

Optimizing Food and Beverage Business with an Omnichannel System in Emerging Markets (ASEAN)

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Abstract

This study aims to analyze strategies for optimizing food and beverage businesses through omnichannel systems in increasingly competitive ASEAN emerging markets. Specifically, the study explores effective omnichannel implementation patterns, identifies success and failure factors in channel integration, examines the strategic implications of omnichannel adoption, and investigates the development of omnichannel systems in emerging market countries. This research employed a qualitative approach using a descriptive research design. Data were collected through passive participant observation, in-depth interviews, and documentation. A purposive sampling technique was applied to select ten key informants representing large-scale brands and MSMEs from Indonesia and Malaysia, including Gacoon, Fore Coffee, Kopi Kenangan, Tsuka Ramen & Bento, Es Teler Pattiro, Yappay, Kopi Komar, Lazuna Chicken, Moka Kopi, and Sugarbun. The data were analyzed using descriptive qualitative analysis involving data collection, reduction, display, and conclusion drawing, while credibility was ensured through source and technique triangulation. The findings reveal that the most effective omnichannel model for food and beverage businesses is the consistent integration of physical stores with digital channels, including social media, WhatsApp, marketplaces, delivery applications, and digital point-of-sale systems. The success of omnichannel implementation is influenced by information consistency, service responsiveness, stock accuracy, and standardized operating procedures, whereas the primary barriers include weak system integration, network limitations, unsynchronized inventory, and inadequate employee readiness. Furthermore, omnichannel implementation improves operational efficiency, expands market reach, enhances customer satisfaction, and strengthens customer loyalty. The study also indicates that emerging markets are increasingly moving toward integrated and data-driven digital ecosystems, although technological maturity varies across countries. The findings imply that food and beverage MSMEs should gradually strengthen digital integration by adopting simple technologies such as WhatsApp Business, QRIS, social media platforms, and digital POS systems before implementing more advanced features. Policymakers and supporting institutions are encouraged to provide digital training and infrastructure support to accelerate omnichannel transformation among MSMEs in emerging markets. Future studies may employ quantitative approaches to examine the effects of omnichannel implementation on business performance, customer satisfaction, and loyalty.

INTRODUCTION

Economic activities around the world have developed rapidly (Rosinta et al., 2024). In the global economic landscape, the term *emerging market* is frequently used to describe countries experiencing rapid economic growth but that have not yet attained developed-country status. Emerging markets play a crucial role in the global economy because they offer significant opportunities for investors and multinational corporations while simultaneously contributing to improvements in living standards, employment creation, and infrastructure development (Fortune Indonesia, 2024).

Emerging market countries have increasingly established regional agreements to promote economic cooperation and trade. One of the most prominent examples is the Association of Southeast Asian Nations (ASEAN), which was established in 1967 by Indonesia, Malaysia, the

Philippines, Thailand, and Singapore to strengthen regional economic integration (K. Praveen Parboteeah & John B. Cullen, 2024). Within ASEAN, the food and beverage industry has become one of the most strategic sectors due to its substantial contribution to economic growth and employment generation.

The food and beverage industry in ASEAN demonstrates considerable growth potential but simultaneously faces numerous operational challenges. In the Philippines, the food and beverage sector is expected to account for approximately 50% of all retailers in shopping mall developments (YCP, 2023). In Malaysia, despite its rapid growth, the industry encounters complex supply chain networks, strict regulations, and customer service issues, as evidenced by numerous consumer complaints concerning product quality and delivery services (Bingsheng Fu & Dongkai Lin, 2025). Singapore has become the regional leader in omnichannel adoption due to its mature digital infrastructure and integrated digital ecosystem, while Indonesia records the highest online delivery volume despite lower levels of technological integration.

Indonesia's food and beverage sector has demonstrated remarkable resilience amid global economic uncertainty and has maintained an average growth rate of 8.16% over the last five years (Ministry of Industry of the Republic of Indonesia, 2023). This growth has been supported by massive digital transformation and changes in consumer behavior that increasingly rely on online platforms (Wandy Kurniady & Evi Sofiati, 2025). Consequently, omnichannel strategies have become increasingly important in enabling firms to deliver integrated and seamless customer experiences.

