
Competitive Strategy Analysis Of MSME La Pizza Burger in Tanjungpinang Using Pestel, Porter's Five Forces, and Key Success Factors Approaches

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ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) play a pivotal role in Indonesia's economy, yet they frequently face strategic challenges such as raw material price volatility, intense market competition, and limited access to formal business infrastructure. La Pizza Burger, a culinary MSME established in Tanjungpinang in 2016, exemplifies these challenges despite its expansion to four operational outlets. This study aims to analyze the competitive strategy of La Pizza Burger using three integrated analytical frameworks: PESTEL, Porter's Five Forces, and Key Success Factors (KSF). A descriptive qualitative research design was employed, with data collected through in-depth semi-structured interviews, direct field observation, and systematic literature review involving one business owner and four loyal customers as research subjects. Findings from the PESTEL analysis reveal that economic and legal factors constitute the primary external challenges, while social and technological factors present significant opportunities for business development through digital promotion and evolving consumer preferences. Porter's Five Forces analysis indicates a high level of competitive intensity, characterized by strong threats from new market entrants and substitute products, compounded by moderate-to-high buyer bargaining power and limited supplier alternatives. The identified Key Success Factors include homemade product quality, continuous menu innovation, flexible pricing strategies, and consistent customer relationship management. This study concludes that La Pizza Burger sustains its competitive advantage through a product differentiation strategy reinforced by adaptive marketing and strong consumer engagement, offering practical implications for MSME practitioners seeking to strengthen market positioning in competitive urban culinary environments.

Keyword: MSMEs; Competitive Strategy; PESTEL Analysis; Porter's Five Forces; Key Success Factors (KSF)

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) constitute a fundamental pillar of Indonesia's economic structure, contributing 61.07% to gross domestic product (GDP) and absorbing approximately 97% of the total national workforce. Within the culinary sector of Tanjungpinang, La Pizza Burger has emerged as a representative MSME with significant growth potential since its establishment in 2016. Despite successfully

expanding to four outlets, the enterprise faces a critical challenge in the form of raw material price fluctuations. This production cost instability creates vulnerability to profit margins and impedes long-term business growth optimization. Such conditions indicate a strategic management gap requiring enhanced efficiency and adaptability to market dynamics.

To mitigate these challenges, a comprehensive set of strategic analytical instruments is needed to understand the business's position within a dynamic ecosystem. Literature indicates that the integration of multiple analytical frameworks serves as an effective solution for MSMEs. The PESTEL framework maps macro-external factors encompassing Political, Economic, Social, Technological, Environmental, and Legal dimensions (Harmadji et al., 2022). Porter's Five Forces framework is subsequently employed to evaluate industry competitive structure through five key forces: threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitute products, and intensity of rivalry among existing competitors (Isabelle et al., 2020). Complementing both perspectives, the identification of Key Success Factors (KSF) plays a vital role in determining the strategic variables an enterprise must master to win competitive battles, such as homemade raw material quality, continuous product innovation, pricing flexibility, and service consistency (Canco, 2022).

The primary research questions addressed in this study are: (1) How do external (PESTEL) factors affect business development? (2) What is the competitive positioning of the enterprise based on Porter's Five Forces analysis? (3) What are the Key Success Factors supporting business sustainability? Accordingly, this study aims to: (1) analyze the macro-external factors influencing La Pizza Burger's operations through the PESTEL framework; (2) identify and evaluate the enterprise's competitive standing using Porter's Five Forces; and (3) formulate key success factors implementable as sustainable business development strategies.

METHODOLOGY

This study employs a descriptive qualitative approach focused on analyzing MSME competitive phenomena through the PESTEL, Porter's Five Forces, and Key Success Factors frameworks. The research object is La Pizza Burger in Tanjungpinang, with emphasis on competitive strategies in responding to market dynamics and raw material price fluctuations. The research subject is Jeny Herawati, the owner and manager of the enterprise, selected through purposive sampling as the individual most knowledgeable of the internal conditions, marketing strategies, and business challenges faced. Additionally, four loyal customers of La Pizza Burger were included as research subjects, selected based on their loyalty and consumption experience, thereby providing consumer perspectives regarding satisfaction, preferences, and quality perceptions. In total, the study involved five respondents: one business owner and four loyal customers.

