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Creative management strategies to build business appeal

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A B S T R A K

Manajemen kreatif menjadi dasar dalam membangun daya tarik bisnis di Cafe Istana Pengangguran, sebuah kafe berbasis kebun anggur di Kecamatan Pakis, Kabupaten Malang. Transformasi kebun anggur menjadi kafe tiga lantai dengan rooftop serta aktivitas petik anggur menunjukkan penerapan kreativitas, perilaku inovatif, dan kemampuan adaptif dalam menghadapi dinamika pasar. Melalui observasi langsung, penelitian ini menilai bagaimana penataan ruang kreatif, pengalaman interaktif, dan suasana alam digunakan untuk meningkatkan kenyamanan serta minat pengunjung. Temuan menunjukkan bahwa perpaduan konsep agrowisata, edukasi, dan layanan kuliner menciptakan nilai baru yang memperkuat identitas bisnis. Hal ini sejalan dengan teori Innovative Work Behavior dan Dynamic Capabilities yang menekankan pentingnya inovasi dan kemampuan beradaptasi bagi UMKM. Rekomendasi meliputi pengembangan program edukasi budidaya anggur, peningkatan promosi digital berbasis visual, dan kolaborasi dengan UMKM lokal untuk memperkaya pengalaman pengunjung. Strategi kreatif yang diterapkan berkontribusi pada pembentukan citra kafe sebagai destinasi kuliner dan agrowisata yang kompetitif di Malang.

A B S T R A C T

Creative management plays a central role in building business appeal at Cafe Istana Pengangguran, a grape-garden-based cafe located in Pakis District, Malang Regency. The transformation of the vineyard into a three-story cafe with a rooftop reflects the application of creativity, innovative behavior, and adaptive capabilities in responding to market dynamics. Through direct observation, this research assesses how creative spatial design, interactive visitor experiences, and a natural atmosphere are utilized to enhance comfort and interest. The findings indicate that the integration of agritourism, educational elements, and culinary services creates new value that strengthens the cafe's business identity. These efforts align with the concepts of Innovative Work Behavior and Dynamic Capabilities, emphasizing the importance of innovation and adaptability for MSMEs. Recommendations include developing grape-themed educational programs, enhancing visual-based digital promotion, and collaborating with local MSMEs to enrich visitor experiences. The creative strategies implemented help position the cafe as a competitive culinary and agro-tourism destination in Malang.

Introduction

The definition of creativity in management explains the organization's ability to generate new ideas relevant to competitive and dynamic business environments. The innovative work behavior theory emphasizes that creativity emerges when leaders and employees are provided sufficient space to experiment and exchange insights

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(Alshahrani, 2024). Creativity is an essential element for MSMEs seeking to elevate customer experience sustainably. Previous studies indicate that service sectors require innovation to strengthen business appeal and maintain customer retention (Suhandiah et al., 2023). Cafe Istana Pengangguran, located in Pakis District, Malang Regency, relies on its vineyard attraction and therefore requires creativity in service development. This study focuses on how creativity is managed as a strategy to enhance business appeal in this context.

Creative management strategies refers to planned efforts that combine creativity, decision-making, and adaptive capabilities in responding to market dynamics. The dynamic capabilities theory states that organizations must develop the ability to adapt and respond to fast-changing business environments (Kareem et al., 2024). Previous studies confirm that dynamic capabilities enhance competitive performance through innovation and resource integration (Simba et al., 2024). MSMEs in the culinary sector require creative strategies to survive shifting consumption trends. Cafe Istana Pengangguran, with its vineyard concept, has opportunities to create added value through creativity and innovation. This study examines how creative management strategies strengthen the cafe's competitive standing in the local market.

Business innovation refers to the process of creating new value through the development of ideas, products, and customer experiences. The innovation management theory asserts that innovation is a key driver of competitiveness in modern enterprises (Alshammari et al., 2023). Prior studies show that innovation significantly enhances customer interest and broadens market segments (Sarif et al., 2023). Cafe Istana Pengangguran requires innovation to strengthen its vineyard-based tourism concept and maintain visitor attraction. Innovation may be applied in product design, tourism activities, and visual promotion. This research examines how innovation is integrated as a strategy to improve the cafe's business appeal.

Innovative work behavior explains individual actions in generating, promoting, and implementing new ideas beneficial to organizations. The absorptive capability theory states that the ability to absorb external information influences employees' innovative behavior (Sinaga et al., 2024). Earlier studies suggest that motivation, leadership, and work environment contribute to increases in innovative behavior (Suhandiah et al., 2023). Employees at Cafe Istana Pengangguran play an important role in creating unique visitor experiences. Their innovative behavior can enrich the vineyard activities offered to customers. This study assesses the level of innovative behavior present in the cafe's operations.

