and raw materials are available abundantly and sustainably. The ingredient needed like long bean vegetables, cassava leaves, chicken meat or spicy are easy to obtain and will never run out.

The respondents also gave the weight for each indicator and the indicator that has the highest weight is Using hereditary recipes, The quality of food taste is maintained and Raw materials are abundant and not easily run out with a value of 0.1. That means that the three indicators have the most important role in influencing local food as a signature dish

Furthermore, the weight values and ratings of internal environmental factors are entered into the IFAS matrix so that it is known that the total score obtained is 3.32 (table 3.1).

b. Analysis of Opportunities and Threats for Local Balinese Food as a Signature Dish in restaurants in 5-star hotels in the Ubud area of Bali.

External factors are factors that exist outside the company that have an influence on the existence of local food as a Dish signature. Assessment in the form of weighting and ratings is carried out to identify opportunities and threats from external factors to efforts to make local food can be signature Dish in restaurants at five-star hotels in Ubud Bali. The result of analysis for external factor can be seen in table 3.2

Tabel 2. Matrix EFAS (External Strategic Factors Analysis Summary)

External Factors and Indicators	Weight (%)	Rating	Score
Economic			
Global economic conditions	0,08	2,83	0,22
National economic conditions	0,08	3,83	0,29
Socio-Cultural and Environmental			
Bali has very varied local food products to the restaurant	0,08	4	0,31
Abundant natural resources as local food ingredients	0,08	4	0,31
The role of the community in preserving local food	0,08	4	0,31
The tendency of tourists to try the typical food of the area visited	0,08	3,67	0,28
More foreign food products are offered	0,07	2,17	0,16
Politics and Government			
Government program to raise the prestige of local food to the world level	0,08	3,83	0,29
Government policy in preserving local food	0,08	3,83	0,29
Technology			
Advances in information technology	0,08	3,83	0,29
Advances in transportation technology	0,07	4	0,30
Competitor			
There are restaurants selling similar products in the Ubud area	0,08	3,83	0,29
Competitive price	0,08	3	0,23
Total	1,00		3,58

From table 3.2, several indicators have the highest weight, which means that these indicators have the most important influence on local specialties to become signature dishes in 5 star hotel restaurants in Ubud, Bali. These indicators are: 1) Bali has very varied local food for restaurant products, so there are many opportunities for restaurants to promote local Balinese food as signature dishes. The natural wealth and culture of the people greatly influence the variety of food they have. 2) Abundant natural resources as local food ingredients. The existence of abundant resources is important to support the sustainability of local food. 3) The role of the community in preserving local food. The community as the owner of culture is obliged to preserve the unique food they have, so that it can be passed down from generation to generation. 4) There are restaurants selling similar products in the Ubud area and 5) competitive prices get high marks, this means that competition is important. The presence of competitors both from restaurants in hotels and independent restaurants selling the same local specialties will have a positive impact namely encouraging restaurants to be more innovative in developing products so that they have the advantages that characterize the restaurant. Furthermore, the indicators with weight in second place are: 1) Current global economic conditions are important in encouraging international tourist travel to Bali but the weakening global economy can reduce the number of foreign tourists who

will come, including those interested in trying local food. 2) Indonesia's national economic condition is currently experiencing strong growth. This has an important role in increasing the number of visits by domestic tourists to Bali. Strong economic growth will have a positive impact on tourist travel and spending. 3) The tendency of tourists to try the specialties of the regions they visit plays an important role in introducing local specialties. 4) The government program to raise the prestige of local food to the world level is by establishing Bali as a culinary destination so that foreign tourists can enjoy local Balinese specialties. Government policy in preserving local food. This is important so that local food as ancestral heritage can be maintained. 5) Advances in information technology. Advances in information technology make it easier for the public and tourists to find out what types of local food are sold in a restaurant and which are signature dishes. Advances in transportation technology also play an equally important role because it makes it easier for guests to visit restaurants that sell specialty foods or use delivery services using transportation services such as Go Food.