The omnichannel concept has emerged as a fundamental strategy in modern marketing and service management, evolving from traditional multichannel approaches (Antonio et al., 2024). The primary objective of omnichannel implementation is to provide a seamless and fully integrated customer experience across various touchpoints (Holkkola et al., 2023). Through omnichannel strategies, firms can transform interactions with customers and improve their competitive positions in the food and beverage industry (Azzahra & Negoro, 2025).

Technological developments have provided substantial benefits for Indonesian society (Romadhoni et al., 2023). Digital marketing enables firms to maintain relationships with customers, obtain feedback, reduce marketing costs, and enhance purchase intentions (Markiones et al., 2023). Accordingly, firms are required to formulate effective strategies to improve customer satisfaction (Rahman Rahim & Mappatempo, 2022). This condition is consistent with the philosophy of marketing management, which emphasizes that organizations can achieve their objectives only by understanding customer needs and providing superior value more effectively and efficiently than competitors (Mappatempo & Ifayani, 2025).

Recent studies have highlighted the growing importance of omnichannel implementation in the food and beverage sector. Consumers increasingly utilize multiple platforms, including websites, marketplaces, social media, instant messaging applications, and physical stores, when searching for information and making purchasing decisions (Sahabuddin et al., 2025). Consequently, businesses are required to accommodate all these channels to deliver optimal customer experiences.

The increasing use of digital channels is reflected in changing consumer shopping behavior. Although physical stores remain the dominant shopping channel, digital platforms such as websites, mobile applications, and chat commerce continue to experience significant growth (Baso et al., 2025). Furthermore, projections indicate a continuous increase in the number of omnichannel consumers between 2020 and 2025, suggesting that firms implementing omnichannel

strategies have greater opportunities to gain competitive advantages and enhance customer loyalty (Baso et al., 2025).

At the national level, MSMEs constitute the backbone of Indonesia's economy, contributing 60.51% to national GDP and absorbing nearly 97% of the workforce (Kemenkop, 2024). By the end of 2024, Indonesia had approximately 64.2 million MSMEs, including 6.4 million enterprises operating in accommodation, food, and beverage services (Kadin Indonesia, 2024). Moreover, the food and beverage industry is projected to grow by 7% in 2024, supported by the expansion of the middle-income class and increasing household consumption expenditures (Munawar & Al Fatah, 2025).

The strategic importance of the food and beverage sector is also evident at the regional level. In Makassar City, the food and beverage processing industry contributes the largest share of industrial GRDP, accounting for 74.27% of total industrial added value. The number of food and beverage companies increased significantly from 2,218 in 2022 to 7,391 in 2023, indicating the rapid expansion of the industry (Makassar City in Figures, 2024).

Despite the strategic value promised by omnichannel strategies, their implementation across different countries has not been entirely successful (Marsolisidiono et al., 2025). Existing studies primarily emphasize the benefits of omnichannel adoption for customer satisfaction and loyalty but pay relatively limited attention to the organizational challenges associated with implementing integrated digital channels, particularly in emerging markets.

Many MSMEs continue to face difficulties in synchronizing information systems, integrating customer data, and maintaining operational consistency across channels (Bingsheng Fu & Dongkai Lin, 2025). Inadequate integration frequently leads to information duplication, pricing discrepancies, and inventory inconsistencies among platforms. Moreover, the infrastructure limitations and organizational readiness of firms in emerging economies remain underexplored in the existing literature.

Previous studies have generally focused on developed countries or large enterprises with advanced digital capabilities, leaving limited empirical evidence regarding how food and beverage businesses in ASEAN emerging markets can optimize omnichannel implementation amid increasing competition and resource constraints. Consequently, a significant theoretical and empirical gap remains regarding the optimization of omnichannel systems in food and beverage businesses operating within emerging market contexts.

