

## Special Issue:

Emerging and Re-emerging Animal Health Challenges in Low and Middle-Income Countries

# Improving the Quality of Service of Culinary Businesses Based on Duck Farm Products as a Strategy for Downstreaming Local Agribusiness in Makassar City

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**Abstract** | This research discusses efforts to improve service and product quality at Gazebo Duck Restaurant, a culinary business based on local duck farming products in Makassar City. This business has a strategic role in the downstream agribusiness chain with the main raw materials coming from local duck farmers. The purpose of this study was to analyze the gap between customer expectations and perceptions of the quality of services and products provided. The research used a quantitative approach with a survey method of 100 purposively selected respondents. Data collection was carried out using a questionnaire based on five SERVQUAL dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy, and analyzed using the Importance Performance Analysis (IPA) method to determine improvement priorities. The results showed that the dimensions of responsiveness and tangibles had the highest gap, while product quality such as taste and texture obtained the highest level of satisfaction. This study also found that restaurants contribute to strengthening the local economy through job creation and increased demand for livestock products from the surrounding community. These findings suggest that culinary businesses based on local agribusiness products have the potential to support sustainable rural economic development.

**Keywords** | Agribusiness, Ducks, Service quality, Customer satisfaction, SERVQUAL

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## INTRODUCTION

Improving service quality is a crucial factor in maintaining competitiveness and sustainability in the culinary business sector (Kumar and Steckle, 2020). Changes in consumer preferences that increasingly demand convenience, speed, and unique experiences encourage businesses to make continuous service adaptations. At the national level, the culinary sector has a dual role, namely as a provider of consumption services as well as a downstream driver of

agricultural and livestock products. Product differentiation through consistent quality and menu variation strengthens competitiveness within sustainable food value chains (Trienekens *et al.*, 2022).

Gazebo Duck Restaurant, as one of the culinary businesses based on processed duck in Makassar city, utilizes raw materials from local farmers and carries the concept of eating in a gazebo as its main attraction. With the increasing number of similar dining options in the

region, maintaining customer satisfaction and loyalty is a challenge that must be overcome through superior service according to [Asnawi et al. \(2023\)](#). Service quality remains a key determinant of customer satisfaction and loyalty in the restaurant industry ([Nguyen et al., 2020](#)). This study has a novel contribution in integrating the SERVQUAL method-based service quality approach with the context of downstream agribusiness, especially culinary businesses that are directly related to the smallholder duck farming sector. The SERVQUAL model is widely applied to measure service quality and its impact on customer satisfaction in the hospitality and restaurant industry ([Ali et al., 2020](#)).

The purpose of this study is to analyze the gap between customer expectations and perceptions of services and products at Gazebo Duck Restaurant and identify priority dimensions of improvement that can strengthen the role of culinary businesses in supporting downstream local agribusiness.

## MATERIALS AND METHODS

This research was conducted from January to February 2025 at Gazebo Duck Restaurant, which is located at Jl. Perintis Kemerdekaan VII No. 4, Tamalanrea, Makassar City, South Sulawesi, Indonesia. This research uses a descriptive quantitative approach, with the aim of analyzing service and product quality based on customer perceptions and expectations. This approach is used to obtain a comprehensive picture of the level of customer satisfaction and service areas that need to be improved.

### POPULATION AND SAMPLING

The population in this study were all customers of Gazebo Duck Restaurant who made purchases during the research period. Based on an initial survey, the average number of customers reaches around 3,000 people per month. The sample size was determined using established quantitative sampling methods for large populations ([Taherdoost, 2020](#)). The Slovin formula is used to calculate the number of representative samples with a certain error rate. The allowance for accuracy that can be taken from the slovin formula is between 10- 20% of the research population. The following is an application of the slovin formula with a population of 3000 people and a tolerance of 10%. The number of samples taken from the Slovin formula is at least 100 samples.

### DATA COLLECTION TECHNIQUE

The data in this study are primary data collected through questionnaires compiled based on the SERVQUAL dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy, as in [Parasuraman et al. \(2021\)](#)

Respondents were asked to provide an assessment of the service provided by the company. Respondents were asked to rate their perceptions and expectations of each attribute using a Likert scale of 1-5.

