Three Generations of Family Culinary Business: Study Grounded Theory in Jakarta

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ARTICLE INFO

ISSN: 2798-2688

ABSTRACT

This study aims to identify the efforts of legendary culinary entrepreneurs in Jakarta to maintain for decades. The research was conducted using a qualitative approach. Researchers use an approach that is based on grounded theory. Research resource persons were taken based on purposive sampling method. The collection technique used by the researcher is observation, in-depth interviews, and documentation. Analysis of the data used is Nvivo12. Based on the results of qualitative research using a grounded theory approach, regarding the efforts of legendary culinary entrepreneurs in Jakarta to maintain family culinary businesses for decades, several conclusions can be drawn regarding the efforts of the next generation of entrepreneurs, including (1) Innovating culinary products and marketing innovations by collaborating with online applications, Gofood, Tokopedia, and Facebook. One of the marketing strategies used in an effort to maintain a culinary business is using social media. (2) One of the efforts to maintain a family culinary business is to maintain quality. This effort can maintain family businesses, especially those that do not change the taste of the previous generation and continue to provide good service to consumers. (3) Further efforts to encourage legendary culinary businesses to last for decades because of the trust from their parents. This effort is not only a desire for business profits but also a pride from the next generation in introducing to millennials that many legendary culinary delights are still surviving in running their business for decades.

Introduction

Indonesia is one of the countries with a large number of entrepreneurs. According to the Central Statistics Agency (BPS) the number of Micro, Small and Medium Enterprises (MSMEs) in 2019 reached 67.4 million. This figure reaches 99.9 percent of all businesses operating in Indonesia (Santia, 2020). This fairly large
number is one indicator that many Indonesian people have an entrepreneurial spirit. In addition, the opportunity for entrepreneurs to develop is very high because they are fully supported by the government. Where the government provides support, namely by restructuring MSME loans, coupled with interest subsidies and making it easy to get working capital loans, either through the placement of cheap funds in banks or credit guarantees (Setkab, 2020).

This research has been conducted by previous researchers. The results of Wibisono's research, Ari Susanti Utomo (2018) show that Entrepreneurial Thinking has a positive and significant effect, Entrepreneurial Knowledge Sharing has no effect and is significant Family Business Sustainability. So H2 is rejected. Successor Experience significant positive effect on Family Business Sustainability. Intergeneration conflict solution has a positive and significant effect on Family Business Sustainability (Wibisono, 2018)

Businesses that have greater development opportunities to develop and be sustainable are family businesses. The family culinary business for decades cannot be separated from the succession process, the sustainability of the business that was passed down from the early generations to the younger generations. Succession in a family company is defined as the handover of the baton of leadership from the owner-founder or owner manager (incumbent) to a successor, either a family member or non-family member, namely a professional manager (Marpa, 2012). Seeing Indonesia's rich culinary potential, it is important to analyze family businesses in the culinary field, especially the Special Capital Region of Jakarta

**Literature Review**

**Entrepreneurship**

Entrepreneurship is not a science that makes money instantly, but the art and science and skills to deal with all the limited resources, information and funds available to support a business/company, earn a living or hold a managerial position and achieve a required career. (Fahmi, 2013)

Entrepreneurship can also mean the attitude, behavior and desire and ability of a person to run a business or activity that generates and attempts to find, create and implement new work methods, technologies and products with the aim of increasing efficiency and providing better services or generating profits. larger ones (Inpres No. 4/1995). The concept of entrepreneurship originates from the translation of entrepreneurship which can be interpreted as the "backbone of the economy", 
namely as "the central nervous system of the economy" or "the tailbone of the economy" namely the control of the state economy. (Wirakusumo, 1997).

**Entrepreneurs**

According to Marzuki Usman, an entrepreneur is someone who has the ability to use and combine resources, such as finance, raw materials, labor, skills, and information (Usman, 2000). According to Suryana, "Entrepreneurs are people who make creative and innovative efforts by developing ideas, and gathering resources in order to find opportunities and make improvements (preparation)" (Suryana, 2014). It can be concluded that an entrepreneur is a person who is able to analyze a situation or situation and can see an opportunity and dare to take risks by developing creative and innovative ideas followed by action by starting a new business.

