Indonesian Journal of Multidisciplinary on Social and Technology
Homepage: https://journal.ilmudata.co.id/index.php/ijmst
Vol. 4 No. 3 (2026) pp: 8525-8533
P-ISSN: 2986-6790, e-ISSN: 2986-6782

Entrepreneurship Mini Research Report: An Analysis of Innovation and Creativity in the Angkringan Nyusuu Business

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Abstrak

Sektor Usaha Mikro, Kecil, dan Menengah (UMKM) dalam industri kuliner memiliki peran penting dalam mendukung perekonomian masyarakat, dan angkringan menjadi salah satu bentuk usaha kuliner tradisional yang masih menjadi pilihan masyarakat di tengah banyaknya usaha kuliner yang ada. Namun, pelaku usaha dituntut untuk beradaptasi dengan melakukan inovasi dan kreativitas agar tetap bisa bersaing di tengah kondisi tersebut. Melalui metode penelitian kualitatif, penelitian ini bertujuan untuk menganalisis dan mengidentifikasi gambaran umum usaha ini, meliputi operasional dan struktur organisasi, gambaran profitabilitas, kreativitas dan inovasi, tantangan dan hambatan serta strategi mengatasinya, hingga merumuskan pembelajaran dari dinamika perjalanan usaha Angkringan Nyusuu guna memperkuat dan mengembangkan jiwa kewirausahaan. Metode pengumpulan data yang digunakan dalam penelitian ini adalah observasi, wawancara dan dokumentasi. Informan utama dalam penelitian ini adalah pemilik usaha dan dua karyawannya. Hasil penelitian menunjukkan bahwa Angkringan Nyusuu menerapkan beberapa inovasi dan kreativitas seperti modifikasi konsep tempat, penyediaan hiburan berupa papan dan kartu permainan, pemanfaatan teknologi pembayaran, aplikasi order, dan media sosial sebagai tempat promosi, serta perhatian terhadap tren pasar, sehingga Angkringan Nyusuu masih bisa eksis di tengah usaha serupa di Makassar. Hal tersebut dibuktikan dengan keadaan tempat usaha yang selalu cukup ramai terutama saat akhir pekan, dan omzet bulanannya mencapai 10-30 juta. Meski demikian, usaha ini masih perlu memperhatikan beberapa hal termasuk pelayanan dan transparansi ketersediaan menu setiap harinya.

Kata Kunci: UMKM, Kuliner, Inovasi dan Kreativitas, Angkringan

Abstract

The Micro, Small, and Medium Enterprise (MSME) sector in the culinary industry plays a significant role in supporting the economic well-being of communities. Angkringan, as a form of traditional culinary enterprise, remains a popular choice among consumers amid the growing number of culinary businesses. However, business owners are required to adapt by fostering innovation and creativity in order to remain competitive under these circumstances. Employing a qualitative research approach, this study aims to analyze and identify the general characteristics of Angkringan Nyusuu, including its operations and organizational structure, profitability, creativity and innovation, challenges and obstacles, and strategies for addressing them. Furthermore, this study seeks to formulate lessons learned from the business dynamics and development of Angkringan Nyusuu as a means of strengthening and developing an entrepreneurial mindset. The data were collected through observation, interviews, and documentation. The primary informants in this study were the business owner and two employees. The findings indicate that Angkringan Nyusuu has implemented various forms of innovation and creativity, including modifications to its business concept and physical setting, the provision of entertainment facilities such as board and card games, the utilization of digital payment technology, ordering applications, and social media as promotional platforms, as well as responsiveness to market trends. These initiatives have enabled Angkringan Nyusuu to maintain its presence amid the competition from similar businesses in Makassar. This is evidenced by the consistently high customer traffic at the establishment, particularly on weekends, as well as its monthly turnover, which ranges from IDR 10 million to IDR 30 million. Nevertheless, the business still needs to improve several aspects, particularly service quality and transparency regarding the availability of menu items on a daily basis.

Kata kunci: MSME, Culinary, Innovation and Creativity, Angkringan

1. Background

Micro, Small, and Medium Enterprises (MSMEs) serve as both the foundation and backbone of Indonesia's national economy due to their highly significant role in promoting economic equity (A. T. Putri et al., 2026). Within the culinary industry, this sector plays a vital role in supporting community livelihoods and reflecting

Indonesia's local cultural identity. One traditional business that demonstrates notable resilience and economic contribution is the *angkringan*.

