Business Strategy Development with Business Model Canvas and Value Proposition Canvas (Case Study: Frozen Food Redbox)

Hana Shahila Maharani*, Muhammad Iqbal Alamsyah
Universitas Telkom, Indonesia
Email: hanashahila@student.telkomuniversity.ac.id*

ABSTRACT

The development and changes in people's lifestyles, especially in Indonesia, show an increasing preference for practical, economical, fast, and delicious food. This encourages increased consumption of food products known as ready-to-serve, namely fast food that has been cooked and can be stored in various ways, including frozen processed food. This study aims to evaluate and formulate the Redbox Frozen Food business strategy using the Business Model Canvas (BMC) and Value Proposition Canvas (VPC) approaches. The research method used is qualitative, with data collected through semi-structured interviews with management and customers. Based on the analysis of the Value Proposition Canvas (VPC) and Business Model Canvas (BMC), Redbox Frozen Food is considered to have a good understanding of consumer needs, such as practicality, time-saving, and ease of serving, and serves as a solution for small business actors. Redbox also excels in terms of strategic location, competitive prices, and friendly service, although it still faces obstacles in its online ordering system and stock availability. Redbox's business model is quite solid, with customer segments including housewives, small business owners, and busy individuals, as well as distribution channels through physical stores, WhatsApp, and marketplaces. Recommended development strategies include strengthening digital services such as automated chatbots, expanding to other marketplace platforms, diversifying the market to student and single-worker segments, and implementing digital stock management. To build customer loyalty, Redbox can also create a membership program and provide educational content.

| KEYWORDS | *Business Model Canvas, business strategy, MSMEs, Redbox Frozen Food, Value Proposition Canvas,* |

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are one of the main pillars of the Indonesian economy. Based on data from the Ministry of Cooperatives and SMEs, the number of MSMEs in Indonesia in 2022 will reach around 65.46 million business units. This sector contributes 61.07% to the national Gross Domestic Product (GDP) and absorbs more than 97% of the workforce (Kemenkop UKM, 2022). The role of MSMEs is very important, not only in maintaining economic stability, but also in creating jobs for the community (Azzahra & Prabowo, 2024) . Interestingly, MSMEs have also proven to have strong resilience when facing various challenges, ranging from monetary crises to global pandemics. Currently, the development of SMEs is increasingly receiving attention from various parties, including the government and the community. The empowerment of SMEs must be directed to encourage the emergence of new entrepreneurs in sectors that have high productivity. Sectors that base their growth on local knowledge, technology and resources (Tricahyono et al., 2018).

The development and change of people's lifestyles, especially in Indonesia, show a growing preference for practical, economical, fast and delicious food. This encourages an increase in the consumption of food products known as ready-to-serve, which are fast food that has been cooked and can be stored in various ways, including in the form of frozen processed foods. Product frozen food it has been packaged and frozen so that it is ready to be cooked and

consumed at any time (MMI in Wicaksana et al., 2021). Among the various MSME sectors, the food and beverage industry is one of the most dynamic and fast-growing, especially in the ready-to-eat and frozen food segments. According to data from the Central Statistics Agency (BPS), the food and beverage industry recorded a growth of 4.90% in 2022, driven by consumption trends frozen food which continues to increase, along with the lifestyle of urban people who prioritize practicality. Product frozen food is increasingly in demand because they have a longer shelf life, maintained taste quality, and relatively stable nutritional content (BPS, 2023; Setiawan & Pratama, 2023).

In this regard, the frozen food industry is one of the sectors that has experienced rapid growth and has become an important part of modern lifestyles. The products in this category are very diverse, including meat, fish, vegetables, ready-to-eat foods, to desserts (Rochmad et al., 2023). The advantages of frozen food lie in its longer shelf life, its ability to reduce food waste, and the convenience it offers in the serving process.

The development of digital technology, especially e-commerce, has also encouraged the spread of frozen food products to a wider range of consumers (Harsari, 2025a; Harsari, 2025b). According to the Indonesian Internet Service Providers Association (APJII), the number of internet users in Indonesia in 2022 reached 215.63 million people (APJII, 2022). Interestingly, around 66.2% of consumers prefer to shop for food online through e-commerce platforms (APJII, 2022; Katadata, 2022; Harsari, 2025c). This condition opens great opportunities for frozen food business actors to expand the market and increase turnover using digital platforms (Harsari, 2025a; Harsari, 2025b).

