

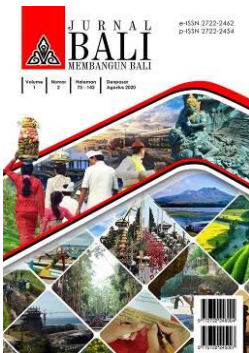


## Managing Menu and Culinary Offerings as a Cannelé Dining Scene at The Mulia, Mulia Resort & Villas

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### Abstract

**Purpose:** The purpose of this research is the demand for popular patisserie products in Bali, which prompted The Mulia, Mulia Resort & Villas, Nusa Dua, Bali to establish Cannelé as their additional dining outlet to offer exquisite patisserie offerings.

**Research methods:** The study employs a POAC-based approach (planning, organizing, actuating, and controlling) supported by theories in Gastronomy, Menu Engineering, and Gastronomic Culinary. This study employs a qualitative approach, collecting data through observation, document study, interview, and focus group discussion.

**Findings:** The Mulia, Mulia Resort & Villas develop and manage Cannelé through POAC management cycle. Menu management was conducted rigorously through menu engineering and trend analysis to classify items based on sales performance for operational analysis. The model that can be designed and applied is the operational management cycle. The comparison of menu categories shows a strong foundation for items in the Star and Plow horse and potential to the Puzzle. A significant number of items fall in dog categories. Patisserie/cake product line, ice cream, and coffee show the strongest performance. Meanwhile, the savory menu/main dishes and kids' menu demonstrate low sales.

**Implication:** This study contributes valuable applied knowledge in culinary management and hospitality tourism, particularly in F&B product strategy within luxury hotel environments.

**Keywords:** dining scene, culinary offering, menu engineering, patisserie, POAC

### Abstrak

**Tujuan:** Tujuan penelitian ini adalah permintaan akan produk patiseri yang populer di Bali, yang mendorong The Mulia, Mulia Resort & Villas, Nusa Dua, Bali untuk mendirikan Cannelé sebagai gerai makan tambahan mereka untuk menawarkan sajian patiseri yang istimewa.

**Metode penelitian:** Penelitian ini menggunakan pendekatan berbasis POAC (planning, organizing, actuating, and controlling) yang didukung oleh teori-teori dalam Gastronomi, Menu Engineering, dan Gastronomic Culinary. Penelitian ini menggunakan pendekatan kualitatif, pengumpulan data melalui observasi, studi dokumen, wawancara, dan diskusi kelompok terfokus.

**Hasil:** The Mulia, Mulia Resort & Villas mengembangkan dan mengelola Cannelé melalui siklus manajemen POAC. Manajemen menu dilakukan secara ketat melalui menu engineering dan analisis tren untuk mengklasifikasikan item berdasarkan kinerja penjualan untuk analisis operasional. Model yang dapat dirancang dan diterapkan adalah siklus manajemen operasional. Perbandingan kategori menu menunjukkan fondasi yang kuat untuk item dalam kategori Star dan Plow horse dan potensi untuk kategori Puzzle. Sejumlah besar item termasuk dalam kategori dog. Lini produk patiseri/kue, es krim, dan kopi menunjukkan kinerja terkuat. Sementara itu, menu gurih/hidangan utama dan menu anak-anak menunjukkan penjualan yang rendah.

**Implikasi:** Studi ini memberikan kontribusi pengetahuan terapan yang berharga dalam manajemen kuliner dan pariwisata perhotelan, khususnya dalam strategi produk F&B dalam lingkungan hotel mewah.

**Kata kunci:** skena makan, sajian kuliner, rekayasa menu, patiseri, POAC

## INTRODUCTION

Bali, one of Indonesia's most renowned provinces, has established itself as a global hotspot for tourism, attracting visitors from around the world. Its breathtaking natural beauty, warm hospitality, and cultural richness have earned the island international recognition. According to TripAdvisor (2021), Bali ranks among the top 10 destinations in Asia. In 2022, Bali was further honored as Asia's Leading Wedding Destination and Asia's Most Romantic Destination by the World Travel Awards. This continuous recognition has contributed to an increase in tourist arrivals, reinforcing Bali's status as a premier global tourist destination.

Over the years, tourist preferences have evolved from traditional visits to landmarks and museums towards more immersive cultural experiences. Modern tourists are increasingly seeking to explore local culture through food, making culinary experiences a key aspect of their travels. Kim & Eves (2012) identified several motivations for tourists to engage with local cuisine, such as cultural exploration, sensory appeal, and health concerns, among others. This shift has led to the rise of food tourism—a growing trend where tourists visit destinations specifically to explore local cuisine, food festivals, and regional specialties, enriching their cultural immersion through culinary experiences. Foods like cheeses, chocolates, and local delicacies have become significant elements of the travel experience (Hall *et al.*, 2004).