Historically, *angkringan* traditionally characterized by tarpaulin-covered wooden pushcarts illuminated by dim lanterns flourished and rapidly expanded in Central Java and the Special Region of Yogyakarta before spreading across the archipelago. This culinary business concept is widely recognized as an inviting gathering spot offering a distinctive atmosphere (Nugraha, 2023). As a traditional culinary enterprise, *angkringan* remains a popular public choice due to its affordable pricing, relaxed ambiance, and adaptable operational model across diverse locations (Efryanda et al., 2025).

Along with its evolution, the phenomenon of modern, innovative *angkringan* concepts has emerged to meet shifting market preferences, as commonly observed in urban centers. This shift is driven by changing public expectations regarding public interaction spaces (*tempat nongkrong*), moving beyond the mere provision of food and shelter to emphasize comfort, affordability, and quality social interaction. However, amidst intensifying business competition across various sectors, MSMEs are compelled to continuously elevate quality and innovate to ensure sustainable growth and survival within a competitive market environment (Purba et al., 2023).

Innovation and creativity are crucial elements in sustaining business resilience. The rapid pace of change, particularly in the contemporary era, inherently poses a distinct challenge for every MSME. The application of innovation and creativity facilitates rapid adaptation to market dynamics and evolving customer demands. This enables enterprises to discover novel and effective solutions amidst uncertainty, while also allowing them to align with market trends and shifting customer preferences, thereby ensuring their continued relevance within a highly dynamic environment (Khin & Ho, 2019; Khan et al., 2020, as cited in Putri et al., 2025). Consequently, when establishing a business, entrepreneurs must possess diverse innovative capabilities to generate novel value that enhances their business models amidst intense entrepreneurial competition (Sadikin, 2025).

One MSME that continuously strives to adapt to current market competition and technological advancements through its innovation and creativity is *Angkringan Nyusuu*. Operating within the culinary sector, *Angkringan Nyusuu* is an enterprise offering a selection of pure cow's milk beverages alongside a diverse array of food items and flavors. This enterprise has generated substantial sales volume from 2024 to the present. Throughout its business journey, *Angkringan Nyusuu* has implemented various innovations to remain a preferred choice among consumers. This context prompted the researchers to analyze and identify the general characteristics of Angkringan Nyusuu, including its operations and organizational structure, profitability, creativity and innovation, challenges and obstacles, and strategies for addressing them. Furthermore, this study seeks to formulate lessons learned from the business dynamics and development of Angkringan Nyusuu as a means of strengthening and developing an entrepreneurial mindset.

2. Research Method

2.1. *Object, Time and Place of Research*

This study employs a qualitative method with a descriptive approach to achieve the research objectives. The research sample was determined by selecting the research object based on specific criteria established by the researchers in alignment with the study's objectives (Sugiyono, as cited in Maisarah et al., 2025). The selected business for this study is a culinary MSME in Makassar City, specifically *Angkringan Nyusuu*, as this enterprise has successfully sustained its operations since its establishment through the continuous application of innovation and creativity. The subjects of this research comprised the business owner and two employees. The research was conducted from August 31 to September 6, 2026.

2.2. *Data Collection Technique*

This study was conducted through direct field observation, with *Angkringan Nyusuu* serving as the primary subject of investigation. The research process entailed observing the phenomenon in detail to enrich the dataset. Specifically, the study observed and collected data regarding the operational and organizational structure, profitability overview, creativity and innovation, challenges and obstacles, along with corresponding mitigation strategies, as well as lessons learned from the dynamics of the business journey.

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Furthermore, semi-structured interviews were conducted with the business owner and two employees regarding aspects relevant to the research objectives. Field observations were executed using a structured observation checklist, whereas interviews were conducted by audio-recording the sessions and administering questions based on an interview guide/protocol. Additionally, collected documentation included photographs of the business location and products (partially retrieved from *Nyusuu*'s Instagram account) alongside customer satisfaction reviews from Google Maps.

2.3. *Data Analysis Technique*

This study constitutes descriptive qualitative research, employing the data analysis stages of data reduction, data display, and verification/conclusion drawing. Data reduction was utilized to summarize and extract core findings from the interview transcripts; data display served to organize and present the data in narrative descriptive form; and verification and conclusion drawing were performed to articulate final findings regarding the business's innovation and creativity.