One of the MSMEs engaged in frozen food is Redbox Frozen Food. Redbox Frozen Food strives to meet the community's need for quality food products by offering a variety of products, such as sausages, nuggets, chicken, beef, ice cream, etc. To expand the market reach, Redbox is also active in using social media and delivery applications. Redbox's commitment to quality is reflected in its responsive service to customer needs and the implementation of good hygiene standards.

During the COVID-19 pandemic, the demand for frozen food products increased dramatically as many people chose to stay at home and look for food that was practical and long-lasting. At that time, Redbox even became the fastest-selling frozen food store on Shopee for the Bogor area, with an average of 500 orders every day. This success cannot be separated from a strong marketing strategy, starting from the use of social media, collaboration with influencers, to competitive price quotes without compromising on quality. In addition, Redbox is also known for its clean, neat store comfort, with a large parking area, and friendly service from staff who have been trained according to the SOP. No wonder many customers feel satisfied and loyal.

Based on the results of the 2024 interview, it is known that Redbox Frozen Food sales data throughout the year shows a fairly dynamic pattern, with fluctuations influenced by seasons, promotions, and certain moments. Sales tend to be low at the beginning of the year, especially January and July, due to the effects of the post-holiday and travel season. However, it began to rise sharply ahead of Ramadan in March and peaked in April, driven by large stocks and high frequency of repeat orders. After Eid, there was a sharp decline in May, but it returned to stability in June. August also recorded a significant increase thanks to the promotion of independence. Towards the end of the year, shopping trends increased, especially in November

and peaked in December, fuelled by the Christmas moment, school holidays and family stock shopping. December was the month with the highest monthly income, which was IDR 155 million. This data shows the importance of seasonal momentum and promotional strategies in driving sales.

(Haryani et al. 2023) in their research stated that frozen food MSMEs have a great opportunity to develop through the optimization of digital channels and the creation of a pleasant shopping experience. Vivian has managed to create differentiation through product specialization such as premium durian combined with TikTok-based promotional strategies and wholesale price offers, which can be used as an inspiration for Redbox, not as a direct competitor, but as a reference for local business models that have a different approach but are still relevant.

In terms of marketing, Redbox still relies on Instagram, Shopee, and personal communication via WhatsApp. This strategy is quite effective in maintaining closeness with customers, but it cannot compete with the approach of Durian Vivian who has actively used platforms such as TikTok for massive promotions. Vivian's main products such as premium peeled durian also provide its own exclusivity and attractiveness, something that Redbox does not fully possess with its MSME curation model. Even in terms of turnover and operational scale, Durian Vivian excels with greater daily revenue potential and multi-branch distribution strategy that allows them to reach more customers.

Although Redbox offers a wide range of frozen food products and has experienced significant growth, the company has not yet deeply understood which products really suit the needs and preferences of customers. In addition, the company does not have a clear value to differentiate itself from competitors. As a result, this becomes an obstacle to developing a focused, efficient, and competitive product and business strategy. According to a survey (Nielsen 2022), competition in the frozen food market in Indonesia is indeed getting fiercer, with the emergence of various local and international brands.

Seeing the potential that exists, Redbox still has a great opportunity to grow. Some of the steps that can be taken in the future are expanding market reach to new areas, developing new products such as healthy and organic food, and optimizing online sales again. With cleaner management and the right strategy, Redbox can continue to grow and become a strong player in the frozen food industry.

Based on the above explanation, it can be concluded that Redbox still faces various fundamental challenges in business management. On the other hand, competition in the frozen food industry is getting tighter, driven by the emergence of new brands both locally and internationally. This situation requires Redbox to immediately transform, both in terms of management systems, digital marketing strategies, and product development. Therefore, an in-depth analysis is needed to encourage internal improvement and optimal use of market opportunities, so that Redbox can survive and thrive amid the dynamics of the frozen food industry.

One of the most effective ways to understand a business model while designing a more innovative strategy is through an approach Business Model Canvas (BMC) and Value Proposition Canvas (VPC) (Osterwalder & Pigneur, 2010); Arifin & Nurwanti, 2021). An idea will mean nothing without proper execution. However, executing ideas in a hurry can result in

a waste of time and resources. In the business world, an efficient and fast method is needed to turn an idea into a real venture.

The Business Model Canvas (BMC) is one of the most popular tools among entrepreneurs because of its ability to concisely present the key elements of a business on a single sheet of canvas. Another advantage of BMC is its flexibility in modifying business models quickly. This tool is often used to transform ideas into more concrete business forms by simplifying various complex aspects of the business into core parts that are easy to understand (Setiawan, 2023).