**Characteristics of Entrepreneurs**

An entrepreneur must be able to look ahead and think calculatingly, looking for options from various alternative solutions. Entrepreneurs usually have almost the same characteristics. They are people who have energy, a desire to explore innovation, a desire to take personal responsibility for hosting events and a desire to achieve extraordinary results.

**Entrepreneurial Interest**

Interest in becoming an entrepreneur is defined as a person's desire to work independently (self employed) or run his own business. Budiati, Yani, and Nuria stated that students' interest in becoming entrepreneurs was divided into four groups, namely (Budiati et al., 2012):

a. Interest to start entrepreneurship in the near future

b. Interest to start entrepreneurship in the next two years

c. Interest in starting entrepreneurship for the long term, and

d. Have no interest in entrepreneurship.

Entrepreneurial interest is the desire, interest, and willingness to work hard or be willing to try to fulfill their life needs without being afraid of the risks that will be faced, learn from failures experienced, and develop the business they create. Interest in entrepreneurship can be seen from the availability to work hard
and to achieve business progress, the willingness to bear various risks related to the actions he takes.

**Entrepreneurial Motivation**

Successful entrepreneurs with high N Ach (Need for Achievement) will provide guidelines for self-analysis. N Ach are important signs of entrepreneurial drive. Entrepreneurial motivation arises because there is a desire to excel. The more he believes in the meaning of his achievement, the more he believes that achievement must be able to encourage the realization of even better achievements. Entrepreneurial motivation requires fighting power to succeed, willing to learn to see the success of others, having a strong drive to overcome all obstacles in entrepreneurship.

**Entrepreneurship Sustainability**

Corporate sustainability, especially for family businesses, has attracted the attention of various family business professionals in recent decades. Every business, including family businesses, definitely wants to be sustainable, especially in the midst of globalization, which increases competition between businesses. The sustainable development strategy gives the company a competitive advantage. (Vildan, 2012).

Entrepreneurial sustainability can be defined as follows: “business sustainability is "adopting business to strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining and enhancing the human and natural resources that will be needed in the future" . (Labuschagne et al. 2005) “Business sustainability is, adopting strategies as well as business activities that meet the needs of the company and its stakeholders today by protecting, maintaining and enhancing the human and natural resources that will be needed in the future' . (Utami, 2007).

**Innovation**

The word innovation comes from English innovation which means change. Innovation can be defined as a process of human activity or thought to find something new related to input, process, and output, and can provide benefits in human life. Input-related innovations are defined as patterns of human thought or ideas that are contributed to new findings. The innovations related to the process are mostly oriented to methods, techniques, or ways of working in order to produce something new. Furthermore, innovations related to output based on this definition
are more focused on the results that have been achieved, especially the use of thinking patterns and methods or work techniques carried out. The three elements in the innovation actually form a unified whole (Makmur & Rohana, 2012).

**Definition and Characteristics of Family Companies**

Family companies are usually founded, led and managed by family members, although some of today's family companies have been managed by professionals from outside the family. In terms of the meaning of the word, "family" and "business" are actually two different things, because each is a system that has its own elements. The family as a system is more emotional, because it is united by deep ties that influence it in doing business, including the family highly values loyalty and nurturing its business (Carsrud, 2004).

According to Ghee, et al, the determinants of family business performance are problems succession potential and experience of the mediator. characteristics that determine performance family business is starting from the authoritarian owner, communication problems with siblings, motivation for success, differences of opinion, internal power decision-making and succession in the second and third generations. Continuity family business is the most serious problem for business practitioners family. Therefore, the most important thing to note is succession of leadership from one generation of ownership to the next (Ghee, 2013).

**Entrepreneurial Sustainability**

Entrepreneurial sustainability can be defined as follows: "business sustainability is "adopting business to strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining and enhancing the human and natural resources that will be needed in the future". (Labuschagne et al. 2005) "Business sustainability is, adopting strategies as well as business activities that meet the needs of the company and its stakeholders today by protecting, maintaining and enhancing the human and natural resources that will be needed in the future'. (Utami, 2007).