Business collaboration refers to strategic cooperation between parties to create joint innovation. The open innovation theory argues that collaboration enhances efficiency and accelerates business growth (Srisathan et al., 2022). Several studies demonstrate that external partnerships, such as community engagement, can improve business performance and visibility (Yulianto & Supriono, 2023). Cafe Istana Pengangguran has potential to develop collaborations based on vineyard educational tourism. Strategic collaboration can broaden market segments and improve customer experiences. This study describes collaboration models that are suitable for the cafe.

Risk management in business describes systematic steps to identify and control risks for stable operations. The risk management theory emphasizes that risk control supports companies in sustaining innovation (Ihyak & Suprayitno, 2023). MSMEs must implement risk management to minimize market uncertainty. Cafe Istana Pengangguran faces risks related to vineyard conditions, weather, and visitor fluctuations. Effective risk management helps maintain the consistency of creative strategies. This study evaluates risk management practices that support the cafe's business appeal.

Business appeal refers to elements that influence consumers' interest in visiting and purchasing. The customer value theory states that appeal arises from a combination of functional, emotional, and experiential values (Melinda, 2023). Research indicates that unique experiences greatly influence consumer interest in tourism-based MSMEs (Sarif et al., 2023). Cafe Istana Pengangguran provides visual and educational experiences through its vineyard. This appeal can be strengthened through creative differentiation strategies. This research identifies the factors shaping the cafe's business appeal.

creative marketing strategy describes promotional approaches that emphasize creativity in messaging, visuals, and experiences. The creative marketing theory states that strong visual storytelling helps build an attractive business image (Simba et al., 2024). Culinary MSMEs must utilize creative content to reach broader audiences. The vineyard at Cafe Istana Pengangguran can be transformed into distinctive promotional material. Creative marketing strategies can help increase customer visits. This study presents creative marketing models applicable to the cafe.

The urgency of this research lies in the need to understand how creative management strategies are applied in managing the grape-garden attraction at cafe Istana Pengangguran in Pakis District. This study is important because creative strategies are reflected not only in outcomes but also in the interaction processes between management and customers (Sarif et al., 2023). The limited prior studies on creative strategy in grape-garden-based culinary businesses make this research increasingly relevant. This study also offers theoretical and practical value for small and medium enterprises. The research focus highlights that creative strategies must align with local characteristics. The study was conducted using a qualitative direct-observation method to gain a deeper understanding of managerial dynamics.

Discussion

Cafe Istana Pengangguran originated from a vineyard that was transformed into a garden-themed cafe during the COVID-19 pandemic to attract people seeking a comfortable and refreshing place (Sarif et al., 2023). The cafe has three floors with a rooftop suitable for enjoying the late afternoon while overlooking the vineyard (Sinaga et al., 2024). Visitors can relax in the outdoor area while enjoying a varied cafe menu. During the pandemic, people preferred open spaces to feel safe. The cafe owner added shading and resting areas under grape trees. This arrangement made the cafe an appealing destination for families and individuals. The transformation maximized both aesthetic and comfort value for visitors.

The main attraction of the cafe is the lush and cool vineyard, providing a relaxing visual experience for visitors (Sinaga et al., 2024). Many visitors come to relax, take photos, or enjoy fresh air in the outdoor area. The cafe provides walking paths among grape plants so visitors can stroll while enjoying the scenery. The neat vineyard layout enhances comfort and aesthetics. Visitors can also enjoy views from the second floor and rooftop, especially in the late afternoon. These areas provide a different perspective and a unique experience compared to other cafes. All these elements make the cafe a popular destination in Malang.

The cafe offers a unique experience for visitors who want to pick grapes themselves. Visitors can directly contact staff to guide the picking process. This activity is attractive because it is rarely found in other cafes. Picked fruit can be enjoyed immediately at the cafe or taken home as a souvenir. The upper floors and rooftop provide a different perspective of the vineyard. This activity provides an interactive and educational experience for visitors. It allows visitors to feel closer to nature and the agricultural process. Many visitors appreciate this concept because it creates a refreshing break from typical indoor cafes. The opportunity to interact directly with the plants also makes their visit more memorable.