Data were collected through in-depth interviews and direct field observation to obtain a comprehensive understanding of the competitive strategy. Interviews pertaining to PESTEL, Porter's Five Forces, and KSF were conducted with the owner, as these frameworks require a thorough understanding of external factors, business conditions, and applied internal strategies. Interviews for KSF analysis were also conducted with loyal customers to obtain consumer-side perspectives on key success factors such as product quality, service, and satisfaction. This approach is grounded in Strategic Management theory (Gavurova et al., 2020), which affirms that the application of strategic management

in MSMEs significantly enhances competitiveness through integrated internal and external factor analysis.

Data collection techniques comprised direct operational observation, semi-structured interviews, and a recent literature review. Semi-structured interviews were conducted using flexible question guides to allow respondents to elaborate on their experiences and perspectives in depth (O’Keeffe et al., 2016). Data obtained through interviews, observation, and literature review were analyzed using the Miles and Huberman approach (Miles et al., 2014): (1) Data Reduction–selecting relevant information pertaining to external factors, business competition, and key success factors; (2) Data Display–presenting data in descriptive form organized around three analytical frameworks: PESTEL for macro-external factors, Porter’s Five Forces for competitive forces assessment, and KSF for determining critical success variables; and (3) Conclusion Drawing–synthesizing La Pizza Burger’s competitive position and formulating an appropriate competitive strategy.

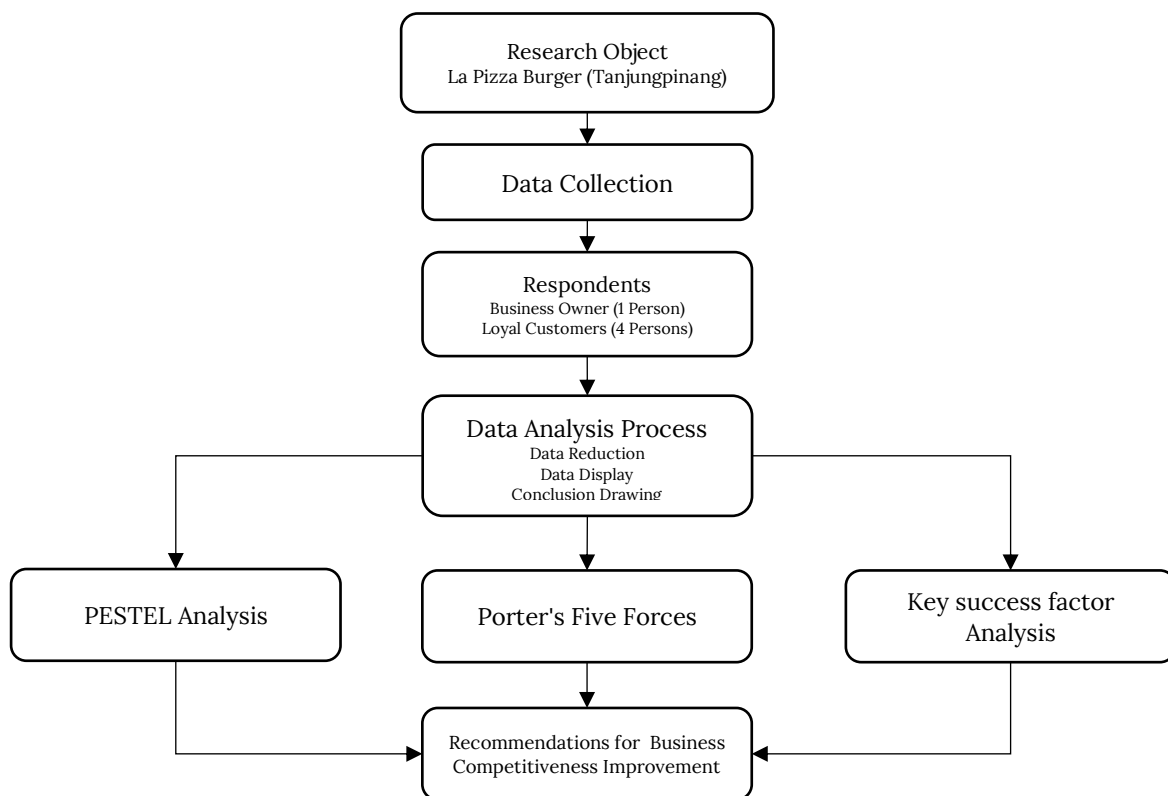


Figure 1. Research design
 Source: The author’s own research (2026)

RESULTS AND DISCUSSION

This section presents empirical findings derived from in-depth interviews, field observations, and literature review pertaining to La Pizza Burger’s competitive strategy. The discussion is systematically organized beginning with macro-environmental mapping through PESTEL analysis, followed by industry competitive structure evaluation through Porter’s Five Forces, and concluding with the identification of Key Success Factors underpinning the enterprise’s internal competitive advantage.

