

Business Environment and Competitive Position Analysis of Mie Jebew in Kijang

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ABSTRACT

This study aims to analyze external factors, competitive intensity, and key success factors of the Mie Jebew culinary micro, small, and medium enterprise (MSME) in Kijang, and to formulate appropriate business development strategies. The research employed a descriptive qualitative methodology utilizing semi-structured interviews, direct observation, and questionnaire distribution to 26 respondents consisting of the business owner and consumers. Findings indicate that social and technological factors represent primary opportunities for business growth, while economic and legal factors remain significant challenges requiring strategic management. Mie Jebew demonstrates a relatively strong competitive position attributable to consistent flavor profiles, stable pricing strategies, and active digital promotion initiatives. However, improvements are necessary in maintaining consistency of spiciness levels and enhancing the effectiveness of promotional information dissemination. Recommended strategies encompass flavor standardization protocols, strengthening digital marketing approaches, developing value-oriented menu packages, and leveraging online delivery services to expand market reach and enhance competitive positioning in the local culinary landscape.

Keyword: PESTEL Analysis; Porter's Five Forces; Key Success Factors; Business Development Strategy; Culinary MSME; Competitive Analysis; Digital Marketing

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in supporting national economic development, not only through their contributions to economic growth but also through their capacity to absorb labor forces (Andira & Chandra, 2023). More than 90% of businesses in Indonesia are MSMEs, with approximately 25 million units capable of absorbing over 90% of the total workforce in Indonesia (Novitasari, 2022). In Tanjung Pinang City and East Bintan District (Kijang), the culinary MSME sector has experienced rapid development in conjunction with increasing societal demand for practical, quick, and affordable food options. Changes in consumption patterns that embrace menu variations and are influenced by modern lifestyles have positioned the culinary sector as one of the most sought-after business sectors (Permana, 2017). The existence of MSMEs is critically important in addressing the dynamics of regional economic integration, including the era of ASEAN free markets (Rani, 2015).

From a competitive perspective, culinary MSMEs in Tanjung Pinang face increasingly intense competition. The presence of various similar businesses, ranging from traditional food stalls and noodle shops to modern franchises, compels business operators to continuously innovate to survive in the competitive marketplace (Pusung et al., 2023). MSME development strategies must focus on innovation, management strengthening, and enhancing product competitiveness (Satpathy et al., 2025). Product innovation can enhance business success by making products more attractive and meeting previously unmet market needs, thereby providing competitive advantages, expanding markets, and increasing customer satisfaction (Gómez-Prado et al., 2022; Gozali & Widjaja, 2025). Mie Jebew serves as a concrete example, where a business that initially only participated in bazaars has now developed into a permanent outlet in Lengkuas, Kijang, demonstrating adaptability to market changes and consumer behavior.

Additionally, the rapid advancement of digital technology has significantly transformed the operational and marketing activities of micro, small, and medium-sized enterprises (MSMEs), particularly within the culinary sector. Digital transformation enables MSMEs to enhance business efficiency, strengthen competitiveness, improve customer engagement, and expand market reach in increasingly dynamic business environments (Malesu & Syrovátka, 2025; Rodrigues et al., 2021). Furthermore, the utilization of social media as a promotional, communication, and ordering platform has emerged as a strategic tool for attracting customers, increasing brand visibility, and supporting business sustainability in highly competitive markets (Rodrigues et al., 2021).

Over the past few decades, extensive research has been conducted to examine the factors influencing the development, competitiveness, and sustainability of MSMEs (Gumel & Bin Bardai, 2023; Malesu & Syrovátka, 2025; Rodrigues et al., 2021). However, existing studies have generally focused on specific aspects in isolation, such as technological adoption, financial resources, marketing capabilities, or critical success factors, without comprehensively exploring the interrelationships among external environmental conditions, industry competition, and business success determinants within a unified analytical framework. In particular, limited research has integrated PESTEL analysis, Porter's Five Forces, and Key Success Factors (KSF) to provide a comprehensive understanding of MSME development and competitiveness. As a result, the interaction between macro-environmental forces, competitive industry dynamics, and critical business success factors remains insufficiently explored. Therefore, this limitation highlights an important research gap that warrants further investigation to generate a more contextual and comprehensive understanding of business environments, competitive pressures, and the key determinants influencing MSME growth and sustainability.

