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Consistency in Price, Portion, and Service: A Qualitative Case Study of Business Innovation and Resilience in a Family-Run Food Stall in Makassar, Indonesia

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Abstrak

Penelitian ini mengkaji bagaimana sebuah warung makan keluarga berskala kecil di Makassar, Indonesia, mampu bertahan beroperasi selama lebih dari satu dekade, terutama melalui konsistensi harga, porsi, dan pelayanan, bukan melalui perubahan yang sering dilakukan. Dengan menggunakan desain studi kasus tunggal yang bersifat kualitatif, data dikumpulkan melalui wawancara semi-terstruktur dengan pemilik usaha, observasi langsung, dan dokumentasi fotografis, kemudian dianalisis secara deduktif melalui analisis tematik enam tahap terhadap tujuh tema yang telah ditentukan sebelumnya, yaitu profil usaha, struktur operasional, gambaran keuangan, inovasi, tantangan, strategi pemecahan masalah, dan pelajaran yang dipetik. Hasil penelitian menunjukkan bahwa Warung Mbak Luluk, yang didirikan sekitar tahun 2013 oleh seorang pengusaha migran asal Jawa, berkembang dari lokasi yang awalnya sepi pengunjung menjadi usaha yang stabil dan, menurut perkiraan pemilik, menghasilkan omzet harian sekitar Rp700.000-800.000 dan laba bersih bulanan sekitar Rp6-9 juta, tanpa menerapkan pemasaran digital, platform pengantaran, maupun sistem kasir (point-of-sale). Pemilik usaha menilai bahwa keberlangsungan usahanya lebih ditentukan oleh konsistensi pada tingkat operasional sehari-hari dibandingkan inovasi produk, yaitu harga dan porsi yang tetap meskipun biaya bahan baku berfluktuasi, staf yang terlatih lintas tugas, serta kualitas pelayanan yang diutamakan dibandingkan variasi menu. Penelitian ini menyimpulkan bahwa inovasi pada usaha mikro informal dapat bersifat bertahap (incremental) dan berpusat pada pelayanan, bukan pada teknologi, serta bahwa kesabaran dan kedisiplinan, sebagaimana disampaikan oleh pemilik usaha, tetap menjadi kunci utama keberlangsungan usaha dalam sektor kuliner informal yang kompetitif. Temuan ini juga memberikan implikasi praktis bagi program pengembangan usaha mikro dan kecil (UMK) serta bagi pendidikan kewirausahaan yang membutuhkan materi kasus yang autentik dan kontekstual.

Kata kunci: Usaha Keluarga, Usaha Mikro dan Kecil, Ekonomi Informal, Inovasi dan Resiliensi, Studi Kasus Kualitatif, Indonesia

Abstract

This study examines how a small, family-run food stall (warung makan) in Makassar, Indonesia, has sustained its operation for more than a decade largely through consistency in price, portion size, and service rather than frequent change. Using a qualitative single-case design, data were collected through a semi-structured interview with the owner, direct observation, and photographic documentation, then analyzed deductively through six-phase thematic analysis across seven pre-determined themes: business profile, operational structure, financial overview, innovation, challenges, problem-solving strategy, and lessons learned. Findings show that Warung Mbak Luluk, founded around 2013 by a migrant entrepreneur from Java, grew from a low-traffic location into a stable business that, by the owner's estimate, earns Rp700,000-800,000 in daily turnover and Rp6-9 million in monthly net profit, without adopting digital marketing, delivery platforms, or a point-of-sale system. The owner attributes the business's longevity less to product innovation than to workplace-level consistency: fixed prices and portion sizes despite fluctuating raw-material costs, cross-trained staff, and service quality prioritized over menu variety. The study suggests that innovation in informal micro-enterprises can be incremental and service-centered rather than technological, and that patience and discipline, as reported by the owner, remain central to long-term survival in a competitive informal food sector. The findings also carry practical implications for micro and small enterprise (MSME) development programs and for entrepreneurship education seeking authentic, locally grounded case material.

