

## **Adapting Culinary Business Model as a Source of Teaching Material in Hospitality Business Course**

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### **ABSTRACT**

The purpose of this research is to describe the strategy of culinary business adaptation and integration of culinary business adaptation into the teaching materials of hospitality business study programs in the city of Pare-Pare during the covid-19 pandemic. This research uses a qualitative approach of this type of case study, Researchers sought to uncover the reality of the meaning that occurred in the field about the form of culinary business adaptation in the city of Pare-Pare during the covid-19 pandemic as material for medical business courses (BHO). In this case, the researcher conducts interviews, observations and documentation to get information about the main theme of studies. The analysis of the data is carried out circularly, starting from the presentation of data, reduction of data and conclusions. The results of his research are: 1) Social commitment characterized by new activities and ways of life that refer to "happy business, happy worker, happy customer"; 2) Innovation of business digitization one of them is switching to non-cash transactions, making online sales, the emergence of creativity and innovation in the use of technology to raise the value of kuline products 3) The development of culinary business in the city of Pare-pare can be used as one of the references for the source of hospitality business teaching materials. This research also provides a recommendation in writing a teaching book about the management of culinary businesses in the city of Pare-Pare as a guideline for the development of creative economy-based businesses in optimizing business potential in the New Normal Period.

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## 1. INTRODUCTION

Nowadays the corona virus outbreak is the leading cause of critical health problems around the world. The extremely high intensity of the virus spreading left governments around the world with no choice but to take lockdown measures. In the end this caused economic shocks in all industries. (Sharma and Mahendru 2020). Although some industries can survive, in reality some other industries fail due to travel restrictions and social distance. Tourism is one of the labor-intensive industries that are vulnerable to this crisis because it cannot survive without tourist mobility. The 22% drop in tourist numbers in the first quarter of 2020 and the threat of a 60% to 80% decline throughout 2020, are indicative of a catastrophe for the global tourism industry. (World Tourism Organization 2020). As of February 1, 2021, it is reported that 66% of all destinations worldwide have closed some or all of their borders to international tourism. (UNWTO 2021). In fact, the slow progress of this industry is suspected to endanger millions of jobs, so it will also threaten the progress of sustainable development goals. (World Tourism Organization 2020).

In the context of tourism, mitigation strategies in the spread of the virus deal a severe blow to the travel, culinary, and hospitality sectors. But in particular, Sthapit, Piramanayagam, & Björk (2020) mentions that culinary as an indication of destination branding that gives a person's impression of a destination as a whole. Findings by Horng et al., (2012) for example found a strong relationship between perceived quality, travel intentions, and destination imagery. Kim & Eves (2012) proved that gastronomy is an important factor for destination branding. Furthermore, the culinary business also has a unique impact that combines elements of social, cultural, and environmental heritage of a destination (Spyridou, 2017). Therefore, culinary tourism services play an important role in introducing tourists to the local flavors and cultural traditions that are different from those destinations.

While in the midst of a pandemic crisis, culinary service providers such as restaurants, and drinking places suffered heavy losses from operating and service regulations, to restrictions on visitor capacity. Plus when the virus first started circulating, the shift in customer preferences was huge (Zwanka & Buff, 2020). Individuals are beginning to prioritize the health and safety of the supply chain over cost and convenience. Normal preferences change when customers are more careful about where, what, and how they make purchases. This suggests that although the long-term implications of the virus are not yet widely known, it is clear that it has fundamentally changed the way people think and act around the world.