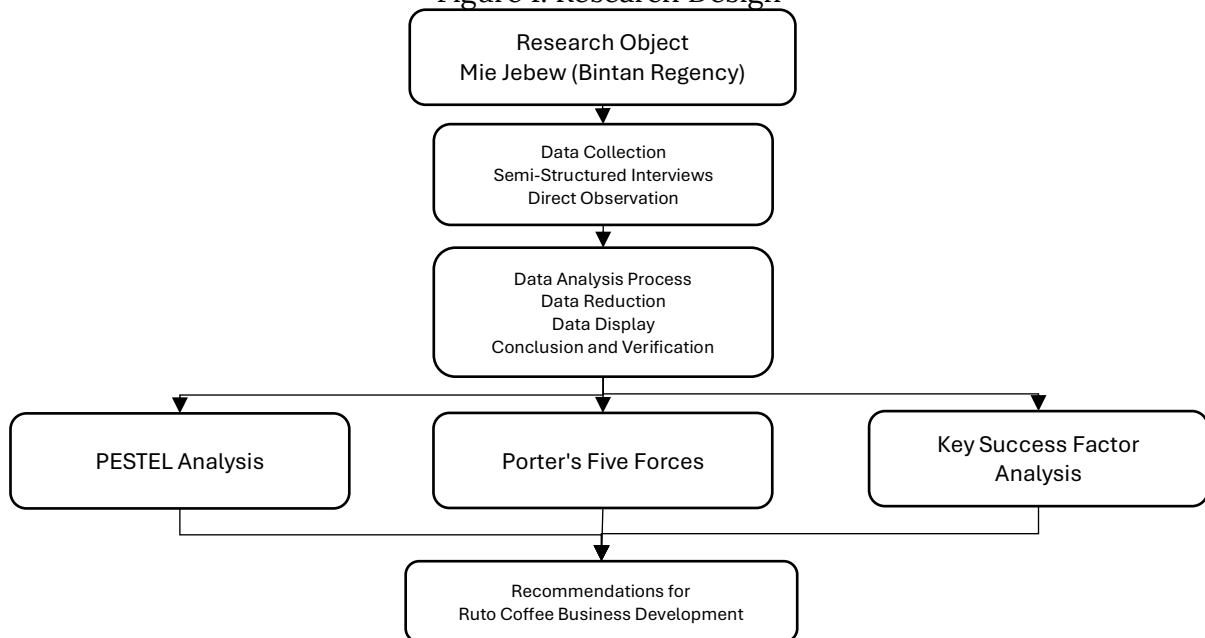
METHODOLOGY

This study began with a preliminary investigation involving 15 Mie Jebew customers to gain an in-depth understanding of the business phenomenon and identify the key factors influencing customer purchasing decisions. Building upon these initial findings, the research was designed using a qualitative approach with a case study method focusing on Mie Jebew, a culinary MSME located in Lengkuas, Kijang District, Bintan Regency. The qualitative case study design was selected because it enables an in-depth exploration of a specific phenomenon within its real-life context and provides a comprehensive understanding of the issues under investigation (Cresswell & Cresswell, 2018; Yin, 2018). A purposive sampling technique was employed to select respondents who

met criteria relevant to the research objectives (Sekaran & Bougie, 2016). The participants consisted of the business owner and customers who had purchased Mie Jebew products at least twice, were of productive age, and were willing to provide information regarding product quality, service quality, price perceptions, and customer satisfaction. In total, 26 respondents participated in the study, comprising one business owner and 25 customers.

Data were collected through semi-structured interviews with both the owner and customers of Mie Jebew. In addition, direct observations were conducted to examine operational activities, service quality, and customer interactions at the business location. The collected data were subsequently analyzed using the interactive model proposed by (Miles et al., 2014), which consists of three stages: data reduction, data display, and conclusion drawing and verification. During the data reduction stage, information obtained from interviews and observations was organized and categorized according to its relevance to the research objectives. The data were then analyzed using the PESTEL, Porter's Five Forces, and Key Success Factors (KSF) frameworks (David & David, 2017; Porter, 2008; Whittington et al., 2020). The PESTEL and Porter's Five Forces analyses were developed based on interview findings and field observations to evaluate the external business environment and industry competitiveness. Meanwhile, the Key Success Factors analysis was derived from both the preliminary and main research findings to identify the critical factors contributing to business success. Finally, conclusions were drawn and verified through the synthesis of all analytical results to address the research objectives and formulate appropriate business development strategies for Mie Jebew in an increasingly competitive culinary market environment.