According to (Prabowo, Wolok, and Junus 2025), the Business Model Canvas is a very useful tool for MSME actors in rearranging their business models to be more efficient and directed, This research shows that BMC's visual approach is very helpful for MSMEs to see the relationship between business components in an integrated manner and quickly understood by non-academic management. Thus, BMC is suitable for micro businesses such as Redbox Frozen Food in developing business strategies that are more relevant to market dynamics.

Moreover, Value Proposition Canvas (VPC) This method is an analysis tool used to detail and create value or benefits for customers. Through Value Proposition Canvas (VPC), companies can understand what benefits consumers get when buying products or using the services offered (Rifai & Witriantino, 2022). (Sari and Hidayat 2023), Value Proposition Canvas used to identify in more detail how MSME products and services can provide value to consumers. The study concludes that a deep understanding of "Jobs", "Breads", and "Earnings" Customers enable businesses to refine their product offerings to be more relevant and personalized.

In other words, VPC reinforces the customer-centric in the development of food MSME business models. According to Brillyanes Sanwiri (in Rifai & Witriantino, 2022), VPC consists of two main elements in Business Model Canvas, that is Value Proposition and Customer Segment. The goal of this method is to help describe in a more detailed, simple, and structured manner the value offered to customers.

Although these two approaches have been widely used in various business scales, studies that specifically apply them to micro-scale frozen food MSMEs such as Redbox are still very limited. The importance of this research is to fill the gap and make a real contribution to the development of Redbox's business in the future. This research aims to evaluate Redbox's business model using BMC and VPC approaches, explore various existing challenges and opportunities, and formulate development strategies that can help Redbox increase competitiveness and grow sustainably in the frozen food industry.

RESEARCH METHODS

This study uses a type of descriptive research with a qualitative method based on the philosophy of post positivism. This approach was chosen because the purpose of this research is to explore and understand more deeply about the business model of Redbox Frozen Food, a micro business operating in the frozen food sector. By using qualitative methods, this research is expected to be able to provide richer insights into the experiences, challenges, and expectations of various parties involved, both from the management and customer sides.

Picture 1 Research Stages

  Participants in this study were selected using *the purposive sampling* method, this technique with certain considerations in determining the sample. The data collection stage in this study is through interviews. This study uses primary and secondary data sources. Data analysis in this study was carried out from before entering the field, and after completion in the field. Data Analysis Before in the Field where qualitative research has conducted data analysis before the researcher enters the field. The analysis is carried out on the data from the preliminary study, or secondary data, which will be used to determine the focus of the research. In this study, the data analysis carried out was to look for phenomena that exist in the business scope of the research object. Data Analysis While in the Field is carried out at the time of data collection, and after the completion of data collection within a certain period. At the time of the interview, the researcher analyzed the interviewee's answers. If in this study the answers interviewed after analysis feel unsatisfactory, then the question will be resumed, up to a certain stage. The data analysis in this study uses the data analysis method developed by Miles and Huberman in (Sugiyono, 2016), namely data reduction, data presentation (Data Display) and conclusion drawing and verification.
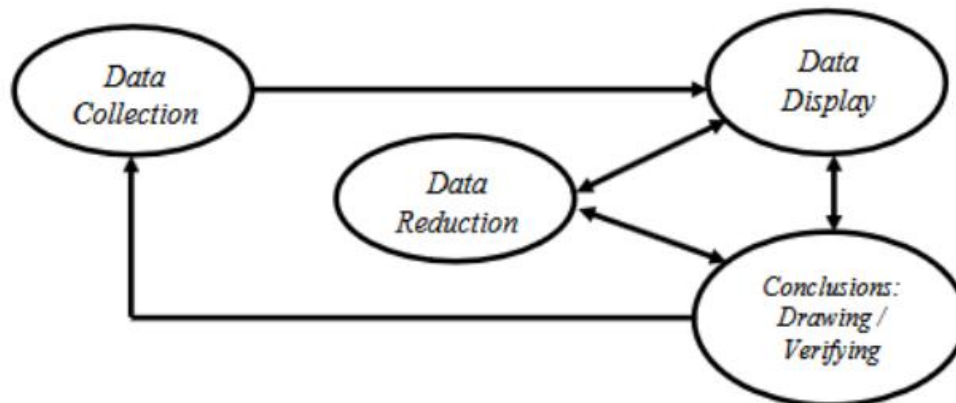
Figure 2. Data Analysis
Source: (Sugiyono, 2016)