3. Results and Discussion

3.1. *Research Result*

Operational Aspects and Organizational Structure

The *Angkringan Nyusuu* is highly accessible, situated strategically roadside at 191 Sultan Alauddin Street, Makassar, adjacent to the Makassar Class I Correctional Facility. The enterprise is owned by Fadila Muhammad Arlan, who employs six to seven staff members to manage daily operations. Operationally, the business begins its daily activities in the evening at 6:30 p.m. and continues until midnight on weekends. On weekdays, the business operates until 11:30 p.m.

Extract 1:

> *"Yang owner nanti pergi beli kak, jadi ownernya nanti lihat list apa yang mau dibeli."*

The owner will go to buy it, so the owner will see the list she wants to buy.

Extract 2:

> *"Untuk struktur tim, benar kak, sistem kerja karyawan cukup fleksibel. Jadi karyawan tidak hanya terpaku pada satu tugas saja, tetapi dapat saling membantu sesuai dengan kondisi dan kebutuhan. Misalnya ada yang membantu menyiapkan pesanan, memanggang atau membakar roti, membuat susu, mengantar pesanan ke meja pelanggan, sampai membantu bagian pembayaran. Jadi lebih mengutamakan kerja sama tim agar pelayanan tetap berjalan dengan baik"*

For team structure, it's true, the employee work system is quite flexible. So, employees are not only fixated on one task, but can help each other according to conditions and needs. For example, there are those who help prepare orders, bake or bake bread, make milk, deliver orders to customers' tables, and help with the payment department. So, prioritize teamwork so that the service continues to run well.

For procurement and inventory management, the business applies a flexible workflow. In extract 1, the employee which interviewed explained that employees are responsible for recording raw materials that are running low, after which the owner personally purchases the items listed. Then the owner's answer in extract 2 also emphasizes about business management that this business applies in a simple way, flexible, and directly centralized under the owner, without intermediate managerial levels. Important matters, such as operational problems, are reported directly to the owner.

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Monthly or Annual Profitability

Extract 3:

> *"Selain bulan Ramadan, penurunan penjualan juga bisa terjadi pada kondisi tertentu, misalnya ketika cuaca kurang mendukung atau hujan, karena Nyusuu merupakan usaha yang mengandalkan pelanggan yang datang langsung ke lokasi. Selain itu, penjualan juga dapat mengalami penurunan pada waktu-waktu tertentu ketika pelanggan sedang memiliki kesibukan atau daya beli masyarakat sedang menurun. Jadi, penjualan memang tidak selalu stabil setiap hari"*

In addition to the month of Ramadan, a decrease in sales can also occur in certain conditions, for example when the weather is not favorable or rainy, because Nyusuu is a business that relies on customers who come directly to the location. In addition, sales can also decline at certain times when customers are busy or people's purchasing power is declining. So, sales are not always stable every day.

From the extract, the owner explained most notable revenue decline occurs during Ramadan, as nighttime activity decreases while the target demographic focuses on religious observance. Sales also drop during unfavorable weather, such as the rainy season, because the business relies heavily on physical dine-in customers. Additional fluctuations occur when general consumer purchasing power weakens or when target customers are preoccupied with alternative activities.

Extract 4:

> *"Sepuluh sampai tiga puluh per bulan. Kalau per hari minimal satu ke atas tergantung dari keramaian. Ada momen menurun sekali pas puasa kayaknya, karena rata-rata orang kalau malam sibuk beribadah semua, jadi agak-agak menurun"*

Ten to thirty per month. If it is at least one or more per day depending on the crowd. There is a moment of decline once during fasting, it seems, because the average person when the night is busy all worshiping, so it is somewhat decreasing.

From extract 4, which is an explanation from one of the employees interviewed by the researcher, who explained the gross monthly revenue of Nyusuu Angkringan ranges from IDR 10 million to IDR 30 million, with daily revenue reaching a minimum baseline of IDR 1 million depending on visitor volume and online order intensity.

Creativity and Innovation Implemented

Extract 5:

> *"Menurut saya, yang paling berpengaruh adalah konsep tempat dan suasana yang dibuat nyaman untuk nongkrong. Selain produk minuman yang menjadi menu utama, pelanggan juga datang karena bisa berkumpul bersama teman dan menikmati suasana tempat. Adanya fasilitas tambahan seperti board game juga menjadi salah satu daya tarik. Jadi, pelanggan tidak hanya datang sekali untuk membeli produk, tetapi bisa kembali lagi karena merasa nyaman dengan tempat dan suasananya."*

In my opinion, the most influential thing is the concept of the place and the atmosphere that is made comfortable to hang out. In addition to the beverage products that are the main menu, customers also come because they can gather with friends and enjoy the atmosphere of the place."