Figure 1. Research Design



Source: (The author's own research, 2026)

RESULTS AND DISCUSSION

1. External Factor Analysis Using PESTEL

- a. Political Factor; Based on interview results with the business owner, it is known that to date, Mie Jebew has not received direct government support, either in the form of capital assistance, training programs, or business promotional facilities. Additionally,

there are no government policies that specifically influence the operational activities of this business. Therefore, it can be concluded that political factors have a relatively neutral influence on the development of Mie Jebew's business.

- b. **Economic Factors;** The business owner explained that factors such as rising raw material prices and unstable economic conditions directly impact sales turnover. Despite facing this situation, the owner continues to maintain stable selling prices amid rising raw material costs. This policy is implemented as an effort to maintain customer loyalty while preserving sales stability amid ongoing economic changes.
 - c. **Social Factors;** Social factors have a significant influence on the development of Mie Jebew's business. Based on interview results and observations, the trend of spicy food and Tanjung Pinang community interest in culinary innovations have become opportunities driving business growth. Mie Jebew has successfully adapted its products to evolving market tastes and aligned with preferences of young consumers. Based on interview results with the business owner, social factors provide positive impacts on Mie Jebew's business sustainability. The community's tendency to follow new culinary trends keeps Mie Jebew relevant in the market. Therefore, understanding consumer behavior and preferences becomes a critical key in maintaining customer loyalty and business competitiveness.
 - d. **Technological Factors;** Based on interview results, social media plays an important role in introducing products and attracting new customers. Most consumers became familiar with Mie Jebew through Instagram and TikTok platforms, which are actively utilized by the owner for promotion and brand image building. From interview results with the business owner, it is also known that digital marketing strategies are implemented to strengthen customer relationships and expand promotional reach. Additionally, the utilization of WhatsApp applications and local delivery services provides convenience for consumers in placing orders, thereby increasing service efficiency and customer satisfaction.
 - e. **Environmental Factors;** The business owner emphasized that cleanliness is a top priority. The business premises are cleaned daily, and brown paper packaging is chosen because it is more environmentally friendly compared to styrofoam. Additionally, straws used are labeled "environmentally friendly" as a form of concern for environmental preservation. These efforts reflect the business's social responsibility and can enhance Mie Jebew's positive image in consumer perception.
 - f. **Legal Factors;** Interview results show that Mie Jebew already possesses a Business Identification Number (NIB) as the primary form of legality. However, the halal certification process is still in the completion stage and requires considerable time, although a survey has been conducted by the relevant institution.
2. **Competitive Position Analysis Using Porter's Five Forces**
- a. **Threat of New Entrants;** Based on interview results, the business owner explained that many new spicy noodle business competitors have emerged around the Kijang area; however, most are unable to survive long and close within months. This condition indicates that although entry barriers to the culinary industry are relatively low due to modest capital requirements and easily obtainable raw materials, the sustainability rate of new competitors remains low. From the consumer perspective, most customers are familiar with Mie Jebew because of its established reputation and being known earlier in the area. Thus, while threats from new entrants exist, they can be mitigated by customer loyalty and established product advantages.

- b. **Bargaining Power of Supplier;** Interview results show that supplier bargaining power toward Mie Jebew is relatively low. The business owner explained that there are regular suppliers for certain materials, such as chicken from Batu 23, while other main raw materials such as noodles, chili sauce, and wrappers are produced independently by the business owner. The ability to produce raw materials independently reduces dependence on external suppliers. This condition provides competitive advantages for Mie Jebew by enabling control of material quality, maintaining production cost stability, and reducing the impact of market price fluctuations.
- c. **Bargaining Power of Buyers;** Based on interview results, buyer bargaining power toward Mie Jebew is relatively low. Consumers generally do not negotiate or request price discounts, even when raw material prices experience increases. The business owner also stated that Mie Jebew's selling prices are maintained stable as an effort to preserve customer loyalty. Most consumers assess that the offered prices are commensurate with the quality of flavor and portions provided. This condition indicates that customer satisfaction levels are sufficiently high and do not exert pressure on the business to reduce prices. Thus, buyer bargaining power can be categorized as low, and Mie Jebew still maintains strong control over product pricing.
- d. **Threat of Substitute Products;** Interview results show that the most likely substitute products come from similar businesses such as Mie Gacoan, Wosmie, and Warunk Normal, which offer menus with similar concepts. Consumers might be interested in trying these substitute products due to similarities in flavor or presentation appearance. However, based on interview results with consumers, most still consider Mie Jebew as their primary choice because it has distinctive spicy flavors, local taste characteristics, and commensurate pricing. Therefore, although substitute products are available in the market, the threat level is relatively low because customers have strong preferences toward Mie Jebew's flavor and product consistency.
- e. **Rivalry Among Existing Competitors;** Based on interview results, the level of competition in the culinary industry around the Kijang area is not excessively high. The business owner explained that currently, Mie Jebew does not have direct main competitors in the surrounding area, and strong competitors would only potentially emerge if major brands such as Mie Gacoan enter the market.

