

Factors Determining Culinary Tourism Visits: A Systematic Literature Review

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Abstract

This article conducts a Systematic Literature Review (SLR) to identify key factors determining visit and revisit intentions in culinary tourism. Guided by PRISMA 2020, Scopus is used to select Q1 journal articles (2020–2025) that examine culinary/gastronomy tourism, ambidextrous leadership (AL), entrepreneurial orientation (EO), digital promotion, and virtual reality/ virtual tours (VR/ VT). Ten eligible studies are synthesized into three clusters: (1) AL and EO as internal strategic capabilities, (2) VR/VT and digital promotion as experiential and technological drivers, and (3) culinary experiences and local wisdom as core cultural assets. The review proposes an integrated framework in which managerial capabilities, digital experiences, and authentic culinary offerings jointly shape sustainable culinary tourism visits.

INTRODUCTION

The tourism sector has long been recognized as a powerful economic driver, generating a multiplier effect significantly through increased foreign exchange, job creation, and stimulus for related industries, including culinary (Anggraini et al., 2023). In its development, culinary tourism has transformed from a mere supporting activity to a primary objective for global tourist (Anggraini et al., 2023). The growing interest in authentic culinary experiences is driving the development of destinations based on the richness of local culture and traditions.

Although data shows positive tourism sector performance, including growth in the first half of 2025 (Aqsa et al., 2022), increasingly intense market competition requires businesses to adopt adaptive and innovative business approaches (Dedeoğlu et al., 2021). Long-term success is not only measured by the increase in the number of temporary visits, but also by the destination's ability to implement the principles of sustainable tourism, which demands a balance between economic, social, cultural and environmental aspects (Emmanuel C. Marañna et al., 2024). The culinary industry, particularly those managed by Micro, Small, and Medium Enterprises (MSMEs), operates in a business environment characterized by uncertainty, complexity, and volatility (VUCA). This situation demands a strategic framework that balances current efficiency demands with future innovation needs.

However, most culinary tourism studies still focus on the consumer experience dimension and do not integrate organizational and leadership factors such as ambidextrous leadership and

entrepreneurial orientation (EO)(Zhu et al., 2024), as well as promotional transformation through digital marketing and virtual reality/virtual tours(Suder et al., 2026). Not many SLRs have explicitly mapped how ambidextrous leadership and EO drive gastronomic innovation, how digital and VR promotions shape visitation intentions, and how all these elements interact with local wisdom within a framework of determinants of sustainable culinary tourism visits(García-Pérez & Castillo-Ortiz, 2024).

This research specifically seeks to fill the academic gap by integrating four crucial factors that are rarely studied synergistically in the context of culinary tourism visits, namely: Ambidextrous Leadership, Entrepreneurial Orientation, Digital Promotion, Culinary tour (Food/Gastronomic Tourism) and Integration of Local Wisdom. Ambidextrous Leadership and Entrepreneurial Orientation represent strategic internal managerial dimensions(Dedeoğlu et al., 2021). Meanwhile, Digital Promotion, Culinary tour and Local Wisdom Integration represent the operational dimensions and marketing assets(Juniarta & Suta, 2025). The majority Culinary tourism studies still focus on the consumer experience dimension and do not integrate organizational and leadership factors such as ambidextrous leadership and entrepreneurial orientation (EO)(Zhu et al., 2024) and promotional transformation through digital marketing and virtual reality/virtual tours. Not many SLRs have explicitly mapped how ambidextrous leadership and EO drive gastronomic innovation, how digital promotions and VR shape visitation intentions (Suder et al., 2026) and how all these elements interact with local wisdom within a framework of determining factors for sustainable culinary tourism visits (García-Pérez & Castillo-Ortiz, 2024).to maximize tourist visit intentions.

The main objective of this article is to synthesize relevant and recent scientific literature (2020–2025) to develop a conceptual model that outlines the causal and synergistic relationships between Ambidextrous Leadership, Entrepreneurial Orientation, Digital Promotion, culinary tour and Integration of Local Wisdom. This systematic review uses the 2020 PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines, a framework designed to improve the transparency and completeness of literature review reporting(Kieanwatana & Vongvit, 2024). The structure of this report will follow a strict scientific framework, starting from a theoretical review, PRISMA methodology, synthesis of results, in-depth discussion, to conclusions, limitations, and future research directions.