The owner's explanation above shows that the business was designed to be simple and comfortable for customers who want to enjoy a relaxed atmosphere accompanied by reasonably priced menu items. However, the observations of researchers found that employees were still not quick enough to clean tables after customers left, and the business's front banner appeared worn.

This business also provides board and card games. Many card games are available. This facility is intended to increase the establishment's appeal. Customers may borrow and play the games while gathering with friends or waiting for their orders.

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Product innovation is carried out adaptively by adding new beverage flavors and expanding the food menu in line with culinary trends. As shown in the figure above, customers can choose from various grilled items (suki), starting at IDR 3,000, as well as appetizing toast options. In addition, the angkringan's signature beverage is pure cow's milk with various flavor additions. The beverages are served either hot or cold. However, direct observation showed that not all menu items were always available.

Accordingly, Angkringan Nyusuu has adopted QRIS as a fast cashless payment method. This has had a positive effect on business operations, particularly by improving customer interaction and operational efficiency. The business can also be ordered through GoFood, GrabFood, and ShopeeFood, making it easier for customers who cannot or are unable to visit the location.

The business can also be ordered through GoFood, GrabFood, and ShopeeFood, making it easier for customers who cannot or are unable to visit the location. With this service, business actors also need to pay more attention to the waiters, especially the speed of the dish. The figure above presents findings from comments on the business's google maps listing. On several occasions, customers had to wait for a long time, which caused disappointment and resulted in low ratings. This has become a concern for the business, which is attempting to improve its service.

Extract 6:

> *"Lebih sebenarnya untuk endorse, di media sosial"*

More actually to endorsement, on social media.

The employee's answer above is answered researcher question about the product marketing techniques that have been carried out so far. It is become one of reason for the accounts of this business have many followers, and the posts have reached a broad audience. Therefore, it is understandable that the business continues to receive many visitors.

Extract 7:

> *"Untuk lokasi usaha, tempat yang digunakan merupakan disewa. Mengenai parkir, kami berusaha mengatur agar pelanggan tetap merasa nyaman ketika datang ke Nyusuu. Kami juga memperhatikan keberadaan tukang parkir agar tidak memaksa pelanggan atau memberikan tarif yang tidak wajar. Jika ada tukang parkir liar yang mengganggu kenyamanan pelanggan, sebisa mungkin kami komunikasikan dan berkoordinasi agar masalah tersebut tidak terjadi. Karena kenyamanan pelanggan merupakan salah satu hal yang penting dalam menjalankan usaha."*

For business locations, the place used is rented. Regarding parking, we try to arrange so that customers still feel comfortable when coming to Nyusuu. We also pay attention to the existence of parking attendants so as not to force customers or give unreasonable rates. If there are illegal parking attendants who interfere with customer comfort, we communicate and coordinate as much as possible so that these problems do not occur. Customer comfort is one of the important things in running a business.

The extract is the explanation of owner Nyusuu Angkringan about the spacious and free parking provided for customer comfort.

Challenges and Obstacles

Nyusuu Angkringan has encountered several internal and external challenges: (1) Starting independently post-graduation with limited personal finances and an initial workforce of only one employee, requiring the owner to participate directly in frontline operations. (2) High reliance on dine-in visitors makes revenue vulnerable to adverse weather and rainy seasons. (3) Periodic drops in revenue occur during specific periods such as Ramadan and times of reduced public purchasing power. (4) Rapidly shifting market trends require high sensitivity to prevent the business concept from becoming obsolete. (5) Operational shortcomings in order fulfillment have occasionally led to negative public reviews, prompting active service remediation.

