Journal of Economics and Business (JECOMBI)
https://doi.org/10.58471/jecombi.v6i02
ESSN, 2746-8887(Online)
https://jecombi.seaninstitute.or.id/index.php/JECOMBI/issue/view/18

Dynamic Capability-Based Business Model for Gastronomic Entrepreneurs in Langsa City in the Digital Transformation Era

Dyah Ayu Ardiyanti[1*], Dhian Rosalina[2], Muhammad Rizqi Zati[3]
[1,2,3]Faculty of Economics, Universitas Samudra

Article Info
Keywords:
Gastronomic Entrepreneur, Dynamic Capabilities, Blue Ocean Strategy, Digital Transformation, Aceh Tourism

ABSTRACT
The digital transformation has changed the way culinary businesses operate and has also opened chances to promote gastronomy as an integral part of the tourism experience. This study intends to identify the dynamic capabilities of culinary MSMEs in Langsa City and to design a development strategy for a dynamic capability-based "gastronomic entrepreneur" business model. A mixed methods approach with explanatory sequential design was used. The quantitative phase used descriptive statistics (grand mean) while the qualitative phase followed the Blue Ocean Strategy framework which is the “eliminate, reduce, raise and create” method. The research was conducted on 147 culinary entrepreneursinLangsa City. The results reveal that MSME actors are able to identify changes in the market and respond to opportunities by innovating products and services. But, the ability to change corporate processes with digital technologies must be strengthened. Technology use tends to be concentrated on marketing and transactions, with less than optimal use in internal administration, transaction documentation, customer management and digital platforms. The proposed business model is based on Blue Ocean Strategy analysis; it aims to reduce conventional practices, increase digital and human resource capacities and provide digitally-enabled Acehnese gourmet experiences. This concept combines traditional food, modern technology, customers, and tourism ecosystem for improving the competitiveness of MSMEs and tourism development in Aceh.

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Corresponding Author:
Dyah Ayu Ardiyanti
Faculty of Economics, Universitas Samudra
dyah.ayu.ardianti@unsam.ac.id

INTRODUCTION

Currently, the developing Micro, Small, and Medium Enterprises (MSMEs) are divided into numerous sectors according to (Kementerian Investasi/BKPM, 2023), such as trade, manufacturing, agriculture, plantations, livestock, fisheries, and services. Ministry of Investment/BKPM 2023 research also presented that the service sector including culinary service is one of the major MSME sectors in Indonesia. The Ministry of Tourism and Creative Economy classifies the culinary sector as a sub-sector of the creative economy (Sihombing et al., 2025). In the broadest sense, the food industry is related to food preparation and cooking, which are basic activities to fulfillll basic human needs (Kemeterian Pariwisata dan Ekonomi Kreatif, 2021). The culinary services MSMEs are a sector that may bear global catastrophes such as economic recession and the COVID-19 pandemic (Putra et al., 2025).

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As economic activity in the tourist industry gains speed, local culture has emerged as a significant economic lure for regional tourism; a notable example is gastronomy a tourism experience focusing on a region's unique gastronomic offerings (Kokkranikal & Carabelli, 2024). Gastronomy is a key part of local culture and a unique experience for domestic and visiting visitors (Virto & Arr´ospide, 2024). More than a set of regional foods, it includes wider aspects such as eating habits, traditions, techniques of preparation, the people that participate and the lifestyles linked (Yábar & García-Machado, 2025). Gastronomy is sometimes defined as the art of enjoying food, when pleasure, knowledge and culture are combined (Huete-Alcocer, 2022). Traditional Indonesian cuisine is based on local ingredients and a variety of preparation methods that represent certain regional features (Pérez-Priego et al., 2023). It has a wide range of food and beverages, such as main dishes, snacks and drinks. Traditional Indonesian cuisine is characterized by a wealth of herbs and spices that is difficult for other countries to duplicate due to its unique and authentic character (An & Choi, 2025).

One of the Indonesian provinces where the people's economy is dominated by culinary entrepreneurs is Aceh. MSMEs in the culinary industry accounted for 21.49% of the distribution of 14 creative economy sectors, according to statistics published by the Ministry of Tourism and Creative Economy in 2021 (Kemeterian Pariwisata dan Ekonomi Kreatif, 2021). Traditional cooking is included in this. One of the cities in Aceh Province that is well-known for its culinary tourism is Langsa City. Traditional cuisine is one of the many culinary tourism destinations in Langsa City. Acehnese noodles, chicken catch, sekengkel soup, and Sembilang fish curry are some of the classic Acehnese dishes found in Langsa City. Blang sauce (beulangong), coffee, banana sales, keukarah, kembang Loyang, mangrove preparations, and so forth. One of Langsa City's benefits is gastronomic tourism; authentic Acehnese food is readily available in the city's many restaurants, coffee shops, and culinary centers.