Based on the aforementioned gap, this study seeks to answer the following research question: **How can food and beverage businesses optimize omnichannel systems to enhance competitiveness in ASEAN emerging markets?**

Accordingly, the objective of this study is to analyze strategies for optimizing food and beverage businesses through omnichannel systems in increasingly competitive ASEAN emerging markets.

The novelty of this research lies in its focus on the optimization of omnichannel implementation within the food and beverage industry in ASEAN emerging markets by integrating perspectives on digital transformation, organizational readiness, and competitive dynamics. Unlike previous studies that primarily emphasize customer experience and technological adoption in developed economies, this study provides empirical insights into the unique challenges and opportunities faced by food and beverage businesses operating in emerging market environments.

METHODS

This study employed a qualitative research approach to explore the optimization of omnichannel strategies among food and beverage businesses. According to Sulistiyo, Urip (2019), qualitative research is an approach in which findings are not obtained through statistical procedures or other forms of numerical calculations but are generated from data collected through various means, including observations, interviews, and document analysis. The qualitative approach was considered appropriate because this study sought to obtain an in-depth understanding of phenomena that could not be adequately captured through questionnaires alone. Therefore, an intensive and personal engagement with informants was necessary to obtain detailed and accurate information regarding the optimization of food and beverage businesses through omnichannel systems.

The focus of this study was to examine the optimization of integrated omnichannel strategies for micro, small, and medium-sized enterprises (MSMEs) in the food and beverage sector in Makassar and several emerging market countries in ASEAN. Specifically, the study investigated how integrated strategies involving physical stores, social media platforms, marketplaces, and delivery services are implemented to improve sales performance, customer satisfaction, and customer loyalty.

The research was conducted in Makassar City, South Sulawesi Province, Indonesia, and several emerging market countries within the ASEAN region. The study was carried out over a period of two months.

The unit of analysis in this study was the optimization of food and beverage businesses through omnichannel systems in emerging markets (ASEAN). Informants were selected using purposive sampling by identifying individuals who possessed substantial knowledge and experience regarding omnichannel strategies among MSME food and beverage businesses in Makassar. According to Bungin (2007) in (Utari et al., 2024), research subjects are selected based on their experiences and their ability to provide relevant information related to the phenomenon under investigation. The participants involved in this study consisted of food and beverage business owners and several employees entrusted by the owners to provide information and data related to the research problem.

The primary data were obtained through in-depth interviews with key informants consisting of management representatives, marketing managers, and business owners (Amelia & Yudhistira, 2025). A total of ten informants participated in this study, representing both large-scale brands and MSMEs from Indonesia and Malaysia, namely Gacoan, Fore, Kopi Kenangan, Tsuka Ramen & Bensu, Es Teler, Yappay, Komar, Lazuna Chicken, Moka Kopi, and Sugarbun.

Data collection employed three techniques. First, passive participant observation was conducted, whereby the researchers were present at the research setting but did not directly participate in the observed activities. This approach enabled the researchers to obtain comprehensive information and understand the meaning underlying observed behaviours. Second, in-depth interviews were conducted using open-ended questions, allowing researchers to explore information extensively and to probe further by asking additional questions whenever clarification was required. Third, documentation was employed to complement observations and interviews. The documentation included written records, photographs, sketches, and other relevant materials that enhanced the credibility and trustworthiness of the findings.

According to (Mulia, 2024), data collection is the most strategic stage in research because the primary objective of research is to obtain data. The data analysis in this study employed a descriptive qualitative approach. Following the procedures proposed by Burhan Bungin (2003),

the analysis consisted of four stages. The first stage was data collection through interviews and documentation studies. The second stage involved data reduction, which refers to the process of selecting, simplifying, and transforming raw data obtained from field notes. The third stage was data display, in which qualitative information was organized and presented in narrative form, matrices, diagrams, tables, or charts to facilitate interpretation. The final stage consisted of conclusion drawing and verification, where researchers interpreted the findings and identified meaningful patterns from the data. These processes were conducted continuously and iteratively until comprehensive conclusions were achieved.

