

ABSRACT

Digital transformation has become an urgent need for culinary MSMEs in the modern era, including for Bajamba Kapau, a Minangkabau restaurant in Bandung. The restaurant faces a dilemma in its efforts to maintain the authenticity of traditional cuisine and concepts while adopting digital technology. The urgency to undertake a digital transformation is an effort to revitalize the business and re-attract consumers. In addition, there is a need to improve operational efficiency and expand market reach through digitalization. However, concerns about reducing the value of authenticity and signature experiences, as well as technical challenges in integrating digital systems with traditional operations, add to the complexity of the digital transformation implementation process.

This research aims to identify the main challenges faced by Bajamba Kapau in implementing digital transformation and formulate an effective roadmap to address these challenges. Using a qualitative research method with a descriptive approach, this study focuses on organizational groups with the unit of analysis being Bajamba Kapau. Data were collected through interviews, observations, and document analysis. The research was conducted in a non-contrived setting, without significant intervention from the researcher, and was cross-sectional with minimal involvement.

The findings reveal several significant challenges in implementing digital transformation at Bajamba Kapau. The main challenges include (1) Limited IT skills and (2) Suboptimal digital leadership. The limitation of skills at Bajamba Kapau hampers comprehensive digital transformation, as few possess the necessary skills. Additionally, suboptimal digital leadership slows the process of technology integration and automation.

This research provides important contributions in identifying the specific challenges faced by culinary MSMEs like Bajamba Kapau in the process of digital transformation. Practical recommendations include structured training to enhance employees' digital skills, encompassing the use of new technology and business understanding. Appropriate technology should be utilized for operational efficiency and customer service, such as inventory management systems. Implementing feedback systems and periodic evaluations is also recommended to measure the progress of digital transformation and make necessary adjustments.

Based on the research findings, it is recommended to conduct further research on digital transformation models specific to the culinary industry. Comparative studies between restaurants that have succeeded and those that have not in carrying out digital transformation can provide valuable insights. The development of a framework to measure the impact of digital transformation on restaurant business performance is also needed.

Keywords: *digital transformation, culinary industry, bajamba kapau, IT skills, digital leadership*