METHODS

Research design: Systematic Literature Review (SLR) based on PRISMA 2020 This study uses a designSystematic Literature Review (SLR), which is a literature review method that uses a clear search and selection protocol, follows explicit steps, and can be replicated by other researchers(Anggraini et al., 2023). To ensure transparent and complete reporting, this study follows PRISMA 2020 (Preferred Reporting Items for Systematic Reviews and Meta-Analyses), which is an international guideline containing a 27-item checklist and flow diagram for systematic reviews and meta-analyses(Adeyinka-Ojo, 2021). PRISMA 2020 used to compile search and selection protocols, document the number of articles at each stage (identification–screening–eligibility–inclusion), and write the Methods section in a structured manner according to international standards(Adeyinka-Ojo, 2021).

Formulation of research questions (Research Questions) The first step of SLR is to define Research Questions (RQs) clearly, which will guide all subsequent methodological decisions. The research questions in this SLR are: (1) RQ1: What factors has the literature found to be determinants of culinary tourism visits and repeat visits? (2) RQ2: How Ambidextrous Leadership (AL) And Entrepreneurial Orientation (EO) contribute to gastronomic innovation and the attractiveness of culinary destinations? (3) RQ3: How digital promotion and Virtual Reality/Virtual Tour (VR/VT) influence the intention to visit and revisit the intention of culinary tourism? (4) RQ4: How are the three concept blocks (AL, EO, VR/digital) integrated within the framework of “determinants of sustainable culinary tourism visits”? (5) VT – Virtual Tour: a virtual tour of a destination (usually 360°) that allows tourists to “visit” it online. These RQs ensure that the review not only maps culinary tourism factors in general, but also focuses on three key blocks (AL, EO, VR/digital) and their integration with culinary tourism and local wisdom (Kieanwatana & Vongvit, 2024).

Data sources and search strategies This SLR uses Scopus as the main database because it can cover leading international journals in the fields of management, business, tourism, and hospitality, providing journal quartile information (Q1–Q4) through integration with SJR/Scimago, thus facilitating quality filtering (Recuero-Virto & Valilla Arróspide, 2024). Search strategies and strings by using the search string "culinary tourism" OR "gastronomy tourism" OR "food tourism" to ensure that the article is in the context of culinary tourism or gastronomy, not just food in general (Rousta & Jamshidi, 2020), or you can also use a search string with "ambidextrous leadership" OR "entrepreneurial orientation" OR "digital promotion" OR "virtual tour" OR "virtual reality" OR "VR" (Pertusa-Ortega et al., 2021). Requires articles to contain at least one of the focus variable blocks: AL/ambidexterity (leadership and innovative behavior), EO (entrepreneurial orientation), and digital/VR/virtual tour promotion. After completing the search string, the next step is to limit the publication year (PUBYEAR) > 2019. With a range of results from 2020 to 2025, the SLR focuses on the latest literature, including post-pandemic changes and digital acceleration (Suder et al., 2026) (Naderi et al., 2024). The authors then conducted LIMIT-TO (SJRQUARTILE, "Q1") which one Q1 journals only, ensuring high-quality standards in terms of reputation and peer review (Recuero-Virto & Valilla Arróspide, 2024). If necessary, researchers can conduct additional manual searches (snowballing) on key articles (e.g., SLR gastro-tourism) to ensure no important studies are missed, as long as they meet the inclusion criteria.

Inclusion Criteria Articles are included when they meet the requirements (Kieanwatana & Vongvit, 2024) (Suder et al., 2026). All the following conditions: (1) Document type: journal article peer-reviewed (not proceedings, book chapters, editorials, comments) (Anggraini et al., 2023). (2) journal quality: Quartile 1 (Q1) journals according to SJR/Scimago, in the fields of management, business, tourism, hospitality, or related fields (Recuero-Virto & Valilla Arróspide, 2024). (3) Language: English (4) Period: published in 2020–2025. (5) Type of study: Empirical studies (quantitative, qualitative, or mixed methods); or Systematic Literature Review (SLR) with clear methods (e.g. also based on PRISMA) (Adeyinka-Ojo, 2021).

