

# Documenting Family Businesses Typology in Traditional Food Sector in Surabaya: Architecture Design and Business Principles

*Priskila Adiasih*<sup>1,\*</sup>, *Gunawan Tanuwidjaja*<sup>2</sup>, *Meidy Maria*<sup>2</sup>, *Grace Silvani*<sup>2</sup>, *Elvianty Gontha*<sup>2</sup>, *Adi Wibowo*<sup>3</sup>

<sup>1</sup> Business Accounting Program, Faculty of Economics, Petra Christian University, Jl. Siwalankerto No.121-131, Surabaya, 60236 Indonesia

<sup>2</sup> Architecture Program Study, Faculty of Civil and Planning, Petra Christian University, Jl. Siwalankerto No.121-131, Surabaya, 60236 Indonesia

<sup>3</sup> General Education Department, Petra Christian University, Jl. Siwalankerto No.121-131, Surabaya, 60236 Indonesia

**Abstract.** Family business (FB) in the food industry was very important. Capturing the Family Business Resilience in Traditional Food Sector in Surabaya was conducted from 2015 to 2016 by Petra Christian University, funded by UBCHEA. The purposes were to document the Family Business in traditional food sector in Surabaya and the types of business place of the family business. It was conducted with qualitative methods of: FB location mapping, students' workshop, interview and photo documentation, video documentation, SWOT analysis, marketing and architectural design for traditional food vendors. FB in Traditional Food Sector in Surabaya were found interesting but less sustainable. The Business Principles, such as, hard work and humility were found central. They could be more sustainable with application of human resources development and professional management. Meanwhile attractive factors of the FBs were the food quality, human service and affordable food price. Several types of architecture typology were found: the restaurant, the legal eating place (warung) and the illegal street-hawker stall. The informal ones were found because of the behavior of Surabaya's residents. Lastly, more business development strategies were needed, such as website marketing, collaboration with online marketing such as Go-Food and architectural rehabilitation.

**Keyword:** Family business, food prices, food quality, Surabaya traditional food.

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\* Corresponding author: [priskila@petra.ac.id](mailto:priskila@petra.ac.id)

# 1 Introduction

## 1.1 Background

Tirdasari and Dhewanto [1], highlighted the importance of family business in hospitality industry of Indonesia, especially the food industry. Therefore, a project with title of Capturing the Family Business Resilience in Traditional Food Sector in Surabaya was conducted from 2015 to 2016 by Petra Christian University (PCU) team, funded by UBCHEA (The United Board for Christian Higher Education in Asia). It involved five lectures from six departments or units, and total of 801 PCU students. The purposes of the research were to document the Family Business in traditional food sector in Surabaya (especially the business principles, the attracting marketing factors, the succession process); to document the types of business place of the family business (informal areas, shop houses, malls); to conduct service learning or community outreach program for small-scale family business in traditional food especially in marketing aspect.

## 1.2 Literature review

Tirdasari and Dhewanto [1], highlighted the importance of family business in hospitality industry of Indonesia, especially the food industry. Furthermore, the Family Business (which mostly Small and Medium Economic (SME)) contributed greatly to the Indonesian economic development. According to Ardiana, et al. [2], the SME's contribution to the non-oil and gas GDP had increased from 62.71 % in 2002 to 63.89 % in 2003. Meanwhile the SMEs also have supported the 99.45 % of manpower in Indonesia for period of 2000 to 2003. This showed great role of FB or SMEs in The country's economy.

On the other hand, the SMEs faced fierce competition because of issues of limited human resources, limited marketing strategy, etc. Utami and Lantu [3] found of the competitiveness issue for SMEs in the creative industry in Bandung, consisting of three aspects, such as: potential, process, and performance. Therefore, the strategy of developing Family Business or SMEs is very important for Indonesia.