Innovation in tourism eventually becomes an integral part in efforts to improve the image of tourism. Moreover, destinations exposed to Covid-19 such as Indonesia have challenges to attract tourists, especially those sensitive to pandemic risk. This form of government policy innovation refers to the provisions of the World Health Organization (WHO), and the World Travel & Tourism Council (WTTC) in the framework of prevention and handling of Covid-19 with (Ministry of Tourism and Creative Economy / agency for tourism and creative economy, 2020) Establishing the Cleanliness, Health, Safety and Environmental Sustainability (CHSE) Implementation Guide or hereinafter referred to as the Cleanliness, Health, Safety, and Environmental Sustainability Guidelines in Hotels is an operational guide of the Decree of the Minister of Health Number HK.01.07 / Menkes / 382 / 2020 on Health Protocols for People in Places and Public Facilities in the Framework of Prevention and Control of Corona Virus Disease 2019 (Covid-19). Innovation in the context of tourism actors is realized in the formation of the image of tourist destinations that are seen as improvements in processes, products or services, improvements or social improvements. The dimensions of the image include infrastructure that ensures health, safety, or associations that experience Covid-19 disruption such as nightlife, mass tourism events, or overcrowding. It is in this context that the configuration of territorial functions can be used to get to the "tourism area" (Nunes & Cooke, 2020). A risk reduction strategy should refer to the process by which consumers seek to reduce the perceived risk in purchasing a product or service. In this context, the focus of the tourism industry is to reduce risk through technological innovation. Technological innovation refers to technological developments with the aim of improving existing products or services (Shin & Kang, 2020). In this sense, the adoption of technological systems can reduce

perceived health risks by changing the travel service experience. Given that social distance is an important step in preventing the spread of the coronavirus, this new technological system can reduce the risk of infection by minimizing physical interactions. In terms of educational interests, hospitality and tourism business programs in higher education institutions are faced with their own challenges in preparing students in a complex world, especially in the midst of pandemics.

Hospitality business programs and tourism education are closely related to the tourism industry. From the industrial side expect human resources that not only acquire theoretical knowledge but also develop interpersonal skills, problem solving, and self-management (Baum, et al. 2016). From a student perspective, the selection of hospitality and tourism programs aims to acquire real-life, direct, and industry-related information and skills that are beneficial to their future development. (Goh, Nguyen and Law 2017). Finally, educational institutions must be able to produce graduates who meet the needs of a growing industry, especially in pandemic times. Therefore curriculum design is a key factor in ensuring the quality of the University of the Programs offered by higher education institutions.

Seeing the adverse impact of COVID-19 on the culinary business, both industry practitioners and academics are now aggressively looking for ways to help culinary businesses overcome difficulties in the COVID-19 era, especially related to post-COVID-19 customer management. As shown by Rivera (2020) that the study of the tourism industry in the context of a pandemic is needed. Although the study has focused heavily on this study, the Web of Science database yielded no more than 45 results studying the impact of COVID-19 on the culinary business. Finally, the study variant did not significantly impact enriching the body of knowledge, so the implications were very limited for policymakers and academics. In fact, the curriculum applied to vocational education is pursued adaptively to the needs of the business world and the industrial world (DUDI) (Murwaningsih, 2018).

In response to these needs, the study aims to provide new insights into the importance of understanding the readiness of culinary businesses during pandemics. In particular, this paper puts forward a theoretical framework for understanding the construction of culinary business adaptation in the city of Pare-Pare whose implications can be used as a source of teaching materials in hospitality business programs. Pare-pare as one of the centers of economic growth in Sulawesi Island has diverse tourism potential, namely the art, culture and order of life of the local community. Vision of The City of Parepare "The Realization of the City of Parepare that is Advanced, Caring, Independent and Dignified". This plan is also in accordance with the mission of the Mayor and Deputy Mayor of Parepare to encourage the acceleration of regional economic growth based on local resources, investment development and improvement of community welfare in accordance with the principles of sustainable development. In addition, the KUR (People's Business Credit) Program is a government program that must be run by government banks including Bank Sulselbar to help finance MSMEs. In 2018 the government prepared a subsidy budget for KUR of 120 T, and in 2019 rose to 140 T. The purpose of taking credit for MSMEs was to increase value and increase sales turnover from creative businesses.

The importance of the tourism sector in development activities and income opportunities for the tourism industry in the city of Pare-Pare is an important reason tourism must still be carried out. Based on the description, tourism in the city of Pare-Pare convinces visitors to stay safe and believe to travel in the midst of a pandemic. By understanding how the culinary business readiness first, this study can then guide vocational higher education in Indonesia to formulate the curriculum structure of adaptive courses against the covid-19 pandemic. Thus, it is estimated that this research can be a source of teaching materials in hospitality business courses (compulsory Courses; 2 Credits) taught in the Tata Boga Management Program of the Makassar Polytechnic Tourism Hospitality Department.

