

# 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>, and Adi Wibowo<sup>3</sup>,*

<sup>1</sup> Business Accounting Program, Petra Christian University, Indonesia

<sup>2</sup> Architecture Program Study, Petra Christian University, Indonesia

<sup>3</sup> General Education Department, Petra Christian University, 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 (<https://unitedboard.org/>). 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, Surabaya traditional food, food quality, food prices

## 1 Introduction

### 1.1 Background

Tirdasari & Dhewanto, [1], <sup>1</sup> 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 5 lectures

---

\* Corresponding author: [gunte@petra.ac.id](mailto:gunte@petra.ac.id), [gunteitb2012@gmail.com](mailto:gunteitb2012@gmail.com)

from 6 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 & 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], <sup>2</sup> 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 2000-2003. 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 & Lantu [3] <sup>3</sup> 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 & Dhewanto [1]. Three Family Business in restaurants in Indonesia (3 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 & Levenburg [4] <sup>4</sup> 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] <sup>5</sup> 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] <sup>6</sup> 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] <sup>7</sup> 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].<sup>8</sup> 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, Semangi (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]<sup>9</sup> 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 Lonthong. 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, Grobyak. 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]<sup>10</sup> 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, & Dhewanto, [11]<sup>11</sup> 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. Boo, [12]<sup>12</sup> found relatively service-driven restaurant industry was very important. Boo 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:

- 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.

- Human service was found very important also comprising 3 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.
- Food quality comprised of clean, healthy, fresh and has a variety of the food.
- Price comprised of competitive price, good value for money, willing to give special prices.
- Youth satisfaction comprised of overall satisfaction, quality of service experience, meet expectation.
- Lastly, the Youth loyalty comprised of repurchase intention and recommend to others.

Related to architectural typology, Turley & Milliman [13] <sup>13</sup> 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] <sup>14</sup> 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], <sup>15</sup> studied the behaviour in traditional market in Bandung. Meanwhile, Harjoko & Adianto [16] <sup>16</sup> studied the space topology informal street hawker in Jakarta. Lastly, Anggraini [17] <sup>17</sup> 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.

- 1st Hypothesis: The Business Principle were important for developing the FBs
- 2nd Hypothesis: The FBs would have family business system model such as: family & socially managed, professional managed
- 3rd Hypothesis: Some FBs would face competitiveness issues especially in marketing, human resource and accounting system
- 4th Hypothesis: Several key factors of successful FBs were Human Service, Food Quality, Food Price, and Physical environment
- 5th 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

- Literature Review
- Family Business Location Mapping
- Interview and Photo Documentation
- Workshop of Photo and Video Documentation, Digital Sketching, and Website Development
- Video Shooting and Editing
- Final Reporting
- 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.

**Table 1. List of Lecturers, Courses and Number of Students**

<b>Name and Academic Title</b>	<b>Course Taught</b>	<b>Numbers of Students involved</b>	<b>Faculty/ Program Study University</b>
Gunawan Tanuwidjaja ST. MSc., Ir. I Gusti Nyoman Sulendra	Indonesian Culture and Digital Exploration (ICDEX)	17	Architectural Program Study; DMU (General Education Department);
	CROSS Program - Community Outreach for Food Hawker in Siwalankerto, Surabaya	104	
	Social Campaign of Healthy Traditional Food with Board Game	350	
	Family Business in Traditional Food Training	60	
Ritzky K.M.R. Brahmana SE. MA.	Marketing Strategy	25	Marketing Management Program
	CROSS Program		
Priskila Adiasih SE. MSc.	Accounting Information System	110	Business Accounting Program
	Business Information System	120	
Heru Dwi W. MPd.	Illustration	15	Visual Communication Design Program Study
Total Students Involved		801	

### 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 2.** The origin of the food sold FB in Traditional Food Sector in Surabaya

The origin of the food (Asal makanan)	Family Business (FB)	Percentage
Authentic food from Surabaya (Makanan otentik dari Surabaya)	25	36%
Food from other areas of East Java Province, excluding Surabaya (Makanan dari Provinsi Jawa Timur lainnya, selain dari Surabaya)	24	34%
Food from other areas of Java Island, excluding East Java Province (Makanan dari Pulau Jawa, selain dari Provinsi Jawa Timur)	4	6%
Indonesian food (Makanan dari Indonesia)	14	20%
Other Food (Makanan lainnya)	5	7%

(Source: author)

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 & 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 atau 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.