The growth of creative industry MSMEs in the culinary sector requires the support of multiple stakeholders because they have proven to be resilient to global crises, create jobs, become a tourism attraction, promote cultural identity, and have a large contribution to the economy in terms of GDP (Arelis et al., 2025)(Wijaya et al., 2023)(Alimin et al., 2025). Data from BPS (Statistics Indonesia) for the City of Langsa shows that the consumption of prepared meals is 36.97% of total household consumption. Data from BPS also shows that the increase in the consumption of prepared food is supported by the increasing number of culinary business actors. Culinary tourism has become part of the lifestyle of the people in the area and the driving force of the local economy in Langsa.

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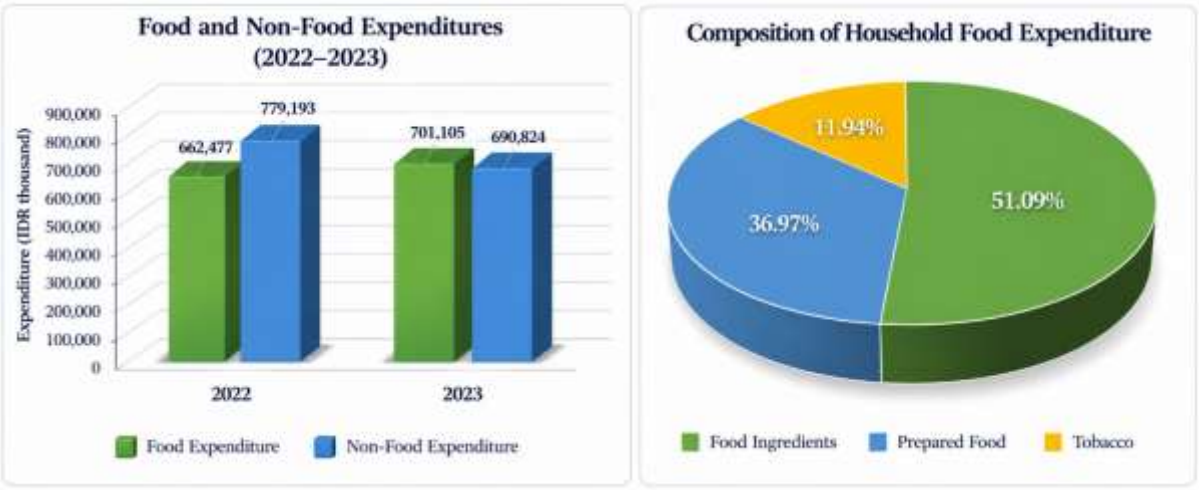


Figure 1. Average Monthly Per Capita Expenditure in Langsa City, 2022-2023 (thousands of Rupiah) (left) and Percentage of Food Per Capita by Commodity Type in 2023 (right) (Source: Statistics Indonesia (BPS) Langsa City, 2024)



Figure 2 Number of Entrepreneurs by Business Scale (Source: BPS Langsa City, 2024)

A gastronomic entrepreneur is an individual who manages a business oriented around food and culinary experiences such as restaurants, cafes or catering, or one that incorporates innovations in traditional food and beverages (An & Choi, 2025). In this study, MSMEs serving traditional cuisine in Langsa City are classified as gastronomic entrepreneurs. As with other MSME actors, culinary entrepreneurs in the digital era must be responsive to technology advances that have changed the business environment, especially in terms of operations and ways of interaction (Djohan et al., 2025). Traditional culinary MSMEs must take adequate steps to overcome the threat of an increasingly competitive culinary industry. The use of

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digital technology by culinary entrepreneurs in Langsa City has not been optimal in its operations, especially in the micro-enterprise level, where enterprises still use conventional sales. In addition to supporting the lives of their families, these traditional culinary MSMEs have an important role in increasing tourism in Langsa City by introducing unique Acehnese cuisine. “Entrepreneurs must adapt to the environment in which they operate, generate, innovate, transform and absorb new knowledge and skills to survive and continue growing.