### DATA ANALYSIS TECHNIQUE

Data analysis was carried out using the Importance Performance Analysis (IPA) method to measure the level of conformity between customer expectations and perceived service reality. Service quality assessment is carried out based on perceptions and expectations of each attribute, and the results are used to determine service improvement priorities. The level of conformity is then used to determine the position of each attribute in the Cartesian diagram, which is divided into four quadrants: (Quadrant I (Top Priority): Important attributes but low performance; Quadrant II (Maintain): Important attributes with high performance ; Quadrant III (Low Priority): Less important and low-performing attributes; Quadrant IV (Overrated): Attributes are not important but high performing).

The interpretation of the level of conformity in this study refers to the category proposed by [Sari et al. \(2024\)](#) in their research on customer satisfaction using Importance Performance Analysis, as follows: (20% - 36% = Very Poor; 36% - 52% = Not Good; 52% - 68% = Good Enough; 68% - 84% = Good; 84% - 100% = Very Good The IPA method in this context is also reinforced by [Sari et al. \(2024\)](#) Importance Performance Analysis (IPA) is an effective tool for identifying gaps between customer expectations and perceived performance. Who state that Importance and Performance Analysis is an effective technique for identifying gaps between expectations and performance of service attributes based on consumer perceptions.

## RESULTS AND DISCUSSION

### RESTORANT PROFILE

According to [Kurniawan and Widodo \(2023\)](#), restaurants generally offer a wide selection of menus dedicated to a particular theme, such as traditional cuisine, international cuisine, fast food, or luxury cuisine. Gazebo Duck Restaurant is a culinary business that was established in 2017 and focuses on duck-based preparations, with the concept of eating in a gazebo. Strategically located on Jl. Perintis Kemerdekaan VII No. 4, Makassar, the restaurant has grown to open three branches. The menu includes a variety of duck and other poultry dishes, with a quick service concept in a relaxed and comfortable atmosphere. The restaurant operates daily from 10:00 am to 11:00 pm. Operational activities begin with a daily briefing between managers and employees, followed by preparation of ingredients, cleanliness of the area, and service to consumers. Ordering is done directly through the waitress,

and payment is settled at the cashier. Daily operational evaluations are also conducted at the end of each day to ensure service quality is maintained.

### GENERAL STATUS OF RESPONDENTS AGE

The age of respondents is an important demographic variable that influences consumer preferences and decision making in choosing products or services [Cheng et al. \(2021\)](#). The classification of respondents based on age can be seen in [Table 1](#).

**Table 1:** Classification of respondents by age.

| Age (Year) | Number (Person) | Percentage (%) |
|------------|-----------------|----------------|
| 15-24      | 36              | 36             |
| 25-34      | 36              | 36             |
| 35-44      | 16              | 16             |
| 45-54      | 9               | 9              |
| 55-64      | 3               | 3              |
| Total      | 100             | 100            |

Based on [Table 1](#), it can be seen that majority of respondents come from group (72%), indicating the dominance of young consumers who actively explore culinary and have a high frequency of eating out. This is in line with the findings. Gender differences significantly influence restaurant choice behavior and dining preferences in urban areas [Kim and Lee \(2020\)](#). Which states that the younger generation is more responsive to trends, social media and digital marketing strategies. In contrast, the 55-64 age group represented only 3% of respondents, reflecting the low preference for eating out in the older age group. Food quality significantly influences customer satisfaction and loyalty in traditional restaurant settings [Suhartanto et al. \(2020\)](#), Food choice motives vary significantly across different age groups and life stages [Moraes et al. \(2021\)](#). Thus, culinary service and marketing strategies need to focus on the preferences of young consumers as the main market segment.

### GENDER

Gender is a demographic variable that affects consumption behavior and purchasing decisions [Kim et al. \(2020\)](#). This difference in preference is relevant for restaurant marketing strategies, as it can affect consumer loyalty and frequency of visits.