**Table 3.** Category of Food sold in FB in Traditional Food Sector in Surabaya

Category of Food (Kategori Makanan)	Numbers of FB	Percentage
Soup/ Yellow soup/ Black soup (Sop/Soto/ Rawon)	11	16%
Cow tongue salad/ Mixed salad/ Cooked salad (Rujak Cingur/ Gado-Gado/ Pecel)	10	14%

Category of Food (Kategori Makanan)	Numbers of FB	Percentage
Fried/ Grilled/ Smashed Chicken (Ayam Goreng/ Ayam Bakar/ Ayam Penyet)	10	14%
Noodles & Meatballs/ Fried balls (Mie & Baso/ Bakwan)	9	13%
Rice, Meat and Mixed Vegetables (Nasi Campur)	8	11%
Satay/ Beef curry/ Beef fat soup (Sate/ Gule/ Kikil)	7	10%
Traditional cakes (Kue – kue tradisional)	5	7%
Fish or Seafood (Ikan atau Makanan laut)	4	6%
Tofu Dishes (Tahu Tek/ Tahu Campur)	4	6%
Steamed-leaf-packaged rice with vegetables or noodles (Lontong Balap/ Lontong Mie)	3	4%
Fried Rice (Nasi Goreng)	2	3%
Snacks (Camilan kering atau kletikan)	1	1%

(Source: author)

The data of the FBs owners, such as: gender, age, education, were analysed. Fifty six percent 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 years old, meanwhile 19% percent owners were between 51-60 years old. Thirty six percent (36%) of the owners were between 41-50 years old. The younger owners were also found under 30 years old (11%), and between 31-40 years old (17%).

**Table 4.** Owners' Gender of FB in Traditional Food Sector in Surabaya

Owner's Gender	Person	Percentage
Male (Laki – laki)	39	56%
Perempuan (Female)	27	39%

(Source: author)

**Table 5.** Owners' Age of FB in Traditional Food Sector in Surabaya

Owner's Age	Person	Percentage
Under 30 years old (Di bawah 30 tahun)	8	11%
Between 31-40 years old (Antara 31-40 tahun)	12	17%
Between 41-50 years old (Antara 41-50 tahun)	25	36%
Between 51-60 years old (Antara 51-60 tahun)	13	19%
Above 60 years old (Di atas 60 tahun)	12	17%

(Source: author)

**Table 6.** The education level of the owner of FB in Traditional Food Sector in Surabaya

Education level of the owner (Pendidikan pemilik)	Person	Percentage
Not graduated from Elementary school (Tidak lulus SD)	4	6%
Elementary School (SD)	13	19%
Junior High School (SMP)	9	13%
Senior High School (SMA/ SMK)	32	46%
Bachelor (Sarjana)	12	17%

(Source: author)

### 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.

**Table 7.** Business principles that believed by FB in Traditional Food Sector in Surabaya

Business principles that believed by family (Prinsip bisnis keluarga yang dianut)	Numbers of FB	Percentage
Positive thinking (Berpikir positif)	19	27%
Customer trust (Kepercayaan pelanggan)	51	73%
Hardwork (Kerja keras)	27	39%
Honesty/ Kindness/ Hospitality (Kejujuran/ Kebajikan/ Keramahan)	19	27%
Creativity/ Innovation/ Flexibility (Kreativitas/ Inovasi/ Fleksibilitas)	8	11%
Risk taking (Keberanian ambil resiko)	3	4%

(Source: author)

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

The FBs in Traditional Food Sector in Surabaya had both family business system model: family & 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 Fifty three percent (53%) of the FBs involved more than 80% of owner's family in the business management. Seventy nine (79%) of the FBs were Small and Micro Enterprise because they only hired 1-10 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.