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Strategies for Addressing Problems

To address the problems described above, the owner applies a participatory leadership management style:

Extract 8:

> *"Kalau menghadapi masalah, biasanya tidak langsung mengambil keputusan sendiri. Saya juga berdiskusi dengan karyawan karena mereka yang terjun langsung melayani pelanggan dan mengetahui kondisi di lapangan. Selain itu, saya juga bisa meminta pendapat dari keluarga atau teman jika masalahnya berkaitan dengan pengembangan usaha. Menurut saya, berdiskusi penting karena terkadang orang lain bisa memberikan sudut pandang yang berbeda dan solusi yang belum terpikirkan sebelumnya."*

When faced with a problem, I usually don't make my own decisions right away. I also discuss with employees because they are directly involved in serving customers and know the conditions in the field. In addition, I can also ask for opinions from family or friends if the problem is related to business development. In my opinion, discussion is important because sometimes other people can give different perspectives and solutions that have not been thought of before.

From the interview result above, whenever operational problems occur, the owner does not make decisions unilaterally but opens a discussion with employees who interact directly with customers and the operational environment. The owner is also willing to seek advice and feedback from family members, close friends, and customers in order to obtain new and constructive perspectives.

Extract 9:

> *"Kedepannya pasti ingin terus melakukan pengembangan, baik dari segi menu maupun konsep tempat. Kami juga ingin melihat perkembangan tren dan keinginan pelanggan karena selera konsumen, terutama anak muda, cepat berubah. Jadi, inovasi akan dilakukan secara bertahap agar Nyusuu tetap menarik dan tidak ketinggalan dengan usaha lainnya."*

In the future, we definitely want to continue to develop, both in terms of menu and place concept. We also want to see the development of trends and customer desires because consumer tastes, especially young people, are changing rapidly. So, innovation will be carried out gradually so that Nyusuu remains attractive and does not lag behind other businesses.

The extract 9 explained how this business anticipates rapidly changing preferences among young people and market competition. The owner applies a gradual and flexible menu-innovation strategy that follows market trends.

Lessons for Developing an Entrepreneurial Spirit

The evolutionary journey of Nyusuu Angkringan provides practical insights for fostering an entrepreneurial spirit: (1) The Courage to Build Financial Independence: Entrepreneurship often emerges from the necessity to build self-sufficiency, demonstrated by the owner's perseverance in launching a small-scale business post-graduation. (2) The Ability to Adapt Opportunities (Observe, Imitate, and Modify): Adopting external business concepts requires critical contextualization to match local market cultures and consumer preferences. (3) A Customer-Experience-Oriented Approach: Modern culinary success relies heavily on selling an experience combining comfortable physical spaces, entertainment amenities, and transparent service delivery. (4) Humble and Collaborative Leadership: Sustainable business growth requires an open-ended leadership approach that values feedback from employees, customers, and partners. (6) Continuous Adaptability: Maintaining competitiveness requires ongoing responsiveness to digital technology, delivery platforms, and evolving social media trends.

3.1. *Discussion*

Based on the data analysis derived from the interview with the business owner, *Angkringan Nyusuu* has established clear business objectives, namely to provide high-quality products at affordable prices while ensuring excellent and comfortable service for its customers as well as applying various innovations and creativity in facing existing challenges. Closely aligned with these objectives, the core values prioritized and maintained by this enterprise

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include customer satisfaction and comfort, product quality, hygiene, and prompt, friendly service. Establishing these elements is crucial for guiding the direction of business development. A business entity equipped with a motivating vision and a robust mission is capable of establishing a competitive advantage and enhancing long-term performance (Maharani et al., 2024).

Furthermore, while the business has established operational hours, specific job descriptions for individual employees remain undefined (operating on a flexible work basis). This ambiguity can lead to an over-reliance among employees; for instance, the researchers observed delays in clearing tables after customers had departed. Regarding the operational location, the researchers evaluated it as highly strategic, as it is situated alongside a main arterial road, ensuring easy customer access. According to Ramadhanisa & Mustofa (2023), site selection is a critical business strategy for attracting customers and effectively achieving business objectives. However, observational findings indicate that the visibility of the premises is partially obstructed by a hollow fence, and the current promotional banner is worn out and poorly visible, necessitating immediate replacement.

Current societal trends, particularly among the youth, indicate that preferences are no longer solely focused on the available food and beverages, but also heavily emphasize comfortable hangout spaces, aesthetic appeal, and the social experience (Efryanda et al., 2025). The manifestation of creativity and innovation at *Angkringan Nyusuu* involves merging the traditional *angkringan* concept indigenous to Yogyakarta with modern stylistic touches relevant to contemporary youth preferences. The most prominent innovation is evident in the spatial design and atmospheric creation. The enterprise is designed not merely as a venue selling milk-based beverages, but has been developed into a comfortable and relaxed communal space for socializing.