**Table 2:** Gender classification of respondents.

| Gender | Number (Person) | Percentage (%) |
|--------|-----------------|----------------|
| Male   | 43              | 43             |
| Female | 57              | 57             |
| Total  | 100             | 100            |

Based on [Table 2](#) shows that 57% of respondents are

women, while 43% of men. This reflects the dominance of female consumers at Gazebo Duck Restaurant. Women are generally more engaged in seeking out dining venues to fulfill social needs, lifestyle preferences, and emotional satisfaction. They are also more responsive to visual promotions and service experiences [Rodgers and Harris \(2020\)](#). In contrast, male consumers prioritize efficiency and practicality in choosing a place to eat [Rather et al. \(2021\)](#). Therefore, gender-based segmentation is important to support a more targeted promotion and service strategy.

### CONSUMER ASSESSMENT OF THE LEVEL OF CONFORMITY OF PERFORMANCE AND IMPORTANCE TO SERVICE QUALITY

The assessment of the level of conformity between the performance satisfaction assessment and the importance assessment as well as the average performance satisfaction and the average importance of expectations of service quality can be seen in [Table 3](#). Based on [Table 3](#), it is known that the average level of conformity between performance and consumer interests in service quality at Gazebo Duck Restaurant reaches 110.56%, indicating that the services provided have generally met and even exceeded customer expectations. The highest TKI value is found in the attributes of seating comfort (133.14%), payment transaction security (124.87%), and clarity of writing on purchase receipts (121.86%), which indicates excellence in aspects of physical facilities and payment systems. Conversely, the attributes with the lowest TKI values are the cleanliness of the prayer room (72.55%) and the smoothness of the water in the toilet and sink (93.85%), which indicates the need for priority improvement in supporting facilities.

This finding is in line with [Rohman and Suryani's \(2023\)](#) which emphasizes the importance of physical comfort and transaction clarity in shaping post-pandemic customer satisfaction, and is supported by [Han and Ryu \(2020\)](#) who highlight the important role of facilities such as prayer rooms and toilets in building family restaurant customer loyalty. In addition, [Novad and Hendrawan \(2020\)](#) and [Rather and Sharma \(2021\)](#) also confirmed that the tangibles and assurance dimensions in SERVQUAL have a significant effect on perceptions of service quality, especially those related to cleanliness, comfort, and service reliability.

### CONSUMER ASSESSMENT OF THE LEVEL OF CONFORMITY OF PERFORMANCE AND IMPORTANCE TO PRODUCT QUALITY

The assessment of the level of conformity between the performance satisfaction assessment and the importance assessment as well as the average performance satisfaction and average importance expectations can be seen in [Table 4](#).

