

Survival Strategy Through Segmenting, Targeting, Positioning Approach: A Study On Warung Lucau Angkringan in Facing Market Competition

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Abstract, *This study aims to analyze the survival strategy applied by Warung Lucau Angkringan, a Micro, Small, and Medium Enterprise (MSME) in the culinary sector in Banyuwangi, in the face of increasing intensity of market competition. Carrying the concept of angkringan based on Osing local culture, Lucau Angkringan offers differentiation through signature dishes such as Sambal Lucau and Ayam Kesrut Lucau. However, limitations in marketing strategy, unclear market segmentation, and competition with large-scale restaurants are the main obstacles in developing its business. Through the Segmenting, Targeting, and Positioning (STP) approach, this research shows that Lucau Angkringan can identify and segment the market more effectively, and focus its marketing strategy on local consumers and tourists seeking authentic culinary experiences. In addition, innovations in digital marketing and efficient operational management are needed to improve competitiveness and expand market reach. The results of this study indicate that the proper implementation of STP strategies, accompanied by the optimization of digital marketing, can support the sustainability and growth of Warung Lucau Angkringan amidst the competitive culinary industry.*

Keywords: *Positioning, Survival Strategy, Segmenting, Targeting*

1. INTRODUCTION

Competition in the culinary industry is getting tighter along with the development of food and beverage businesses in various regions, including in Banyuwangi. Micro, small, and medium enterprises (MSMEs) engaged in the culinary sector must face great challenges to survive and compete with large businesses that have stronger capital, more complete facilities, and more aggressive marketing strategies. One of the MSMEs facing this challenge is Lucau Angkringan, a food stall that carries the typical Banyuwangi angkringan concept with a touch of Osing culture.

Lucau Angkringan began operating on January 4, 2022 in Banyuwangi, East Java. Unlike angkringan in general, which is identical to simple menus such as cat rice and satay-satean, Lucau Angkringan presents regional specialties, such as Sambal Lucau and Ayam Kesrut Lucau, which have unique flavors with the main ingredient of kecombrang flowers. In addition, the angkringan concept also highlights the value of local culture, both from the traditional design of the place to the typical way of serving food. This uniqueness is an added value for the business, but on the other hand, it is not enough to make Lucau Angkringan a top choice for people and tourists who come to Banyuwangi.

Over time, Lucau Angkringan began to face various challenges that threatened its business continuity. One of the main obstacles is the lack of an effective marketing strategy. Currently, Lucau Angkringan still relies on word of mouth and limited use of social media. Without a clear marketing strategy, it is difficult for the business to reach a large number of potential customers and expand its consumer base. In an increasingly digitalized business world, an online presence and active promotions are important factors in attracting customers, especially the younger generation who tend to search for food references through the internet.

In addition to marketing constraints, the lack of clear market segmentation is also a challenge for Lucau Angkringan. Until now, there has been no clear focus on who the main target of this business is. Is it targeting young people such as students and young workers, the general public, tourists, or certain groups who like regional specialties. This ambiguity in market segmentation makes the business strategy implemented less effective. Without a clear target market, promotions and product innovations are at risk of missing the mark.

On the other hand, competition with larger restaurants and food stalls that have strong capital is also a challenge. Competitors such as Waroeng Kemarang, Jukung Resto, and Osing Wonderland are well known to the public and have more complete facilities. They offer a more comfortable dining experience with spacious dining areas, entertainment such as live music, and premium services that are more attractive to customers. This makes Lucau Angkringan have to find the right strategy to remain competitive, without having to incur large costs that are beyond the capacity of MSMEs.

Not only from the aspect of business competition, financial and operational challenges are also crucial factors faced by Lucau Angkringan. With increasing competition and unstable customer numbers, the business has experienced ups and downs in revenue. In some months, revenue even reaches the point of 0 rupiah, while expenses continue to run for operational costs and employee salaries. This shows that Lucau Angkringan needs a more effective business strategy to increase sales and keep the business running.

To face these challenges, a survival strategy is needed that can help Lucau Angkringan continue to exist and develop in the midst of increasingly fierce competition. One approach that can be applied is Segmenting, Targeting, and Positioning (STP). Through the Segmenting strategy, Lucau Angkringan can categorize the market based on customer preferences, lifestyles, and needs. With the Targeting strategy, this business can determine the most potential customer groups to be the main focus in marketing. While with Positioning, Lucau Angkringan can build a strong image as a typical Banyuwangi eatery that not only offers delicious food, but also an authentic Osing cultural experience.

By implementing the STP strategy appropriately, Lucau Angkringan is expected to increase its competitiveness and attract more customers, both from the local community and tourists. Success in implementing these strategies will also have an impact on increasing sales and financial stability of the business. Therefore, research on survival strategies through the STP approach is important to provide an overview of how MSMEs like Lucau Angkringan can face market competition and continue to grow in the future.