Keywords: Family Business, Micro and Small Enterprises, Informal Economy, Innovation and Resilience, Qualitative Case Study, Indonesia

1. Introduction

Micro, small, and medium enterprises (MSMEs) are a defining feature of Indonesia's informal economy, and family-run food stalls (warung makan) are among their most visible forms. These businesses generate income and employment for large numbers of people, yet many still operate outside formal registration and taxation systems, keep manual rather than computerized records, and adopt digital tools such as point-of-sale systems and delivery platforms unevenly (Falentina et al., 2021; Jonck & Nwosu, 2022; Williams & Lansky, 2013). Digitalisation among Indonesian MSMEs is shaped by owners' resources and capabilities rather than by uniform access (Falentina et al., 2021), while manual, informal bookkeeping remains the norm rather than the exception among small enterprises in comparable informal-sector contexts (Jonck & Nwosu, 2022). This body of work frames informality as a structural condition rather than a deficiency, an orientation this study adopts in treating Warung Mbak Luluk's manual bookkeeping and partial digital-payment adoption as characteristic rather than anomalous.

Family ownership adds a further layer to how these businesses are managed. Aldrich and Cliff (2003) argue for a “family embeddedness perspective” on entrepreneurship, contending that family transitions, resources, and attitudes shape venture creation and ongoing management in ways that mainstream, individual-centered entrepreneurship theory tends to overlook. Building on this view, Craig et al. (2008) argue that family-based brand identity, where the family's name and reputation become inseparable from the business, can be leveraged as a competitive asset, while Maseda et al. (2022) document the prevalence of husband-and-wife co-management structures in family firms, and Stafford et al. (2010) show that the long-term survival of family businesses is associated with flexible, cross-trained labor arrangements rather than rigid role specialization. This is broadly in line with evidence that family firms tend to preserve employment through hardship rather than resorting to layoffs (Cano-Rubio et al., 2024) and that resilience is a defining strength of family-run enterprises (Yilmaz et al., 2024). A parallel strand of research examines entrepreneurship among individuals who relocate from their region or country of origin: migrant entrepreneurship is frequently motivated by the pursuit of new opportunity and economic necessity in an unfamiliar environment (Dheer, 2018), migrant entrepreneurs strategically navigate “liminality” by drawing on both origin- and host-community ties (Elo et al., 2024), and, more recently, migrant entrepreneurs have been shown to construct and project a distinct entrepreneurial identity as a deliberate strategy for overcoming marginalisation in an unfamiliar market rather than suppressing their origin to blend in (Suseno et al., 2025). Together, this literature suggests that family ownership and migrant background are organizing logics that shape staffing, naming, and decision-making, patterns this study later traces in Warung Mbak Luluk's naming history, cross-trained staff, and continued reference to its owner's regional origin.

Innovation research on MSMEs increasingly distinguishes between radical, technology-driven innovation and incremental, workplace-level innovation. Firm-specific and workplace factors, rather than access to formal research and development or capital, are found to be the primary deterrents to, or enablers of, innovation among micro and small enterprises, positioning innovation as an outcome of everyday managerial choices rather than large-scale investment (Ayinaddis, 2022, 2023). This is reinforced by hospitality-sector research showing that service quality attributes exert a strong influence on customer satisfaction and behavioral intention to return (Bujisic et al., 2014; Namin, 2017), and by evidence from the Indonesian fast-food sector that consumer satisfaction and word-of-mouth mediate the link between service quality and loyalty (Hadi et al., 2026). At the same time, digital-platform adoption among Indonesian MSMEs is constrained by owners' internet access and digital skills as much as by awareness (Kurniawati et al., 2021; Trinugroho et al., 2022; Prasetyo, 2024), which helps explain why many food-stall owners rely on non-digital promotion; even where digital adoption does occur, it tends to be narrowly transactional, as QRIS e-payment adoption in Indonesia is linked mainly to its convenience and interoperability rather than to a broader shift toward point-of-sale systems or delivery platforms (Muchtar et al., 2024).

Small and informal food businesses commonly face locational and cost-related constraints. The visibility and customer base of Indonesian street vendors has been linked to their physical location (Brata, 2010), while informal entrepreneurs across different national contexts have been shown to absorb and adapt to fluctuating input costs and broader economic crises (Mbena & Yeboah, 2024; Sarkar et al., 2025), with comparable Southeast Asian evidence showing that street-food vendors respond to external shocks less through radical strategy change than through everyday adjustments that preserve continuity of operation (Vy et al., 2025). Street-food vendors facing economic pressure have also been found to prioritize consistency and customer trust over short-term price competition (Godjali & Supramaniam, 2025), a strategic orientation this study revisits in the context of Warung Mbak Luluk's pricing behavior.