**Table 3:** Consumer ratings based on the level of performance and importance conformity to service quality.

| Code | Attributes                                                                                                               | Perfor-<br>mance<br>weight | Ex-<br>pected<br>weight | Xi (Perfor-<br>mance) | Yi (Im-<br>por-<br>tance) | Tki<br>(%) |
|------|--------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------------------|-----------------------|---------------------------|------------|
| 1c   | Dishes are served on time                                                                                                | 397                        | 357                     | 3.97                  | 3.57                      | 111.20     |
| 2b   | Food served according to customer orders                                                                                 | 417                        | 383                     | 4.17                  | 3.83                      | 108.88     |
| 3a   | The restaurant layout is neatly organized and attractive like a gazebo.                                                  | 435                        | 352                     | 4.35                  | 3.52                      | 123.58     |
| 3b   | The gazebo has a unique and cozy design.                                                                                 | 420                        | 358                     | 4.2                   | 3.58                      | 117.32     |
| 3c   | The restaurant space is clean and well-maintained                                                                        | 422                        | 396                     | 4.22                  | 3.96                      | 106.57     |
| 3d   | There is an air conditioner (AC) that works well                                                                         | 326                        | 299                     | 3.26                  | 2.99                      | 109.03     |
| 3e   | Gazebo/seating area feels sturdy and safe to use                                                                         | 462                        | 347                     | 4.62                  | 3.47                      | 133.14     |
| 4a   | Employee appearance looks neat and professional                                                                          | 426                        | 377                     | 4.26                  | 3.77                      | 113.00     |
| 4b   | Employees are quick to pack food that is not consumed.                                                                   | 373                        | 410                     | 3.73                  | 4.1                       | 90.98      |
| 4c   | Employees are able to answer restaurant-related questions well                                                           | 371                        | 351                     | 3.71                  | 3.51                      | 105.70     |
| 4d   | Employees still give attention to customers even when the restaurant is full                                             | 409                        | 376                     | 4.09                  | 3.76                      | 108.78     |
| 4e   | Employees are quick to provide additional services such as cigarette packs, tissues, spoons, or in the event of a spill. | 428                        | 349                     | 4.28                  | 3.49                      | 122.64     |
| 4f   | Employees handle customer complaints quickly and appropriately                                                           | 443                        | 345                     | 4.43                  | 3.45                      | 128.41     |
| 5a   | The writing on the purchase receipt is clear and easy to read                                                            | 446                        | 366                     | 4.46                  | 3.66                      | 121.86     |
| 5b   | Fill in the purchase receipt according to the transaction made                                                           | 470                        | 379                     | 4.7                   | 3.79                      | 124.01     |
| 5c   | Payment transactions are secure and reliable                                                                             | 467                        | 374                     | 4.67                  | 3.74                      | 124.87     |
| 5d   | The amount of change is always what it should be                                                                         | 472                        | 387                     | 4.72                  | 3.87                      | 121.96     |
| 6a   | Musholla is clean and organized                                                                                          | 309                        | 422                     | 3.09                  | 4.22                      | 73.22      |
| 6b   | Toilets and sinks are clean and in good working order                                                                    | 329                        | 456                     | 3.29                  | 4.56                      | 72.15      |
| 6c   | Smooth running water in toilets and sinks                                                                                | 336                        | 358                     | 3.36                  | 3.58                      | 93.85      |
|      | Average                                                                                                                  |                            |                         | 4.08                  | 3.72                      | 110.56     |

**Table 4:** Consumer assessment based on the level of conformity between performance assessment and product quality.

| Code | Attributes                                               | Performance<br>Weight | Expected<br>weight | Xi (Perfor-<br>mance) | Yi (Im-<br>portance) | Tki (%) |
|------|----------------------------------------------------------|-----------------------|--------------------|-----------------------|----------------------|---------|
| 1a   | The food menu is attractively designed and appetizing.   | 341                   | 332                | 3.41                  | 3.32                 | 102.71  |
| 1b   | The menu has a wide variety of food and beverages        | 428                   | 352                | 4.28                  | 3.52                 | 121.59  |
| 1d   | Food portions are in line with the price paid            | 435                   | 361                | 4.35                  | 3.61                 | 120.50  |
| 1e   | The presentation of the dish looks visually appealing    | 422                   | 389                | 4.22                  | 3.89                 | 108.48  |
| 2a   | The aroma of the duck menu is fragrant and appetizing    | 468                   | 363                | 4.68                  | 3.63                 | 128.93  |
| 2c   | The texture of the duck meat is tender and easy to chew. | 464                   | 365                | 4.64                  | 3.65                 | 127.12  |
| 2d   | Food and beverage taste good and as expected             | 469                   | 340                | 4.69                  | 3.4                  | 137.94  |
|      | Average                                                  |                       |                    | 4.32                  | 3.57                 | 121.04  |

Based on Table 4, the average level of conformity between performance and interests for food product attributes at Gazebo Duck Restaurant reaches 121.04%, indicating that consumers feel very satisfied because the performance provided exceeds expectations. Attributes with the highest Tki values are the taste of food that is good and as expected (137.94%) and the texture of duck meat that is soft and easy to chew (127.12%), confirming that the quality of taste and texture is a major factor in customer satisfaction.