Research conducted by Rosalina, Harahap and Ridwan, (2024) found that culinary MSMEs in Aceh are still at Level II, namely digitalization. At this level, the culinary MSMEs are in the stage of utilizing digital technology to change business operations from the conventional way to a more efficient and effective way. The research indicated that while electronic devices are frequently used by culinary MSME operators in marketing and payments, this has not been fully adopted in their company management aspects. To tackle this situation, culinary MSMEs must possess dynamic capacities to move through the digital transformation era. Dynamic capacities is a notion presented by (Pridia et al., 2024) as an extension to the Resource-Based View (RBV) theory which is concerned with how organizations exploit internal resources to build sustained competitive advantage (Rosalina et al., 2025). Dynamic capabilities are “the ability of a firm to integrate, build, and reconfigure internal and external competences to address rapidly changing environments” (Sgorla, 2024). Dynamic capacities have three main elements: sensing, seizing and transforming (or reconfiguring). Sensing is the process of recognizing changes in the environment and converting them into everyday operations (seizing) so that the organization adapts or reconfigures to the changed conditions (transforming or reconfiguration) (Şeyhanlioğlu, 2025). This study tackles the following research questions: a) How dynamic are the talents of gastronomic entrepreneurs from culinary MSMEs? b) Which business strategy is suitable to reinforce the dynamic capacities of culinary entrepreneurs?

METHOD

The present study is a mixed method study. There are six study designs for mixed methods: the convergent parallel design, the explanatory sequential design, the exploratory sequential design, the embedded design, the transformational design, and the multiphase design Creswell and Clark, (2011). This study employed explanatory sequential design where quantitative data was collected and analyzed first, followed by qualitative data collection and analysis (Creswell & Clark, 2011).

a. This study employs a quantitative method with descriptive statistics, namely grand mean analysis. Mean is used to compute average value of the variables . Grand mean is used to calculate overall average. The method is based on tabulating the data into tables and computing the relevant percentages. The data are then evaluated and interpreted with explanatory language. Then the average of the respondents’ answers is calculated. The general average for each item in the questionnaire is calculated using the grand mean formula which produces a scale range of 0.8. According to this scale range of 0.8, the following rating scale is created (Wibowo, 2021) :

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Table 1. Dynamic Capabilities Rating Scale

No	Score	Category
1	4.21 – 5.0	Excellent
2	3.41 – 4.2	Good
3	2.61 – 3.4	Average
4	1.81 – 2.6	Poor
5	1.00 – 1.8	Very Poor

This qualitative study uses the Blue Ocean Strategy (BOS) approach to develop a business model for gastronomy entrepreneurs. BOS relies on a four-step framework analysis, namely, eliminate, decrease, increase and create (Azhar et al., 2018; Shafiq et al., 2017). Gastronomic MSMEs need an adequate business plan to compete in the market and win over competition.

The determinants of dynamic capabilities, based on Cao, (2011); Priyono, Nursyamsiah and Darmawan, (2018); Hernández-Linares, Kellermanns and López-Fernández, (2021); Utomo, Pratiwi and Windani, (2024), are as follows:

Sensing: The capability to identify opportunities and challenges within the environmental context.	1. Assess the business against competitors 2. Carry out client satisfaction and complaint surveys 3. Evaluate market conditions and the most recent customer preferences 4. Research & Stay Ahead of the Latest Business Practices 5. Analyze consumer demands and understand them 6. Learn business techniques and keep up to date with competitors' technologies 7. Carry out product experiments 8. Identify and assess business suppliers
Seizing : The capability to capture, seize, or capitalize on opportunities.	1. Reaction to new competitor strategies 2. Introducing new products or ideas proactively to the consumer 3. Proactively marketing new services to consumers 4. Adopting new business marketing techniques proactively 5. Training people in new ways of working 6. Proactive communication to consumers about updated products
Transforming : The capability to manage the challenges of environmental change by making adjustments and transformations within	1. Leveraging digital marketing tools to reach a broader customer base 2. Introducing technology and offering digital products or services through social media 3. Offering digital payment services for consumer transactions

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the context of digital transformation.	4. Make the most use of social media for all kinds of promotion activities 5. Email marketing to aim at certain customers' groups 6. Partnering with e-commerce apps or online sales channels 7. Electronic recording of everyday transactions through software (Point of Sale/POS system) 8. Make the most of online marketing services so that purchasers don't need to go to the physical store 9. Improving content for better search engine results