The FB succession was also identified as the weak link by Tirdasari and Dhewanto [1]. Three Family Business in restaurants in Indonesia (three family business) had succession plan but in informal form. Their children (first daughter) were selected as successors and were sent to restaurant management or business school. The food recipes were taught to successors by the manager. Besides that, the successors should work in the restaurants and develop their skills. Key of successful succession were the successors' passion and skill.

Ardiana, et al. [2], also highlighted the human resource competence of Small-Medium scale entrepreneur in Surabaya. The human resource competence of SMEs' entrepreneur was found not adequate. On the other hand, the labour skill was found increasing the productivity of SMEs. Gupta and Levenburg [4] highlighted the effect of cultural dimensions of the family business. There were three systems of family business (family, business and social), and three social interaction elements (structural, relational and cognitive) found in nine family businesses interviewed. Two major societal culture characteristics were also identified (power distance and in-group collectivism). The business reputation was important for the sustainability of family business, related to the maintaining relationship with community and meeting the legal system.

Related to Traditional Food, several literature were also reviewed. First, Jordana [5] defined traditional food as traditional product that linked to a territory. It also must become the part of continuous traditions over time. It was consistent with Guerrero, et al. [6] defined the traditional food as food that represented the group, belonged to certain areas and culture of individuals in the territory.

Von Holzen, et al. [7] described Indonesian traditional food as unique food that because of Indonesia was the largest archipelago. Enormous geographic and cultural diversity caused the numerous Indonesian cuisines. The various environments including snow-capped mountains, rainforests, savannah, swamps and irrigated lands created the remarkable cultures including food. Besides that many religions and cultures affected the traditional food such as Buddhist, Hindu, Muslim, Chinese, Middle Eastern, Indian, and Europeans. Therefore, these food was influenced by introduction of ingredients and cooking styles from China, India, the Middle East and Europe. However, many people were unaware of the distinctive cuisine of the regions. Many efforts were needed to disseminate the food culture of Indonesia. The “typical” Indonesian meal could be described as rice, several savoury vegetable dishes, fish or meat or poultry, accompanied by a chilli-hot condiment or *sambal*, with peanuts, wafers (*krupuk*) or fried shallots to provide a crunchy contrast. Other staple also could replace the rice such as sago, cassava or maize.

The Eastern Java Food was also documented by Nurlaela, et al. [8]. The varieties of traditional food in East Java were documented, which include main meals, snacks and traditional drinks. Three regional food were explored. The first was the Northern of East Java (Tuban, Lamongan, Gresik, Surabaya, Sidoarjo, Pasuruan, Probolinggo and Situbondo), the second area was the Madura Island (Bangkalan Madura, Sampang, Pamekasan, and Sumenep). Lastly the third area was the Southern of East Java (Ngawi, Bojonegoro, Magetan, Madiun and Nganjuk).

Some traditional foods was widely known and consumed by the public. From Surabaya, *Semanggi* (clover salad), *Lontong Balap* (compressed rice and noodle), *Lontong Kupang* (compressed rice and mussel), *Rujak Cingur* (cow mouth salad) were popular. Secondly, *Tahu Campur* (mixed beancurd), *Sego Boranan* (mixed rice) were popular in Lamongan. Meanwhile, *Nasi Krawu*, *Pudak* and *Jubung* were widely consumed in Gresik. *Sego Tiwul* (Tapioca Rice) were eaten in Pacitan and Trenggalek. *Sego Jagung* (corn rice) and *Mangut* (Steamed Fish), were consumed in Tuban. *Sego pecel* (Rice and salad) were consumed in Madiun, Nganjuk, and Ponorogo area. *Sego ampok* (was popular in Malang, *ayam lodho* was popular in Tulungagung. Lastly, *Kaldu kokot* (cow broth) was popular in Sumenep), *Sego Pecel Tumpang* in Kediri. The foods were processed according to the family tradition according to Nurlaela, et al. [8]. So it could be concluded that the Eastern Java food were related to the availability of the raw material, the cultural pattern of Islamic—Javanese—Maduranese as well as acculturation with other culture such as Chinese, Middle Eastern and India.