RESULTS AND DISCUSSION

  In the process of collecting information, the author has determined several informants who may have met the criteria for informants as they should, which of course is used by informants, namely as a source of data and of course related to this final project research. Informant using the code as in the table below:

Table 1. Data Informant

No	Name	Information
1	Indri should	Owner of Redbox Frozen Food
2	Melanie	Redbox Frozen Food Employees
3	Wedding Planner	Redbox Frozen Food Employees

No	Name	Information
4	Lily	Redbox Frozen Food Employees
5	Jivanti	Redbox Frozen Food Consumers
6	Goddess	Redbox Frozen Food Consumers

Business Model Canvas (BMC) Analysis

   To comprehensively understand Redbox Frozen Food's operational strategy and business structure, the researcher uses the Business Model Canvas (BMC) approach. BMC is a strategic analysis tool, consisting of nine main elements: Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. Through this framework, researchers can systematically map how Redbox creates, delivers, and captures value in the context of the frozen food business.

Table 2. *Current Business Model Canvas* Redbox *Frozen Food*

Business Model Canvas		
Customer Segment	**Value Propositions**	**Channels**
1. Housewives as end users 2. Small business actors such as home caterers and resellers 3. Busy individuals who need practical food	1. Affordable prices with quality maintained 2. Ready-to-cook, practical and time-saving products 3. Informative packaging and easy to store	1. Direct sales in physical stores 2. Booking via WhatsApp 3. Sales through marketplace (Shopee)
Customer Relationship	**Key Resources**	**Key Activities**
1. Friendly, fast and personal service 2. Quick response to questions and complaints 3. Build an emotional connection with customers	1. Stock quality frozen products 2. Operational equipment (freezer, cashier, cellphone) 3. A well-trained work team and an organized work system	1. In-person and online customer service 2. Stock management and checking 3. Packaging and recording of daily transactions
Key Partnership	**Cost Structure**	**Revenue Streams**
1. Frozen food ingredient suppliers (without official partnerships) 2. Marketplace (Shopee) as a digital distribution partner	1. Purchase of products from suppliers 2. Store operating costs (electricity, salaries, internet) 3. Packaging costs and additional labor when crowded	1. Daily in-store sales 2. Online sales via WhatsApp and marketplace 3. Seasonal sales during holidays (Ramadan, Christmas, etc.)

Value Proposition Canvas *(VPC)* Analysis

   The researchers used the Value Proposition Canvas (VPC) approach to take a deeper look at how Redbox builds relevant and meaningful value for its consumers. VPC is part of BMC's development which focuses on two main components, namely Customer Profile (which consists of customer jobs, pains, and gains) and Value Map (which includes products & services, pain relievers, and gain creators). The VPC approach is used to identify specifically what Redbox customers need, feel, and expect, as well as how the company responds to that

through the products and services offered. Through the data from in-depth interviews, the researcher constructed customer profiles and analyzed the value proposition that Redbox built in meeting the needs of its consumers. With this analysis, it is hoped that a more contextual and in-depth understanding of the relevance and effectiveness of value strategies implemented by companies will emerge.
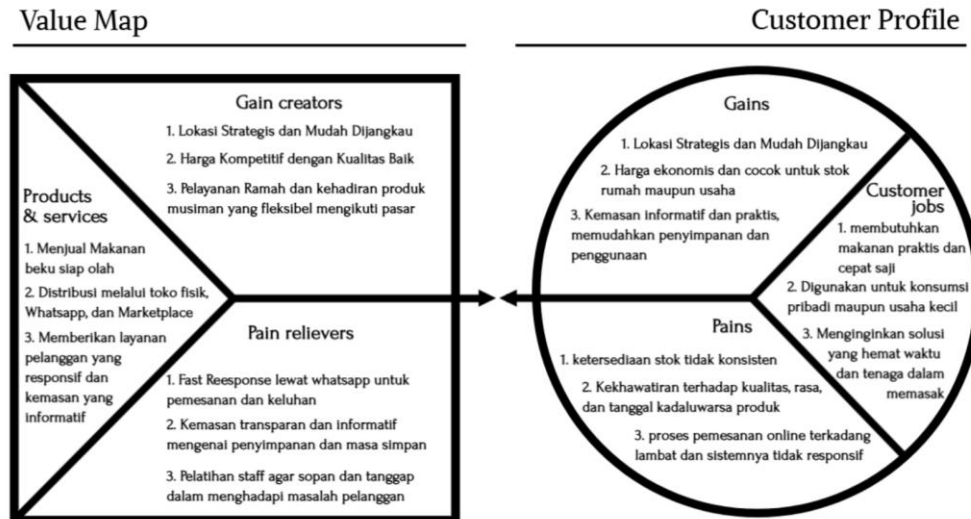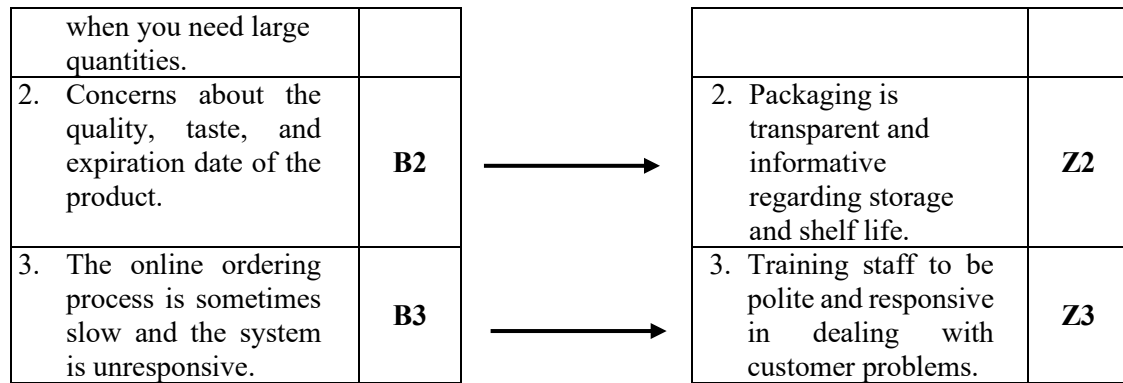