Bali offers a wide range of culinary experiences, with many hotels offering both local and international dishes. One standout establishment is The Mulia, Mulia Resort & Villas in Nusa Dua. This luxurious resort features 745 rooms and world-class amenities, including private balconies with Jacuzzis, personalized butler services, and an exclusive stretch of pristine white sand beach. The Mulia also houses nine dining establishments offering diverse international cuisines, ensuring guests can access various dining options.

Among these dining options is Cannelé, a patisserie located within The Mulia. As a new addition to the resort's culinary offerings, Cannelé aims to provide both local and international guests with an exceptional dining experience by offering a variety of pastries and take-out options inspired by French, Italian, Western, Asian, and Balinese cuisines. Despite the resort's rich dining options, Bali's pastry market lacked a standout offering, creating a noticeable gap. Cannelé was created to fill this gap, bringing Bali a unique and high-quality patisserie experience.

Given the growing trend of the bakery business in Indonesia, which shows significant potential for expansion (Solusibisnis.co.id, 2023), Cannelé's development comes at an opportune time. The global bakery market, valued at \$331.37 billion in 2020, is projected to grow to \$436.91 billion by 2026 (Boyarsky, 2024). This growth underscores the increasing global cultural significance of bakeries, highlighting Cannelé's potential to thrive within this expanding market. However, despite the promising growth in the bakery sector, limited research has been conducted on the impact of Cannelé's culinary offerings and its role in shaping the dining scene at The Mulia. This research aims to explore the concept behind Cannelé's menu, assess how it differentiates from other dining options at the resort, and examine how guests perceive the quality and value of Cannelé's offerings compared to other restaurants within The Mulia.

The findings of this study will provide valuable insights into how The Mulia can enhance its overall dining experience by understanding the strengths and weaknesses

of Cannelé's menu. These insights can guide the resort's future dining strategy, helping optimize menu offerings and pricing, and ultimately improve customer satisfaction and revenue generation. This research is a crucial step in understanding how high-end resorts like The Mulia can continue to innovate and maintain a competitive advantage by offering unique, high-quality dining experiences that meet the diverse expectations of both local and international guests.

## RESEARCH METHOD

This research adopts a mixed-methods approach, integrating both quantitative and qualitative methods to evaluate and analyze the implementation of the Cannelé concept at The Mulia, Mulia Resort & Villas. A mixed-methods approach is effective because it provides a comprehensive understanding by combining objective measurements, such as sales data, with subjective insights, such as customer feedback and staff perspectives (Creswell, 2012). The study's primary goal is to measure the impact of the new menu on sales performance, customer satisfaction, and operational efficiency. The research uses both methods to gather a well-rounded view of how the Cannelé concept affects the overall guest experience and contributes to the resort's dining strategy.

The research employs a case study design to investigate how the Cannelé concept was implemented at The Mulia, providing an in-depth analysis of the impact of this new menu offering. This design allows for a focused examination of how the phases of planning, organizing, actuating, and controlling (POAC) were applied in the context of a high-end resort's restaurant project. Case studies are particularly effective for exploring complex phenomena within a real-life context (David, 2011). In this case, the study evaluates the different stages involved in launching and managing the restaurant's menu and how these phases contribute to the operational and financial outcomes at Cannelé.

Data collection methods included both quantitative and qualitative approaches. Quantitative data comprised sales reports, menu sales trends, and operational cost data, which provided insights into the new menu's financial impact and its effect on the restaurant's performance. According to Firdaus (2021), quantitative data is essential for measuring the extent of the impact and providing statistical evidence of performance changes. On the other hand, qualitative data was obtained through interviews with hotel management, key staff, and customers to gain in-depth understanding of customer preferences, staff insights, and the perceived effectiveness of the menu changes. This data provided valuable context that helped explain the reasons behind the observed sales patterns (Priadana & Sunarsi, 2021). Focus group discussion was also applied to collect input, criticism, and suggestions from various stakeholders to improve the proposed conceptual model.

The data collection process involved several methods to ensure comprehensive coverage of the research objectives. Direct observations were carried out to assess the operational processes at Cannelé and how effectively the menu was being implemented. Observations are useful for understanding the real-world execution of strategies and identifying potential gaps in operations (Yam & Taufik, 2021). In addition to observations, interviews were conducted with restaurant managers, staff, and guests, offering qualitative insights into the experience of both the service providers and the customers. Secondary data from sales reports and financial documents was

also used to analyze trends and determine the impact of the menu changes on the restaurant's profitability and customer behavior.

The collected data were analyzed using descriptive statistical methods to provide an overview of sales trends and their impact on restaurant performance. Descriptive statistics, such as calculating the average sales per menu item and comparing sales before and after the new menu was introduced, were utilized to measure the effectiveness of the new offerings. Sales trend analysis was also conducted to assess customer reception of the new menu items and their contribution to the overall restaurant revenue. Descriptive statistics are widely used in research for summarizing and interpreting numerical data (Darma, 2021), while sales trend analysis helps identify patterns in customer preferences and guide future menu decisions.