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While this literature establishes that informality, family governance, migrant background, incremental innovation, and cost pressure each shape small-business behavior, most existing studies examine these dimensions separately and often through survey-based or multi-case designs that yield breadth rather than depth. To the authors' knowledge, comparatively little qualitative research traces how these dimensions interact within a single, long-surviving family food stall in an Indonesian provincial city such as Makassar. This study addresses that gap by offering an integrated, single-case account of how migrant identity, family governance, and service-centered innovation may together help account for the sustained operation of one micro-enterprise: Warung Mbak Luluk, a family-owned food stall on Jl. Bontoduri, Makassar, that has operated since approximately 2013. The stall was selected because of its longevity, its family-based management, and the owner's willingness to share her experience. The study pursues four objectives: (1) to describe the business's developmental trajectory from establishment to its present condition; (2) to identify its operational structure and day-to-day management; (3) to explore the owner's creative and innovative practices; and (4) to examine the challenges encountered during founding and growth and the strategies used to address them, drawing from these findings lessons relevant to an entrepreneurial mindset. Empirically, the study adds to discussions of migrant entrepreneurship, family-based brand identity, and the role of service quality in innovation among micro and small enterprises by grounding these ideas in a single Indonesian food business.

2. Method

This study used a qualitative single-case design, following Yin's (2018) guidance that case studies are well suited to “how” and “why” questions about a contemporary phenomenon studied within its real-life context, particularly when the boundary between the phenomenon and its context is not sharply defined. Data were collected during a one-day field visit through three complementary techniques. First, direct observation was guided by a structured checklist covering the same seven themes used in the interview, focusing on the physical condition of the stall, the ordering-to-payment process, and indicators of creativity and innovation such as menu variety and digital payment options. Second, an in-depth, semi-structured interview was conducted face-to-face with the owner in Indonesian, using a 25-item guide organized around the seven themes, with follow-up questions asked as needed; responses were recorded through field notes and later translated into English, with original Indonesian wording retained for direct quotation. Third, photographic documentation recorded the stall's signage, interior, and menu items as supporting evidence.

Data were analyzed using the six-phase thematic analysis framework of Braun and Clarke (2006): familiarization, initial coding, searching for themes, reviewing themes, defining themes, and producing the report. Because the seven themes, namely Business Profile (PRO), Operational Structure (OPS), Financial Overview (FIN), Innovation and Creativity (INV), Challenges (CHA), Problem-Solving Strategy (STR), and Lessons Learned (LES), were established prior to data collection, analysis followed a deductive approach, consistent with Braun and Clarke's (2019) view that thematic analysis can be adapted to a study's theoretical orientation, and with the stepwise coding procedure described by Naeem et al. (2023). Accordingly, the themes serve as an organizing framework derived from the interview guide rather than themes generated inductively, and the analysis is best understood as a deductive, framework-based application of thematic analysis rather than reflexive thematic analysis.

Trustworthiness was addressed with reference to Lincoln and Guba's (1985) four naturalistic-inquiry criteria. Credibility was pursued through triangulation across interview, observation, and photographic data (for instance, the acceptance of QRIS alongside cash was confirmed by an observed QRIS payment sign at the counter, although the manual bookkeeping reported by the owner rests on her account alone) and through retaining the owner's original Indonesian wording alongside its English translation to minimize interpretive drift. Dependability and confirmability were supported by using a pre-established, shared interview and observation instrument across all group members and by anchoring the main analytic claims in the discussion to a specific, traceable quotation or observation note, following the audit-trail logic recommended by Nowell et al. (2017) for thematic analysis. Transferability is necessarily limited by the single-case, single-interview design and is left for the reader to judge against the thick description of context provided in Section 3.1. Ethically, the owner gave verbal consent to be interviewed, observed, and photographed; the business's real name and location are used because both are already publicly displayed on its signage.