## 2. METHODS

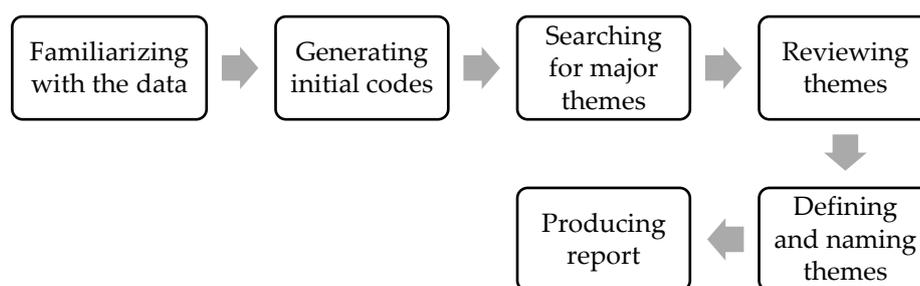
This research uses a qualitative approach of this type of case study to get an overview of the readiness of the tourism sector, especially culinary business ventures in the city of Pare-Pare which further becomes the material of hospitality business courses in the Tata Boga Management Program of

the Makassar Tourism Polytechnic Hospitality Department. In this study, qualitative approaches are focused on understanding the perspective of culinary entrepreneurs.

Data is collected through semi-structured interviews. Interviews conducted by researchers correspond to the availability of informant times and dates and last between 1 to 2 hours using a voice recorder for a month in September 2021. The subject of the list of questions is based on a literature review directed at three topics: 1) culinary business actors' perception of pandemic disruption, 2) response to recovery strategies, and 3) innovation during crises (Heinonen and Strandvik 2020).

The research locations are restaurants, culinary businesses, and hotel restaurants in The City of Pare-Pare Sulawesi-Selatan. A total of 10 informants were established consisting of restaurant entrepreneurs, restaurant managers, tourism officials, communication and hotel restaurant managers located in The City of Pare-Pare Sulawesi-South Sulawesi. We recruit participants with the use of purpose sampling techniques. In the characterization of restaurants and similar sectors, distributed as follows: experience of culinary entrepreneurs for 4 years, culinary entrepreneurs five to ten years, and more than ten years. The sample consisted of the majority of male chefs and business owners aged an average of between 35 and 65.

Data that has been collected, transcribed and analyzed thematically. Thematic analysis is a method of analyzing qualitative data by conducting a search across data sets to be identified, analyzed, and reported in repeat patterns. (Clarke and Braun 2017). This method of analysis is used not only to describe the data, but also to help researchers interpret in the process of selecting code and building themes.



Picture 1. Data Analysis

### 3. FINDING AND DISCUSSION

#### a. Finding

1. The distribution of Culinary Business of Pare-Pare City can be seen that the culinary tourism of Pare-Pare City can be divide into two, namely: MSME-based culinary business in the form of processed food that can be used as souvenirs and Culinary Business in restaurants and ready-to-eat restaurants. The largest number is dominated by culinary businesses that can be used as souvenirs, such as Bolu Cuke, Peanut Chips, Bread, Fried Onion Packaging, culinary products from Malaysia (Milo, Susu, Tarik Tea and so on). Meanwhile, culinary businesses in restaurants and restaurants are dominated by local food, such as Grilled Chicken, Nasu Palekko, Grilled Fish, yellow Rice and so on, scattered along the Makassar-Toraja axis road. There are also culinary businesses whose processed products are modern, such as at Café Reza, D'Carlos, and restaurants at hotels in Pare-Pare and culinary at the point of pare-pare tourist sites. Kesiapan Usaha Kuliner Kota Pare-Pare.