RESULT AND DISCUSSION

The results of the study reflect the comprehensive efforts made in planning, implementing, and evaluating the culinary offerings at Cannelé, a new dining destination at The Mulia, Mulia Resort & Villas. Through the careful selection of high-quality ingredients, effective use of traditional and modern techniques, and strategic marketing, Cannelé has experienced significant improvements in guest satisfaction and overall sales performance. These results highlight how the combination of innovation, quality, and sustainability has contributed to Cannelé's establishment as a premier dining venue within the resort, enhancing its competitive edge.

Menu Planning and Ingredient Management

The menu planning process at Cannelé was a critical factor in ensuring the high quality of the restaurant's offerings. The initial strategic approach involved selecting the right ingredients to cater to local and international tastes while ensuring sourcing sustainability. This approach prioritized local ingredients, such as Kintamani cocoa and Bedugul strawberries, alongside premium international products, achieving authenticity and global appeal. By integrating locally sourced ingredients, Cannelé not only supports the environment but also caters to guests seeking authentic regional dishes.

In-depth market research and consumer preference analysis revealed that Bali's guests highly value fresh, locally sourced ingredients, aligning with the growing demand for sustainability and farm-to-table dining experiences. This combination of local authenticity with international culinary techniques helped Cannelé distinguish itself in a competitive market.

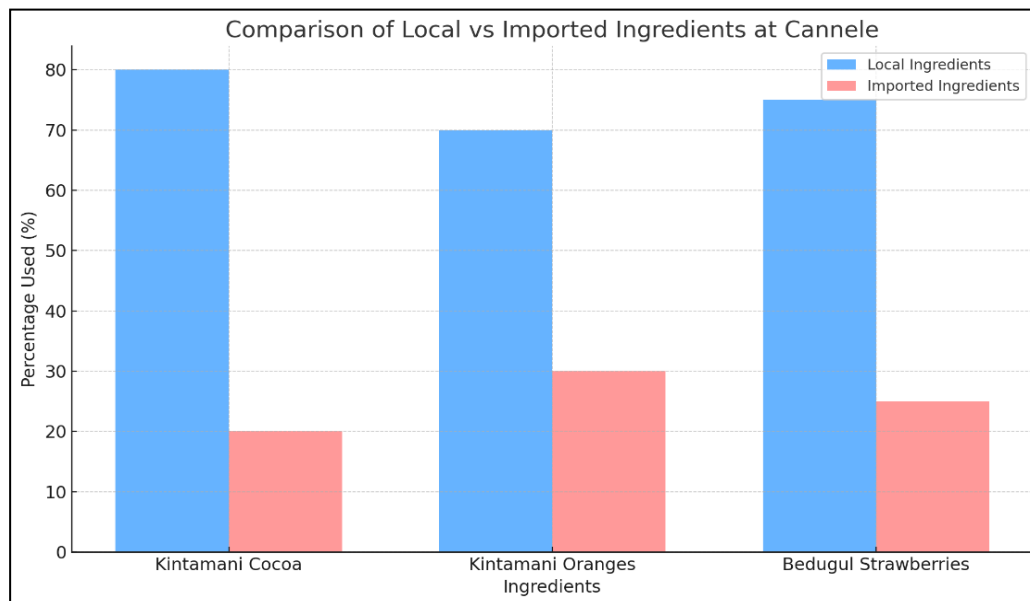
Table 1. List of Ingredients Used at Cannelé  
[Source: Research Results, 2025]

Ingredient	Source	Usage
Cocoa	Kintamani Plantation	Used for cakes and pastries
Kintamani Oranges	Local Farmers	Basic ingredient for making tarts
Bedugul Strawberries	Local Farmers	Used for cakes and tarts

The ingredients listed above are key to the Cannelé menu's success, reflecting the restaurant's commitment to both local sourcing and premium quality. To better illustrate how these ingredients are integral to the restaurant's culinary offerings, Figure

1 provides a visual representation of the premium ingredients used in Cannelé's creations.

Figure 1. High-Quality Ingredients at Cannelé  
[Source: Research Results, 2025]



This figure showcases the premium ingredients used in Cannelé's culinary creations. The visual emphasizes the commitment to sourcing local and international ingredients, focusing on authenticity and sustainability. These ingredients ensure a superior flavor profile and support Cannelé's goal of reducing its environmental footprint by championing local sourcing practices. As depicted in the figure, Cannelé's strategic ingredient selection helps it cater to local and international customers, offering them a unique blend of flavors that reflect the region's heritage while meeting global culinary expectations.

### Production Process at Cannelé

The production process at Cannelé seamlessly combines traditional pastry-making techniques with modern technology, ensuring consistency and high-quality products across all offerings. The process includes ingredient mixing, baking, and decorative finishing. The integration of traditional methods like handcrafting with modern tools such as professional-grade ovens and mixers ensures both efficiency and high-quality standards. By blending time-tested techniques with advanced equipment, Cannelé achieves an optimal balance between craftsmanship and productivity, resulting in exceptional pastries.