As authors, we approached the site visit as postgraduate researchers with no prior personal or commercial relationship to the owner, which limited our access to a single, English-facilitated interview rather than a sustained, longitudinal engagement with the business. This positionality shaped what could be observed and asked in a one-day visit, and is consistent with the study's framing as an exploratory single-case account rather than an ethnography.

3. Results and Discussion

Table 2 summarizes the deductive thematic analysis described in Section 2, mapping each of the seven pre-determined codes to its key pattern and the section in which it is discussed below.

Table 2. Summary of the Deductive Thematic Analysis (Braun & Clarke, 2006)

Code	Theme	Key pattern identified	Section
PRO	Business Profile and Development	Founded around 2013 by a migrant owner from Java; renamed from Warung Mbak Emil to Warung Mbak Luluk; menu expanded from two signature dishes to four; open customer base; fully family-owned with no outside partners.	3.1
OPS	Operational Structure	Operating hours narrowed from 15:00-01:00 to 12:00-22:00; closed days rose from once a month to twice a week; three cross-trained staff members; fresh daily chicken sourcing; manual bookkeeping alongside QRIS payment.	3.2
FIN	Financial Overview	Daily turnover of approximately Rp700,000-800,000; monthly net profit of approximately Rp6-9 million; implied margin of roughly 30-50% based on the current two-closed-days-per-week schedule; chicken is the largest single cost component; no seasonal effect reported.	3.3
INV	Innovation and Creativity	Innovation centered on service quality rather than menu variety or digital platforms; promotion relies on word-of-mouth; plan to open a new branch; loyalty attributed to consistent taste, service, and quality.	3.4
CHA / STR	Challenges and Problem-Solving Strategy	Founding-era challenge was a low-traffic, swampy location; ongoing challenge is fluctuating ingredient costs; core strategy is holding price and portion size fixed rather than following competitors' discounting.	3.5
LES	Lessons for Entrepreneurship	Patience in retaining (not just acquiring) customers named as the most valuable lesson; discipline and friendliness identified as essential traits; advice to new entrepreneurs is to take the first step without fear.	3.6

3.1 Business Profile and Development

Warung Mbak Luluk was established around 2013 by an owner who had relocated from Banyuwangi, East Java, to Makassar in search of new experience and additional family income, an account consistent with research on migrant entrepreneurs, for whom relocation can create new business opportunities (Dheer, 2018; Elo et al., 2024):

> *“Karena saya berasal dari Jawa, saya tertarik untuk mencoba membuka usaha di kota lain agar dapat memperoleh pengalaman baru dan mengembangkan usaha.” (“Because I'm originally from Java, I was interested in trying to open a business in another city so I could gain new experience and grow the business,” Owner interview, Q1)*

The stall was originally named Warung Mbak Emil after the owner's parents before being renamed Warung Mbak Luluk, after the owner herself, on her husband's suggestion:

> *“Awalnya, warung ini bernama Warung Mbak Emil... Namun, seiring berjalannya waktu, nama usaha ini berubah menjadi Warung Mbak Luluk, yang diambil dari nama saya sendiri.” (“At first, this stall was called Warung Mbak Emil... but over time the name changed to Warung Mbak Luluk, taken from my own name,” Owner interview, Q2)*

This naming shift illustrates how closely a small family business's identity can be tied to the people running it (Craig et al., 2008). The stall's signature dishes, *ayam krispi* (crispy chicken) and *sari laut* (seafood), have remained on the menu since founding, with *ayam geprek* and *ayam penyet* added later in response to customer demand (Table 1). The printed price list photographed at the counter (Figure 1) shows individual chicken dishes ranging from Rp10,000 (*ayam crispy*) to Rp17,000 (*ayam penyet*), with side items such as tofu and tempeh priced as low as Rp5,000; a small number of items on the same list were not legible in the photograph and are not reported here.

Table 1. Signature and Expanded Menu

Menu category	Dishes and observed price
Signature (since founding, ~2013)	Ayam crispy (Rp10,000); sari laut (seafood, price not legible on list)
Added later, on customer demand	Ayam geprek (Rp12,000); ayam penyet (Rp17,000)
Selected side items	Tahu/tempe (Rp5,000); nasi/rice (Rp5,000); ati/ampela (Rp5,000)

Figure 1. Menu price list displayed at the stall's serving counter.