Having a sustainability strategy will affect every value created and generated within a company, so the company will always think about sustainability, which in turn will affect all aspects of the company’s business. A family company that is able to continue to exist and can live as a living company is a visionary family company (Belt, 2017). This is interesting because, in a family company, sustainability is a difficult hope to achieve, family companies have to think about sustainability from the start because it is so vulnerable that a family company that was first founded by adversity has to disappear in the second or third generation. (Lee, 2009). Business sustainability is a strategic issue for every business organization. Business continuity
means that it is in a position to sustain the organization's presence in the relevant markets it serves (Mitchell, 1995). Measures used include the length or duration of survival and the chance to survive. (Tjiptono, 2013)

**Method**

To conduct research on the efforts of legendary culinary entrepreneurs in Jakarta to maintain decades of business, grounded theory study in Jakarta, researchers used qualitative methods. In this study, there were four sources who were selected by purposive sampling method. The resource person for this research is a legendary culinary entrepreneur, who is the main resource person as the successor to a legendary culinary business that has maintained its business for decades in Jakarta. Qualitative data analysis is carried out if the empirical data obtained is qualitative data in the form of a collection of real words and not a series of numbers and this cannot be divided into categories / classification structures. Triangulation is a technique to maintain objectivity and validity of the data by comparing the data information obtained from several sources so that the data obtained are strong and convincing data. Triangulation is a combination of various methods used in studying an interrelated matter from different perspectives and perspectives. According to him, triangulation consists of four things, namely method triangulation, inter-researcher triangulation, data source triangulation, and theoretical triangulation.

**Result and Discussion**

One type of business that can last for decades in Jakarta, one of which is culinary SMEs. This legendary effort is carried out by maintaining taste, quality and improving service to consumers. This legendary business that has been running for decades is a family company that has been passed down from generation to generation. Generally, legendary businesses started from traveling merchants, as well as cart swords made by his family decades ago. Family businesses are carried out for several reasons, one of which is the inheritance from the family that must be carried out by their children and grandchildren. The resource persons for this research are culinary entrepreneurs legendary, who is the main resource person as the successor to the legendary culinary business that has maintained its business for decades in Jakarta. The following are sources who are culinary legends who have run and maintained their business for decades in Jakarta.

Researchers used Nvivo 12 software to analyze data to carry out a grounded theory approach to the problem objective, namely to find out the efforts of legendary
This research is about the efforts of legendary culinary entrepreneurs in Jakarta to maintain a family culinary business for decades. The following is an overview of the magnitude/hierarchy of the various answers obtained through the coding process and nodes using NVIVO 12:

From the image of the visualization of the NVIVO12 nodes above, it is clear that the innovation category is the most dominant effort by entrepreneurs for the successors of legendary culinary businesses in Jakarta to continue their family business. Promoting applications, and using online selling application services as well as opening branches to introduce
businesses and maintain their existence as the most dominant sub-category answered by the speakers who continue the legendary culinary business in Jakarta. While the category of maintaining quality in the efforts of entrepreneurs to maintain and run a legendary culinary business in Jakarta is included in the second hierarchy with the sub category using the best ingredients. The color of the bolder column explains that in this category there are more answer items related to the efforts of entrepreneurs.

Discussion

After analyzing and obtaining research results and conducting expert triangulation, the researcher found that efforts to maintain culinary were dominated by innovation, maintaining quality, and trust from parents (maintaining business sustainability). Innovation is done by adapting the existing culinary arts. Innovation can be in the form of requests or input from customers. This is what makes the culinary successors to maintain the legendary culinary.

a. Innovation

The existence of innovation in the efforts of legendary culinary entrepreneurs in Jakarta to maintain family culinary businesses for decades is also corroborated by expert comments. In the triangulation process, all observers and experts revealed that there were innovations that made legendary culinary entrepreneurs continue their parents' business.

This innovation by collaborating with the use of online selling application services is a strong enough strategy in order to maintain the family’s culinary business to date and to be able to continue the culinary business from generation to generation. Product innovation is closely related to product launches. One form of product innovation is the existence of new products. New products include original products, enhanced products, modified products and new brands developed through research and development efforts (Pattipeilohy, 2018).

b. Maintaining Quality

In the triangulation process, the experts also confirmed that maintaining quality, especially at the point of carrying out quality control to be able to use the best materials. Legendary culinary entrepreneurs in Jakarta have a strategy by maintaining the quality and taste of the legendary cuisine they run. The quality influences the consumer to remain a regular in the
legendary food run. In addition, service and convenience to consumers has not changed. It is for this reason that future generations can continue the family business and will not disappear or stop.