2. LITERATUR REVIEW

Micro, Small, and Medium Enterprises (MSMEs)

According to Gyimah & Adeola (2021) Micro, Small, and Medium Enterprises (MSMEs) is an economic pillar that contributes significantly to employment, economic development, and poverty reduction. Micro, Small, and Medium Enterprises (MSMEs) is a sector that plays an important role in the global economy that not only contributes to job creation but also becomes a driving force for innovation and economic resilience, especially on a local and national scale (Mittal et al., 2025). Loo et al (2023) also stated that Micro, Small, and Medium Enterprises (MSMEs) are small to medium-sized businesses that have an important role in the country's economy, especially in creating jobs, increasing innovation, and driving economic growth. From some of these definitions it can be concluded that Micro, Small, and Medium Enterprises (MSMEs) is a business sector that acts as a key driver in increasing business competitiveness and accelerating technological adaptation in various industries.

Segmenting, Targeting, Positioning

Segmenting

Market segmentation is the first step in the marketing process that serves to recognize diversity in the market and divide it into more focused groups. Kotler and Keller (2016) explain that segmentation is an attempt to group the market into different parts based on characteristics, needs, or consumer behavior that may require different product and marketing approaches. This shows that each consumer group has unique responses and preferences to an offer. On the other hand, according to Stanton (2001), market segmentation is done by dividing a heterogeneous market into homogeneous groups of buyers. From this definition, it can be concluded that segmenting is a systematic process of dividing a broad and diverse market into groups of consumers who have certain needs, behaviors, or characteristics in common, so that companies can adjust marketing strategies that are more targeted and efficient.

Targeting

Targeting is a crucial step in marketing strategy that is oriented towards selecting the most relevant and potential market segments to reach. Kotler and Keller (2016) define targeting as a company's efforts in determining one or more market segments that will be the focus of marketing. This implies that the company needs to recognize which segments are best suited to its resources and business vision. On the other hand, Armstrong and Kotler (2015) explain that targeting also involves the process of assessing each segment based on its attractiveness, such as size, profit potential, and growth. From this definition, it can be concluded that targeting is a strategic process in marketing that includes selecting the most profitable market segments and in accordance with the company's capabilities and objectives, after going through an in-depth evaluation process of the attractiveness of each segment. Targeting is not just a matter of choosing a segment, but also considering market potential, growth, and compatibility with company strategy to ensure marketing effectiveness.

Positioning

Kotler and Keller (2016) state that positioning is the process of structuring the company's offerings and image so that the product gets a distinctive and valuable place in the minds of targeted consumers. The goal is to create clear differentiation compared to competitors and attract consumer attention. Meanwhile, according to Ries and Trout (1981), positioning is not merely what is done to the product, but is closely related to how the company influences the perception of potential consumers. From this definition, it can be concluded that positioning is a strategic process that focuses on creating a strong image and perception of a product or brand in the minds of consumers, so that the product looks different, relevant, and valuable compared to competitors' products.

Survival Strategy

Survival strategy is a series of steps taken by a business to survive in conditions of intense competition or unfavorable situations. This strategy includes adaptation to market changes, efficient resource management, and innovation in products and services. Based on the interviews that have been conducted, some relevant types of survival strategies include:

Operational Efficiency Approach

According to Sangwan et al (2023) operational efficiency approach is an approach that focuses on optimizing resources, increasing productivity, and reducing waste in business processes, which is strongly influenced by the company's life cycle stage. operational efficiency approach is how MSMEs can optimize resources to survive in a difficult business environment (Wale-Oshinowo et al., 2018). operational efficiency approach is also defined as

an approach that refers to the optimal use of resources, increasing labor productivity, and utilizing technology to increase competitiveness in ensuring business sustainability (Lande & Mahankal, 2021). From these definitions, it can be concluded that the operational efficiency approach is a strategy that emphasizes resource management, efficiency improvement, and elimination of waste in operational processes in order to increase competitiveness and ensure business continuity, especially in the midst of business conditions.

In relation to STP, operational efficiency plays an important role in positioning, as efficiency in business operations allows Warung Lucau Angkringan to offer competitive prices without sacrificing product and service quality. In addition, efficiency can also help in determining appropriate market segments and target customers, for example by managing raw material stocks to keep them fresh and not wasted, so as to attract customers from segments that prioritize food quality at affordable prices. Warung Lucau Angkringan can also adopt a faster service system by optimizing manpower and the use of technology in transactions, such as an online ordering system or the use of QR codes for payments. By implementing these strategies, the warung can build a competitive advantage and maintain its position in the market.

Financial Resilience Approach

According to Qudsi et al (2024) financial resilience approach is the capacity of an organization to respond to, face, and recover from financial disruptions gradually in order to survive and grow. Financial resilience approach is the ability of MSMEs to face financial and economic challenges (Tete et al., 2024). Kurniawan et al (2023) also stated that the financial resilience approach is the ability of MSMEs to respond to, overcome, and recover from financial disruptions to ensure business continuity. From these definitions, it can be concluded that the financial resilience approach is the ability of MSMEs to respond to, deal with, and recover from financial disruptions gradually and sustainably so that they can survive and grow.