On the other hand, although still relatively high, the

visual design attribute of the menu has the lowest Tki value (102.71%), which indicates that the aesthetics of presentation are not as important as taste in shaping customer satisfaction. This finding is consistent with the research of [Suhartanto et al. \(2020\)](#) who emphasized the importance of taste and texture in determining consumer loyalty. Food quality is a key determinant of customer satisfaction in fast-food restaurant contexts [Namkung and Jang \(2020\)](#), while menu visualization [Spence \(2020\)](#) and food aroma, Visual presentation significantly influences consumers'



initial perceptions of food quality and taste expectations in restaurant settings [Zhu et al. \(2021\)](#).

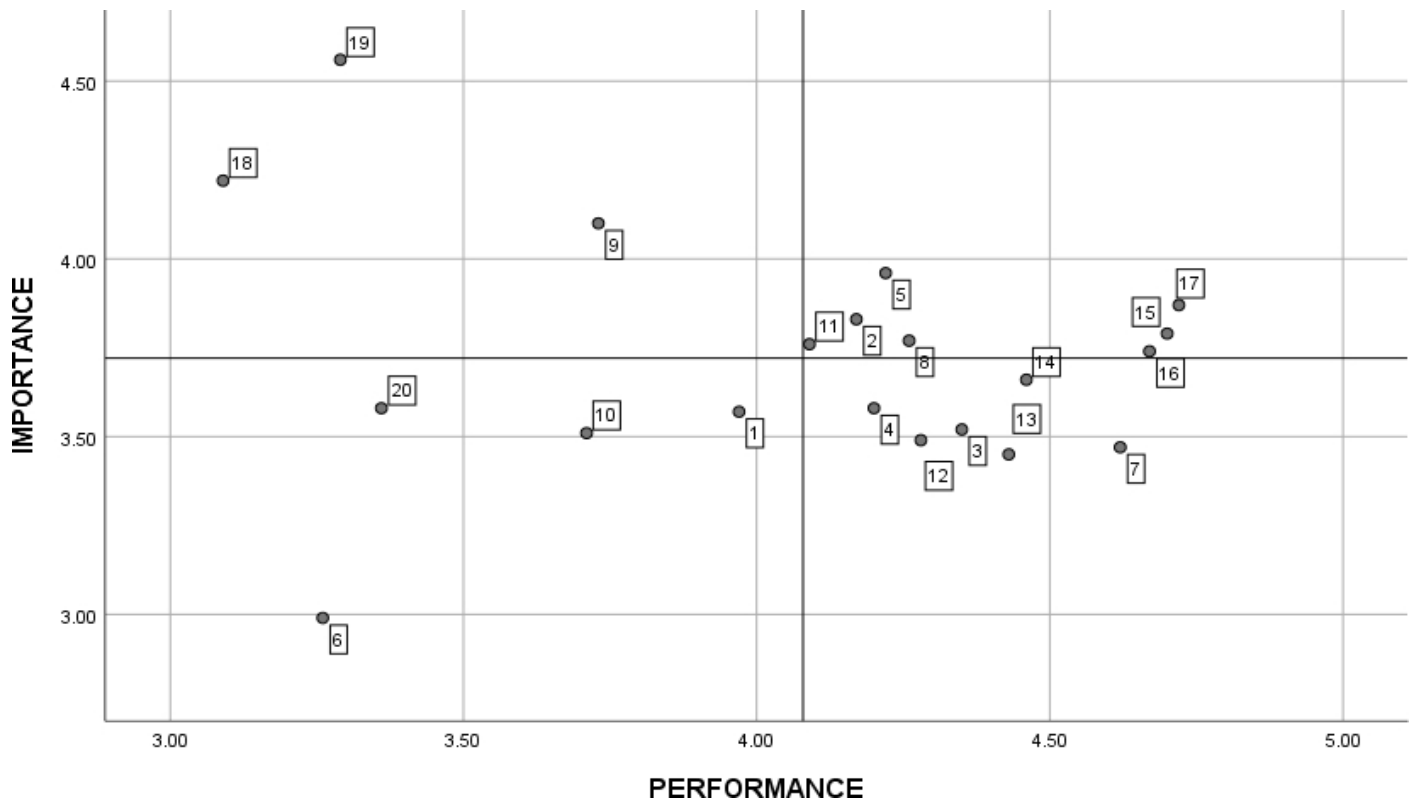
The results in [Table 4](#) show that several food quality attributes, such as visual presentation, flavor, and aroma, obtained Tiki scores above 100%, which are indicates that its performance has exceeded consumer expectations. This finding is in line with the research of [Wong et al. \(2020\)](#) which states that visual and sensory elements of food greatly influence the perceived quality of culinary products, especially in urban environments. Support also comes from [Triyono et al. \(2021\)](#), who emphasized that the success of agribusiness products is largely determined by the quality of the final product perceived directly by consumers.