The emphasis on decoration is crucial, as visual appeal plays a significant role in Cannelé's overall dining experience, which is designed to reflect the resort's image of luxury and exclusivity. Intricate decorative finishing enhances the visual experience and aligns with the high-end image the resort aims to project. Cannelé recognizes that its pastries must taste great and meet the highest aesthetic standards, which plays a vital role in creating memorable guest experiences. By balancing old and new techniques, Cannelé has achieved a high operational efficiency level without compromising on its culinary creations' artistry.



Figure 2. Pastry Decoration at Cannelé  
[Source: Research Results, 2025]

Figure 2 highlights the skilled hands of Cannelé's chefs during the pastry decoration process. The image captures the attention to detail and the artistry involved in creating visually stunning pastries that meet the high expectations of Cannelé's luxury brand. The combination of traditional techniques and state-of-the-art technology results in products that are not only delicious but visually striking, which is essential for attracting discerning customers in a competitive high-end culinary market.

### Product Sales Analysis

Sales data from the first six months of operation reveals that the Baking and patisserie category, which includes a variety of cakes and pastries, has significantly outperformed other categories in terms of sales volume. Key items such as Macaroons, Cappuccinos, and Tiramisu emerged as top sellers, contributing substantially to the total sales volume. This indicates the strong demand for sweet and comforting items, aligning with global food tourism trends where international guests often seek pastries and beverages.

The dominance of Baking & Patisserie in sales is a testament to the importance of offering a menu that caters to universal tastes and maintains a high standard of quality. Additionally, the data suggests that customers are not merely seeking high-quality products but are also drawn to items that offer comfort and indulgence, making them feel more connected to familiar, satisfying food experiences. By offering globally popular items such as Macaroons and Tiramisu, Cannelé has successfully captured a significant share of the resort's dining market, ensuring it stands out in a competitive culinary landscape.

Table 2. Sales Volume by Menu Category  
[Source: Research Results, 2025]

Menu Category	Best-Selling Products	Sales Volume	Total Sales Percentage
Baking & Patisserie	Macaroon by Pcs	20,000 pcs	35%
Beverages	Cappuccino	15,000 cups	25%
Savory/Main Dishes	Nasi Bungkus Bagus	8,000 servings	10%
Desserts	Tiramisu	12,000 pcs	15%

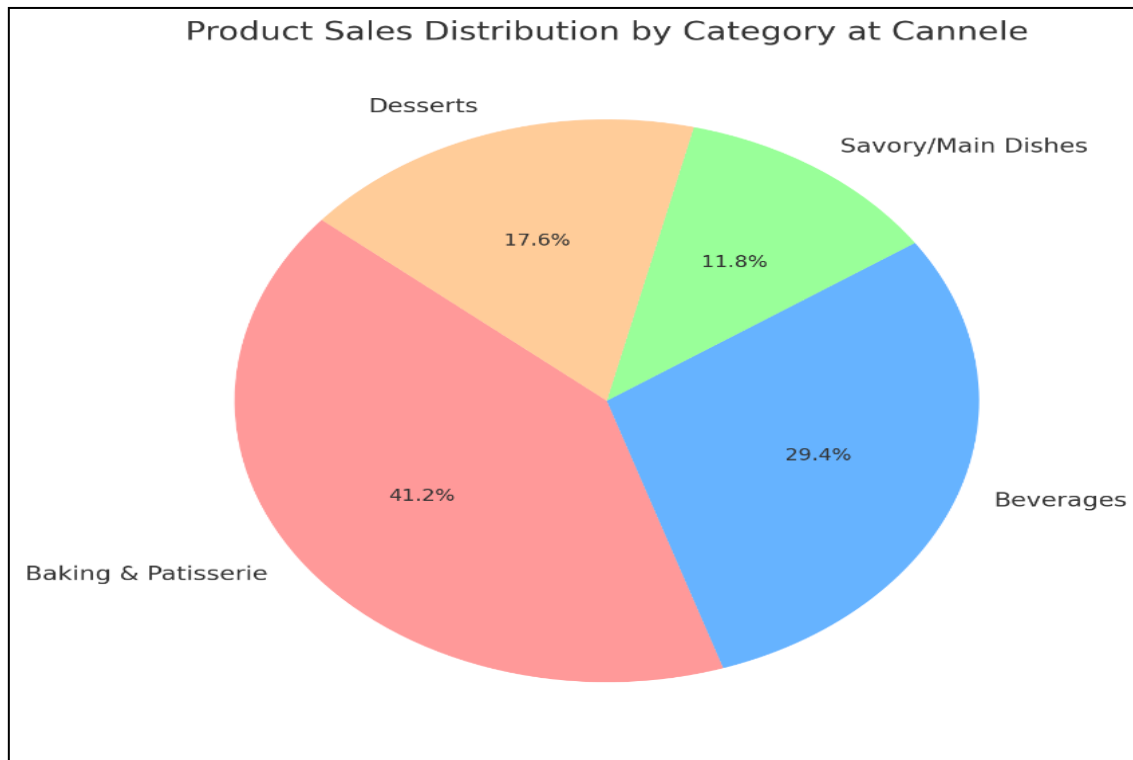


Figure 3. Product Sales Distribution by Category  
[Source: Research Results, 2025]

Figure 3 visualizes sales distribution across different menu categories, highlighting the dominance of the Baking and patisserie category, which accounts for 35% of the total sales, followed by Beverages at 25%. The strong performance of these categories underscores the global appeal of pastries and coffee beverages, which are key drivers of customer demand. By focusing on these high-margin and globally recognized items, Cannelé has successfully captured the attention of its target audience, ensuring both profitability and customer satisfaction.