The cafe provides comfortable facilities for visitors within the vineyard. Tables and chairs are available on the first and second floors, as well as the rooftop, to enjoy the vineyard atmosphere. The arrangement of plants and decorations adds a natural and cool atmosphere. Visitors can choose shaded areas or the rooftop according to preference. The cafe provides spaces to relax while enjoying food and drinks. The peaceful atmosphere encourages visitors to stay longer. All facilities support a maximal visitor experience. The thoughtful design of each floor ensures visitors can enjoy the vineyard from various angles. This layout enhances the sense of openness and connection to nature.

During the pandemic, the garden cafe concept became a solution for people wanting to enjoy open-air spaces. Visitors felt safer compared to indoor spaces. The cafe adjusted services to maintain health protocols. Grape-picking activities were organized to ensure visitors maintained distance. Hand sanitizers and handwashing stations were available at various points. The rooftop became a favorite spot to enjoy the late afternoon. This concept increased public interest in visiting. The open layout also supported better airflow, which made visitors feel more comfortable. As a result, the cafe continued to attract guests even during challenging periods.

The cafe menu varies from drinks to snacks. Some beverages use local grape ingredients, adding uniqueness. Visitors can enjoy the menu while viewing greenery from the upper floors or rooftop. Friendly and prompt service enhances comfort. Photo spots are available throughout the area, including the rooftop. This adds visual appeal and natural promotion by visitors. All elements make the culinary experience more enjoyable. The combination of flavors and scenery creates a relaxing dining atmosphere. This experience encourages visitors to share their visit on social media, increasing exposure for the cafe.

The cafe also considers the comfort of families and children. A small play area is provided so children can play while parents relax. Walking paths and the rooftop allow the whole family to enjoy the green view. Grape-picking activities provide a fun educational experience for children. Visitors can choose to sit on the first floor, second floor, or rooftop. All areas are designed to be safe for all ages. This experience increases satisfaction and encourages repeat visits. Families appreciate the spacious outdoor environment that supports quality time together. This makes the cafe an appealing weekend destination for local residents.

Visitors can directly observe how grapes are cared for by cafe staff. The rooftop provides a unique perspective of the entire vineyard. This activity is educational and interactive. Visitors can better appreciate agricultural produce while enjoying the cafe. It encourages interest in buying local products or taking grapes home. The cafe leverages this experience as an additional attraction. Visitors feel closer to nature and the farming process. This connection to local agriculture strengthens visitors' appreciation for fresh produce. It also enhances the cafe's identity as an agro-tourism destination.

Cafe Istana Pengangguran has become popular due to its vineyard, rooftop, three floors, and grape-picking experience. This unique experience aligns with Innovative Work Behavior Theory because it demonstrates creativity in creating new value (Sinaga et al., 2024). Photo spots across floors enhance appeal. Visitors enjoy the late afternoon on the rooftop. Staff assist with grape-picking activities. This increases interaction and visitor satisfaction. The transformation from vineyard to cafe effectively attracts public interest. These innovations highlight the cafe's ability to adapt to changing visitor preferences. The combination of nature, leisure, and education strengthens its competitive advantage.

Conclusion and Suggestions

Cafe Istana Pengangguran successfully builds strong business appeal through creative management strategies by transforming a vineyard into a nature-themed cafe featuring three floors and a rooftop that provides refreshing views and comfort for visitors. The grape-picking activity, guided by staff, offers a unique interactive and educational experience rarely found in other cafes. Direct observation indicates that creative space arrangement, service quality, and utilization of the vineyard atmosphere significantly increase visitor comfort and length of stay. This transformation aligns with the principles of Innovative Work Behavior and Dynamic Capabilities as the cafe creates new value, adapts to post-pandemic demands, and maintains customer interest through distinctive experiences. Visitors also appreciate the calming natural ambience that makes the cafe an ideal place to relax. The rooftop further enhances visual enjoyment, especially during the late afternoon. Overall, the combination of vineyard scenery and modern facilities successfully shapes a unique and competitive business identity in Malang.

Cafe Istana Pengangguran is recommended to continue expanding interactive programs such as grape cultivation workshops, strengthening visual-based digital

promotion, and improving rooftop and photo spot facilities to enhance visitor experiences. Optimizing vineyard maintenance is essential to ensure that grape-picking activities remain attractive throughout the year. Collaboration with local MSMEs may create new product innovations and community-based events that increase visitor engagement. Additionally, developing grape-based menu variations and providing creative service training for employees can help maintain service consistency. The cafe could also introduce short vineyard tours or mini educational sessions to add more experiential value. Adding thematic seating areas may further diversify visitor preferences. With continuous innovation and structured risk management, the cafe can strengthen its position as a nature-based culinary and agro-tourism destination in Malang.

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