Based on [Yunus and Ramadhan's \(2023\)](#) study, it shows that although quality is important, aspects of price and purchasing power remain the main considerations for consumers in determining product value, especially in

traditional markets. This is reinforced by [Wahyuni and Cahyani \(2022\)](#), who found a gap between expectations and perceptions on traditional culinary products, where high values on certain attributes do not necessarily reflect the fulfillment of overall expectations. Therefore, the results of [Table 4](#) need to be analyzed carefully so that decision making in product quality development still considers aspects of consumer perceptions, expectations, and purchasing power.

#### CARTESIAN DIAGRAM OF PERFORMANCE AND IMPORTANCE LEVELS OF SERVICE QUALITY

Service quality is an effort to realize good service to create comfort for consumers to feel their wishes are fulfilled or trust ([Sularto, 2022](#)). The consumer caresian diagram after analyzing the level of performance and importance can be seen in [Figure 1](#).



**Figure 1:** Cartesian diagram of consumer satisfaction level with service quality.

Description: (1) Dishes are served on time, (2) Food served according to customer orders, (3) The restaurant layout is neat and attractive such as a gazebo, (4) The gazebo has a unique and comfortable design, (5) The restaurant room is clean and well-maintained, (6) There is air conditioning (AC) that works well, (7) Gazebo / seating feels sturdy and safe to use, (8) Employee appearance looks neat and professional, (9) Employees are swift in packing food that is not consumed, (10) Employees are able to answer questions related to the restaurant well, (11) Employees continue to pay attention to customers even when the restaurant is full, (12) Employees are quick to provide additional services such as cigarette packs, tissues and spoons, (13) Employees handle customer complaints quickly and appropriately, (14) The writing on the receipt is clear and easy to read, (15) The contents of the purchase receipt are in accordance with the transaction made, (16) Payment transactions are safe and reliable, (17) The amount of change is always as it should be, (18) The prayer room is clean and neatly organized, (19) Toilets and sinks are clean and functioning properly, and (20) Water flows smoothly in toilets and sinks.

Based on Figure 1, the Cartesian Diagram shows consumers' perceptions of the importance and performance of 20 service attributes at Gazebo Duck Restaurant, where Quadrant I includes attributes with high performance and importance such as transaction services and facility comfort (attributes 14-17), indicating the restaurant's main strengths. Quadrant II contains important attributes with low performance such as seating firmness and complaint service (attributes 18 and 19), which are prioritized for improvement. Quadrant III contains less important and low-performing attributes such as air conditioning and toilet facilities (attributes 6 and 20), while Quadrant IV includes high-performing but less important attributes (attributes 7 and 12), which have the potential to waste resources if not optimized.