#### a) Restaurants

Based on the results of interviews and observations to culinary business actors obtained four categories of business actors, among others:

1. Pessimistic business people who think that the revival of their business will be difficult and take a long time;
2. Business people with resilience who tend to start over and dare to take action;
3. Business people with uncertainty observed by researchers in ignorance for survival;

4. Opportunist business people who look in confidence and have settled customers, especially in the internal market.

**Matrix 1.** Interviews with Restaurant and Restaurants

Perception	Theme
Given the seasonal culinary business, I am confident that the recovery will be very slow and difficult and it may only be in 2021 that we can recover.	Pessimistic
We're trying to start slowly. It will be easier for those of us who have businesses switching to the domestic market. I think as a businessman must have managerial skills, especially in terms of good finances.	Resistance
The impact of the pandemic is too harsh! It's just a matter of time for how long we're going to close, whether we have the ability to survive, because we have a family business and we live every day. Closed indefinitely and with the amount of rent, I don't know if it can last.	Doubt
An opportunity for us to steer the business to the internal market. This means that we realize that models cannot be the same in menus or prices. Flexibility to reach different audiences.	Opportunists

Source: processed data researchers, 2021

b. MSME-based culinary business actors

Based on the results of the interview, it was found that the readiness of MSME-based culinary entrepreneurs in The City of Pare-Pare was found. This readiness is actualized in three main findings, namely:

- Management based on rethinking the operation of the business to increase profit margins and create a sustainable business in the long term
- Cleanliness by implementing the system for greater safety perceived by customers.
- Social commitment is demonstrated by new habits and ways of life that refer to "happy businesses, happy workers, and happy customers."

**Matrix 2.** Interview with MSME-based Culinary Entrepreneurs

Perception	Theme
Culinary needs to be rethought, basically to increase profits and create a sustainable business in the long run. We have to innovate with current needs, because all this time we only focus on the conventional food business.	Management
We implement a safer system at work and put greater security first to our customers (delivery). We rigorously equip, train, plan and simulate health protocols, for example: not providing cutlery (spoons), sticking hand-washing stickers on food wrappers, implementing a one-service-one-handed system.	Hygiene
We learn to be human and respect those around us should value our health more. Business happy, employees happy, customers happy.	Sustainability commitment

Source: processed data researchers, 2021

### c. Adaptation of Pare-Pare City in the Covid-19 Pandemic

Risk reduction strategy refers to the process by which consumers seek to reduce the perceived risk and uncertainty involved in purchasing a product or service. Thus the culinary business of The City of Pare-Pare seeks to realize consumer satisfaction through the creation of quality impressions. Pandemics, which are seen as global events, can be considered an opportunity to add to a more quality future travel experience, by making them more memorable (Pizam, 2010). The results of surveys in the field found a number of facts of the readiness of Pare-Pare culinary business during the covid-19 pandemic including:

#### 2. Start switching to non-cash transactions.

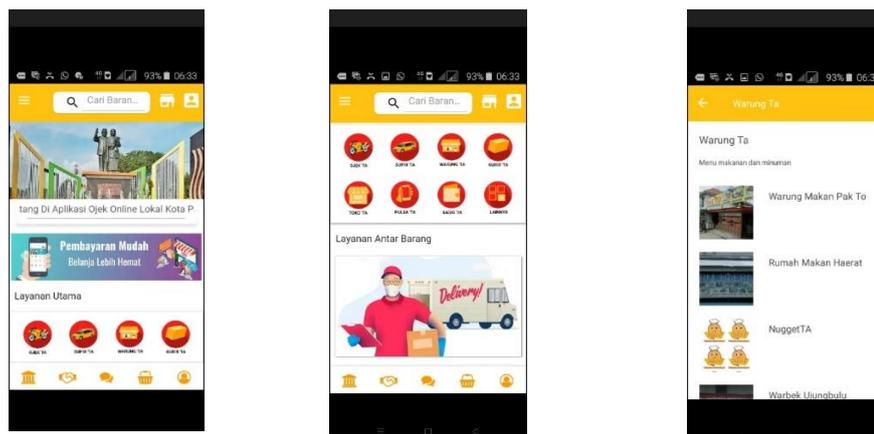
Consumers in the Covid-19 pandemic conditions choose to minimize direct or non-cash transactions to prevent direct contact with foreigners. (Fatoni, et al. 2020) call it adaptive shopper, in terms of sellers known as adaptive selling (adaptive sales) where salespeople adjust their strategies to customer requirements or situation dynamics during sales so that consumers feel happy and satisfied. This will create loyalty for customers.