To ensure the trustworthiness of the findings, several validation procedures were implemented. According to (Mulia, 2024), data validation aims to ensure that the findings accurately represent the conditions observed in the field. Credibility was established through prolonged engagement, persistent observation, and triangulation techniques. Two forms of triangulation were applied: source triangulation, which involved comparing information obtained from different sources, and technique triangulation, which involved comparing findings obtained through different data collection methods. Transferability was enhanced by providing detailed and systematic descriptions of the research context, enabling readers to determine the applicability of the findings to other settings. Dependability was ensured through an audit of the entire research process by supervisors or independent reviewers to evaluate the consistency of the research procedures. Finally, confirmability was achieved by ensuring that the findings were derived directly from field data and could be confirmed by other researchers, thereby minimizing subjective bias and enhancing the objectivity of the study.

RESULTS AND DISCUSSION

RESULTS

The Most Effective and Efficient Omnichannel Implementation Pattern Perceived by Food and Beverage Business Actors

The most effective and efficient omnichannel implementation pattern in the food and beverage business is a strategy that integrates all sales channels, both physical stores (offline) and digital platforms (online), such as WhatsApp, social media, and online ride-hailing applications, into a fully integrated operational system.

This pattern is considered effective because it can align customer experiences consistently through the standardization of product information, promotional programs, and service quality standards across all channels. Through this integration, consumers experience the same convenience whether they visit the outlet directly or place orders from home. On the other hand, the efficiency aspect is achieved through the utilization of centralized digital technology.

The interview results from various informants are presented as follows:

Based on the interviews conducted with the brand manager of Mie Gacoan-RG (19/5/2026, 20:23):

“Implementing omnichannel by synchronizing menus and promotions between physical and online stores. If an item is out of stock, the menu is immediately deactivated both at the cashier and in the online application. This prevents customers from receiving incorrect information.”

Leader of Fore Coffee brand-AW (19/5/2026, 19:06):

“Using the Fore application and official Instagram account to provide information on promotions, menus, vouchers, and transaction history. Customers can also place orders through

the application and pick them up at the outlet.”

Supervisor of Kopi Kenangan brand-AN (20/5/2026, 19:43):

“Maintaining customer experience through service SOPs. Whether customers order online or offline, they still receive the same product taste and service.”

Leader of Tsuka Ramen & Bento brand-PP (21/5/2026, 13:06):

“We have not yet implemented a full omnichannel system in Makassar. Digital services are not yet integrated, so customers are still largely served directly in the store through menu barcodes and employee assistance.”

Marketing staff of Es Teler Pattiro brand-JU (7/5/2026, 14:39):

“Connecting physical stores, Instagram, WhatsApp, and marketplaces. Promotional information on social media must be consistent with conditions at the outlet so that customers are not disappointed.”

Marketing staff of Yappay brand-NO (4/5/2026, 20:17):

“Using Instagram, TikTok, WhatsApp, marketplaces, and member data. Administrators also serve customers quickly through WhatsApp and Instagram.”

Leader of Kopi Komar brand-PP (9/5/2026, 16:14):

“Using marketplaces and our own cashier application called ‘Si Komar’. This system helps synchronize menu and stock data.”

Cashier of Lazuna Chicken brand-CM (16/5/2026, 20:26):

“Placing greater emphasis on good communication. Although online and offline prices and promotions differ, service remains standardized according to SOPs.”

Leader of Moka Kopi brand-SW (8/5/2026, 20:43):

“Using the Olsera cashier system to record orders and stock. Menu and promotional information is also disseminated through Instagram and TikTok.”

Based on the interviews with several informants above, the researchers conclude that the most effective omnichannel pattern is one that enables customers to obtain information easily, place orders conveniently, and receive the same level of service across all channels. Technology is indeed important, but employee readiness is also a crucial determinant of omnichannel success.