1. External Factor Analysis Using PESTEL
 - a. Political Factor

Interview results indicate that since its establishment in 2016, La Pizza Burger has not received government support in any form—whether capital assistance, training, or promotional backing. All operational activities are conducted independently without government involvement. Field observations suggest that business operations proceed without significant administrative constraints, indicating a relatively stable political and regulatory environment conducive to MSME activities in Tanjungpinang. Literature review reveals that government support plays an important role in strengthening small and medium enterprise capacity, particularly through access to financing and training. Prakash et al. (2021) notes that limited access to financial resources constitutes a primary constraint for Indonesian MSMEs. Accordingly, government intervention through credit policies, financing guarantees, and mentorship programs is a critical factor in enhancing MSME competitiveness and sustainability. Furthermore, Nasir & Syahlina (2024) found that government support significantly moderates the relationship between financial literacy and MSME performance, indicating that active government involvement can improve managerial capabilities and entrepreneurial professionalism.

- b. Economic Factor

Interview results indicate that La Pizza Burger's most significant economic challenge is the fluctuation in prices of key raw materials, including flour, mozzarella cheese, and eggs. These price increases directly impact production costs and retail pricing decisions. Field observations reveal that the owner adjusts product prices by approximately IDR 5,000 each time a significant increase in raw material costs occurs. Literature confirms that raw material price fluctuation is a common challenge faced by culinary sector MSMEs. Research by Theresia et al. (2025) demonstrates that raw material cost volatility directly affects retail pricing decisions in small food enterprises. Consequently, the implementation of cost-efficiency strategies and supply chain management reinforcement constitute critical measures for maintaining business stability and competitiveness amid shifting economic conditions.

- c. Social Factor

Interview findings show that La Pizza Burger has established a strong customer base among teenagers, university students, and young families. Products with a homemade taste profile are perceived as superior compared to competitors using instant ingredients. Field observations indicate that customers are attracted not only by taste but also by friendly service and affordable pricing for the target demographic segments. Literature indicates that fast food has become integral to urban lifestyles due to its practicality and compatibility with fast-paced activity patterns (Anwar, 2016). Research by Azzahra et al. (2023) shows that young people in major cities perceive fast food not merely as a necessity but as a symbol of modernity and social lifestyle. A study by Nurhasan et al. (2024) further notes a dietary transition in Indonesia toward processed and ready-to-eat food consumption, particularly in urban areas, while consumers continue to seek authentic taste and "homemade" value as a differentiator from mass-produced instant products.

d. Technological Factor

Interview and direct observation findings confirm that La Pizza Burger actively leverages digital technology for promotion and sales. Marketing activities are conducted through Instagram and TikTok, featuring product photography, production process videos, and customer reviews. The owner also noted collaborations with local food influencers including Koko Wonderfoodies and Tanjungpinang Kuliner, which organically extend promotional reach. Furthermore, La Pizza Burger is listed on ShopeeFood and GoFood platforms, facilitating online ordering for customers. Research by Santoso et al. (2022) demonstrates that digital marketing strategies can enhance the performance and market reach of food and beverage MSMEs in Indonesia. Studies by Alim et al. (2025) indicate that TikTok and Instagram are effective platforms for attracting young consumers through visual content such as product creation videos and customer reviews. Collaboration with local food influencers has been shown to enhance brand credibility and organically expand promotional efforts (Muhammad et al., 2024). The use of online food delivery applications such as GoFood and ShopeeFood has also been proven to improve customer convenience and increase MSME culinary sales (Nasir & Syahlina, 2024).