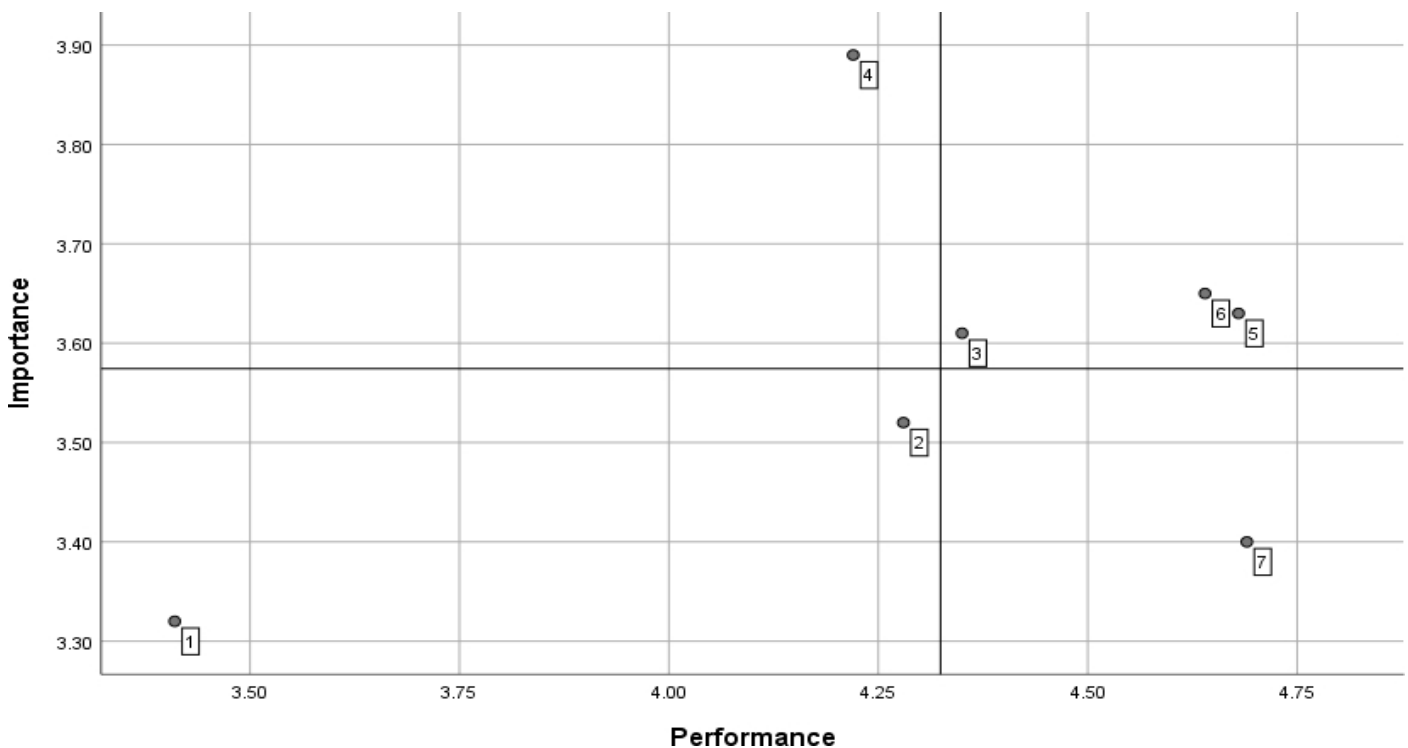
This finding is in line with Purwanto and Sudargini (2021) who emphasize the importance of service improvements on attributes in Quadrant II to drive customer satisfaction, and Fitria and Yuliati (2023) who highlight the crucial role of physical facilities and employee responsiveness in shaping perceptions of reliability and overall customer satisfaction.

#### CARTESIAN DIAGRAM OF PRODUCT QUALITY PERFORMANCE AND IMPORTANCE LEVELS

The Cartesian diagram of the level of consumer satisfaction

with processed duck products after analyzing the level of performance and importance can be seen in Figure 2.

Based on Figure 2, the Cartesian Diagram shows that consumers assess the aroma of the duck menu and the texture of the meat (attributes 5 and 6) are in Quadrant I (high importance and performance), indicating that both have met expectations and need to be maintained. In contrast, visual presentation (attribute 4) is in Quadrant II, meaning that it is important to consumers but performance is still low, so it should be a priority for improvement. Other attributes such as menu design (attributes 1 and 2) are in Quadrant III (low importance and performance), being of secondary concern, while the taste attribute (attribute 7) is in Quadrant IV, showing high performance although not considered very important. This finding is in line with Suhartanto *et al.* (2020) who emphasize the importance of aroma, texture, and taste in shaping customer loyalty, and is supported by Zampollo *et al.* (2020). Multisensory elements, including visual appearance, significantly influence consumer interest and perceived food quality Spence (2020) who showed that food visualization has a major effect on customer loyalty. Perceived quality, satisfaction, and purchasing decisions, especially among young consumers.