The business serves a broad customer base of students, workers, and families:

> *"Target pelanggan warung ini adalah semua kalangan, mulai dari mahasiswa, pekerja, keluarga, hingga masyarakat umum." ("This stall's target customers are all walks of life, from university students and workers to families and the general public," Owner interview, Q4)*

The stall is owned and managed exclusively by the owner and her husband with no outside partners or franchise arrangement, a husband-and-wife arrangement of the kind documented in family firms (Maseda et al., 2022):

> *"Usaha ini merupakan usaha milik saya pribadi dan dikelola secara mandiri oleh saya dan suami." ("This business is my own personal business and is managed independently by me and my husband," Owner interview, Q5)*

The stall's banner, reading "Warung Mbak Luluk Banyuwangi," may signal the owner's migrant-family origin to customers, although this interpretation remains tentative. One limitation observed during the visit is that the stall lacks facilities such as Wi-Fi, a separate restroom, dedicated parking, or a prayer room, suggesting that its appeal rests on food, service, and location rather than on ancillary amenities.

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Figure 2. *Ayam crispy*, one of the stall's two signature dishes served since founding.

3.2 Operational Structure

Operating hours have narrowed over time, from 3:00 p.m.-1:00 a.m. at founding to the current 12:00 p.m.-10:00 p.m., while closed days increased from once a month to twice a week:

> *"Pada awal berdiri, warung ini beroperasi mulai pukul 15.00 hingga 01.00... Setelah jam operasional berubah, waktu libur menjadi dua kali dalam seminggu." ("When it first opened, this stall operated from 3:00 p.m. to 1:00 a.m.... After the operating hours changed, the day off became twice a week," Owner interview, Q6)*

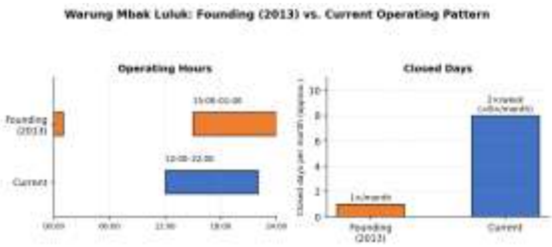

Figure 3. Operating hours and closed days at founding (2013) versus current, based directly on the owner interview (Owner interview, Q6).

Three cross-trained staff members rotate between cooking, serving, and handling payments, a flexible and cost-effective arrangement typical of small businesses with limited workforces (Stafford et al., 2010). Chicken, the primary raw material, is purchased fresh daily from a regular supplier with no multi-day stock kept, reflecting a deliberate quality-preservation choice. The stall serves dine-in and takeaway customers only, without engaging ride-hailing or delivery platforms. Bookkeeping remains manual, without a point-of-sale system, although the stall does accept QRIS alongside cash:

> *"Pencatatan keuangan saya masih menggunakan sistem manual dan belum menggunakan aplikasi kasir." ("My financial record-keeping still uses a manual system and doesn't yet use a cashier app," Owner interview, Q10)*

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During the site visit, six to eight customers were present, and both the seating area and kitchen were observed to be clean and well organized, corroborating the owner's account and illustrating the triangulation approach described in Section 2.

Table 3. Operational Profile: Founding versus Current

Aspect	Detail
Operating hours at founding	15:00-01:00 (3:00 p.m.-1:00 a.m.)
Operating hours, current	12:00-22:00 (12:00 p.m.-10:00 p.m.)
Closed days	1x/month at founding; 2x/week currently
Staffing	3 cross-trained staff; flexible task rotation
Service channels	Dine-in and takeaway only; no ride-hailing or delivery platforms
Payment methods	Cash and QRIS
Bookkeeping	Manual; no point-of-sale system
Customers observed during visit	6-8 customers (moderate, unhurried activity)