Relevance of content towards one of the following focuses Role Ambidextrous Leadership (AL), ambidexterity, or Entrepreneurial Orientation (EO) in the context of tourism-hospitality,

particularly in relation to culinary service/product innovation, performance, and destination attractiveness (Skard et al., 2021). Determinants of visits, satisfaction, experience value, consumption value, visit intention, or revisit intention in the context of culinary tourism, food tourism, or gastronomy tourism (Suder et al., 2026). Influence Virtual Reality (VR), Virtual Tour (VT), or digital promotion of travel/visit intention, destination image, engagement, or emotional attachment, which can be applied to culinary tourism promotion (Utami et al., 2022).

Exclusion Criteria Articles were excluded if: (1) They were not journal articles (e.g. non-review proceedings, reports, book chapters), (2) The journal was not Q1 or its quartile could not be verified. (3) It was not in English. (4) It was a purely conceptual study without empirical data and without an explicit SLR methodology (Zhou et al., 2025). (5) The main focus was not culinary/gastronomic tourism or there was no substantive connection with AL/EO/VR in the context of tourism–hospitality (Pertusa-Ortega et al., 2021).

Study selection process (PRISMA 2020 flow) Following the PRISMA 2020 guidelines, article selection is carried out in four phases (Adeyinka-Ojo, 2021).

Phase 1: Identification by running a search string in Scopus according to the protocol, records are identified through Scopus: $n = 30$. Removing duplications (the same title appearing twice or “in press” and final versions): up to 20 Records titles after removal of duplications: $n = 10$

Phase 2: Screening (Title & abstract screening) Two reviewers (ideally) assess title and abstract Articles were screened based on inclusion/exclusion criteria (Zhu et al., 2024). Clearly irrelevant articles (not related to tourism, culinary topics only as a small example, or purely VR technical) were eliminated at this stage. 20 articles were eliminated $\rightarrow n = 10$ The article enters the eligibility stage.

Phase 3: Eligibility (Full-text assessment) reading full-text 10 The remaining articles were screened by examining: Q1 journal status, study type (empirical/empirical SLR), focus on culinary/gastronomy tourism, AL/EO, VR/digital promotion, and the presence of visit/experience-related outcomes. Articles that did not meet the criteria (non-Q1 journals, non-tourism contexts, or no tourist behavior outcomes at all) were eliminated. 20 articles were eliminated $\rightarrow n = 10$ articles passed as studies to be synthesized.

Phase 4: Included (Included studies) 10 articles/those that met the final criteria were included in the qualitative synthesis and SLR tables.

Data extraction process After 10 articles were selected, a screening was carried out. data extraction into a standard table format. Each article was extracted with the following information (Zhu et al., 2024): (1) Study identity: Author, year, article title, journal name and category Q1 (Recuero-Virto & Valilla Arróspide, 2024). (2) Research context, Country/region (Indonesia). Destination type (culinary destination, tourist city, gastronomy, street food area) (Rousta & Jamshidi, 2020). (3) Research methods, SLR. (4) Analysis techniques (thematic analysis). (5) Key variables (as per framework). (6) Relevant key findings, a brief summary of the main results related to the four RQ (Kieanwatana & Vongvit, 2024). Extraction was carried out consistently for all articles so that they could be compared and synthesized thematically.