Widodo [9] also documented authentic foods of Surabaya. Snacks named of *Bikang*, *Onde-onde*, *Nogosari*, *Kucur*, *Getas*, *Klepon*, *Lopis*, *Klanting*, and *Gethuk*. Many other foods were also presented such as: *Rawon*, *Soto*, *Tahu Campur*, *Lonthong Balap* dan *Kupang Lontong*, other rare food were also documented in the book, they were: *Mageli*, *Santinet*, *Gempo*, *Kupang*, *Klethikan*, *Juwawut*, *Roti Benthel*, *Bubur Manggul*, *Bongko*, *Selong*, *Lempang-lempung*, *Srebe*, *Kompolan*, *Bledus*, *Bobohan*, *Kreco*, *Jemunek*, *Srinthil*, *Gebedel*, *Dumbleg*, *Grobayak*. Therefore, the traditional food of Surabaya were important to document because of the cultural value of the food.

Related to FB Principle, some researches exposed the principle of family business in Moslem and Javanese Culture. Herliana [10] described the principle of living with harmony in Javanese culture that may be adopted in Pasar Beringharjo, Jogjakarta. The principle were accepting oneself with pleasure and without regret (*narimo ing pandum*), mutual co-operation (*gotong royong*), respect to the elders (*ngajeni*), modesty (*andap asor*), and respectful to others. Meanwhile, Dewi, and Dhewanto [11] exposed the success factors in Islamic family business were honest, charity, good intention and positive thinking on conflicts.

Related to Service of Food Industry, some literature were reviewed. Voon [12] found relatively service-driven restaurant industry was very important. Voon collected 409 samples of restaurant, comprising 145 fine dining restaurants, 147 fast food restaurants and 117 food court restaurants. The key determinants for restaurant service quality were identified, for the youth customers, such as:

- i). The physical environment or restaurant's design was found to increase the competitiveness such as: the attractiveness of the physical facilities, availability of parking space, cleanliness, temperature, music, colour scheme of the place, smell/scent, labels/signage and design/layout.
- ii). Human service was found very important also comprising three sub-aspects such as: assurance, reliability and empathy. The assurance aspect comprised of criteria, such as: well-dressed and appear neat, wear sanitary gloves and hair net, friendly, polite, knowledgeable, can be trusted. Secondly, the reliability aspect comprised aspect of the service: promised service as promised, helpful, made the customer feeling confident, charged accurately, and on-schedule service. Thirdly, the empathy aspect comprised of individual attention, convenient operating hours, complete packaged food, sauces/spices always available.
- iii). Food quality comprised of clean, healthy, fresh and has a variety of the food.
- iv). Price comprised of competitive price, good value for money, willing to give special prices.
- v). Youth satisfaction comprised of overall satisfaction, quality of service experience, meet expectation.
- vi). Lastly, the Youth loyalty comprised of repurchase intention and recommend to others.

Related to architectural typology, Turley and Milliman [13] also found that the general interior of the retail affected the customer decision, including music, sound, lighting, scent, colour, temperature, and visual design elements. Ariffin, et al. [14] also found that Restaurant's Atmospheric Elements affected the youth customer behaviour significantly. The dimensions of colour, design, lighting, and restaurant layout were measured from 300 youth customers. The relationships between the atmosphere and customer behaviour were found significant.

Architectural Typology of Indonesian family business in traditional food were documented in several papers. Rahadi [15], studied the behaviour in traditional market in Bandung. Meanwhile, Harjoko and Adianto [16] studied the space topology informal street hawker in Jakarta. Lastly, Anggraini [17] documented Spatial Arrangement in Chinese and Javanese Shop House in Yogyakarta City.