3.3 Financial Overview

According to the owner's estimates, the business earns approximately Rp700,000-800,000 in daily turnover and an estimated net profit of Rp6-9 million per month. Based on the stall's current schedule of two closed days per week (Section 3.2), the business operates roughly 26 days per month, which implies a monthly turnover of approximately Rp18-21 million; against the owner's reported monthly net profit of Rp6-9 million, this yields an implied margin of roughly 30-50% (Figure 4). This range should be read as indicative only, since it combines two separate owner estimates (daily turnover and monthly profit) rather than a single audited figure. Peak and off-peak periods were reported to fluctuate unpredictably rather than following a fixed daily pattern:

> *"Waktu ramai dan sepi pelanggan di warung saya tidak dapat ditentukan secara pasti. Terkadang pelanggan ramai pada siang hari, tetapi pada waktu tertentu justru lebih ramai pada malam hari." ("The busy and quiet times for customers at my stall can't be determined with certainty. Sometimes it's busy during the day, but at other times it's actually busier at night," Owner interview, Q12)*

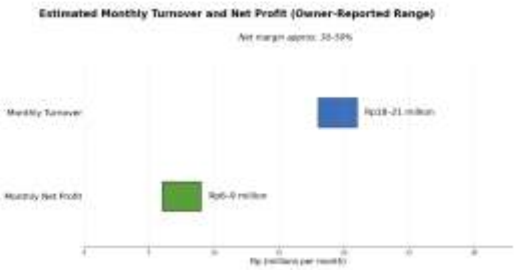

Figure 4. Estimated monthly turnover and net profit range, based directly on the owner's estimates given during the interview.

No seasonal effect (e.g., holidays or the fasting month) was reported. Chicken was identified as the largest single cost component given its centrality to the menu. As these figures are the owner's approximations rather than audited records, they should be interpreted as an indicative rather than precise financial picture, consistent with common practice among informally managed micro-enterprises (Jonck & Nwosu, 2022; Williams & Lansky, 2013).

3.4 Innovation and Creativity

Rather than framing innovation around new products or digital channels, the owner located it primarily in service quality:

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> *"Menurut saya, menu yang beragam akan kurang berarti jika pelayanan yang diberikan kurang baik." ("In my opinion, a varied menu means little if the service isn't good," Owner interview, Q15)*

This service-first orientation aligns with hospitality research showing that service quality strongly shapes customer satisfaction and return intention (Bujisic et al., 2014; Namin, 2017). Promotion relies almost entirely on word-of-mouth rather than paid or platform-based marketing:

> *"Promosi...dari mulut ke mulut kebanyakan. Kami belum memakai layanan seperti gofood dan grabfood." ("Promotion...is mostly by word of mouth. We don't yet use services like GoFood and GrabFood," Owner interview, Q16)*

This reliance on word-of-mouth is consistent with evidence that even amid growing digital marketing, small businesses continue to depend heavily on customer recommendations to attract new custom (Ishii & Kikumori, 2023), and with findings that word-of-mouth continues to link service quality to customer loyalty in Indonesian food service (Hadi et al., 2026). The owner's stated plan for future growth (opening a new branch) together with her account of loyalty being sustained through consistent taste, service, and quality rather than discounting, is consistent with a broader pattern in which innovation among micro and small enterprises tends to be incremental and workplace-level rather than radical (Ayinaddis, 2022, 2023).

3.5 Challenges and Problem-Solving Strategies

The business's founding-era challenge was locational: the surrounding area was still largely swampland in 2013, making it difficult to attract customers, a constraint consistent with research linking business location to customer visibility in Indonesian small-business settings (Brata, 2010). Its ongoing challenge is fluctuating raw-material prices, particularly for chicken, rice, and chili, a common pressure on informal and small-scale food businesses elsewhere (Mbena & Yeboah, 2024; Sarkar et al., 2025); weather, by contrast, was reported as having no meaningful effect on sales. In response, the owner's core strategy is to hold prices and portion sizes fixed regardless of ingredient-cost swings, deliberately declining to match competitors who cut prices:

> *"Strateginya tuh, ibaratnya kalau ada yang ngurangin harga tapi kita nggak, tetep, jadi ukurannya ditetapkan meskipun harganya bahan itu naik." ("If others cut their prices, we don't; we stay the same, so the portion size stays fixed even when ingredient prices rise," Owner interview, Q21)*

This preference for consistency over short-term cost-cutting mirrors strategies observed among other small food vendors navigating economic pressure through quality and customer trust rather than price competition (Godjali & Supramaniam, 2025).