**Table 8.** Number of workers working in FB in Traditional Food Sector in Surabaya

Number of workers working in this place (Jumlah tenaga kerja yang ikut bekerja di tempat ini)	Numbers of FB	Percentage
more than 40 (lebih dari 40)	0	0%
20-40	6	9%
11-20	9	13%
1-10	55	79%

(Source: author)

**Table 9.** Percentage the owner's family of the workforce in FB in Traditional Food Sector in Surabaya



Percentage the owner's family of the total worker (Persentasi dari total pekerja yang merupakan keluarga pemilik)	Numbers of FB	Percentage
80% - 100%	37	53%
60% - 79%	9	13%
40% - 59%	12	17%
20% - 39%	3	4%
1% - 19%	9	13%

(Source: author)

**Table 10.** Percentage female worker of the total worker in FB in Traditional Food Sector in Surabaya

Percentage female worker of the total worker (Persentasi dari total pekerja yang merupakan pekerja perempuan)	Numbers of FB	Percentage
80% - 100%	16	23%
60% - 79%	7	10%
40% - 59%	29	41%
20% - 39%	9	13%
1% - 19%	9	13%

(Source: author)

### 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 seventeen percent (17%) were established more than 50 years and twenty seven percent (27%) were established for 26 to 50 years. 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 4 generations (3%), 3 generations (6%), 2 generations (30%), and 1 generation (61%). It showed that the FBs in Traditional Food Sector could sustain in the last 5 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.

**Table 11.** Numbers of years of FB in Traditional Food Sector in Surabaya has established

Number of Years this business has established (Jumlah Tahun tempat ini sudah berdiri)	Numbers of FB	Percentage
more than 50 (lebih dari 50)	12	17%
26-50	19	27%
11-25	17	24%
1-10	22	31%

(Source: author)

**Table 12.** Numbers of Generations were involved from the beginning until now in FB in Traditional Food Sector in Surabaya

Numbers of Generations were involved from the beginning until now (Jumlah Generasi yang terlibat dari awal sampai sekarang)	Numbers of FB	Percentage
4	2	3%
3	4	6%
2	21	30%
1	43	61%

(Source: author)

**Table 13.** Business brand well recognized of FB in Traditional Food Sector in Surabaya

Business brand well recognized in Surabaya (Merek Bisnis ini sudah dikenal secara luas di Surabaya)	Numbers of FB	Percentage
Yes (Ya)	45	64%
Not yet (Belum)	25	36%

(Source: author)

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, & 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.

**Table 14.** Reason why the customers come repeatedly to FB in Traditional Food Sector in Surabaya

Reason why the customers come repeatedly (Alasan pembeli mau datang kembali ke tempat ini)	Numbers of FB	Percentage
Taste and food quality (Rasa dan kualitas makanan)	70	100%
Strategic location (Lokasi strategis)	50	71%
Affordable price (Harga yang terjangkau)	33	47%
Fast service time (Waktu pelayanan yang singkat)	20	29%
Many variety of foods (Banyak variasi makanan)	12	17%
Service hospitality (Keramahan pelayanan)	11	16%
Availability of parking lots (Tersedianya tempat parkir)	9	13%
A cool hang out place (Tempat berkumpul yang menarik)	8	11%
Availability of healthy food option (Pilihan makanan sehat tersedia di sini)	7	10%
Interesting food presentation (Presentasi makanan yang menarik)	5	7%
Atmosphere of the place [cleanliness, interior, music, temperature] (Atmosfir tempat ini [kebersihan, interior, musik, suhu ruangan])	5	7%

(Source: author)