From the consumer perspective, most customers became familiar with Mie Jebew through friend recommendations or social media, indicating that competition emphasizes flavor differentiation and promotional strategies rather than price wars. Thus, the industry competition level can be categorized as moderate, and Mie Jebew still maintains a relatively secure position in the local market.

3. Key Success Factors Analysis

- a. **Product and Price Consistency;** Flavor consistency is a key factor driving customer loyalty. Customers perceive Mie Jebew's taste as distinctive, enjoyable, and appealing to young consumers. However, variations in spiciness levels have been noted, indicating the need for better standardization. Customers also suggested introducing package deals and promotional menu variations to attract more buyers.
- b. **Marketing and Product Innovation;** Promotion through social media, particularly Instagram and TikTok, becomes one of the important factors in attracting consumer attention. The owner routinely creates content and conducts seasonal promotions such as Independence Day promotions or end-of-month promotions. However, interview results show that promotional information has not been optimally

- communicated to customers. Therefore, the frequency and methods of information delivery need improvement, both through social media and directly at the outlet, to enable customers to more easily learn about promotions or new innovations.
- c. Service and Customer Relationships; Based on interview results, Mie Jebew's service is considered friendly and quick, thus creating positive experiences for customers. However, several customers suggest that information regarding promotions and new menus should be communicated more proactively. This indicates that Mie Jebew's service is already good in terms of direct customer interaction but still requires improvement in communication and promotion aspects to strengthen consumer relationships.
 - d. Business Location Challenges; According to interview results with the owner, Mie Jebew's business location is considered less strategic as it is situated in an area that is not particularly busy and somewhat distant from activity centers. This condition results in most buyers being regular customers and those reached through social media promotions. To overcome these limitations, the owner strives to expand sales reach through online promotions and collaboration with local delivery services so the business can still reach new consumers without depending on the business premises' position.

Table 1. Key success Factor analysis of Mie Jebew

Key Success Factor	Key Findings
Product and Price Consistency	Customers value Mie Jebew's distinctive taste and affordable prices, although consistency in spiciness levels still requires improvement.
Marketing and Product Innovation	Social media promotions and seasonal campaigns are regularly implemented, but promotional information is not always effectively communicated to customers.
Service and Customer Relationships	Customers perceive the service as friendly and responsive, creating positive experiences. However, communication regarding promotions and new menus can be improved.
Business Location Management	The business location is relatively less strategic and relies heavily on loyal customers and online promotion channels.

Source: (Data analysis, 2026)

Based on research findings, Mie Jebew's success is influenced by a combination of several main factors: flavor consistency, price stability, good service quality, and actively implemented digital promotional strategies. Nevertheless, research findings also identify several aspects requiring attention, such as improving product spiciness level consistency, clearer and more effective promotional information delivery, and menu innovation through attractive package or promotional offerings. By maintaining existing advantages and following up on customer feedback, Mie Jebew has significant opportunities to continue developing and strengthening its position as one of the favored culinary businesses in the Kijang area.

Based on the results of the PESTEL, Porter's Five Forces, and Key Success Factors (KSF) analyses, Mie Jebew's business development strategy should focus on strengthening its competitive advantage, maintaining product consistency, and improving the effectiveness of its digital marketing efforts. These analytical frameworks provide a

comprehensive understanding of the external environment, industry dynamics, and internal capabilities that influence the company's performance and long-term growth. The PESTEL analysis highlights that the most promising opportunities for Mie Jebew are associated with social and technological factors. The increasing popularity of spicy food among younger consumers, combined with the widespread use of social media platforms, creates favorable conditions for business expansion and customer engagement. These trends offer significant opportunities for Mie Jebew to broaden its market reach and strengthen relationships with existing and potential customers. To maximize these opportunities, the company should continue enhancing its digital marketing activities, improve the efficiency of raw material management, and complete necessary legal certifications, such as halal certification, to increase consumer confidence and trust.