Two aspects of the owner's account remain unresolved. First, because no cost data were collected, it is unclear how margins are maintained when prices and portions are fixed while chicken, rice, and chili costs rise. Second, the owner reported no seasonal effect on sales, even during the fasting month, which may reflect the stall's student and worker customer base but was not explored further. Both points reflect the limits of a single-interview design.

3.6 Lessons for Entrepreneurship

The owner identified patience, particularly in retaining rather than merely acquiring customers, as the most valuable lesson from running the business, alongside discipline and friendliness as traits she considers essential given the high turnover of competing food stalls. Her advice to prospective entrepreneurs was to take the first step without fear of the unfamiliar, an outlook drawn directly from her own experience and illustrative of why field-based, experiential learning can surface insights not fully accessible through lectures alone (Motta & Galina, 2023).

3.7 Practical Implications for Entrepreneurship and MSME Development

The findings carry practical implications for microenterprise support programs and entrepreneurship education alike. First, the tension between the owner's fixed-price, fixed-portion strategy and rising ingredient costs (Section 3.5) offers a ready-made decision-making scenario for entrepreneurship instruction, in which learners can be asked to weigh the same trade-off the owner faced before being shown how she resolved it in practice. Second, at the level of business strategy, the case illustrates that innovation and resilience among micro-enterprises need not be

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technological (Ayinaddis, 2022, 2023), offering microenterprise support programs and entrepreneurship educators a counter-example to the assumption that competitiveness depends on adopting new technology. Third, the business's financial overview (Section 3.3) and operational structure (Section 3.2) illustrate how a resource-constrained enterprise can remain viable through disciplined cost and portion management rather than through pricing flexibility, a pattern relevant to microfinance and MSME-assistance programs seeking realistic benchmarks for comparable businesses. These implications are proposed rather than tested: they have not yet been piloted with entrepreneurship students or MSME-program participants, and their practical effectiveness remains to be evaluated.

4. Conclusion

Warung Mbak Luluk illustrates how a small, family-run food business can sustain more than a decade of operation by prioritizing consistency in price, portion, and service. Despite starting in a low-traffic, swampy location in 2013 and continuing to face fluctuating ingredient costs, the business has, by the owner's estimate, grown into an operation earning Rp700,000-800,000 in daily turnover and Rp6-9 million in monthly net profit, while retaining its signature dishes, family ownership, and manual management style. Its approach to innovation and problem-solving centers on service quality and steady pricing rather than digital platforms or discounting, consistent with the view that innovation in micro-enterprises need not be technological but can emerge from simple, consistent workplace practices (Ayinaddis, 2022, 2023). Theoretically, this single case offers an illustration consistent with the family embeddedness perspective (Aldrich & Cliff, 2003) and the migrant entrepreneurship literature (Dheer, 2018; Elo et al., 2024), suggesting how the two may intersect in practice: a migrant owner's family-based identity, expressed through the stall's name and regional banner, appears to operate alongside, rather than separately from, an incremental, service-centered model of innovation (Ayinaddis, 2022, 2023). This integrated reading addresses, in a preliminary way, the research gap identified in the Introduction and suggests that future research on informal-sector resilience could treat migrant identity, family governance, and innovation behavior as interacting rather than independent explanatory factors. Practically, the case suggests that resource-constrained food businesses may sustain competitiveness through disciplined consistency in price, portion, and service rather than through costly technological or promotional investment, an insight relevant to MSME support programs and entrepreneurship curricula alike. As developed in Section 3.7, the case also provides a locally grounded resource that entrepreneurship educators and MSME support programs can adapt into practical training material. As a single-site, single-interview case study relying on the owner's own account, these findings describe one family-run food business rather than the broader population of similar enterprises in Indonesia, and transferability to other settings should be judged by the reader against the contextual detail provided in Section 3.1. Future research could extend this work by conducting additional visits and incorporating the perspectives of employees or regular customers; could adopt a multiple-case design to test whether the consistency-oriented strategy identified here generalizes across other family-run food stalls in similar informal-economy settings; and could pilot the practical implications outlined in Section 3.7 with entrepreneurship students or MSME-program participants to evaluate their real-world effectiveness.

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