### Menu and Offer Evaluation

Using Menu Engineering analysis, products were categorized into four types: Stars, Plow horses, Puzzles, and Dogs. Star items, like Chocolate Éclair and The Ultimate Chocolate Cake, fell into the Star category, reflecting their high popularity and profitability. Conversely, products like Café Caramel and Tom Yam Thalay were placed in the Dog category, indicating low customer demand. This categorization provides valuable insights for future menu adjustments, highlighting the need to promote Star items while reconsidering Dog items to improve profitability.



Table 3. Menu Categorization by Popularity and Profitability  
Source: Research Results, 2025]

Menu Item	Category	Popularity	Profitability
Chocolate Éclair	Star	High	High
Ultimate Chocolate Cake	Star	High	High
Café Caramel	Dog	Low	Low
Tom Yam Thalay	Dog	Low	Low

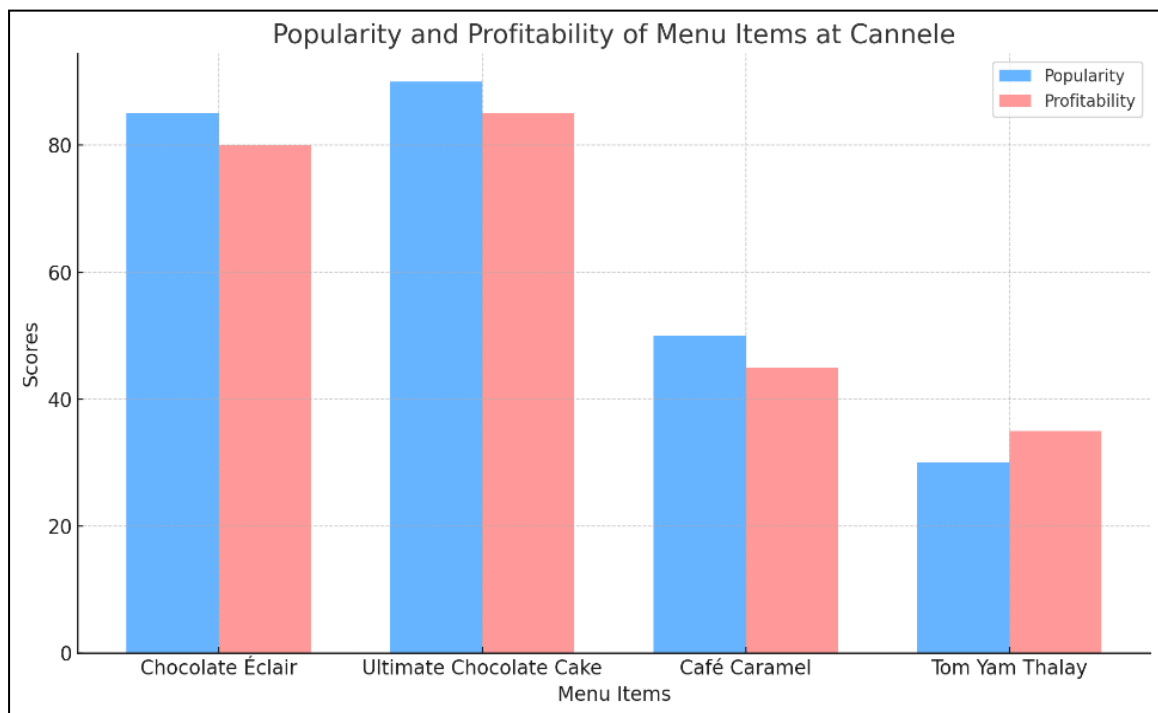


Figure 4. Menu Categorization by Popularity and Profitability  
[Source: Research Results, 2025]

The scatter plot shows the relationship between popularity and profitability for each menu item. Star items, like Chocolate Éclair and Ultimate Chocolate Cake, are marked in green, indicating they are both popular and profitable. Dog items, like Café Caramel and Tom Yam Thalay, are marked in red, showing low popularity and profitability. This figure provides valuable insights for menu adjustments, emphasizing which items should be promoted and which need reevaluation or removal. This strategy helps optimize the menu for maximum profitability and customer satisfaction.

This section presents the results of the Cannelé culinary project at The Mulia, Mulia Resort & Villas, aligning each aspect of the project with the principles of POAC (planning, organizing, actuating, and controlling). Below, the findings from the Results section are discussed in the context of POAC, evaluating how each phase contributed to the success of the Cannelé restaurant project.