The classification of the levels of dynamic capability is based on the results of Helfat (Helfat & Peteraf, 2003, 2009; Helfat & Winter, 2011) which classify dynamic capabilities in two levels:
Level I: operational capabilities at the first level
Level II: second-order dynamic capabilities"
The population of this research is 1.506 MSME operators in the City of Langsa. The sampling technique used is purposive sampling, with the following criteria: a) running a culinary business selling local or traditional culinary products; b) having been in business for at least two years; c) at least 25 years old. Regarding the sample size, the study uses the recommendations of Hair Jr. et al. (2010) who prescribe the sample size based on a ratio of five times the number of indicators. So, the total sample is 165 gastronomic entrepreneurs. The data collection approaches include questionnaires, interviews and focus group discussions (FGDs) with relevant institutions such as the Central Statistics Agency (BPS) and Ministry of Cooperatives and SMEs.

RESULTS AND DISCUSSION

Description of Respondent Profile

Table 2. Description of Respondents

Characteristics	Frequency (n)	Percentage (%)
Gender		
Male	61	41.5
Female	86	58.5
Age (years)		
≤ 25	49	33.3
26–35	44	29.9
36–45	25	17
46–55	26	17.7
> 55	3	2
Highest Educational Attainment		
Junior high school	6	4.1
Senior high school/equivalent	113	76.9

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Characteristics	Frequency (n)	Percentage (%)
Diploma	1	0.7
Bachelor's degree	25	17
Master's degree	2	1.4
Position in the Business		
Business owner	17	11.6
Business manager	31	21.1
Owner-manager	99	67.3
Type of Culinary Business		
Café	8	5.4
Coffee shop	23	15.6
Restaurant	24	16.3
Bakery and pastry business	20	13.6
Snack business	18	12.2
Traditional Acehnese food business	11	7.5
Street food business	43	29.3
Number of Employees		
1–4	129	87.8
5–9	16	10.9
10–19	1	0.7
≥ 20	1	0.7
Business Age (years)		
< 2	46	31.3
3–5	49	33.3
6–10	36	24.5
> 10	16	10.9
Monthly Business Revenue (IDR)		
< IDR 5 million	9	6.1
IDR 5–10 million	75	51
> IDR 10–25 million	54	36.7
> IDR 25–50 million	9	6.1
Digital Technology Utilization		
No digital technology adoption	13	8.8
Social media	73	49.7
Digital payment systems	58	39.5
Online marketplace	3	2
Total	**147**	**100**

Table 2 presents the demographic and business characteristics of the 147 gastronomic entrepreneurs participating in this study. Female respondents represented 58.5% of the sample, while males accounted for 41.5%. The respondents were predominantly young and economically active, with 33.3% aged 25 years or younger and 29.9% aged 26–35 years. In

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terms of educational attainment, the majority had completed senior high school or its equivalent (76.9%), while 17.0% held a bachelor's degree. Most respondents were directly involved in both ownership and daily business operations, as 67.3% identified themselves as owner-managers, indicating that strategic and operational decisions in these culinary enterprises were largely concentrated in the hands of the business owners.

The business profiles further demonstrate the predominantly micro-scale nature of gastronomic entrepreneurship in Langsa City. Street food businesses constituted the largest category (29.3%), followed by restaurants (16.3%) and coffee shops (15.6%). Most enterprises employed only 1–4 workers (87.8%), while 64.6% had operated for five years or less. Monthly business revenue was concentrated between IDR 5–10 million (51.0%) and above IDR 10–25 million (36.7%). Digital adoption was evident among most respondents, particularly through social media (49.7%) and digital payment systems (39.5%); however, only 2.0% reported using online marketplaces, while 8.8% had not yet adopted digital technology. Overall, these characteristics portray Langsa's gastronomic entrepreneurs as predominantly micro-scale, owner-managed businesses with relatively widespread but still basic digital adoption, suggesting considerable scope for deeper digital integration and business transformation.