**Table 15.** Marketing strategy used by FB in Traditional Food Sector in Surabaya

Marketing strategy used (Strategi pemasaran digunakan)	Numbers of FB	Percentage
Customer satisfaction/ mouth to mouth (Kepuasan konsumen/ dari mulut ke mulut)	68	97%
Social Media [Instagram, Facebook, Path, Twitter, etc] (Media social [Instagram, Facebook, Path, Twitter, dll].	10	14%
Advertisement in newspaper/ magazine/ brochure (Iklan di koran/ majalah/ brosur)	9	13%
Advertisement in website [Groupon, official website, food blog, etc] (Iklan di website [Groupon, website resmi, food blog, dll])	3	4%
Food price discount (Diskon harga makanan)	3	4%
Credit cards discount (Diskon dengan kartu kredit tertentu)	2	3%

(Source: author)

### 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:

- Restaurants/ Eating place inside of a Modern Shopping Center/ Mall
- Eating place inside of Traditional Market
- Restaurants/ Eating place in Shop house, in the roadside
- Informal hawker in the legal hawker center
- Stationary Street hawker in the roadside
- Ambulatory Street hawker

**Table 16.** Type of eating place of FB in Traditional Food Sector in Surabaya

Type of eating place (Tipe tempat makan ini)	Numbers of FB	Percentage
Restaurants/ Eating place in Shophouse, in the roadside (di dalam Rumah Toko, di tepi jalan)	44	63%
Informal hawker in the legal hawker center (Pedagang informal dalam pusat PKL resmi)	12	17%
Stationary Street hawker in the roadside (Pedagang kaki lima yang menetap di tepi jalan)	9	13%
Eating place inside of Traditional Market (di dalam Pasar Tradisional)	5	7%
Ambulatory Street hawker(Pedagang kaki lima bergerak)	4	6%
Restaurants/ Eating place inside of a Modern Shopping Center/ Mall (di dalam Pasar Modern/ Mall)	1	1%

(Source: author)

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 Klop Odomohen 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:

- Restaurants/ Eating place inside of a Modern Shopping Centre/ Mall,
- Eating place inside of Traditional Market,
- Restaurants/ Eating place in Shop house, in the roadside,
- Informal hawker in the legal hawker centre,
- Stationary Street hawker in the roadside,
- 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

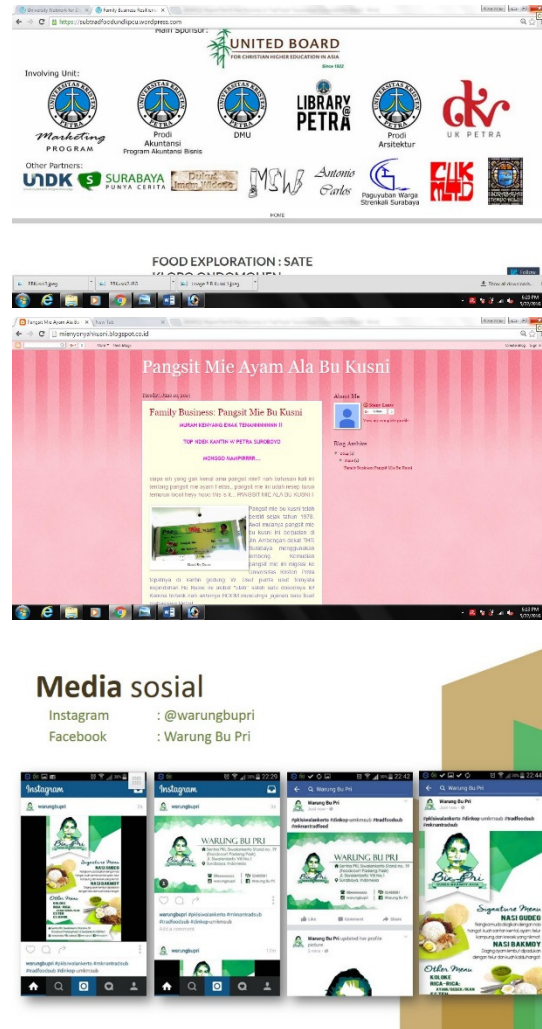


**Fig. 12** Food served in Ambulatory Street  
hawker - Nasi Pecel May Lien

### 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.





**Fig. 14 Marketing Tools and Websites of Traditional Food Vendor**

Indonesian Culture and Digital Exploration -  
<https://subtradfoodundkpcu.wordpress.com/>

Business Information System - Pangsit Mie Bu Kusni -  
<http://mienyonyahkusni.blogspot.com>

CROSS Marketing Community Outreach Program -  
<http://crossabdimas.weebly.com/>

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..