According to Mardikaningsih & Darmawan (2023), amidst rapid technological advancements, adapting business paradigms is an absolute necessity to enable enterprises to continuously innovate and enhance competitive advantage. Consequently, many businesses have leveraged technology in their operational processes, particularly through transactional services utilizing QRIS (cashless payments). *Angkringan Nyusuu* has integrated this rapid payment method since its inception as a core component of its technology adoption strategy. This initiative has undoubtedly yielded a positive impact on business operations, particularly in elevating customer interaction and operational efficiency.

Furthermore, the owner implements a gradual and flexible menu innovation strategy that aligns with market trends to accommodate the rapidly shifting consumer preferences, particularly among the youth demographic. This is in accordance with Naim et al., (2023), who postulate that in navigating diverse consumer behaviors, MSMEs must adopt targeted marketing strategies encompassing compelling branding, effective promotional campaigns, relevant menu offerings, and excellent customer service to successfully attract and retain clientele.

Then, the enterprise's menu items are accessible through online food delivery platforms such as GoFood, GrabFood, and ShopeeFood, effectively accommodating customers who are unable or constrained to visit the physical venue directly. Culinary entrepreneurs must seize the opportunities offered by such applications to foster business growth, expand market reach, and ultimately increase sales volume and revenue (Indriany et al., 2022). In addition, promotion has a positive and significant influence on purchasing decisions, indicating that promotional activities can persuade consumers and influence their decisions in local *angkringan* businesses (Wijaohari et al., 2025). This creates an opportunity for visual promotion; accordingly, *Angkringan Nyusuu* consistently promotes its products on Instagram and TikTok with the assistance of content creators through endorsements.

Another noteworthy strategy implemented by this enterprise to enhance customer engagement and comfort is the provision of board and card games, along with free parking facilities. Although most business establishments provide parking space, the presence of parking attendants frequently becomes a source of customer dissatisfaction particularly when parking is designated as free, yet illegal parking attendants continue to collect fees arbitrarily. Such practices violate public facility regulations, disadvantage consumers, and undermine business reputation (Ladia et al., 2025). Consequently, the owner and staff of *Nyusuu* actively monitor parking activities to safeguard customer comfort, prioritizing proactive communication and coordination should any unauthorized issues arise. For the owner of *Nyusuu*, ensuring customer comfort remains a primary operational priority.

Finally, with regard to service, the business continues to improve its performance because one of its goals and guiding principles is to provide customers with good, fast, and comfortable service.

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3.1. *Relevance to Research Objectives*

Based on the aforementioned research findings, the owner of *Angkringan Nyusuu* has effectively implemented innovation and creativity in managing the enterprise. This is evidenced by several key initiatives: the adoption of a modern conceptual design; the provision of complimentary board and card games for customer entertainment; the availability of free and spacious parking facilities; affordable pricing coupled with a diverse menu; and consistent social media marketing on Instagram and TikTok, where the use of endorsements has significantly broadened promotional reach. Furthermore, integration with online food delivery platforms (GoFood, GrabFood, and ShopeeFood) generates supplementary revenue streams, thereby mitigating reliance on direct dine-in patronage. Overall, it is evident that *Angkringan Nyusuu* in Makassar comprehensively understands the critical role of innovation and creativity in sustaining and developing a business.

4. Conclusions

Angkringan Nyusuu is a culinary enterprise in Makassar inspired by the traditional Yogyakarta *angkringan* model, targeting the general public with a primary demographic focus on young adults and students. The enterprise aims to deliver high-quality products at accessible price points while ensuring a comfortable and highly satisfactory customer experience. Supported by a workforce of seven operational employees, *Angkringan Nyusuu* generates a gross monthly revenue ranging from IDR 10 million to IDR 30 million. The enterprise's competitive advantage lies in its innovative fusion of a traditional street culinary concept with modern amenities, including complimentary parking facilities, board and card games, cashless payment infrastructure via QRIS, and integration with major online food delivery platforms. Nonetheless, the business encounters recurring challenges, such as seasonal revenue fluctuations, weather-dependent operational constraints, and dynamic shifts in consumer preferences. These challenges are strategically mitigated through participatory leadership and continuous menu adaptations. Ultimately, the developmental trajectory of *Angkringan Nyusuu* underscores the significance of contextualizing external business models to align with local market dynamics, all while prioritizing customer comfort and product affordability.

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