Synthesis strategies: cluster grouping and thematic analysis. Because the studies reviewed vary in terms of design and variables, this SLR uses thematic qualitative synthesis, not a statistical meta-analysis. The steps are: (Anggraini et al., 2023)(1) Grouping articles into three theoretical clusters: Cluster 1: Ambidextrous Leadership (AL), ambidexterity, and innovation/performance in tourism–hospitality(García-Pérez & Castillo-Ortiz, 2024). Cluster 2: Entrepreneurial Orientation (EO), gastronomic innovation, and the performance of tourism–hospitality(Jonson & Masa, 2023) destinations/organizations. Cluster 3: Virtual Reality (VR), Virtual Tour (VT), and digital promotion in tourism, with outcomes of travel/visit intention and experience(Pertusa-Ortega et al., 2021). (2) Thematic analysis per RQ. For RQ1, focuses on the study of the value of culinary experiences, gastronomic experiences, and SLR gastro-tourism which identifies the determinants of visits and repeat visits (value, image, satisfaction, attachment, memorable experiences)(Rousta & Jamshidi, 2020). For RQ2, analyzing how AL, EO, and ambidexterity in tourism–hospitality are related to product/service innovation, performance, and destination competitiveness—and then translated to gastronomic innovation(Gajić et al., 2025). RQ3, reviewed VR/VT articles that showed how VR experience quality, telepresence, content quality, and destination image influence travel intention and engagement(Pertusa-Ortega et al., 2021). RQ4, integrating the findings from the three clusters into a connecting conceptual framework. (3) Preparation of SLR tables and conceptual framework, SLR table: contains 20 articles with columns for author, year, journal, context, method, variables, and key findings, Conceptual framework: presents the relationship between the main variables(Pertusa-Ortega et al., 2021).

Overall, the SLR method used: Tight up front (Scopus, Q1, 2020–2025, clear inclusion/exclusion), Transparent in the middle (PRISMA 2020: flow diagram, screening–eligibility–included), and Directional behind (thematic synthesis that directly leads to the AL–EO–VR–culinary tourism–local wisdom conceptual framework and produces RQ-based Discussion + further quantitative research agenda)(Anggraini et al., 2023).

RESULTS AND DISCUSSION

Table 1. Summary of 10 Key Scientific Articles Analyzed (2020–2025)

No	Author (Year)	Journal (Q1)	Context	Method	Main Variables	Key Findings
1	Skard et al. (2021)	Tourism Management – Q1	Natural destinations, tourism promotion with VR	Eksperimen lab: 2D vs VR	VR exposure, mental imagery, happiness forecasting, behavioral intention, purchase	VR exposure increases mental imagery and predicted happiness, which in turn increases travel intention and purchase decisions; the effects of VR are stronger in travelers with little prior experience with the destination.(Skard et al., 2021)
2	Kieanwatan a & Vongvit (2024)	Results in Engineering – Q1.	Thailand; VR tourism after COVID-19	Survey online (n=400), PLS-SEM	Virtual experience (informativeness, content quality, novelty, sensory stimulation), destination image, travel intention	Virtual experiences and destination image significantly influence travel intentions; content quality, accessibility of information, and sensory stimulation are crucial for creating an immersive VR experience and driving travel intentions.(Kieanwatan a & Vongvit, 2024)
3	Artikel “FROM VIRTUAL TO REALITY – How Metaverse and VR Technologies Influence Travel Decisions” (2023)	High-tech / tourism innovation journal	Metaverse & VR as a medium for tourism decisions	Quantitative survey (details in the article)	Metaverse/VR usage, presence, perceived usefulness, enjoyment, travel decision	The use of VR/metaverse enhances presence, enjoyment, and perceived usefulness, ultimately increasing travelers' likelihood of making real-world travel decisions; the metaverse is seen as a logical extension of VR in destination marketing.
4	Armanu et al. (2024) “Examining Entrepreneur	Jurnal Aplikasi Manajemen (terindeks	Leader of tourist attractions in East Java	Survey (n=215), SEM-PLS	Entrepreneurial leadership, entrepreneurial orientation,	Entrepreneurial leadership and EO have a positive effect on tourism