Figure 3. Value Proposition Canvas Drawing before Fitting

Figure 3 shows that the customer profile consists of 9 elements, which are divided into 3 points of customer jobs, 3 points of customer gains, and 3 points of customer pains. Meanwhile, in the value map section, there are also 9 elements that include 3 points of products and services, 3 points of profit creators (gain creators), and 3 points of pain relievers. The fitting process is carried out by evaluating the relationship between each point in the customer profile and the value map. The first step in this process is to match customer jobs points with product and service points.
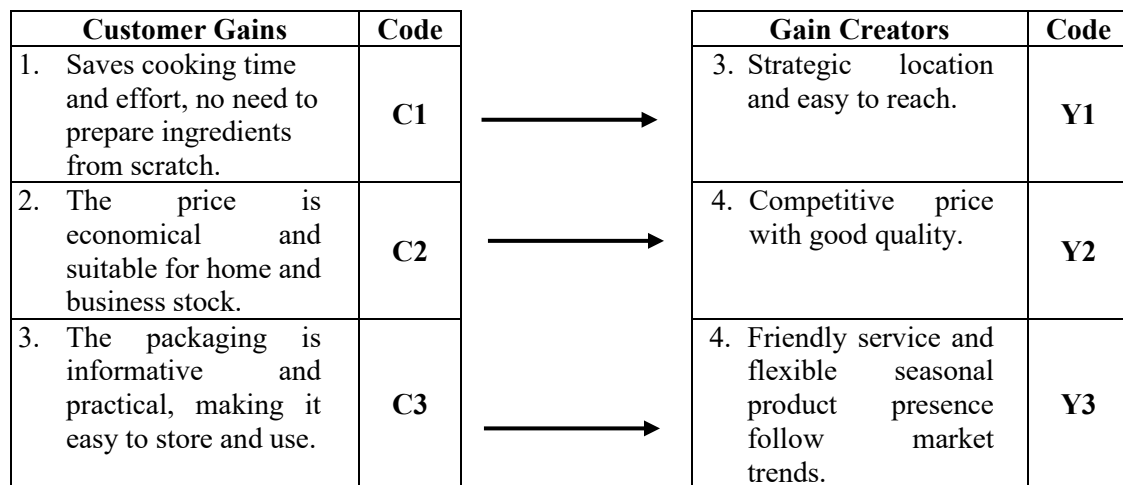
Customer Jobs	Code		Product and Service	Code
1. Requires practical and fast food to support busy daily activities.	A1	→	1. Selling ready-to-process frozen foods: nuggets, sausages, meat, frozen snacks.	X1
2. Used for personal consumption and small businesses (catering/home).	A2	→	2. Distribution through physical stores, WhatsApp, and marketplaces.	X2
3. Want a time- and labor-saving solution in cooking.	A3	→	3. Provide responsive customer service and informative packaging.	X3