From an industry perspective, Porter's Five Forces analysis indicates that the culinary sector is characterized by intense competition. Despite this challenging environment, Mie Jebew has established a relatively strong position through its distinctive flavor profile and loyal customer base. Maintaining this advantage requires a continued focus on product differentiation, particularly through the development of unique spicy flavor variations that distinguish the brand from competitors. In addition, strengthening relationships with suppliers is essential to ensuring a stable supply of raw materials and maintaining consistent product quality. Offering value-oriented menu packages may also enhance the company's attractiveness to price-sensitive consumers while reinforcing its competitive position in the market.

The KSF analysis further reveals that Mie Jebew's success is largely driven by several critical factors, including flavor consistency, affordable and stable pricing, friendly customer service, and active promotional efforts through digital platforms. Customers generally perceive the products as flavorful and aligned with their preferences, while the company has successfully maintained stable prices despite rising raw material costs. Social media platforms such as Instagram and TikTok have become important channels for promoting products and engaging with consumers, supported by periodic promotional campaigns. Nevertheless, customer feedback gathered through questionnaires suggests that improvements are still needed, particularly in ensuring consistent spice levels across products and providing clearer information regarding promotional programs. Addressing these issues would contribute to higher levels of customer satisfaction and strengthen long-term customer loyalty.

Drawing on the findings of these analyses, Mie Jebew should pursue a business development strategy that emphasizes the standardization of spice levels and the maintenance of price stability to ensure a consistent customer experience. At the same time, greater efforts should be directed toward improving the effectiveness of digital marketing and customer communication, thereby increasing brand visibility and consumer engagement. The introduction of new menu items and promotional packages tailored to younger consumers could further enhance market appeal, while collaboration with food delivery service platforms would enable the company to expand its market reach and improve accessibility for customers. Overall, the implementation of these strategic initiatives is expected to strengthen Mie Jebew's competitive position, enhance customer loyalty, and support sustainable business growth. By leveraging emerging market opportunities while maintaining its core strengths in product quality and customer service, Mie Jebew can further solidify its position as one of the leading culinary micro, small, and medium enterprises (MSMEs) in the Kijang area.

CONCLUSION

Based on the findings of this study, it can be concluded that Mie Jebew operates in a business environment that presents both opportunities and challenges. The PESTEL analysis indicates that social and technological factors are the most influential external drivers affecting the business. The growing popularity of spicy food among younger consumers and the increasing use of social media platforms create favorable conditions for market expansion and customer engagement. At the same time, economic pressures, particularly fluctuations in raw material prices, and legal requirements such as business licensing and halal certification remain important considerations that require effective management to ensure long-term sustainability.

Furthermore, the results of Porter's Five Forces analysis demonstrate that the culinary industry is characterized by intense competition. Despite this competitive environment, Mie Jebew has successfully established a strong market position through its distinctive product offerings, consistent product quality, and loyal customer base. The business has also benefited from its use of digital promotional channels, which have contributed to increased brand visibility and customer retention. These factors collectively enable Mie Jebew to maintain its competitiveness in the local culinary market.

The Key Success Factors (KSF) analysis further reveals that Mie Jebew's performance is primarily supported by flavor consistency, friendly customer service, and affordable pricing. Customer feedback indicates a generally high level of satisfaction with the products and services offered. However, several areas for improvement remain, particularly regarding the consistency of spice levels and the clarity and frequency of promotional communication. Addressing these concerns is essential for enhancing customer satisfaction and strengthening long-term loyalty.

Considering the findings from all three analytical frameworks, Mie Jebew's future business development should focus on strengthening its existing competitive advantages while responding to changing market demands. This can be achieved by improving product standardization, particularly in terms of flavor and spice-level consistency, enhancing the effectiveness of digital marketing activities, developing attractive value-oriented menu packages, and expanding market reach through food delivery service platforms. By implementing these strategies, Mie Jebew will be better positioned to sustain customer loyalty, improve its competitive performance, and achieve sustainable business growth in the increasingly dynamic culinary industry..

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