Success and Failure Factors Faced by Food and Beverage Business Actors in Integrating Omnichannel

The success of food and beverage businesses in utilizing omnichannel is determined by consistency across all channels, including uniformity of promotional information, products, prices, transaction convenience, and customer service. Conversely, failure occurs when digital infrastructure and system synchronization are weak, thereby triggering discrepancies in menu stock or pricing data across applications, further exacerbated by unprepared employees and a lack of teamwork culture.

Based on the interviews conducted with the brand manager of Mie Gacoan-RG (19/5/2026, 20:23):

“Online orders greatly support sales. Orders from applications are directly sent to the kitchen, making the process faster. However, employees still need training to avoid mistakes.”

Leader of Fore Coffee brand-AW (19/5/2026, 19:06):

“Assessing daily stock is very important. If promotions are running while stock is unavailable, customers may become disappointed. The constraints are the limited number of baristas and occasionally slow cashier networks.”

Supervisor of Kopi Kenangan brand-AN (20/5/2026, 19:43):

“Emphasizing the importance of promotional consistency. If promotions on social media differ from those in the store, customers may feel deceived. The main challenge lies in employee accuracy during peak order periods.”

Leader of Tsuka Ramen & Bento brand-PP (21/5/2026, 13:06):

“Experiencing challenges related to technology. Digital systems and ride-hailing applications have not yet been fully implemented in Makassar, so many services are still carried out manually.”

Marketing staff of Es Teler Pattiro brand-JU (7/5/2026, 14:39):

“Success comes from responsive WhatsApp administrators and coordination with outlets. The obstacles are miscommunication between administrators and outlet teams, as well as manually managed stock.”

Marketing staff of Yappay brand-NO (4/5/2026, 20:17):

“Customer data help businesses provide more appropriate promotions. The challenges are that crew members sometimes lack focus, internet networks encounter problems, and online-offline stock is not always synchronized.”

Leader of Kopi Komar brand-PP (9/5/2026, 16:14):

“Uniform promotions, fast service, and clear cashier SOPs. The obstacles are mostly related to application network issues.”

Cashier of Lazuna Chicken brand-CM (16/5/2026, 20:26):

“Failures often occur because of internal communication issues. For example, the kitchen does not inform the cashier that a particular chicken menu item is already out of stock.”

Leader of Moka Kopi brand-SW (8/5/2026, 20:43):

“We have not experienced major issues with applications or networks. However, we do not yet have our own application and still depend on third-party applications.”

Based on the interviews with several informants above, the researchers conclude that omnichannel success depends on both technology and human resources. Technology helps accelerate services, but employees must still be accurate, responsive, and capable of communicating effectively. The most common problems are miscommunication, unsynchronized stock, network disruptions, and systems that are not yet fully integrated.

Strategic Implications Faced by Food and Beverage Business Actors in Integrating Omnichannel Channels

Integrating all sales channels (such as applications, online ride-hailing services, and physical stores) compels food and beverage entrepreneurs to utilize advanced technology to automatically monitor raw material inventories and train employees to handle all orders efficiently. Although this strategy requires investment in systems and training, it has proven effective in expanding market reach, increasing sales, and generating valuable customer data for designing appropriate promotional programs.

Based on the interviews conducted with the brand manager of Mie Gacoan-RG (19/5/2026, 20:23):

“We have not yet implemented a membership system. All customers are treated equally. However, customers can place orders through WhatsApp and then pick them up at the outlet, making the process more practical.”

Leader of Fore Coffee brand-AW (19/5/2026, 19:06):

“Using the Fore application for membership, vouchers, ordering, payment, and pick-up

services. This makes customers more comfortable and helps increase sales.”

Supervisor of Kopi Kenangan brand-AN (20/5/2026, 19:43):

“Using applications to record transaction histories and provide special promotions. Customers can also order from home and pick up their orders at the store without having to queue for a long time.”

Leader of Tsuka Ramen & Bento brand-PP (21/5/2026, 13:06):

“We have not yet been able to personalize customer data because the system is still manual. However, if digital systems are implemented, the business can reduce queues and increase revenue.”