Opportunities and threats in external environmental factors are obtained based on the assessment or rating given. Table 3.2 in the rating column shows that the opportunities are: 1) In economic variables, respondents' assessments of global economic conditions show opportunities, even though the opportunities are small. This is because currently global economic growth is experiencing a slowdown. This is a challenge for Bali tourism, because it can have an impact on decreasing tourist visits and that means it also has an impact on sales of typical Balinese food as signature dishes. Likewise, indicators of national economic conditions provide opportunities. Based on data from the Central Statistics Agency, Indonesia's economic growth in the first quarter of 2023 was 5.03%, a slight increase compared to growth in the previous quarter. This has an impact on increasing domestic tourist visits, which will have a positive influence on local specialties as signature dishes. 2) In socio-cultural and environmental variables, there are 3 indicators that have the same highest value, namely: Bali has a very varied local food for sale in restaurants, the role of the community in preserving local food, and abundant natural resources as local food ingredients. This means that these three indicators have the greatest opportunity to influence local specialties to become signature dishes which have many variations of Balinese specialties, abundant ingredients, and their sustainability is guaranteed. This makes it easier for the chef to make slight modifications so that it can become a characteristic or advantage of the restaurant. Next, socio-cultural and environmental factors are indicators of tourists' tendency to try the typical food of the region they visit. Tourists when visiting a tourism area also want to try the typical food of that area. However, restaurants in hotels in general mostly offer food from outside, this is a threat with the lowest value of 2.17.

3) For political and government factors, each indicator has the same probability value. Consisting of: Government programs to raise the prestige of local food to the world level, and government policies to preserve local food. Various efforts have been made by the government to introduce local Indonesian food, one of which is making Bali a culinary destination and also holding culinary festivals in various regions. in Bali and other areas about traditional Balinese food. Like the Serpong Culinary festival in 2022 with the theme Bali Heritage Indonesia Spice up the World. This shows that traditional Balinese food has been introduced not only in Bali but also at the national and world level. Likewise, the culinary festival at the Ubud Food Festival is a regular festival in an effort to put Bali on the international culinary map. 4) Technological factors, namely indicators of progress in information technology are a great opportunity to introduce traditional regional food, with advances in information technology making it easier for customers to get to know the types of local specialties that hotels sell, as well as through the application guests can order tables and menus and pay before they arrive. come. On the indicator of progress in transportation technology with the highest rating is a great opportunity. With the availability of transportation services, it is easier for tourists to come to a restaurant to enjoy local specialties. Or place for a food delivery service through a food service platform. Finally, on the competitor variable, there are indicators of restaurants selling similar products in the Ubud area and competitive prices remaining an opportunity. This is because the view of the existence of competitors can encourage restaurants to innovate more to present better products, ways of serving and taste besides that tourists targeted by hotels are in-house tourists.

To get the score, each rating value and weight multiplied by on the same indicator, then all the scores are added and the total score will be obtained.

c.Strategy for local Balinese specialties as signature dish in restaurants at 5-star hotels in Ubud, Bali.

The total score of IFAS and EFAS then are entered into the IE Matrix. The IE matrix is a 9 cell diagram to determine the current position of local Balinese food . After entered the both total score, then it is known that the position of local specialties as signature dishes is in column 1. namely in the GROWTH position (Concentration Through Vertical Integration). This is the main strategy for companies that have a strong market competitive position (high market share) in a highly attractive industry.

The following are the results of the SWOT analysis.

Table 3. SWOT Matrix of Local Typical Foods as Signature Dishes at 5-star hotel restaurants in Ubud Bali

<p style="text-align: center;">FAS</p> <p style="text-align: center;">EFAS</p>	<p>S: Strength</p> <ul style="list-style-type: none"> - Using hereditary recipes - The quality of food taste is maintained - The traditional way of processing - Using materials from local Balinese sources - A little engineering in the making - Abundant and sustainable raw materials are available 	<p>W: Weakness</p> <ul style="list-style-type: none"> - Variety of local food sold - Serving food maintains the traditional way - There are 'nt special local food outlets
	<p>O: Opportunities</p> <ul style="list-style-type: none"> - National economic conditions - Global economic conditions - Bali has a very varied local food for the products in the restaurant - Abundant natural resources as local food ingredients - The role of the community in preserving local food - The tendency of tourists to try the special food of the area visited - Government program to raise the prestige of local food to world - Government policy in preserving local food - Advances in information technology - Advances in transportation technology - There are restaurants selling similar products in the Ubud area 	<p style="text-align: center;">Strategi SO</p> <p>Strategy for promoting local Balinese specialties as regional characteristics</p>
<p>T: Threats</p> <p>More foreign food products are offered</p>	<p style="text-align: center;">Strategi ST</p> <p>Strategy: add more variety of local food so that guests have more choices</p>	<p style="text-align: center;">Strategi WT</p> <p>Strategy: Providing training / upgrading skills regarding to make it as a signature</p>