Figure 4. *Fitting Customer Jobs* dan *Product & Service* Redbox Frozen Food

Customer Pains	Code		Pain Relievers	Code
1. The availability of stock is inconsistent, making it difficult	B1	→	1. Fast response via WhatsApp for orders and complaints.	Z1

	Code				Code
when you need large quantities.					
2. Concerns about the quality, taste, and expiration date of the product.	**B2**	⟶	2. Packaging is transparent and informative regarding storage and shelf life.		**Z2**
3. The online ordering process is sometimes slow and the system is unresponsive.	**B3**	⟶	3. Training staff to be polite and responsive in dealing with customer problems.		**Z3**

Figure 5. *Fitting Customer Pains* dan *Pain Relievers* **Redbox Frozen Food**

Customer Gains	Code		Gain Creators	Code
1. Saves cooking time and effort, no need to prepare ingredients from scratch.	**C1**	⟶	3. Strategic location and easy to reach.	**Y1**
2. The price is economical and suitable for home and business stock.	**C2**	⟶	4. Competitive price with good quality.	**Y2**
3. The packaging is informative and practical, making it easy to store and use.	**C3**	⟶	4. Friendly service and flexible seasonal product presence follow market trends.	**Y3**

Figure 6. *Fitting Customer Pains* dan *Pain Relievers* **Redbox Frozen Food**

1. **Business Environment Analysis**

To adapt the business model to these external dynamics, a deep understanding of environmental changes is needed so that companies are able to adapt more responsively and strategically.

To understand the scope of business model design as a whole, Osterwalder & Pigneur (2010) suggest mapping of four main areas of the environment, namely:

1. Market Forces – Describes an understanding of consumer needs, market demands, and problems and revenue potential.
2. Industry *Forces* – Explain the factors that affect competition, such as market players, substitution products, and potential new entrants.
3. Key Trends – Covers social, cultural, technological, and regulatory trends that are evolving and impacting businesses.
4. Macroeconomic Forces – Encompasses broad economic factors that impact the global business ecosystem, such as market conditions and economic infrastructure.
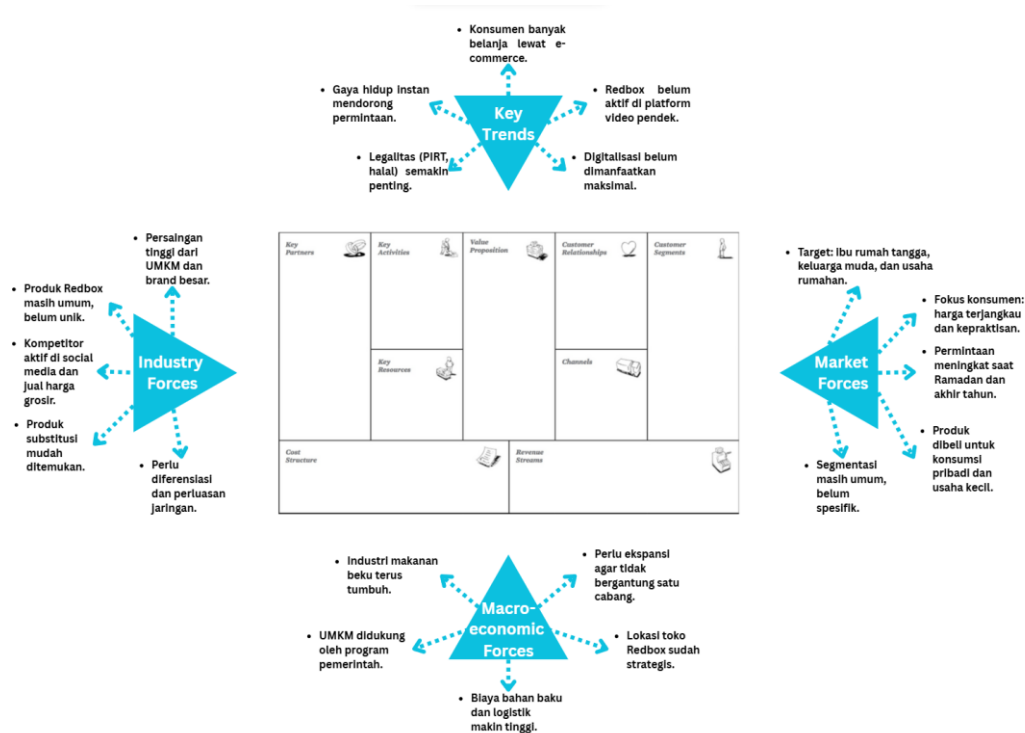
Figure 7. Results of Business Environment Analysis on Redbox Frozen Food