Discussion

Dynamic Capability Levels of Culinary MSME Operators in Langsa City

The first stage of this research analysis involves identifying the dynamic capability levels of culinary MSME operators, as shown in the following table:

Table 3. Dynamic Capability Levels of Culinary MSME Operators

Dimension	Indicators	Mean	Category
Sensing	Evaluating business performance relative to competitors	3.79	Good
	Assessing customer satisfaction and complaints	3.87	Good
	Monitoring current market conditions and changes in consumer preferences	**4.03**	Good
	Exploring emerging business practices and methods	3.68	Good
	Identifying and understanding customer needs	3.97	Good
	Monitoring competitors' business practices and technological developments	3.61	Good
	Experimenting with new or improved products	3.49	Good
	Identifying and evaluating potential suppliers	3.51	Good
	Overall mean of Sensing	**3.75**	**Good**
Seizing	Responding to competitors' new strategies	3.82	Good
	Introducing new products and innovations to customers	3.65	Good
	Introducing new or improved services to customers	**4.1**	Good
	Adopting new approaches to business marketing	3.48	Good

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Dimension	Indicators	Mean	Category
	Providing employee training on new working methods and practices	3.17	Good
	Communicating information about new products to customers	3.94	Good
	Overall mean of Seizing	**3.7**	**Good**
Transforming	Using digital marketing technologies to reach a broader customer base	**3.99**	Good
	Using social media to introduce and promote products and services	3.15	Good
	Providing digital payment services to facilitate customer transactions	3.41	Good
	Optimizing social media for promotional activities	2.79	Moderate
	Using email marketing to reach targeted customers	**2.17**	Poor
	Collaborating with e-commerce applications or online sales platforms	2.78	Moderate
	Using Point-of-Sale (POS) systems to electronically record daily transactions	2.34	Poor
	Overall mean of Transforming	**2.95**	**Moderate**

The grand mean value of the dynamic capability level of MSMEs is as follows:
Grand Mean (X) = Total arithmetic mean / Number of Questions = 3.46 (Good)

a. **Dynamic Capability Level Based on Sensing**

The descriptive analysis reveals that gastronomic entrepreneurs in Langsa City exhibit a relatively strong *sensing capability*, with an overall mean score of 3.75. This result indicates that culinary MSMEs are generally capable of detecting changes in their business environment, recognizing shifts in customer needs, and monitoring relevant market developments. Among the indicators, awareness of current market conditions and evolving consumer preferences achieved the highest mean score (4.03). This was followed by the ability to identify customer needs (3.97) and assess customer satisfaction and complaints (3.87). These patterns suggest that the entrepreneurs' sensing activities are predominantly customer- and market-oriented. Such responsiveness is particularly relevant in the gastronomic sector, where changing tastes, food trends, price sensitivity, and expectations regarding dining experiences can rapidly influence consumer purchasing decisions.

Other dimensions of environmental scanning were also positively assessed, although their scores were comparatively lower. Evaluating business performance against competitors recorded a mean of 3.79, while keeping abreast of emerging business practices scored 3.68. Monitoring competitors' business techniques and technological developments (3.61) and evaluating suppliers (3.51) received relatively lower scores. Although all indicators remained within the good category, this pattern indicates that entrepreneurs are more proficient in capturing information directly related to

customers and immediate market conditions than in systematically monitoring the broader business ecosystem. Overall, *sensing capability* among gastronomic entrepreneurs is well established but remains largely grounded in direct market observation and operational experience. Greater use of digital market intelligence, customer data analytics, and structured competitor and supplier monitoring could therefore shift sensing activities from a predominantly reactive approach toward a more systematic and anticipatory capability.

b. Dynamic Capability Level Based on Transforming

In contrast to the relatively strong *sensing* and *seizing* capabilities, the *transforming* dimension recorded an overall mean score of only 2.95, placing it within the moderate category. This represents a critical finding, as it reveals a capability gap between entrepreneurs' ability to identify and capture business opportunities and their capacity to translate those opportunities into substantial organizational and digital transformation. In other words, gastronomic entrepreneurs appear more capable of recognizing and responding to market developments than of systematically reconfiguring their resources, routines, and business processes.

At the indicator level, the use of digital marketing technologies to expand customer reach achieved the highest mean score (3.99), suggesting that digital tools have increasingly become part of entrepreneurs' market expansion efforts. Digital adoption was also reflected in the provision of digital payment services (3.41) and the use of social media to introduce and promote products and services (3.15). These findings indicate that digital transformation has begun to emerge among culinary MSMEs; however, its application remains concentrated primarily on customer-facing activities, particularly marketing, promotion, and payment transactions.