Marketing staff of Es Teler Pattiro brand-JU (7/5/2026, 14:39):

“Using WhatsApp for pre-orders and pick-up services. This strategy is very helpful during busy periods, especially during Ramadan.”

Marketing staff of Yappay brand-NO (4/5/2026, 20:17):

“Using member data to understand customer shopping habits. Administrators can provide product recommendations through WhatsApp. This system helps increase sales.”

Leader of Kopi Komar brand-PP (9/5/2026, 16:14):

“Benefiting from digital applications such as Grab and our own cashier system. In addition, promotional programs such as prize draws are used to attract customers and maintain loyalty.”

Cashier of Lazuna Chicken brand-CM (16/5/2026, 20:26):

“Using ESB Order to make it easier for customers to place orders without queuing. Promotions through social media and influencers have also made the brand more widely recognized.”

Leader of Moka Kopi brand-SW (8/5/2026, 20:43):

“Using WhatsApp to provide personalized customer service. In addition, friendly service and 24-hour operating hours help maintain customer loyalty.”

Based on the interviews with several informants above, the researchers conclude that omnichannel makes it easier for customers to purchase products, either online or directly in stores. This strategy also helps businesses increase sales, reduce queues, strengthen customer loyalty, and adapt to digital trends. However, its benefits will be greater if businesses possess robust digital systems and employees who are prepared to operate them.

The Development of Omnichannel Systems in the Food and Beverage Industry in Emerging Market Countries

The development of omnichannel systems in food and beverage businesses in ASEAN developing countries has advanced rapidly due to technological progress. Through e-commerce, social media, and mobile applications, business actors can easily expand their market reach. Furthermore, the use of cloud-based digital cashier systems helps them monitor sales and manage inventories directly and accurately.

Based on the interview conducted with the brand manager of Sugarbun-ZR (9/5/2026, 17:45):

“The development of omnichannel in food and beverage businesses in emerging market countries is strongly supported by digital technologies such as cloud-based POS systems, QR Code payments, and delivery applications such as GrabFood, Foodpanda, and Shopee Food. These technologies help businesses become faster, more practical, and easier to monitor. In addition, omnichannel also makes customers more comfortable because they can choose

purchasing methods according to their needs, such as ordering online, making digital payments, visiting the store directly, or picking up orders themselves. For MSMEs in Makassar, the aspects that need to be adopted include the use of social media such as TikTok for promotion, WhatsApp Business for communication and sales, QR Code payments, and digital POS systems to improve transaction and inventory management.”

Based on the interviews with several informants above, the researchers conclude that omnichannel has become an important strategy for food and beverage MSMEs because it enables businesses to reach customers more easily, improve services, and make sales processes more efficient. The implementation of digital technology does not have to be extensive from the outset but can begin with simple initiatives such as promotion through social media, receiving orders via WhatsApp, providing QR Code payment facilities, and utilizing digital recording systems. In this way, MSMEs in Makassar can be better prepared to face changes in consumer behavior and remain competitive in the digital era.

DISCUSSION

The Most Effective and Efficient Omnichannel Implementation Pattern Perceived by Food and Beverage Business Actors

The omnichannel implementation pattern in food and beverage MSMEs in Makassar does not take the form of a complex system like that of large companies, but rather develops gradually through simple yet functional integration between offline and online channels. The most dominant pattern is the integration between physical stores and social media (Instagram, TikTok), WhatsApp Business, delivery applications (GrabFood, ShopeeFood), and digital cashier systems (POS).

Empirically, this pattern has proven effective because it is able to adapt to the limited resource capacity of MSMEs. Business actors do not immediately build fully integrated digital systems but instead begin with the channels that are most easily accessible to customers. This finding reinforces the concept of Hadi et al. (2025), which emphasizes that the essence of omnichannel lies in channel integration, service consistency, and ease of access to information, rather than merely technological sophistication.