**Picture 1.** Payment through non-cash service at The Restaurant in Pare-Pare Doc: September 23, 2021

#### 3. Making sales online

Culinary entrepreneurs in Pare-Pare apply stricter food safety standards to foods packaged or sold online. They prepare food in a special container then wrap the food / drink well and neatly and wrap it again in a plastic bag up to 2-3 layers. Disposable containers and packaging should be used to package food well to avoid viral contamination of food. The driver or delivery service must also apply the correct health standards while maintaining physical distance when picking up and delivering food. Observers in the field showed that culinary packaging businesses in the city of Pare-pare have implemented health protocols in packaging, the materials used are also made from environmental materials that are environmentally friendly and not plastic. In addition, the concept of branding carried is millennial based on the local culture, namely Bugis-Makassar. This, it appears to the user... *"Salamaki" dan Makanan Ta'* (enjoy your meal, good luck)



**Picture 2.** Online Culinary Sales Platform at Pare-Pare Source: Download Playstore



**Picture 3.** Podcast through social media as an effort by the Pare-Pare Tourism office to help the community and MSMEs market culinary products (Doc: Researcher, October 15, 2021)

#### b. Discussion

The temporary closure of the tourism industry to the coronavirus pandemic has triggered unprecedented severe challenges for Indonesian culinary businesses. By investigating the resilience of culinary businesses to COVID-19, this study tried to explain the research topic by providing comprehensive empirical evidence with two dimensions, namely culinary business readiness in Pare-Pare City and innovation adaptation to the crisis. The findings of the current study suggest that the characteristics of culinary business people act as significant conditions that alleviate or exacerbate the negative effects of COVID-19. The analysis of this study detected not only entrepreneurs' perception of the ability to withstand such shocks but also the capacity of businesses to rise up. (Simmie and Martin 2010).

First, the perception-response of pandemic conditions to continuity in the study found that concerns about lack of access to capital, government support, and staff (Madeira, Palrão and Mendes 2021). In addition, these results suggest that companies with larger sizes and more stable finances,

tend to choose to self-fund because of their business brand beliefs. The strategy of relying on the domestic market revealed in this study is in line with previous research showing that the dominance of the strategy is directly to the domestic market that is not too affected by the crisis. (El-Gohary 2020). However, this study shows that although businesses also meet the challenges of the crisis through culinary approaches that emphasize differences related to the quality of services, products, and health. These features are an important factor in achieving competitive advantage and strengthening customer loyalty. (Batat 2021). Our results contribute to previous research related to response strategies that can help culinary businesses adapt to crises without damaging the image.

Second, businesses in this study gave rise to innovation to the crisis through take-out and delivery options. In line with previous research some restaurants are changing their business models to fit the demand for home dining. (Fusté-Forné and Hussain 2021). In addition, this paper shows the extent of business resilience as part of rapid innovation to crises. The results of previous studies were also observed in this study, where hygiene arrangements as a way to provide security to customers (Madeira, Palrão and Mendes 2021). Setting distance between tables contributes to maintaining social distance to the provision of food supplies which all lead to the provision of human contact in food service. The findings above have provided a clear picture not only for culinary entrepreneurs and policymakers, but also become practical guidelines for tourism education. The impact caused by the pandemic to the change in tourism business conditions in the field in turn also impacted the pedagogical practices of hospitality and tourism. The relationship between the world of tourism and education requires that the teaching curriculum has relevance to the hospitality industry.