### Menu Planning and Ingredient Selection

The menu planning and ingredient selection process played a crucial role in Cannelé's success. By prioritizing local ingredients, such as Kintamani cocoa and Bedugul strawberries, Cannelé provides authentic regional flavors while supporting local farming communities. This approach aligns with Suroto, (2023), who highlights the



environmental and economic benefits of using locally sourced ingredients, ensuring both quality and sustainability in the restaurant's operations. Blending these local ingredients with international culinary techniques enables Cannelé to cater to both local and international guests. This strategy not only enhances the authenticity of the menu but also appeals to global culinary trends, reinforcing Elkington's (1997) argument for balancing local sourcing with global appeal.

This careful curation of ingredients is also crucial in establishing Cannelé as a standout culinary destination at The Mulia. By choosing ingredients that reflect the rich cultural heritage of Bali while meeting international culinary standards, Cannelé enhances its appeal to local and international customers. Using sustainable ingredients resonates with a growing consumer demand for environmentally conscious dining experiences. Moreover, the ability to balance local authenticity with international appeal ensures that Cannelé remains competitive, offering a dining experience that is both unique and globally relevant. This combination of thoughtful ingredient selection and market insight is essential in positioning Cannelé as a leader in the upscale dining market.

### **Effectiveness of the Production Process**

Cannelé's production process effectively combines traditional pastry-making with modern technology to ensure consistency in taste and presentation. The integration of time-tested techniques, such as chocolate tempering and delicate decoration, with state-of-the-art equipment allows Cannelé to meet high culinary standards while maintaining efficiency. The emphasis on quality control and consistency ensures that each product not only meets taste expectations but also maintains the visual appeal expected from a luxury patisserie. This hybrid approach sets Cannelé apart in the competitive high-end dining market, delivering both quality and innovation (Nurhayati *et al.*, 2022).

Additionally, the ability to blend traditional methods with modern technology provides Cannelé with operational flexibility. The skilled pastry chefs at Cannelé are able to focus on the artistic aspects of pastry-making, such as precise decoration and intricate details, while modern equipment ensures that the production process remains streamlined and efficient. This approach allows Cannelé to produce large quantities of high-quality products without compromising on the craftsmanship and attention to detail that are crucial to the luxury experience. By optimizing both human expertise and technological tools, Cannelé is able to meet customer demands while maintaining its reputation for excellence in both taste and presentation (Ghorbanzadeh *et al.*, (2023). This synergy of tradition and technology aligns with the evolving demands of the luxury dining industry, where innovation and consistency are key to maintaining a competitive edge.

### **Sales Performance and Popularity Analysis**

The dominance of Baking & Patisserie items in sales volume reflects broader culinary trends where pastries and desserts have become staples in fine dining establishments. Offering a menu that appeals to universal tastes, such as Cappuccino and Macaroons, has proven to be a strong sales strategy. These items have become customer favorites, establishing Cannelé as a leading patisserie at The Mulia, Mulia

Resort & Villas. This success underscores the importance of adapting to customer preferences for sweet and comforting treats, which are universally sought after in luxury dining experiences (Chamidah *et al.*, 2021).

The global popularity of pastries and coffee beverages aligns with the growing food tourism trend, where international guests commonly consume these items. Cannelé's emphasis on high-margin items that cater to these demands satisfies customer preferences and contributes significantly to the restaurant's overall revenue growth. By focusing on popular items like Macaroons and Tiramisu, which have wide-reaching appeal, Cannelé has captured a substantial share of the resort's dining market, ensuring customer satisfaction and financial success.