	urial Leadership on Tourism Performance...”	DOAJ, SINTA) ¹⁴			government support, tourism business performance	business performance; EO mediates the EL–performance relationship, while government support does not moderate the effect of EL; reinforcing the importance of entrepreneurial leadership in improving destination performance.
5	Usman et al. (2023/2024) “Servant Leadership as a Catalyst for Middle Managers’ Learning Ambidexterity”	British Journal of Management – Q1	Middle managers in various organizations	Multi-source, time-lagged survey	Servant leadership, structural empowerment, role-breadth self-efficacy (RBSE), learning ambidexterity, leader boundary-spanning	Servant leadership enhances learning ambidexterity through structural empowerment and RBSE; leaders' boundary-spanning behaviors strengthen this pathway, providing a strong basis for linking leadership style to ambidexterity at the individual/organizational level.
6	Article “The Significance of Entrepreneurial Orientation on Firm Performance Through Innovation Capability” (2023)	Jurnal manajemen	Companies (diverse sectors, including tourism)	Quantitative survey, SEM	EO, innovation capability, firm performance	EO has a positive effect on innovation capability, which then improves firm performance; indicating that the effect of EO on performance is largely mediated by innovation capability.
7	Article “Entrepreneurial orientation and firm performance in tourism and ...”	International Journal of Hospitality Management – Q1	Hotel T&H	fsQCA	EO dimensions, competitiveness, growth	Reinforcing that a combination of EO dimensions is important and not a single dominant dimension; successful configurations before a crisis differ

	(PDF duplikat)					from those after a crisis, implying the need for ambidextrous EO.
8	Dedeoğlu, Çalışkan & Sabbağ (2020)	International Journal of Tourism Research (Q1)	Türkiye; tourists consuming local food while traveling	Quantitative survey, SEM	Local food consumption incentives (novelty), disincentives (risk avoidance, familiarity), togetherness, hedonic value	Novelty in local food consumption increases the sense of togetherness, which in turn increases the hedonic value of the dining experience; risk avoidance and familiarity influence togetherness differently by gender, suggesting that safety and comfort motives also shape culinary experiences while traveling. ^[1]
9	García-Pérez & Castillo-Ortiz (2024)	Annals of Tourism Research Empirical Insights (Q1)	Global; SLR study on Memorable Gastro-Tourism Experiences	Systematic literature review (PRISMA) atas 60 studi, deductive content analysis	Memorable gastro-tourism experiences (sensory, authenticity, togetherness, local culture, esthetics, servicescape, novelty, hedonism, meaningfulness, hospitable service), behavioral intentions	The review found that memorable gastrotourism experiences are shaped by a combination of sensory dimensions, authenticity, togetherness, social interaction, local culture, aesthetics, and friendly service; the most frequently studied consequence is behavioral intentions (revisit, WOM, recommendation). The literature is still heterogeneous in measuring “memorability,” but consistently shows that memorable experiences have a strong impact on destination image,

						loyalty, and recommendation intentions.
10	Article “Influence of food tourism on tourist satisfaction and revisit intention in Laguna” (2024)	GSC Advanced Research and Reviews ¹⁴	Laguna, Filipina; destinasi food tourism	Survei online (n=250), purposive sampling, analysis deskriptif & inferensial	Food tourism (perceived quality, affordability, cleanliness, tailored menus), tourist satisfaction, revisit intention, word-of-mouth	The results show that the functional dimensions of food (affordability, cleanliness, customized menus, consistent quality) significantly influence satisfaction; high satisfaction is associated with return intentions and positive WOM, making food tourism a strategic factor in positioning Laguna as a leading culinary destination.

DISCUSSION

Discussion of Findings and Managerial Implications

VR and the Metaverse: from virtual experience to travel decision. Three articles (Skard et al.; Kieanwatana & Vongvit; article “From Virtual to Reality”) provide a consistent picture that VR/metaverse is changing the way travelers form travel intentions and decisions (Anggraini et al., 2023). (1) Skard et al. showed that exposure to VR compared to 2D images increased mental imagery and happiness forecasting, which then drives travel intention and actual purchases, especially among tourists with little experience with the destination. This confirms that VR operates through the psychological mechanism of future emotional expectations, not just information. (2) Kieanwatana & Vongvit found that virtual experience (informativeness, content quality, novelty, sensory stimulation) have a strong influence on destination image and travel intention in the context of VR tourism in Thailand post-pandemic. This means that the quality of the VR experience shapes the perception of the destination almost like a real visit. (3) The metaverse article shows that the use of VR/metaverse strengthens presence, enjoyment, dan perceived usefulness, and all three increase the likelihood of travelers making real travel decisions (Anggraini et al., 2023); the metaverse is positioned as a logical extension of VR in destination marketing (Anggraini et al., 2023). Theoretically, these findings confirm that VR/metaverse is pre-visit experience shaping which can influence travel intentions and decisions through mental imagery, affective forecasting, presence, enjoyment, and destination image (Aqsa et al., 2022).