## 5 Acknowledgment

We would like to thank:

- United Boards
- UNDK Indonesia
- Rector of Petra, Prof. Ir. Rolly Intan, M.A.Sc., Dr.Eng.
- Vice Rector of Petra for Academic Affairs, Prof. Dr. Ir. Djwantoro Hardjito, M.Eng.
- Head of LPPM UK Petra and Board of Director UNDK in Petra, Mrs. Dr. Juliana Anggono, S.T., M.Sc.
- Dean of Faculty of Economy, Lim Pei Fun, SE. M.Com.
- Head of Marketing Management, Drs. Sugiono Sugiharto, M.M.
- Head of Visual Communication Design Program, Aristarchus Pranayama, B.A., M.A.,
- Other Team Member of Capturing the Family Business Resilience in Traditional Food Sector in Surabaya Program: Ir. I Gusti Nyoman Sulendra, Ritzky K.M.R. Brahmana SE. MA., Heru Dwi W. MPd.
- *Dinas Koperasi dan UMKM Surabaya* (Cooperative and Middle-Small-Micro Businesses Section of Surabaya Municipality),
- Family Businesses in Traditional Food Sector Surabaya
- Dukut Imam Widodo (*Surabaya Tempo Dulu/ Old Time Surabaya*)
- Dhahana Adi S.Sos. M.I.Kom. (*Surabaya Punya Cerita/ Stories of Surabaya*)
- Anitha Silvia (Platform Ayorek!/ Creative Industries and Communities Network)
- Antonio Carlos (Surabaya Food Expert).
- Gatot Subroto (Paguyuban Warga Stren Kali Surabaya (Surabaya Riverside Village Residents Association),
- Rachmad Priyandoko (CAKMAD, Illustrator and Digital Sketch Artist),
- Muhammad Firman (Historian, Surabaya Heritage),
- Obed Bima Wicandra, S.Sn., M.A. and Grace Hanyta (Developer and Designer of Game Jelajan/ Healthy Food Game).

## References

1. N.L. Tirdasari, W. Dhewanto, Family Business Succession in Indonesia: A Study of Hospitality Industry, *Procedia - Social and Behavioral Sciences*, Volume 57, 9 October 2012, Pages 69–74, International Conference on Asia Pacific Business Innovation and Technology Management. (2012).
2. I.D.K.R., Ardiana, I.A. Brahmayanti, & Subaedi, Subaedi, Small and Medium Economic Unit's Competency and Its Influence to Small and Medium Economic Unit's Effectiveness in Surabaya, (in Indonesian: Kompetensi SDM UKM dan Pengaruhnya Terhadap Kinerja UKM di Surabaya), *Journal of Management and Entrepreneurship*, Vol 12, no 1, March 2010, pp 42-55 Petra Christian University (*JURNAL MANAJEMEN DAN KEWIRAUSAHAAN*, VOL.12, NO. 1, MARET 2010: 42-55), (2010).