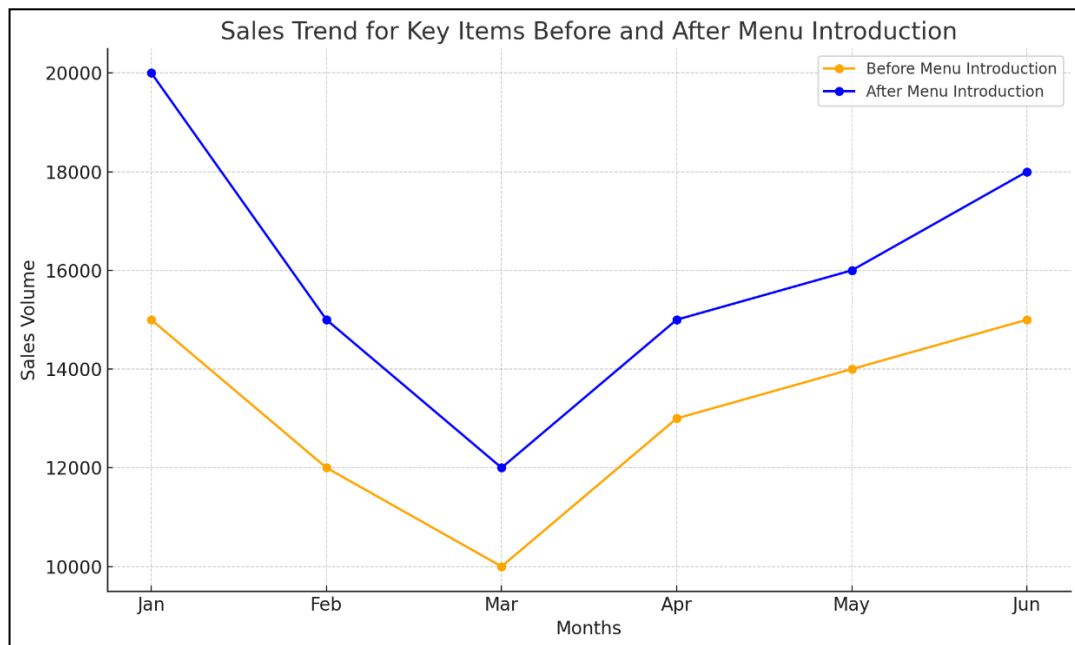


Figure 5. Product Sales Distribution by Category  
[Source: Research Results, 2025]

Figure 5 illustrates the distribution of sales by category, showing that Baking & Patisserie accounts for a substantial 35% of total sales, followed by Beverages at 25%. The strong performance of these categories highlights the global appeal of pastries and coffee beverages. It demonstrates that Cannelé's strategy of emphasizing popular, high-margin items resonates with guest preferences and maximizes profitability. By catering to these universally appreciated items, Cannelé has optimized its menu to ensure the highest return on investment (Terry, 1972).

### Financial Outcomes and ROI

The positive ROI and steady increase in profits over the first few years of operation confirm that Cannelé's operational model is effective. With a growing customer base and strong sales performance in key menu categories, Cannelé is well-positioned to meet its financial objectives. The consistent performance across high-performing menu items indicates a strong alignment between product offerings and customer expectations. As seen in Figure 6, steady growth in both revenue and profit margins showcases the restaurant's financial success, which is attributed to the ability

to deliver high-quality products while meeting customer demands (Gottschall *et al.*, 2018).

These results reflect the application of the Triple Bottom Line framework, which emphasizes the strategic integration of quality operations, customer satisfaction, and profitability for long-term sustainability (ivind Madsen & Stenheim, 2022). By investing in premium ingredients, creating innovative menu items, and maintaining a customer-centric approach, Cannelé has built a sustainable model for success in the luxury dining market. The consistent growth in both revenue and customer loyalty further supports the effectiveness of this balanced approach, ensuring Cannelé's continued profitability and reputation in the competitive high-end dining industry.

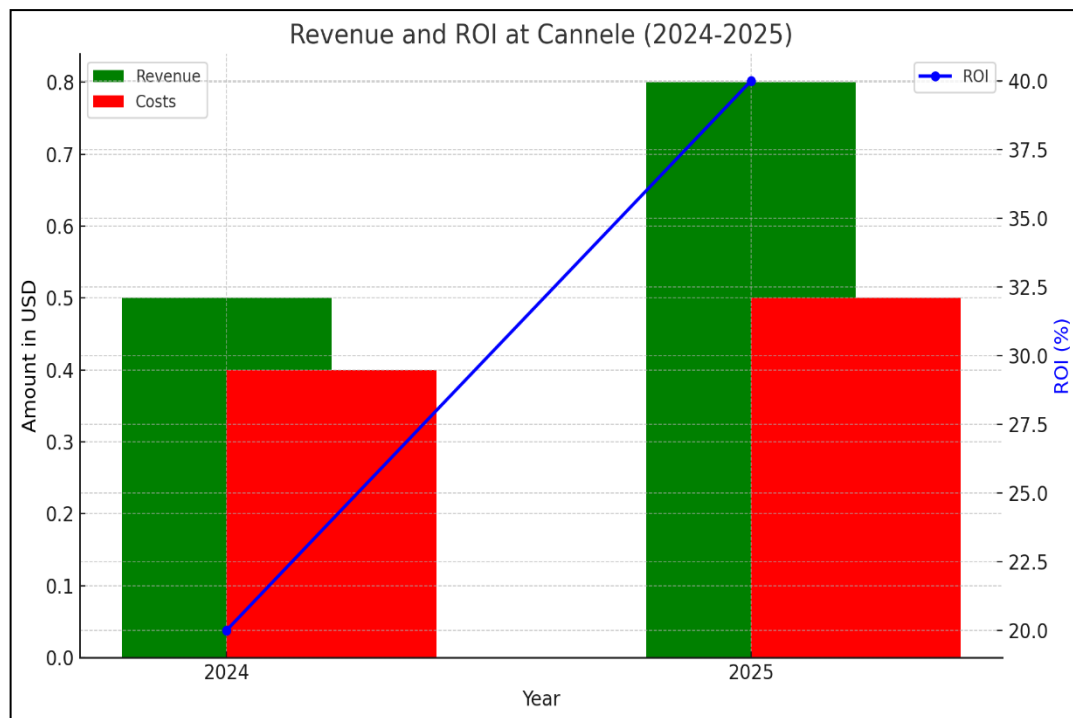


Figure 6. ROI and Financial Performance Over Time  
[Source: Research Results, 2025]

Figure 6 displays Cannelé's ROI and financial performance from 2024 to 2025. The steady growth in both revenue and profit margins confirms the restaurant's operational effectiveness and strong financial position. This figure underscores the importance of maintaining financial discipline while focusing on quality and customer experience to remain competitive in a challenging market environment.