e. Environmental Factor

Interview and observation findings indicate that La Pizza Burger uses kraft box packaging and burger paper wrapping for most of its products, both of which are classified as environmentally friendly due to biodegradability and recyclability. However, certain menu items such as spaghetti still use Styrofoam containers due to availability and cost-efficiency considerations. This condition suggests that the owner's environmental sustainability awareness is beginning to develop, though implementation remains inconsistent. This aligns with Times (2025), which notes that paper and recycled cardboard packaging constitutes a sustainable alternative that reduces waste and minimizes the consumption of new resources. For La Pizza Burger, transitioning from Styrofoam to fully eco-friendly packaging could serve as a strategic step to strengthen brand image and align with the growing consumer preference for sustainable business practices.

f. Legal Factor

Interview and observation results indicate that La Pizza Burger does not yet possess formal business licensing documentation, as it currently operates from small outlets. The owner expressed plans to pursue formal licensing upon establishing a permanent shophouse location. The absence of formal legal documentation represents an administrative weakness that may hinder long-term business development. Literature confirms that business legality is critical for expanding access to capital assistance, business partnerships, and expansion opportunities. MSMEs possessing formal legal documentation – such as a Business Identification Number (Nomor Induk Berusaha, NIB) or a Trading Business License (Surat Izin Usaha Perdagangan, SIUP) – tend to command greater trust from consumers and business partners and are better positioned to access government programs and financial facilities (Legalitas.org, 2025). Accordingly, obtaining formal business licensing should be treated as a strategic priority to strengthen credibility, provide legal certainty, and unlock long-term expansion opportunities.

2. Competitive Position Analysis Using Porter's Five Forces
 - a. Threat of New Entrants

Interview results confirm that competition in the pizza and burger culinary industry in Tanjungpinang is intensifying, with many new businesses entering the market at relatively low capital costs. The owner noted that entry barriers in the culinary sector are low, as no specialized technology or large initial investment is required. Field observations identified several direct competitors in Tanjungpinang offering similar products at competitive prices, including Planet Pizza Burger and Pinang Burger UFO, with several outlets actively utilizing digital promotional strategies. Literature affirms that low entry barriers constitute the primary driver of high new entrant threats in the fast-food culinary industry. Olivia (2021) notes that administrative barriers to starting a business in Indonesia are relatively low, facilitating the establishment of new ventures in the culinary sector. Research by Ikasari & Lestari (2019) further demonstrates that competition in the fast-food industry is intensifying, particularly due to the widespread adoption of digital promotional strategies. Customer loyalty in this industry is influenced by product quality, service, and effective digital interaction (Hadi et al., 2025).

- b. Bargaining Power of Suppliers

Interview findings indicate that La Pizza Burger faces challenges in securing key raw materials such as flour, cheese, mozzarella, and eggs, with price fluctuations significantly affecting production costs and occasional supply disruptions occurring due to unstable stock availability. The enterprise's dependence on specific suppliers weakens its bargaining position. Field observations revealed a limited number of quality mozzarella cheese suppliers in Tanjungpinang, with La Pizza Burger currently procuring primary raw materials from Salsa Marie store, and resorting to Bintan 21 supermarket or Pinang Lestari as alternative sources when primary stock is depleted. A large proportion of culinary MSMEs in Tanjungpinang similarly depend on Salsa Marie, creating high collective supplier dependency. Research by Setyawan et al. (2022) explains that a limited supplier base and raw material scarcity elevate supplier bargaining power over culinary MSMEs, making small enterprises vulnerable to price fluctuations and supply disruptions. Charisma et al. (2025) found that fluctuations in raw material prices such as flour and eggs directly impact profit margins and operational stability. To reduce dependency, the enterprise should expand its supplier network, pursue bulk purchasing arrangements, or establish long-term supply agreements to maintain price and supply stability.

- c. Bargaining Power of Buyers

Interview results indicate that La Pizza Burger's customer base—predominantly teenagers, university students, and young families—exhibits high price sensitivity. The owner noted that price increases cause some customers to reduce purchase frequency or switch to lower-priced competitors. However, loyal customers remain committed to La Pizza Burger due to the quality and homemade ingredient profile. Field observations confirm that consumers have access to numerous similar product alternatives at varying price points, and social media and online platforms enable easy price and quality comparison before purchase. Literature by Nakavachara (2025) reveals that consumers tend to be willing to pay a price premium for food products meeting higher quality standards, indicating that quality and ethical value preferences can positively influence price disposition. Buyer bargaining power is assessed as moderate to high. Maintaining

product quality consistency, offering attractive promotional programs, and reinforcing customer relationships are key strategies for reducing the risk of customer attrition.