***Value Proposition Canvas* (VPC)**

From the results of the fitting process that has been carried out, there is a new number of points, namely 7 customer profile points consisting of 3 customer jobs points, 1 customer pain point and 3 customer gains points. Meanwhile, on the value map there are 9 points consisting of 3 points of product and service, 3 points of pain relievers and 3 points of gain creators. So that the latest Value Proposition Canvas Redbox Frozen Food was obtained as follows:
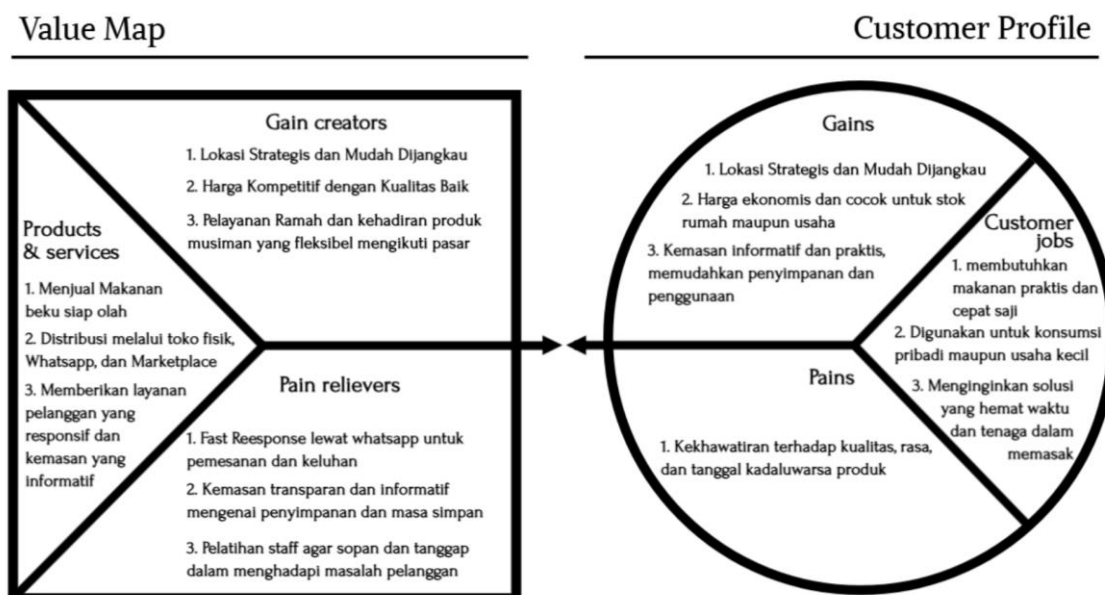
Figure 8. *Value Proposition Canvas* Redbox *Frozen Food* after fitting process

Business Model Canvas (BMC)

Based on the overall analysis of the nine elements in the Business Model Canvas framework, it can be concluded that Redbox *Frozen Food* has a fairly solid business structure and is relevant to the needs of the target market. The company is able to offer a value proposition that is in accordance with customer characteristics, run operations with targeted resources and activities, and maintain good relationships with consumers through responsive and personalized services. While there are still some challenges, such as stock management and digital channel optimization, Redbox has generally demonstrated a strong understanding of the process of creating and delivering business value.

Table 3. ***Business Model Canvas*** **Redbox** ***Frozen Food*** **Proposal**

Business Model Canvas		
Ket**:** Added, Enhanced, Subtracted, Fixed		
Customer Segment	**Value Propositions**	**Channels**
- Housewives as end users - Small business actors such as home caterers and resellers - Busy individuals who need practical food - Students and Single Workers Living Alone	- Affordable prices with quality maintained - Ready-to-cook, practical and time-saving products - Informative packaging and easy to store - Economical packaging for business/catering, and bundling of seasonal products	- Direct sales in physical stores - Booking via WhatsApp - Sales through marketplace (Shopee) - Simple booking app or automated chatbot Whatsapp - Sell on other marketplaces such as tokopedia and tiktok shop
Customer Relationship	**Key Resources**	**Key Activities**
4. Friendly, fast and personal service 5. Quick response to questions and complaints 6. Build an emotional connection with customers 7. Loyalty program or membership for regular customers 8. Reduce reliance on slow manual service	4. Stock quality frozen products 5. Operational equipment (freezer, cashier, cellphone) 6. A well-trained work team and an organized work system 7. Addition of a digital-based stock management system	8. In-person and online customer service 9. Stock management and checking 10. Packaging and recording of daily transactions 11. Digital content management for customer education and promotion
Key Partnership	**Cost Structure**	**Revenue Streams**
3. Frozen food ingredient suppliers (without official partnerships) 4. Marketplace (Shopee) as a digital distribution partner 5. Cooperation with local logistics providers (Online Motorcycle Taxis)	4. Purchase of products from suppliers 5. Store operating costs (electricity, salaries, internet) 6. Packaging costs and additional labor when crowded 7. Reduce the burden of additional energy costs with automated systems	4. Daily in-store sales 5. Online sales via WhatsApp and marketplace 6. Seasonal sales during holidays (Ramadan, Christmas, etc.) 7. Additional revenue from digital content regarding products (Cooking Tips)