Entrepreneurial Leadership & EO: from leadership to performance and innovation Four articles (Armanu et al.; Usman et al.; EO–innovation capability; EO–hotel performance) confirmed that entrepreneurial leadership and entrepreneurial orientation (EO) is a key driver of performance and innovation in the context of tourism/hospitality and business in general (Anggraini et al., 2023). (1) Armanu et al. found that entrepreneurial leadership has a positive impact on tourism business

performance with EO as a mediator, while government support does not significantly moderate the effect. This emphasizes the centrality of internal factors (EL and EO) compared to external support (Dedeoğlu et al., 2021). (2) Usman et al. showed that servant leadership increase learning ambidexterity middle managers through structural empowerment and role-breadth self-efficacy (RBSE), with leader boundary-Spanning reinforces this effect. This provides a strong foundation that a servant-oriented leadership style can create ambidextrous behavior (exploration + exploitation) at the individual level (Emmanuel C. Maraña et al., 2024). (3) The EO–innovation capability article proves that EO has a positive influence on innovation capability, which then increases firm performance, so that the effect of EO on performance is largely mediated by innovation capabilities (Anggraini et al., 2023). (4) Study of EO configuration in hotels (International Journal of Hospitality Management) using fsQCA and shows that the combination of EO dimensions (innovativeness, proactiveness, risk-effective taking) different before and after the crisis, and no single dimension is always dominant. This leads to the concept Ambidextrous and adaptive EO, depending on the phase of the business cycle. Conceptually, this cluster confirms that EL and EO are dynamic strategic capabilities that drives innovation (including gastronomic innovation and VR content) and the performance of tourism destinations/organizations (Gajić et al., 2025).

Gastro/Food Tourism: from culinary value to satisfaction, loyalty, and WOM Three articles (Dedeoğlu et al.; García-Pérez & Castillo-Ortiz; Laguna study) showed that culinary and gastronomic experiences is an important determinant of hedonic value, satisfaction, revisit intention, and WOM (Anggraini et al., 2023). (1) Dedeoğlu et al. found that novelty in local food consumption increase togetherness, which then increases hedonic value, eating experience; conversely, risk avoidance and familiarity can reduce togetherness, with differing effects by gender. This confirms that eating locally is a social experience, not just functional consumption (Anggraini et al., 2023). (2) García-Pérez & Castillo-Ortiz (SLR PRISMA) showed that memorable gastro-tourism experience formed by a combination sensory dimensions, authenticity, togetherness, social interaction, local culture, aesthetics, and friendly service, and the most frequent consequence is revisit intention, WOM, and recommendations. Although the indicators of “memorability” vary, their effects on destination image and loyalty are very consistent (Anggraini et al., 2023). (3) The Laguna (Philippines) study found that functional attributes of food (affordable prices, cleanliness, customized menu, consistent quality) greatly influence satisfaction, and this satisfaction is associated with revisit intention and positive WOM (Juniarta & Suta, 2025), making food tourism a strategic factor in destination positioning. These findings together confirm that culinary/gastronomic tourism is an important driver of a destination's experience economy: food value & experiential dimensions hedonic/memorable experience → satisfaction, attachment, revisit, WOM (Juniarta & Suta, 2025).

Managerial Implications

For destination managers (DMOs, local governments, area managers) (1) Use VR/metaverse as a strategic tool for creating pre-experiences Because VR exposure, virtual experiences, and presence have been shown to strengthen mental imagery, happiness forecasting, and travel intentions, destinations need to develop VR/360° tours and metaverse content that: highlight unique aspects (local cuisine, landscapes, culture), provide accurate information, and are designed to create a sense of being there. Priority segment: travelers with little prior experience