### Strategic Recommendations for Future Growth

As Cannelé moves forward, it is recommended that the restaurant continue to introduce seasonal or trend-driven menu items to maintain customer interest and align with current food trends. This approach will allow Cannelé to stay relevant in a competitive market and keep guests engaged with fresh, exciting offerings. Regularly updating the menu based on trends such as plant-based options or dietary preferences will not only attract new customers but also foster loyalty among returning patrons (Subekti *et al.*, 2024).

Additionally, evaluating and optimizing the performance of low-demand products is essential for improving overall profitability. Menu engineering analysis and regular customer feedback, will be critical tools for guiding future decisions on menu adjustments and pricing strategies. By continuously adapting its menu based on customer feedback and sales data, Cannelé can maintain its leadership in the high-end dining market. This data-driven approach, and strategic adjustments, will ensure that Cannelé can sustain its competitive edge while catering to evolving customer tastes.

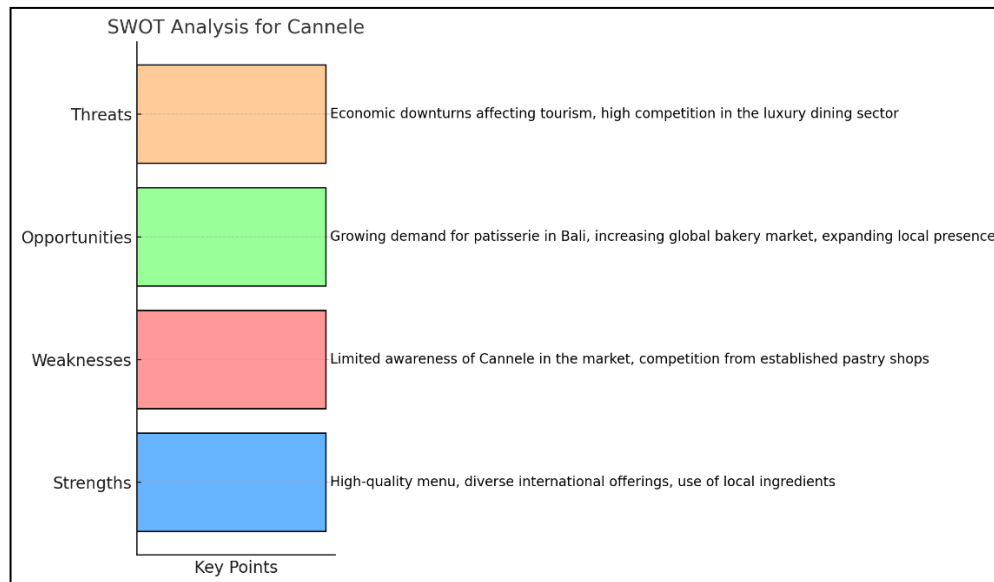


Figure 7. SWOT Analysis Table  
[Source: Research Results, 2025]

This figure presents a SWOT analysis summarizing Cannelé's Strengths, Weaknesses, Opportunities, and Threats. By analyzing these elements, Cannelé can develop actionable strategies for future growth, leveraging its strengths, addressing weaknesses, seizing new opportunities, and mitigating potential threats. The analysis helps inform long-term strategic decisions for maintaining leadership in the luxury dining market.

## CONCLUSION

The management of the menu and culinary offerings at Cannelé, The Mulia, Mulia Resort & Villas, reflects a comprehensive and strategic approach. It begins with solid planning, which includes in-depth research on market trends and customer preferences. Data-driven analysis guides the menu's conceptualization, ensuring alignment with the resort's brand identity while appealing to a broad audience. This planning phase is essential to establishing Cannelé as a premier culinary destination, satisfying local and international guests.

The Organizing phase plays a key role in ensuring operational success. By implementing a cross-functional structure integrating experts from food and beverage management, marketing, and operations, Cannelé guarantees a seamless and high-quality dining experience. Clear communication and well-defined roles between the kitchen team and other staff members promote efficiency, collaboration, and innovation, driving consistent service delivery.

In the Actuating stage, the restaurant empowers a skilled culinary team to express creativity while adhering to established brand standards. Regular training, professional development, and focusing on food safety protocols contribute to continuous growth. Ongoing quality control and customer feedback are used to refine and innovate the menu, ensuring that Cannelé's offerings remain relevant and meet evolving customer expectations.

A tight quality control becomes inseparable part of menu management and culinary offerings. Monitoring and evaluation are done carefully to ensure every dish fulfil the highest standard such as taste, serving, and consistency.

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