c. Trust from parents (maintaining business continuity)

In the process of triangulation with experts, it is also confirmed that the mandate from parents (maintaining business continuity), especially in terms of preserving typical foods, can make the next generation of culinary businesses maintain family heritage businesses. By continuing this business, the legacy of the family business will not be lost or stopped.

d. Entrepreneurial Innovation

The most dominant efforts made by Jakarta's legendary culinary entrepreneurs are to innovate to maintain their legendary culinary. Most entrepreneurs innovate culinary to innovate strategies in marketing. Product or culinary innovations are carried out based on criticism or suggestions from customers so that they have other flavor variants but still have quality in accordance with the previous taste. These innovations are carried out so that they can be in line with current culinary and have flavors that can be felt by the millennial generation.

Product innovation is closely related to product launches. One form of product innovation is the existence of new products. New products include original products, enhanced products, modified products and new brands developed through research and development efforts (Pattipeilohy, 2018). The main purpose of product innovation is to meet market demand so that product innovation is one that can be used as a competitive advantage for the company (Curatman et al., 2016). Innovations made on products are needed with the aim of maintaining consumer buying interest. Product innovation that is carried out effectively with high intensity can determine marketing performance in a company (Nasir, 2017).

A strategy that can position the company strongly in facing competitors and provide the strongest strategic advantage for the company. It is important for the company to have a strong marketing strategy, this effort is expected to maintain the company's business position in competition. The impact that occurs if the company does not have a strong marketing strategy is a continuous decrease in sales volume which results in bankruptcy or bankruptcy (Kotler & Armstrong, 2010)
The results of the study received confirmation from the sources of legendary culinary entrepreneurs in Jakarta that the efforts made in maintaining the legendary culinary arts were by innovating product and marketing innovations. From the discussion of several theories about innovation above, it can be confirmed that the innovations made are an effort to maintain the legendary food. The efforts of legendary culinary entrepreneurs in Jakarta to maintain family culinary businesses for decades are also based on the fact that the next generation can maintain the quality and taste of the previous generation.

e. Maintaining Quality

Quality control and supervision is an important factor for a company to maintain consistency of product quality, in accordance with market demands, so it is necessary to carry out quality control and supervision management for all production processes. Supervision and quality control must be carried out from the beginning of the production process to distribution channels to increase consumer confidence, increase product safety assurance, prevent the number of damaged products and prevent wasted costs due to losses incurred (Junais et al., 2014).

f. Trust from parents (maintaining business continuity)

In the research findings, the researchers also found the mandate from parents (maintaining business continuity) as an effort by legendary culinary entrepreneurs in Jakarta to maintain family culinary businesses for decades. All sources of legendary culinary entrepreneurs in Jakarta answered that the mandate from their parents (maintaining business continuity) especially with the aim of preserving typical food supports their efforts to maintain their family culinary business for decades. Keeping the trust is an individual's ability to carry out the mandate (task) and maintain the trust so that the trust can be carried out to those who are entitled (Agung & Husni, 2016)

Conclusion

Based on the results of qualitative research using a grounded theory approach, about the efforts of legendary culinary entrepreneurs in Jakarta to maintain a family culinary business for decades according to four research subjects, namely Asinan Betawi H. Mansyur, Bakmi Gang Kelinci, Soto Betawi H. Ma'ruf and Sop Buntut H. Soedik, several conclusions were obtained regarding the efforts of the next generation of entrepreneurs, namely:
1. Innovating culinary products and marketing innovations by collaborating with online applications, Gofood, Tokopedia, and Facebook. One of the marketing strategies used in an effort to maintain a culinary business is using social media.

2. One of the efforts to maintain a family culinary business is to maintain quality. This effort can maintain family businesses, especially those that do not change the taste of the previous generation and continue to provide good service to consumers.

3. The next effort that encourages the legendary culinary business to last for decades is to maintain the trust of parents (maintaining business sustainability). This effort is not only a desire to get business profits, but also a pride for the next generation in introducing to millennials that many legendary culinary delights are still surviving in running their business for decades.

**Acknowledgment**

Recognize those who helped in the research, especially funding supporter of your research. Include individuals who have assisted you in your study: Advisors, Financial supporters, or may other supporter i.e. Proofreaders, Typists, and Suppliers who may have given materials.

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