The limited depth of digital transformation becomes more apparent across other indicators. Optimizing social media for broader promotional activities recorded a mean score of 2.79, while collaboration with e-commerce applications or online sales platforms scored 2.78, both of which were classified as moderate. More importantly, the use of Point-of-Sale (POS) systems for electronic transaction recording (2.34) and email marketing for targeted customer engagement (2.17) remained within the poor category. These results suggest that digital technologies have not yet been substantially embedded in internal business processes or systematic customer data management. Consequently, digital transformation among gastronomic entrepreneurs can be characterized as fragmented rather than comprehensive: digital tools are increasingly employed to facilitate market-facing activities, yet their capacity to fundamentally reshape business management practices remains limited.

This pattern is consistent with previous evidence cited in the research proposal, which characterized culinary MSMEs in Aceh as operating at Level II (digitalization). At this stage, digital technologies are adopted to improve selected conventional business activities and enhance operational effectiveness, but they have not yet been fully integrated across managerial and organizational functions. From a dynamic capabilities perspective, this condition indicates that strengthening *transforming*

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capability requires more than the adoption of individual digital tools. Gastronomic entrepreneurs need to progressively integrate digital technologies into customer management, transaction recording, data utilization, operational coordination, and strategic decision-making to enable a more comprehensive reconfiguration of their business models and organizational routines.

Business Model Development: A Blue Ocean Strategy Approach

The dynamic capability assessment provides an empirical foundation for developing a more adaptive business model for gastronomic entrepreneurs in Langsa City. The findings indicate relatively strong *sensing* (3.75) and *seizing* (3.70) capabilities, both classified within the good category, whereas *transforming* recorded a considerably lower score of 2.95 and was categorized as moderate. This pattern suggests that culinary MSMEs are generally capable of recognizing market changes, understanding evolving customer needs, and responding to emerging opportunities through product and service innovation. Nevertheless, their ability to reconfigure business processes and resources, particularly through deeper digital integration, remains comparatively underdeveloped. This capability gap provides a strategic basis for redesigning the existing business model toward greater adaptability and value creation.

Building on these findings, the Blue Ocean Strategy (BOS) framework was employed to identify strategic actions that could enable gastronomic entrepreneurs to move beyond conventional competition and generate distinctive customer value. The analysis applies the four-action framework—*eliminate, reduce, raise,* and *create*—to determine which existing business practices should be discontinued or minimized and which capabilities and value propositions should be strengthened or newly developed [21]. In this study, the framework serves as a strategic mechanism for translating the quantitative assessment of dynamic capabilities into actionable directions for business model transformation.

The *eliminate* dimension focuses on progressively discontinuing inefficient practices associated with fully conventional business management. This need is particularly evident in the limited adoption of electronic transaction-recording systems, which recorded a mean score of only 2.34. Continued dependence on manual record-keeping restricts entrepreneurs' ability to obtain timely, structured, and actionable business information. Accordingly, inefficient manual practices should gradually be replaced by accessible digital systems that facilitate systematic documentation, improve information availability, and support evidence-based business decisions.

The *reduce* dimension emphasizes decreasing reliance on conventional activities that generate limited additional value. For example, unstructured promotional activities conducted without clear planning or systematic assessment of customer responses should be reduced in favor of more targeted and measurable marketing practices. This strategic shift is particularly relevant given the contrast between relatively strong *sensing* capability and only moderate *transforming* capability. However, reducing conventional practices does not imply eliminating direct customer interaction, as interpersonal engagement remains an important characteristic of culinary businesses. Rather, the objective is to achieve a more effective

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balance between traditional customer relationships and data-informed, digitally supported business practices.

The *raise* dimension addresses capabilities that are already present but require further enhancement and integration. Digital marketing technology used to broaden customer reach achieved a relatively high mean score of 3.99, indicating an existing foundation for digital engagement. Nevertheless, other digital practices, including systematic social media utilization, e-commerce participation, and technology-enabled transaction management, remain comparatively limited. Therefore, strategic improvement should extend beyond merely increasing technology adoption to strengthening entrepreneurs' ability to use digital tools consistently and integrate them across business functions. Developing human resource capabilities is equally important to ensure that technological adoption translates into meaningful improvements in operational efficiency, customer engagement, and managerial decision-making.

The *create* dimension represents the most strategically significant component of the proposed business model. Current digital adoption among culinary MSMEs remains concentrated largely on marketing and payment activities rather than comprehensive business transformation. This limitation creates an opportunity to develop a new value proposition that integrates culinary products, digital technology, cultural identity, and gastronomic tourism experiences. Instead of competing primarily as food sellers, gastronomic entrepreneurs can reposition themselves as creators of distinctive Acehnese gastronomic experiences by incorporating local flavors, cultural meanings, culinary narratives, indigenous ingredients, and traditional preparation practices into their customer value propositions.