d. Threat of Substitute Products

Interview findings show that the threat of substitute products is considerable, with many fast-food alternatives such as ayam geprek (spiced fried chicken), instant noodles, and fried rice offered at lower prices and accessible to consumers, potentially influencing their purchasing preferences away from La Pizza Burger. Field observations identified several competing food stalls and outlets near the enterprise's outlets, including Rumah Makan Hello Chick offering affordable chicken dishes, and Bintang Rasa Cak Tarmo offering pecel lele, ayam penyet, and ayam bakar. Research by Tohari (2023) found that the threat of substitute products is a critical issue faced by MSME coffee shops, with approximately 70% of respondents considering substitute product threats a significant factor affecting pricing and marketing strategy. Iswanda & Haripin (2024) further notes that substitute products pose a significant threat when they offer lower prices at comparable quality. To address this threat, La Pizza Burger should continually emphasize its homemade product differentiation, pursue regular menu innovation, and deliver a distinctive consumption experience that reduces consumer willingness to switch.

e. Rivalry Among Existing Competitors

Interview results indicate that a growing number of market entrants are applying competitive pricing and conducting aggressive promotional activities through social media. To maintain market position, La Pizza Burger employs a differentiation strategy emphasizing taste quality maintenance, menu diversification, size and price adjustment, and periodic promotional discounts. Field observations confirmed that competitors actively promote through Instagram, TikTok, and food delivery platforms, with some collaborating with local food influencers and offering discount programs, further intensifying competitive pressure. Research by Aminah et al. (2025) demonstrates that digital marketing optimization; including social media utilization, e-commerce platforms, and creative content techniques can enhance product visibility, expand market reach, and build stronger customer relationships. Competitive rivalry among market participants in Tanjungpinang is assessed as very high, and La Pizza Burger's adopted strategies of product quality maintenance, menu innovation, price adjustment, and digital promotion are fundamental to sustaining market position.

3. Key Success Factors Analysis

a. Product Quality and Flavor Uniqueness

Interview results indicate that La Pizza Burger's primary commitment is to maintain product quality and flavor. The owner refuses to reduce ingredient quality despite rising raw material costs, consistently utilizing homemade dough and toppings as a primary differentiator from competitors using instant ingredients. Customer interviews and field observations confirm a positive response to product flavor, with customers expressing willingness to pay a modest premium for the unique taste and fresh ingredient quality not easily found elsewhere. Research by Daud et al. (2025) demonstrates that product quality significantly influences customer satisfaction and loyalty in culinary MSMEs, with high-quality products enhancing perceived value, building customer trust, and fostering long-term loyalty. These findings align with La

Pizza Burger's quality maintenance and differentiation strategy through homemade ingredients, which constitutes a primary driver of competitive advantage and business success.

b. Menu Innovation and Variety

Interview results show that La Pizza Burger regularly introduces menu variations to prevent customer fatigue. In addition to its core pizza and burger offerings, the enterprise provides supplementary menu items including roti jhon, spaghetti, takoyaki, and okonomiyaki. The owner indicated that menu innovation is driven by market trends and customer demand. Customer observations and interviews confirm that menu variety attracts a broader customer segment, including consumers seeking light meals and alternative culinary options beyond pizza and burger. Research by Timotius (2023) demonstrates that product innovation positively and significantly influences competitive advantage in MSMEs. Continuous innovation enhances product value, attracts new consumers, and strengthens competitive market positioning. These findings align with La Pizza Burger's strategy of consistently adapting its menu to customer preferences in order to enhance satisfaction and expand market share.

c. Pricing Flexibility and Promotional Programs

Interview results indicate that La Pizza Burger implements a tiered pricing strategy ranging from mini to jumbo sizes, priced between IDR 25,000 and IDR 160,000, providing pricing flexibility that accommodates diverse customer purchasing capacities. The owner regularly offers promotional programs and discounts through both social media and direct in-store promotions. Customer interviews confirm that flexible pricing and periodic promotions attract customers from varied demographic groups, increase purchase frequency, and enhance overall customer engagement. Research by Nasution & Ginting (2025) shows that price and promotion variables significantly influence customer purchase intention for MSME products, with appropriate market-segment pricing and effective promotional programs proven to enhance product attractiveness and sales performance. Pricing flexibility and promotional programs constitute important factors supporting La Pizza Burger's ability to maintain customer loyalty and expand market share.