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Based on SWOT analysis, it can be seen. That there are 4 alternative strategies as follows:

SO strategy

Strength Opportunities (SO) strategy, namely a strategy that seeks to use the strengths possessed as a potential to seize great opportunities. Strengths such as local food (Balinese) using recipes passed down from generation to generation, the taste quality of the food is maintained, the presentation of food maintains the traditional way, using ingredients from local Balinese sources, the traditional way of processing, the product still characterizes local Balinese food, a little engineering in production and raw materials are abundant and sustainable, this condition is supported by strong national economic conditions as well as the global economy, Bali has very varied local food for products in restaurants, abundant natural resources as local food ingredients, the role of the community in preserving local food, the tendency of tourists to try the specialties of the areas visited, the existence of government programs to raise the prestige of local food to the world level, government policies in preserving local food, advances in information technology and transportation, the strategy that can be applied is the strategy of promoting local Balinese specialties as a feature area

From the SO strategy, a promotion strategy can be formulated to increase sales. Promotion is a form of the marketing mix. (marketing mix) which consists of product, price, place and promotion. Through promotion the company can display its local food. Promotion is one way that restaurants can use to communicate their products with inhouse guests and guests from outside the hotel. Promotions can be done through social media, providing discounts for certain credit card holders, or on certain days

ST strategy

ST (strength threat) strategy, namely the strategy of using the strengths possessed to overcome threats. The ST strategy uses the company's internal strengths to avoid or reduce the impact of external threats. Strengths such as local Balinese food using recipes passed down from generation to generation, the quality of the taste of the food is maintained, using ingredients from local Balinese sources, with this condition it means that what needs to be done is to display more types of local Balinese food with a distinctive and unique presentation so that it differentiates itself from other food both in that restaurant or elsewhere and it can create the characteristic of the restaurant without ignoring the issue of cleanliness and health of the food.

WO strategy

Weaknesses Opportunities (WO) Strategy. This strategy aims to minimize the company's internal weaknesses by taking advantage of external opportunities. Internal weaknesses consist of a lack of variety of local food served, ways of serving food that do not maintain traditional ways and the lack of special local food outlets. Opportunities that exist are strong national and global economic conditions, Bali has very varied local food for products in restaurants, abundant natural resources as local food ingredients, the role of the community in preserving local food, the tendency of tourists to try the specialties of the area visited, government programs to raise the prestige of local food to the world level, government policies in preserving local food, advances in information technology and transportation there are restaurants selling similar products in the Ubud area. For this reason, a strategy that can be implemented is to develop special local food outlets. By this strategy the hotel will have specialties outlet with unique traditional dishes The guest has more choice.

Bali is rich in traditional foods such as jinggo rice, lawar, suckling pig, ares, serombotan, kue laklak, sate pelecing and others which can be introduced at hotels in order to introduce traditional food and preserve local food as part of Balinese culture. Efforts that can be made to introduce more local Balinese food are to open outlets that specifically sell local food with a space design that characterizes Balinese culture. Modifications can be made in terms of spiciness but still use the original seasoning so it doesn't change the taste

WT strategy

Strategy: Providing training / upgrading skills so as to increase ability to serve food while maintaining the authenticity of local food processing while still paying attention to food hygiene and sanitation so as to provide a satisfying experience for guests.

CONCLUSION

Based on the results of the analysis carried out, local Balinese food has strengths and opportunities to be further developed as signature dishes at 5-star hotels in Ubud Bali. This is because local food has not yet become a hallmark of restaurants or hotels where these foods are sold. For this reason, strategies that can be developed are: Promotion strategies for local Balinese specialties as regional or restaurant characteristics so as to increase sales. Through promotions, companies can display locally owned food either through social media, provide discounts for certain credit card holders, or on certain days. 2. ST Strategy: Strategy to add more local food variations so that guests have more choices 3. WO strategy strategy for developing outlets specializing in local food. 4. The WT strategy is a strategy for providing training / upgrading skills regarding local food and its presentation. Providing training / upgrading skills to improve the ability to serve food while maintaining the authenticity of local food while still paying attention to food hygiene and sanitation so as to provide a satisfying experience for guests

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