From the literature review, some hypothesis were possible found in Surabaya's Family Businesses (FBs) in Traditional Food Sector: First hypothesis: The Business Principle were important for developing the FBs. Second hypothesis: The FBs would have family business system model such as: family & socially managed, professional managed. Third hypothesis: Some FBs would face competitiveness issues especially in marketing, human resource and accounting system. Fourth hypothesis: Several key factors of successful FBs were Human Service, Food Quality, Food Price, and Physical environment. Fifth hypothesis: The FBs would have several types of architecture design: the restaurant, the legal eating place (warung) and the illegal street-hawker stall.

## **2 Methodology**

The Project of Capturing the Family Business Resilience in Traditional Food Sector in Surabaya was conducted in general steps as followed: i) literature review, ii) family business location mapping, iii) interview and photo documentation, iv) workshop of photo and video documentation, digital sketching, and website development, v) video shooting

and editing, vi) final reporting, vii) social campaign (traditional and healthy food board game, family business workshop, exhibition).

This research—action were conducted with data collection of 70 family business in Surabaya. The process was conducted with questionnaire, photo and video documentation, as well as sketches. After data collection, a qualitative analysis was conducted to check whether the hypothesis were proven. And based on the local knowledge, a marketing and architectural design for traditional food vendors were created.

### 3 Results and discussion

Family Businesses in Traditional Food Sector in Surabaya were found interesting but less sustainable. The Business Principles, such as, hard work and humility were important for the FBs. And they could be more sustainable if applying human resources development and professional management. Some positive attractive factors of the FBs were the food quality (especially taste), human service (humility) and affordable food price. Several types of architecture typology were found: the restaurant, the legal eating place (*warung*) and the illegal street-hawker stall. And more the legal eating place (*warung*) and the illegal street-hawker stall were found because their limited economical capacity. Therefore, more business development strategies were needed, such as website marketing, collaboration with online marketing such as Go-Food and architectural rehabilitation.

The data of seventy family business in the traditional food sector in Surabaya were collected in the research. The seventy family businesses (FBs) were found distributed in the all part of Surabaya, North, East, West, Central and South area. Because of the difficulty to get research permission, many selected respondents were located in Central, East and South of Surabaya. Seventy percent of the FBs were found selling authentic food of Surabaya and Eastern Java. Because many of Surabaya is a Port City, other Indonesian cuisine, Middle Eastern cuisine and Indian cuisine were found also consumed traditionally by the Surabaya residents from a long time ago. They consumed the food because related to their ethnicity, as well as acculturation between the foreigners and residents.

**Table 1.** The origin of the food sold FB in Traditional Food Sector in Surabaya.

The origin of the food	Family Business (FB)	Percentage
Authentic food from Surabaya	25	36 %
Food from other areas of East Java Province, excluding Surabaya	24	34 %
Food from other areas of Java Island, excluding East Java Province	4	6 %
Indonesian food	14	20 %
Other Food	5	7 %

Some famous food in Surabaya were the Cow tongue salad (*Rujak Cingur*), Mixed salad (*Gado-Gado*), Cooked salad (*Pecel*). These foods were found popular because of affordable price, availability of the vegetables and dairy products (tofu, bean curds, ketchup) and rich taste. The seafood of Surabaya were also famous because abundant supply, freshness and delicious taste. Therefore, many food with shrimp paste or other seafood, such as: Steamed-leaf-packaged rice with vegetables or noodles (*Lontong Balap/ Lontong Mie*), Tofu Dishes (*Tahu Tek/ Tahu Campur*) were also found widely consumed. Other famous food found were the Smashed Chicken (*Ayam Penyet*), Rice-Meat-and-Mixed-Vegetables (*Nasi Campur*), Fried Rice (*Nasi Goreng*). They were also famous because easy to prepare by the