d. Service Consistency and Customer Relationship Management

Interview and observational findings indicate that La Pizza Burger maintains consistent delivery of friendly and responsive customer service. The owner emphasizes the importance of creating a positive experience for every customer, both through direct in-store interaction and via social media and online ordering platform communication. Customer interviews confirm that attentive service creates an enjoyable consumption experience, encouraging repeat visits and word-of-mouth recommendations. Customers specifically cited the owner's friendliness and service speed as primary reasons for continued patronage. Research by Djunaedi et al. (2020) demonstrates that fast, friendly, and consistent service quality significantly influences customer satisfaction and loyalty in culinary sector MSMEs, affirming that customer-oriented service constitutes a primary factor in sustaining consumer loyalty and strengthening market positioning. Service consistency and strong customer relationships thus constitute a key success factor for La Pizza Burger. As shown in Table 1.

Table 1. Key Success Factor Analysis La Pizza Burger's

| Key Success Factor | Key Findings |
|--|--|
| Product Quality and Unique Taste | Uses homemade dough and toppings to maintain product quality and distinctive taste |
| Menu Innovation and Variety | Regularly introduces new menu items to meet customer preferences |
| Flexible Pricing and Promotions | Offers various product sizes and conducts regular promotional programs |
| Service Consistency and Customer Relationships | Provides friendly, responsive, and consistent service |

Source: (Data analysis, 2026)

Therefore, the integration of PESTEL analysis, Porter's Five Forces, and Key Success Factors indicates that La Pizza Burger's competitive position is shaped by the balance between external environmental challenges and the firm's internal strengths. Economic and legal factors constitute the dominant external constraints affecting business stability, particularly due to raw material price volatility and limited access to financing. Conversely, social and technological factors provide significant opportunities through evolving consumer lifestyles favoring fast food and increasing digital promotional effectiveness. Porter's Five Forces analysis demonstrates that competitive intensity in Tanjungpinang's culinary industry is high, with strong threats from substitute products and new market entrants. Nevertheless, La Pizza Burger sustains its market position through differentiation strategies emphasizing taste quality, menu innovation, and consistent service, complemented by adaptive pricing and digital promotional activities.

CONCLUSION

This study concludes that La Pizza Burger consistently sustains its competitive advantage amid intense culinary market competition in Tanjungpinang through a comprehensive differentiation strategy centered on product quality, menu innovation, and customer service reinforcement. PESTEL analysis identifies economic and legal factors as primary challenges, while social dynamics and technological advancements provide strategic opportunities for market expansion through digital promotional optimization and consumer trend adaptation. Porter's Five Forces analysis confirms that while threats from new entrants and substitute products represent primary competitive pressures, La Pizza Burger responds effectively through product value enhancement and pricing flexibility. The Key Success Factors sustaining business continuity include maintained flavor quality, creative menu development, strong customer relationships, and high adaptability to market changes.

Based on the findings of this study, several important managerial implications are proposed for consideration. First, financial management should be strengthened by exploring alternative financing opportunities through banking institutions and government support programs in order to enhance financial resilience against fluctuations in raw material prices. Second, digital marketing efforts should be intensified through broader collaboration with local influencers and the implementation of structured promotional activities across digital platforms, including Instagram, TikTok, ShopeeFood, and GoFood. Third, obtaining formal business licenses (e.g., NIB or SIUP)

should be prioritized to improve institutional credibility and expand opportunities for strategic business partnerships. Finally, for government and related institutions, the findings of this study may serve as a valuable reference in formulating policies to support the development of culinary MSMEs, particularly in facilitating access to capital, providing entrepreneurship training, and promoting the stability of local raw material prices.

As with any research, this study has several limitations that may provide directions for future studies. Future research is encouraged to expand the scope of investigation by involving a larger number of comparable MSMEs to enable more comprehensive comparisons of competitive strategies. In addition, future studies may consider adopting quantitative approaches to measure the influence of external factors on business performance with greater precision.

This study was limited to the involvement of a single micro, small, and medium-sized enterprise (MSME); therefore, caution should be exercised when generalizing the findings. Future research may broaden the scope by including a larger number of comparable MSMEs to improve the generalizability and robustness of the results. Additionally, the adoption of quantitative approaches should be considered to enable a more precise assessment of the influence of external factors on business performance.

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