This integration is reflected in the uniformity of menus, prices, and promotions between physical stores and digital platforms. In addition, the use of WhatsApp as the center of customer communication accelerates order responses, while delivery applications become the primary link between customers and kitchen operational systems.

When associated with the theory of Wibowo & Harsono (2023), this pattern has fulfilled the fundamental principle of omnichannel, namely providing a consistent customer experience despite customers moving across different channels. Thus, it can be concluded that the most effective pattern for MSMEs in Makassar is a simple hybrid omnichannel based on gradual integration (step-by-step integration model), rather than fully complex digital integration.

Success and Failure Factors Faced by Food and Beverage Business Actors in Integrating Omnichannel

The success of omnichannel implementation is not only determined by technological aspects but also by a combination of operational factors, human resources, and internal management consistency.

1. Success Factors

The main factors supporting the successful implementation of omnichannel include:

- a. **Consistency of product and price information.** The uniformity of information across all channels increases customer trust and reduces consumer confusion.
- b. **Service response speed.** Responsive WhatsApp administrators and cashier systems accelerate the ordering process and improve customer satisfaction.
- c. **Integration of the cashier system (POS) with the kitchen and inventory.** This system enables real-time monitoring of product availability.
- d. **Standardization of service SOPs.** Uniform SOPs between offline and online services create a stable customer experience.

These findings are in line with Silvy Natalia Marbun et al. (2023), who emphasize the importance of integrating promotions, products, transactions, information access, order fulfillment, and customer service as the primary foundations of omnichannel success.

2. Failure Factors

Conversely, several major obstacles identified in this study include:

- a. **Stock discrepancies between online and offline channels.** This condition causes order mismatches and reduces customer satisfaction.
- b. **Limited digital infrastructure.** Unstable internet networks and systems that are not yet fully integrated become major obstacles.
- c. **Weaknesses in human resources.** A lack of technological understanding and low coordination among staff hinder operational efficiency.
- d. **Miscommunication among operational divisions.** Communication between cashiers, kitchens, and administrators is often unsynchronized when order volumes increase.

These findings strengthen the theory of Marsolisdiono et al. (2025), which states that omnichannel failures are largely influenced by infrastructure limitations, weak system integration, and organizational resistance to digital transformation.

Strategic Implications Faced by Food and Beverage Business Actors in Integrating Omnichannel Channels

The implementation of omnichannel has significant strategic impacts on the operations and competitiveness of food and beverage MSMEs in Makassar. These impacts can be observed in three main aspects, namely increased customer accessibility, operational efficiency, and strengthened customer loyalty.

1. Accessibility

Customers have flexibility in choosing purchasing channels according to their preferences, whether by visiting the store directly, using delivery applications, or placing orders through instant messaging. This expands market reach without geographical limitations.

2. Operations

The integration of digital systems such as POS and delivery applications helps accelerate transaction processes, reduce queues, and improve order accuracy. This efficiency directly contributes to increased business productivity.

3. Marketing

Omnichannel enables business actors to collect customer data that can be used for promotional personalization and the improvement of marketing strategies.

These findings are relevant to Rolando et al. (2024), who state that omnichannel can enhance personalization, operational efficiency, market reach, and strengthen brand image. Furthermore,

Sari & Khairina Rosyadah (2025) also emphasize that the integration of digital and physical channels can significantly improve customer experience.

The Development of Omnichannel Systems in the Food and Beverage Sector in the Emerging Market Country of Malaysia

The development of omnichannel in emerging market countries demonstrates an increasingly progressive direction, characterized by the growing adoption of digital technologies such as cloud POS, QR payments, delivery applications, and CRM systems.

At the regional level, countries such as Malaysia demonstrate more mature integration due to strong digital infrastructure support. Meanwhile, Indonesia is in a position of rapid growth with strengths in transaction volume, although system integration is still not fully optimal.

In the context of Makassar, food and beverage MSMEs have begun adapting through the use of social media, WhatsApp Business, QRIS, marketplaces, and digital POS systems. However, these systems remain partial and are not yet fully integrated into a single digital ecosystem.