food sellers. The other famous cuisine were the beef-related cuisine because Surabaya was located close to several farming such as Pasuruan, Madura, etc which supplied the beef meat. Some beef-based cuisine were Oxtail Soup (*Sop Buntut*), Yellow Soup (*Soto*), Black Soup (*Rawon*), Noodles & Meatballs (*Mie Baso*), Fried Balls (*Mie Bakwan*), Noodles and Dumplings (*Mie Pangsit*), Satay (*Sate*), Beef Curry (*Gule*), Beef Fat Soup (*Kikil*). Lastly but not least many Traditional cakes (*Kue—kue tradisional*) and Snacks (*Camilan kering/kletikan*) were also famous because of the light breakfast habit of Surabaya people. Many of them selected these cakes because of limited time to eat and economy.

The data of the FBs owners, such as: gender, age, education, were analysed. Total of 56 % of the main owners were male, but 39 % of them were female. This showed the paternalistic pattern in FBs, but it also showed that women played a great role in the food business. Seventeen percent (17 %) of the owners were above 60 yr.o., meanwhile 19 % percent owners were between 51 yr.o. to 60 yr.o. Total of 36 % of the owners were between 41 yr.o. to 50 yr.o. The younger owners were also found under 30 yr.o. (11 %), and between 31 yr.o. to 40 yr.o. (17 %).

**Table 2.** The education level of the owner of FB in Traditional Food Sector in Surabaya.

Education level of the owner	Person	Percentage
Not graduated from Elementary school	4	6 %
Elementary School	13	19 %
Junior High School	9	13 %
Senior High School	32	46 %
Bachelor	12	17 %

### 3.1. First hypothesis: The business principle were important for developing the FBs

The long-established FBs in Traditional Food Sector were proven successful in the maintaining the customer loyalty. Therefore, there were several Business Principles adopted by them. From the interviewed, the main principles were identified such as: Customer trust (73 %), hard work (39 %), honesty/kindness/hospitality (27 %) and lastly the positive thinking (27 %). It showed the rationale for successful FBs.

### 3.2. Second hypothesis: The FBs would have family business system model such as family and socially managed, professional managed

The FBs in Traditional Food Sector in Surabaya had both family business system model: family and socially managed and professional managed. Many of the small and micro FBs (53 %) utilised family and socially managed model. It was because limited professional human resources and limited investment fund for hiring professional manager. It was showed by data of 53 % of the FBs involved more than 80 % of owner’s family in the business management. Total of 79 % of the FBs were Small and Micro Enterprise because they only hired 1 to 10 workers. On the other hand, Medium sized FBs (Restaurants or 9 % of the FBs) implemented the professional management model, such as Dewa-Ndaru, Warung Jangkrik, and Pecel Bu Kus. They had adequate funding for professional management and hired 20 to 40 workers in the business.

**3.3. Third hypothesis: Some FBs would face competitiveness issues especially in marketing, human resource and accounting system**

The FBs in Traditional Food Sector were found quite sustainable because of 17 % were established more than 50 yr and 27 % were established for 26 yr to 50 yr. The business were established by the first generation of Family Businesses and involved the 2<sup>nd</sup> to 4<sup>th</sup> generations. The number of generations involved in the FBs were four generations (3 %), three generations (6 %), two generations (30 %), and one generation (61 %). It showed that the FBs in Traditional Food Sector could sustain in the last five decades because of maintaining the customer loyalty and the brand (64 % of FBs’ brand were well recognized in Surabaya). The determining factors of the sustainability were described later in this paper.

On the other hand, 36 % of FBs in Traditional Food Sector faced competitiveness issue especially in human resource and accounting system. From the observation, many FBs did not implement the proper accounting system because of lack of time limited accounting skill. Some of the FBs faced difficulty in developing the human resource because of limited educational background, hygiene awareness and culinary skill.