Value creation can be further strengthened through digital storytelling that communicates not only the products being offered but also their origins, local ingredients, preparation processes, cultural significance, and connections to Acehnese heritage. Digital platforms can simultaneously facilitate ordering, payment, promotion, and customer interaction [15], thereby shifting the role of technology from a stand-alone promotional instrument to an integral component of value creation and delivery. This approach allows digitalization to contribute not only to market reach but also to the differentiation and experiential value of traditional culinary offerings.

Finally, the *create* strategy can be extended through collaboration between gastronomic entrepreneurs and the broader tourism ecosystem, including tourism businesses, local communities, destination stakeholders, and other relevant actors. Such collaboration could integrate traditional Acehnese cuisine into tourism products and experiences, allowing local food to function not merely as a consumable product but as an experiential and cultural component of the destination. Through this strategic orientation, the proposed business model combines dynamic capability development with value innovation, enabling gastronomic entrepreneurs to progressively transform their businesses while strengthening the role of local gastronomy in Langsa City's tourism ecosystem.

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Overall, the BOS analysis indicates that strengthening gastronomic entrepreneurship requires a strategic shift from a conventional product-centered business orientation toward a digitally enabled model that creates distinctive Acehnese gastronomic experiences. Within this framework, the *eliminate* and *reduce* actions are intended to minimize dependence on inefficient and less adaptive business practices, while the *raise* action focuses on enhancing existing digital capabilities, human resources, and supporting business competencies. More importantly, the *create* action provides the foundation for value innovation by integrating traditional Acehnese cuisine, digital technologies, cultural identity, and tourism experiences into a differentiated value proposition. This strategic reconfiguration is particularly important for strengthening the relatively weaker *transforming capability*, thereby enabling the well-developed *sensing* and *seizing* capabilities to be translated into more adaptive, digitally integrated, and sustainable business model innovation.

Accordingly, the central insight emerging from the BOS analysis is that the primary challenge confronting gastronomic entrepreneurs is not merely their ability to recognize or capture market opportunities, but their capacity to convert those opportunities into meaningful business model transformation. The proposed model therefore positions dynamic capabilities as the underlying organizational foundation, while Blue Ocean Strategy serves as the strategic mechanism for determining how existing practices should be reconfigured and how new customer value can be created. This integration provides the conceptual basis for the proposed "Dynamic Capability-Based Business Model for Gastronomic Entrepreneurship to Strengthen Aceh Tourism in the Digital Transformation Era," in which market

responsiveness, value innovation, digital transformation, collaboration, and gastronomic experience creation collectively contribute to a more competitive and sustainable tourism ecosystem.

CONCLUSION

This study shows that gourmet entrepreneurs in Langsa City have a relatively high dynamic capability in sensing changes in the business environment, seizing market opportunities, understanding consumer requirements, and innovating their products and services. However, there is still a need to further increase their ability to adapt. Digital technology is currently mostly used for marketing and transactional operations and the integration into company record-keeping, customer management, data utilization and internal business processes is restricted. The Blue Ocean Strategy research indicates the necessity of the business model's change through less reliance on conventional processes, strengthened digital and human resource capabilities, and developing new forms of value. This transformation should change the role of gastronomic entrepreneurs from merely selling food to designing unique Acehnese gastronomic experiences that integrate culinary products with cultural stories, local ingredients, traditional cooking methods, digital technologies, and the tourism ecosystem in general.

These findings point to the importance of prioritizing the development of transforming capabilities in the development of gastronomic entrepreneurship, through more integrated digitalization of business processes, including the development of point-of-sale (POS) systems, e-commerce, customer relationship management, digital transaction records, and data-driven decision-making. This transition should be backed by stronger human resource capabilities in digital marketing, platform management, content development and digital financial literacy. Digital tactics should also not just promote the products but create gastronomic experiences based on Acehnese culinary identity, stories and cultural history. Besides, the collaboration between culinary MSMEs, local governments, communities, destination managers, tourism enterprises and digital platforms should be reinforced to build integrated gastronomy tourism packages and collaborative promotional actions. Hence, local governments should offer systematic and progressive programs for digital transformation, from basic online literacy up to the integration of culinary MSMEs into the larger digital tourism ecosystem.

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