The goal is that in order not to experience the lag of teachers must have a set of competencies. (Ye-weon Jeon, dkk., 2017) *includes teaching design, teaching and learning guidance, research on teaching content, research on teaching methods, career and interpersonal relationship guidance, management support for school and class, and cooperation.*

Hospitality Business Courses have indicators of student achievements that are expected to be able to: Define marketing and distinguish marketing from sales, explain the importance of marketing for companies. Distinguish hospitality business marketing from manufacturing marketing, and describe the evolution of marketing. The scope of the open material "Culinary Product Marketing Strategy" includes: target market cluster (segmenting), market determination (targeting), as well as positioning and image preparation that produces product branding (positioning and branding), as well as the identification of the marketing mix (marketing mix). Furthermore, at the time of practicum, students simulated the application of Prokol CHSE hotels and restaurants / restaurants with reference to the learning experience of case studies of culinary business readiness of Pare-Pare City. Learning materials through video tutorials and materials previously designed by Lecturers / Lecturers according to the results of research in the city of Pare-Pare. The following is the integration of the readiness of the culinary business of the city of Pare-Pare into the learning of Hospitality Business:

**Matrix 3.** Integration of Hospitality Business Courses with Pare-Pare City Culinary Business strategy in the covid-19 pandemic

<i>The new normal</i>	Material Integration	Learning Experience	Learning Methods
The addaptive shopper	managerial	Ability to think creatively and innovate with the needs of the domestic market based on the current (Sulawesi-South and Indonesian market)	<i>Problem Based Learning</i>

<i>The Healt Nut</i>	Sanitation & Hygiene	<ol style="list-style-type: none"> <li>1. The ability to implement safer systems at work and greater security to customers (delivery).</li> <li>2. The ability to apply / Simulation of health protocols strictly, for example: not providing cutlery (spoon), sticking stickers for hand washing on food wrappers, applying a one-service-one-handed system.</li> </ol>	Simulation, Problem Based Learning
<i>The bored homebody</i>	Social Commitment	<ol style="list-style-type: none"> <li>1. Ability to live and be human and respect the people around us (customers)</li> <li>2. Ability to maintain health. Business happy, employees happy, customers happy.</li> </ol>	<i>Problem Based Learning; Interactive Discussion of Teachers and Learners</i>

Source: Processed research data, 2021

After taking the hospitality business course students can understand the basic concepts of marketing, environmental analysis, customers, and competitors as well as the marketing tools used in marketing activities in creating long-term relationships with customers. Contextual learning is required in semester 4 which will later practice in semester 5 so that it is equipped with the ability to intern in the industry in new normal situations. Here the material context about the readiness of culinary business in the environment around students, namely the city of Pare-pare can be very instrumental to add insight to learners or help in learning. Thus, the learning method developed is problem based learning (PBL). Glazer (2001) defines PBL as a learning process that emphasizes and involves problem solving and critical thinking in its actual context. The results of the study (Hutama, Pindi Darma, et al. 2021) suggests that learning with the application of the PBL approach is able to improve learners' skills in critical thinking. The research conducted in Purwodadi Grobogan Regency proves that there is an increase in critical thinking skills of class III students in thematic learning pursued through PBL with an increase in the number of learners who are skilled at thinking critically well by 15% in cycles 1 and 40% of all learners in cycle 2. Previous research (Wulandari, Bekt. 2013) found that the improvement in learning outcomes of students taught by the PBL method was higher compared to the increase in learning outcomes of students taught by demonstration learning methods.

#### 4. CONCLUSION

The conclusions of the study include: 1) Social commitment demonstrated by new habits and ways of life that refer to "happy businesses, happy workers, happy customers; 2) Innovation in digitalization of business by switching to non-cash transactions, making online sales, the emergence of creativity and Innovation in the use of Technology to increase the value of culinary products 3)

Readiness of the culinary business of Pare-pare City can be used as a source of teaching materials hospitality business courses including marketing sub-materials, marketing innovation, digital-based marketing and the evolution of marketing. This research recommends developing a teaching book on the management of the culinary business of the city of Pare-Pare as a guideline for the development of creative economy-based businesses in optimizing business potential in the New Normal Period.

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