**3.4. Fourth Hypothesis: Several key factors of successful FBs were human service, food quality, food price, and physical environment**

The key factors for loyal customer for FBs in Traditional Food Sector were also researched. Taste and food quality (100 %) were found to be the main driving force for the customer loyalty. The delicious food were proven also with full-packed condition on certain eating-place such as *Sate Ondemohen*, *Rujak Cingur Cak Durasim*, and *Depot Legendaris Tahu Campur Cak Kahar*. Other major reasons of the customer loyalty were the strategic location (71 %), affordable price (47 %), fast food service time (29 %) and many variety of foods sold in the eating place (17 %). On the other hand, some factors needed further elaborations to ensure the sustainability of the FBs such as: atmosphere of the place (cleanliness, interior, music, and temperature), interesting food presentation, etc. On the marketing strategies, the word of mouth marketing strategy was widely used. But many other strategies were not conducted such as: advertisement in website and social Media. Therefore, these strategies could be advised for the less sustainable FBs.

**3.5. Fifth hypothesis: The FBs would have several types of architecture design: the restaurant, the legal eating place (warung) and the illegal street-hawker stall.**

Initially, The FBs were predicted to have three types of architecture design: the restaurant, the legal eating place (*warung*) and the illegal street-hawker stall, but on the ground more typology were found and added. The typology comprised of: i) Restaurants/eating place inside of a modern shopping center/mall, ii) Eating place inside of traditional market, iii) Restaurants/eating place in shop house, in the roadside, iv) Informal hawker in the legal hawker center, v) Stationary street hawker in the roadside, vi) Ambulatory street hawker.

**Table 3.** Type of eating place of FB in Traditional Food Sector in Surabaya.

Type of eating place	Numbers of FB	Percentage
Restaurants/eating place in shop house, in the roadside	44	63 %
Informal hawker in the legal hawker center	12	17 %

Table 3. continue to the next page

Table 3. Type of eating place of FB in Traditional Food Sector in Surabaya (Continued)

Type of eating place	Numbers of FB	Percentage
Stationary street hawker in the roadside	9	13 %
Eating place inside of traditional market	5	7 %
Ambulatory street hawker	4	6 %
Restaurants/eating place inside of a modern shopping center/ mall	1	1%

Majority of the restaurants or eating places of traditional food were in Surabaya were found in in shop houses, in the roadside. They were initially set up with small budget using their homes or the street hawkers. Afterwards, they developed their businesses with small shop houses in several stages. Therefore, the shop houses were developed with linier layout along the road or small alleys. The examples of the FBs were *Rujak Cak Durasim*, *Soto Ayam Ambengan Pak Sadi*, *Sate Klopo Ondomohen Bu Asih*, *Bakso Rindu Malam*, *Depot Sari*, *Soto Madura Gubeng Pojok*, *Rawon Pak Pangat* and *Lontong Balap Pak Gendut*.

Some FBs thrived in developing their businesses and created well-designed restaurants in shop houses or in the traditional markets and the modern shopping center/mall. Some example of the FBs were *Dewa Ndaru Restaurant*, *Bakso Pak Djo*, *Warung Bu Titin*, *Warung Jangkrik*, *Warung Bu Kris* and *Pecel Bu Kus*. They already understood the importance of atmosphere of the restaurants. The atmosphere comprised of the attractiveness of the physical facilities, cleanliness, room temperature, music, colour scheme of the place, smell/scent, labels/signage and design/layout. Meanwhile the additional features such as: availability of parking space and strategic locations were also implemented.

On the other hand, some FBs were informal hawker. The hawkers initially sold the food as the ambulatory street hawker, afterwards they settled as stationary street hawkers in the roadside. Some of the ambulatory street hawker were found using motorcycle or automobile for selling because they would like to intercept the customer in the strategic place in certain times of the day, or on certain event. Therefore, they were creative. Some stationary street hawkers were also documented, although they were found illegal because not permitted by the Surabaya municipality.