3. R.M. Utami, D.C. Lantu, Development Competitiveness Model for Small-Medium Enterprises among the Creative Industry in Bandung?, presented in The 5th Indonesia International Conference on Innovation, Entrepreneurship, and Small Business (IICIES 2013), *Procedia - Social and Behavioral Sciences*, Volume 115, 21 February 2014, Pages 305–323, (2014).
4. V. Gupta , N. Levenburg, "Cultures, Ideologies and Family businesses", *Journal of Family Business Management*, Vol. 2 Iss 1 pp. 57 – 75, (2012).
5. J. Jordana, Traditional foods: challenges facing the European food industry. *Food Research International*, 33(3–4), 147–152. (2000).
6. L. Guerrero, M.D. Guàrdia, J. Xicola, W. Verbeke, F. Vanhonacker, S. Zakowska-Biemans, M. Sajdakowska, C. Sulmont-Rosse', S. Issanchou, M. Contel, M.L. Scalvedi, B.S. Granli, M. Hersleth, Consumer-driven definition of traditional food products and innovation in traditional foods. A qualitative cross-cultural study, *Appetite* 52 (2009) 345–354, (2009).
7. H. von Holzen, L. Arsana, W. Hutton, *Periplus World Cookbooks, The Food of Indonesia, Authentic Recipes from the Spice Islands*, Produced in association with the Grand Hyatt – Bali, Periplus Editions. (1997).
8. L. Nurlaela, R. Ismawati, Sumarno, *Pendokumentasian Makanan Tradisional Jawa Timur*, Jurusan Pendidikan Kesejahteraan Keluarga, Universitas Negeri Surabaya (in English: The Documentation of Eastern Java's Traditional Food, published by Department of Family Welfare, Surabaya State University). (2008).
9. D.I. Widodo, *Monggo Dipun Badhog*, Dukut Publishing, Surabaya (in English: Please Enjoy the Meal, Dukut Publishing, Surabaya). (2011).
10. E.T. Herliana, Reflections on Creativity: Public Engagement and The Making of Place: Preserving Javanese Culture through Retail Activities in Pasar Beringharjo, Yogyakarta? *Procedia - Social and Behavioral Sciences*, Volume 184, 20 May 2015, Pages 206–213, , (2015).
11. A.C.E. Dewi, W. Dhewanto, Key Success Factors of Islamic Family Business, Presented in International Conference on Asia Pacific Business Innovation and Technology Management, *Procedia - Social and Behavioral Sciences*, Volume 57, 9 October 2012, Pages 53–60, (2012).
12. H.V. Boo, Service Environment of Restaurants: Findings from the youth customers, *Journal of ASIAN Behavioural Studies*, Volume 1, No. 2, May 2011. (2011).
13. L.W. Turley, R.E. Milliman, Atmospheric effects on shopping behavior: a review of the experimental evidence. *Journal of Business Research*, Vol. 49 No. 2, pp. 193-211. New York: HarperCollins, (2000).
14. H.F. Ariffin, M.F. Bibon, R.P.S. Raja Abdullah, Restaurant's Atmospheric Elements: What the Customer Wants, *Journal of ASIAN Behavioural Studies*, Volume 1, No. 2, May 2011, ISSN: 2180-4567, (2011).
15. R.A. Rahadi, Factors Related to Repeat Consumption Behaviour: A Case Study in Traditional Market in Bandung and Surrounding Region, presented in ASEAN Conference on Environment-Behaviour Studies (AcE-Bs), Savoy Homann Bidakara Hotel, 15-17 June 2011, Bandung, Indonesia, *Procedia - Social and Behavioral Sciences* Volume 36, 2012, Pages 529–539, (2011).
16. T.Y. Harjoko, J. Adianto, Space Topology: Case Study of Kakilima in the Market of Kebayoran Lama, Jakarta, presented in ASEAN Conference on Environment-Behaviour Studies (AcE-Bs), Savoy Homann Bidakara Hotel, 15-17 June 2011, Bandung, Indonesia, *Procedia - Social and Behavioral Sciences* Volume 36, 2012, (2011).
17. L.D. Anggraini, Spatial Arrangement in Chinese and Javanese Shop House in Yogyakarta City, Presented in ASEAN Conference on Environment-Behaviour Studies (AcE-Bs),

Savoy Homann Bidakara Hotel, 15-17 June 2011, Bandung, Indonesia, Procedia - Social and Behavioral Sciences, Volume 36, 2012, (2011).