Compared with Makassar, developments in Malaysia appear more mature in terms of infrastructure and technological integration. However, food and beverage MSMEs in Makassar have also begun moving in the same direction through the use of social media, WhatsApp Business, QRIS, marketplaces, and digital POS systems. The difference lies in the level of system connectivity. In Makassar, some business actors still use separate systems, whereas in Malaysia, the systems are more centralized and easier to monitor.

These findings are consistent with the theory of Febriani (2025), which states that technologies such as e-commerce, mobile platforms, cloud systems, and integrated POS support the success of omnichannel implementation in MSMEs. These findings are also in line with Mrutzek-Hartmann et al. (2022), who identify technology as a key element in channel integration, and Oyeyemi et al. (2023), who explain that an integrated experience can strengthen customer loyalty and retention. Thus, the fourth research question is answered, namely that omnichannel development in emerging markets is moving toward the use of digital systems that are more integrated, faster, more flexible, and data-driven.

CONCLUSION AND SUGGESTIONS

CONCLUSION

Based on the explanation in the previous chapters as well as the research findings and discussion, several conclusions can be elaborated as follows:

1. The most effective and efficient omnichannel implementation pattern in MSME-scale food and beverage businesses in Makassar is a pattern that consistently connects physical stores with digital channels. The channels that are widely used include WhatsApp, social media, marketplaces, delivery applications, internal applications, and digital cashier systems. This pattern makes it easier for customers to search for information, place orders, make payments, and collect their orders.
2. The success factors of omnichannel are the consistency of product information, prices, and promotions, service speed, stock accuracy, the use of digital cashier systems, responsive administrators, and clear SOPs. The failure factors are miscommunication among employees, uneven human resource readiness, slow internet networks, unsynchronized stock, and digital systems that are not yet fully integrated.

3. The omnichannel strategy provides positive implications for food and beverage business actors. This strategy helps improve customer convenience, reduce queues, and expand market reach, encourage repeat purchases, and strengthen customer loyalty. Features such as click and collect, self-pickup, vouchers, membership programs, digital promotions, and WhatsApp services become important components in service improvement.
4. The development of omnichannel systems in the food and beverage sector in emerging market countries demonstrates an increasingly digital and integrated direction. The example of Malaysia shows the use of cloud POS, QR Code, delivery applications, and self-pickup systems that are already more mature. MSMEs in Makassar can gradually adapt to these developments through WhatsApp Business, social media, QRIS, marketplaces, and digital POS systems.

SUGGESTIONS

Based on these conclusions, the recommendations that can be provided are as follows:

1. Food and beverage business actors in Makassar are advised to strengthen the integration between physical stores, social media, WhatsApp, marketplaces, delivery applications, and digital cashier systems. Information regarding menus, stock, prices, and promotions should be updated regularly so that customers do not receive different information across channels.
2. Business actors need to improve the quality of human resources through regular training. Employees need to be trained to understand digital cashier systems, delivery applications, WhatsApp services, and service SOPs. This training is important so that order errors, miscommunication, and service delays can be reduced.
3. Food and beverage MSMEs should begin implementing simple yet beneficial technologies, such as WhatsApp Business, QRIS, Google Business Profile, social media, and digital POS systems. After the basic systems operate effectively, business actors can develop advanced features such as member databases, personalized promotions, pre-orders, and self-pickup services.
4. Business actors need to maintain customer trust by providing honest information and consistent services. If online prices differ from offline prices due to application fees, such information needs to be explained properly.
5. The government, MSME support institutions, and technology providers are advised to provide digital training, assistance in the use of POS systems, support for online promotions, and internet infrastructure support.
6. Future researchers are advised to expand the research locations and objects, for example, to the food and beverage sector in other cities or other emerging market countries in ASEAN. Future studies may also employ quantitative approaches to measure the influence of omnichannel on revenue, customer satisfaction, and customer loyalty in a more measurable manner.

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