Data Validity Test

To ensure the validity of the data in this qualitative research, the researcher conducted four types of tests, namely credibility, transferability, dependability, and confirmability. These four tests are used to ensure that the data obtained is truly valid, trustworthy, and objectively reflects field conditions. The description of each test is presented in the following section.

The credibility test in this study was carried out to ensure that the data obtained truly reflected the original experiences and views of the informants. The researcher extended the observation through a series of in-depth interviews with various parties directly involved in Redbox's operations, namely business owners, employee staff, and customers from various backgrounds. In addition, the researcher also increased diligence in reviewing and matching information from one informant to another, as well as confirming the statements submitted with supporting documents and observations in the field.

The credibility of this research is also strengthened through discussions with peers, in order to avoid interpretation biases during the data analysis process. In addition, literature references such as the theory of the Business Model Canvas (BMC) and the Value Proposition Canvas (VPC) are used as a conceptual basis in developing interview questions and analytical frameworks. The selected resource persons also have adequate representation: Redbox owners to describe internal perspectives (value map), and Redbox customers to understand external perspectives (customer profiles), so that the validity of the data can be maintained.

The transferability in this study is achieved by providing a detailed, clear, and systematic description of the research context. The researcher compiled a report by explaining the business background of Redbox Frozen Food, the profile of the informant, and the details of the location and characteristics of business activities. The data collection process is also thoroughly described, including how the interviews were conducted, who was interviewed, and how the data was analyzed using the BMC and VPC frameworks.

With the delivery of a complete narrative and concrete interview excerpts data, readers or other researchers can understand the context of this study well. Thus, the results of this study have the potential to be applied or studied further in the context of other micro businesses engaged in frozen food or small-medium scale retail businesses with similar customer characteristics.

The dependability test is carried out by ensuring that the entire research process can be replicated by other researchers in the same context and procedure. The researcher has compiled complete research documentation starting from planning, conducting interviews, data transcription, to the analysis process using a thematic approach based on BMC and VPC. This systematic and sequential research process allows for a trail audit of the data and research steps.

As a form of transparency, the researcher also attached the full interview results in the research appendix. Thus, the reader or auditor can trace how each quote used in the analysis comes from raw data, and how the conclusions in the study are built on accountable processes.

The confirmability test aims to ensure that the results of this study are objective and not influenced by the researcher's personal bias. Researchers have tried to separate personal interpretations and opinions from real data from informants. Each finding in this study is referred directly to the excerpt of the informant's statement which is published in its entirety

and transparently, and is compiled based on logical analysis stages and consistent with the BMC and VPC framework.

In addition, with the documentation of interview data in the appendix and the tracing of the narrative departing from the original answers of the informants, the reader can judge for themselves whether the results of the analysis reflect the reality in the field. In this way, the confirmability or testing of the data on the process is maintained, and the results of the research can be scientifically accounted for.

CONCLUSION

Based on the Value Proposition Canvas and Business Model Canvas analysis, Redbox Frozen Food has effectively addressed consumer needs for practical, time-saving, and easy-to-prepare food, serving both individual customers and small businesses such as catering services. Strengths such as strategic location, competitive pricing, and friendly service enhance its market position, though challenges remain with the online ordering system and stock availability. The integrated BMC elements reflect a solid business model, supported by quality product stock, effective customer relationships, and diverse distribution channels. Recommended strategies include strengthening digital services through automated chatbots and expansion to platforms like Tokopedia and TikTok Shop, targeting new segments such as students and single workers, implementing digital stock management, offering loyalty programs, and optimizing delivery through logistic partnerships. Future research could explore consumer acceptance and behavioral shifts following the digital transformation of ordering and stock management systems, as well as the impact of market diversification on revenue stability.

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