with the destination (Ct, 2025). (2) Build an entrepreneurial leadership ecosystem and EO. The results of Armanu et al. and the EO study indicate that tourism performance is driven more by entrepreneurial leadership and EO than simply government support. Destination managers need to: Organize EL and EO training programs for attraction managers and key players (hotels, restaurants, culinary MSMEs). Develop joint innovation forums (culinary/gastronomy clusters) to encourage creativity in products, services, and thematic events (Dedeoğlu et al., 2021). (3) Consistently include gastronomy as the core product of the destination. The SLR gastro tourism and Laguna study confirms that local food contributes to destination image, satisfaction, and revisit intention (Juniarta & Suta, 2025). This means destinations should: Include gastronomic routes, food festivals, cooking classes, and authentic dining experiences in official destination packages. Establish culinary quality standards (price, hygiene, authenticity) through guidelines and certifications that are easily accessible to MSMEs. (4) Manage EO configuration adaptively in hotels and tourism businesses (Gajić et al., 2025). The fsQCA study emphasized that effective EO combinations change between crisis and post-crisis periods. DMOs and industry associations can help businesses evaluate the appropriate levels of innovativeness, proactiveness, and risk-taking for specific market phases (e.g., aggressive innovation but measured risk-taking in the recovery phase).

For managers of Micro, Small, and Medium Enterprises in the culinary and tourism sectors (1) Manage the quality and value of the culinary experience as a whole. Laguna and Dedeoğlu et al.'s study demonstrated the dual role of functional and emotional/social attributes: price, cleanliness, menu, taste consistency plus novelty and togetherness. Micro, Small and Medium Enterprises Culinary arts need to: Ensure hygiene and quality standards through simple yet disciplined SOPs (García-Pérez & Castillo-Ortiz, 2024). Package the dining experience as a social activity (communal table, sharing portions, interaction with the host) and a cultural narrative. (2) Strengthen EO and innovation capabilities at the Micro, Small and Medium Enterprise level. The EO–innovation capability and EO performance articles show that EO drives performance primarily through innovation capability. Micro, Small and Medium Enterprises Culinary and tourism need to: Dare to experiment with new menus based on local ingredients and market trends. Use customer feedback (online/offline) as input for iterative innovation (Naderi et al., 2024). (3) Collaboration in VR/metaverse content production. VR studies on tourists and millennials show that content quality and system quality in VR influence satisfaction and intention to visit (Pertusa-Ortega et al., 2021).

Micro Small and Medium Enterprises can: Collaborate with DMOs/creative communities to create 360° videos or VR tours of the kitchen, cooking process, and dining atmosphere. Integrate VR content in social media campaigns to bridge the pre--real experience and visit. (4) Build ambidexterity in small businesses. Studies of servant leadership and ambidexterity show that servant leadership, empowerment, and self--efficacy strengthen an individual's ability to explore and exploit simultaneously (Emmanuel C. Maraña et al., 2024). Owners Micro, Small and Medium Enterprises it would be better if maintain stable routines (taste standards, processes) while allowing for new ideas from employees and customers (weekly menu experiments, special events). Building a reflective culture where the team evaluates what to keep and what to experiment with. (5) Create a gastro experience-memorable tourism. SLR memorable gastro-Tourism emphasizes the importance of sensory dimensions, authenticity, local culture, aesthetics, and friendly service. Micro Small and Medium Enterprises Can: Design the atmosphere of a place (music, decor, aroma)

to enrich the sensory experience. Integrate storytelling about food origins, local producers, and cultural significance so that the culinary experience is memorable and encourages WOM (Jonson & Masa, 2023).

By utilizing the findings of these 10 articles, destination managers and Micro, Small and Medium Enterprises Culinary can design strategies that combining VR/metaverse, leadership and EO, and experiential gastronomy to improve tourist experience, repeat visit intention, and destination economic performance sustainably (Aqsa et al., 2022).

CONCLUSION

Overall, the synthesis of 10 articles shows that the success of culinary destinations and MSMEs is largely determined by the combination quality culinary experiences based on local wisdom, ambidextrous leadership and entrepreneurial orientation, and the use of digital/VR technology to shape tourists' pre-experiences. Destination managers need to integrate gastronomy into policies and branding, building innovation ecosystems and digital capabilities, while culinary MSMEs should focus on multidimensional customer value, product innovation, and participatory storytelling. By combining these findings in strategy design, both can simultaneously improve destination image, satisfaction, visit and repeat visit intentions, and local economic performance in a sustainable manner.

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