**Figure 2:** Cartesian diagram of the level of consumer satisfaction with the quality of processed duck products.

Description: (1) The food menu is attractively designed and appetizing, (2) The menu has a variety of food and drinks, (3) Food portions are in accordance with the price paid, (4) The presentation of the dish looks visually appealing, (5) The aroma of the duck menu is fragrant and appetizing, (6) The texture of duck meat feels tender and easy to chew, and (7) Food and beverage taste good and as expected.

## IMPLICATIONS FOR LOCAL AGRIBUSINESS DEVELOPMENT

Regarding the implications for local agribusiness development, the results of this study indicate that Gazebo Duck Restaurant not only plays a role in improving service quality to consumers, but also has a significant economic impact on the upstream agribusiness sector, especially local duck farms.

Local duck farms. The restaurant's stable demand for raw materials opens up partnership opportunities between farmers and culinary entrepreneurs, creating added value along the supply chain. On the other hand, the absorption of labor from the surrounding community shows a real contribution to the alleviation of unemployment in the suburban area. Therefore, this business model has the potential to be replicated as a downstream agribusiness strategy in the context of rural development and sustainable local economic strengthening. In addition, the success of Gazebo Duck Restaurant in integrating aspects of services, products, and agribusiness partnerships can be an example of best practice for other MSME actors in developing local potential-based businesses with an inclusive and long-term oriented approach.

Based on the research results and supported by the findings of [Arifin et al. \(2020\)](#), the agribusiness partnership model implemented by Gazebo Duck Restaurant shows a real contribution to strengthening the local economy through the creation of added value in the supply chain, especially in the duck farming sector. The stability of demand for raw materials from these restaurants opens up opportunities for mutually beneficial partnerships between farmers and culinary businesses, as described in a case study of a poultry partnership in East Java that succeeded in increasing farmers' income and strengthening the local agribusiness sector. In addition, the success of MSMEs that utilize local potential as a business base was also emphasized by [Suryani et al. \(2021\)](#), who emphasized the importance of service, product, and partnership innovation in improving rural economic sustainability. This strengthens the position of Gazebo Duck Restaurant as an example of best practice in local potential-based business development that is inclusive and long-term oriented.

## CONCLUSION

This study concludes that the SERVQUAL method is effective in identifying service gaps at Gazebo Duck Restaurant. In general, service quality has met customer expectations, especially in the aspects of safety and comfort, although the cleanliness of prayer rooms and toilets still needs to be improved. Product quality such as taste, texture, and portion of food are the main strengths. Improvement strategies should focus on visual presentation and facility

cleanliness. In addition, this business also plays a role in downstream duck farming agribusiness, encouraging partnerships with local farmers and creating employment, so it has the potential to be developed as a model of rural development based on local agribusiness.

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## NOVELTY STATEMENT

This study offers novelty by integrating the SERVQUAL and Importance Performance Analysis (IPA) methods within the context of downstream local agribusiness, specifically culinary businesses based on duck farm products. Unlike previous studies that mainly focus on service quality or product quality separately, this research links service and product quality improvements with their implications for strengthening local duck farming and agribusiness value chains. The findings provide empirical evidence that culinary businesses can act as effective downstream drivers of local livestock agribusiness while simultaneously improving customer satisfaction and supporting sustainable local economic development.

## AUTHOR'S CONTRIBUTION

Irna contributed to idea conceptualization, research design, data collection, data analysis, and manuscript drafting. MR and SNS provided academic supervision, methodological guidance, and critical revisions of the manuscript. All authors have read and approved the final version of the manuscript.

## GENERATIVE AI AND AI-ASSISTED TECHNOLOGY STATEMENT

The authors confirm that no generative AI tools were used in the development of the scientific content of this manuscript. Any AI-assisted tools were only used for language refinement without influencing the analysis or conclusions.

## CONFLICT OF INTEREST

The authors have declared no conflict of interest regarding the publication of this article. No financial or personal relationships influenced the research process or interpretation of the results.

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