Some informal street hawkers were facilitated by the *Dinas Koperasi dan UMKM Surabaya* (Cooperative and Middle-Small-Micro Businesses Section of Surabaya Municipality). They were facilitated to create cooperative unit and relocated to the food-hawker center (or named *Pusat Wisata Kuliner Siwalankerto*). Later, they managed to develop their business although facing less strategic current food hawker and low number of customer in Siwalankerto area during PCU holiday seasons.

All the hypotheses were proven with qualitative analysis. The positive business principle and professionally managed business system were able to maintain the sustainability of FBs. Unfortunately, many competitiveness issues were faced especially in marketing, human resources development and accounting system. More business development training could be proposed in cooperation by Universities and *Dinas Koperasi dan UMKM Surabaya* (Cooperative and Middle-Small-Micro Businesses Section of Surabaya Municipality) to develop more attractive culinary touristic places. The food quality (especially taste), human service (humility) and affordable food price were the key factors of FBs' sustainability. On the other hand, other aspects, such as: food hygiene, food presentation and cleanliness of the place could be improved. Lastly, the FBs would have several types of architecture design, such as: i) Restaurants/eating place inside of a Modern Shopping Centre/Mall, ii) Eating place inside of Traditional Market, iii) Restaurants/eating place in shop house, in the roadside, iv) Informal hawker in the legal hawker centre, v) Stationary street hawker in the roadside, vi) Ambulatory street hawker.



**Fig. 1** Eating place inside of a modern shopping center/mall—*Warung Bu Titien* in Atom Mall



**Fig. 2** Food served in eating place inside of a modern shopping center/ mall—*Warung Bu Titien* in Atom Mall



**Fig. 3** Eating place in shop house, usually located in the roadside of major roads—*Rujak Cingur Cak Durasim*



**Fig. 4** Food served in eating place in shop house, usually located in the roadside of major roads — *Rujak Cingur Cak Durasim*



**Fig. 5** Restaurants in shop house, usually located in the roadside of major roads—*Dewa-ndaru Restaurant*



**Fig. 6** Food served in Restaurants in shop house —*Dewa-ndaru Restaurant*



**Fig. 7** Informal hawker in the legal hawker center—*Pusat Wisata Kuliner Siwalankerto*



**Fig. 8** Food served in informal hawker in the legal hawker center—*Pusat Wisata Kuliner Siwalankerto—Baso Padang Pasir*



**Fig. 9** Stationary street hawker in the roadside—*Sate and Gule Pucang Renenggo*



**Fig. 10** Food served in stationary Street hawker in the roadside—*Sate and Gule Pucang Renenggo*



**Fig. 11** Ambulatory street hawker—*Nasi Pecel May Lien*



**Fig. 12** Food served in ambulatory street hawker—*Nasi Pecel May Lien*

### 3.5. Marketing and architectural design for FB in traditional food sector Surabaya

FB in traditional food sector in Surabaya needed improvement in marketing and architectural design branding. Therefore, in collaboration with *Dinas Koperasi dan UMKM Surabaya* (Cooperative and Middle-Small-Micro Businesses Section of Surabaya Municipality), the team created a strategic marketing for traditional food hawker, The Service Learning was the creating website for traditional food hawker, the creative marketing (brochure, name cards and social media) and architectural redesign in the future food hawker centre.

Lastly but not least, the social campaign, including traditional and healthy food board game, family business workshop, and exhibition, were also conducted in collaboration with Library@Petra, Visual Communication Design Department and General Educational Department of PCU. The impact was introducing the traditional food to PCU Students and surrounding elementary school students and also improving the marketability of traditional food especially in Siwalankerto.

## 4 Conclusion

Family Businesses in Traditional Food Sector in Surabaya could be more sustainable if they applied developed their human resources for professional management. Some positive attractive factors of the FBs were the food quality (especially taste), human service (humility) and affordable food price. Therefore, more business development strategies were needed to create low-cost but sustainable family businesses.

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