In the context of STP, financial resilience plays a very important role in targeting, because with stable finances, Warung Lucau Angkringan can determine target customers according to their purchasing power. For example, if the warung wants to target customers from among students and office workers, then a competitive pricing strategy should be implemented in order to still be able to attract these segments without sacrificing quality and profit. In addition, market segmentation is also influenced by financial security, because with a stable financial condition, warungs can offer more menu variations that suit the needs of customers from different segments. To strengthen this strategy, Warung Lucau Angkringan can implement better cash flow management strategies, reduce unnecessary operational costs, and

seek alternative funding sources such as MSME loans or government funding programs. With good financial resilience, warungs can stay afloat despite changing market conditions.

Marketing Innovation

According to Golovko et al (2023) marketing innovation is the implementation of new marketing techniques that involve major changes in product design, packaging, distribution channels, promotion, or pricing approaches. Marketing innovation is the company's ability to create new value for consumers, compete more efficiently, and produce innovative products or services for business stakeholders (Sutanto et al., 2024). Rishi et al (2024) also state that marketing innovation is a basic strategy implemented by companies to survive, remain significant, and gain competitive advantage in ever-changing business advertisements. From some of these definitions, it can be concluded that marketing innovation is the ability to create new value for consumers, compete more efficiently, and produce innovative products or services that provide a competitive advantage for companies in a rapidly changing business landscape.

In the context of STP, marketing innovation has an important role in segmenting, targeting, and positioning. Warung Lucau Angkringan can use innovative marketing strategies to attract customers from various segments, for example by utilizing social media as the main promotional tool. By implementing digital marketing through platforms such as Instagram and TikTok, the warung can target younger customer segments who are more active in the digital world. In addition, loyalty membership programs or special promotions for regular customers can help in retaining existing customers.

In terms of positioning, marketing innovation can also help Warung Lucau Angkringan build a stronger brand image. For example, by carrying out a modern angkringan concept that still maintains a traditional feel, the warung can differentiate itself from other competitors that only offer conventional angkringan concepts. In addition, collaboration with local influencers or culinary communities can help increase brand awareness and expand market reach. By implementing marketing innovation, Warung Lucau Angkringan can increase competitiveness and strengthen its position in an increasingly competitive market.

Research Methods

This type of research uses a descriptive qualitative approach, which allows to reveal the uniqueness of a phenomenon or object under study, so as to identify the main challenges and explore solutions that can help business actors (Moleong Lexy, 2006). This descriptive research explores the current status of an object or system of thought (Singarimbun, 1989). This research aims to provide a thorough, authentic, and accurate description of the events obtained through

observation at Warung Lucau Angkringan, located on Jl. Raya Lijen, from Krajan Village to Olehsari Village, in Glagah District, Banyuwangi, in market competition. The interview observation process conducted by researchers began on February 1, 2025 until completion. This approach focuses on revealing the obstacles faced by Lucau Angkringan in market competition, through interviews with key informants and primary and secondary data collection. This research will reveal how the application of STP (Segmentation, Targeting, and Positioning) strategies is applied in the survival strategy and the obstacles faced. The stages of this research consisted of revealing the survival strategies applied by Warung Lucau Angkringan to face market competition, revealing the elements of segmentation, targeting, and positioning elements applied, analyzing data collected through observations and interviews with the owner and customers of Warung Lucau Angkringan, evaluating how STP strategies affect business sustainability, and compiling recommendations and conclusions based on the research findings.

3. RESULT AND DISCUSSION

Lucau Angkringan is an MSME in the food and beverage (FnB) sector typical of Banyuwangi that focuses on preserving local culture and culinary. Along with the rapid development of the FnB industry, especially in tourist areas, market competition is getting tighter, requiring effective marketing strategies to maintain and develop the business. This study aims to analyze the application of the Segmentation, Targeting, and Positioning (STP) concept at Lucau Angkringan to increase competitiveness in a competitive market. Established on January 4, 2022, with product introduction starting in October 2021, Lucau Angkringan positions itself as a place to eat that serves authentic Banyuwangi food with the street food stall design concept typical of Osing traditional houses. Located at Raya Lijen street, Banyuwangi, Lucau Angkringan aims to preserve Osing culture, introduce local culinary, and attract tourists heading to Mount Ijen.

1. Segmentation

Lucau Angkringan takes a comprehensive approach to market segmentation, covering demographic, psychographic and geographic factors. In terms of demographics, the business focuses on the people of Banyuwangi who are familiar with its culture and culinary specialties, as well as tourists heading to Mount Ijen. This market segment covers the age range from teenagers to adults who are looking for traditional dishes with authentic flavors. In terms of psychographics, Lucau Angkringan targets consumers who want a unique culinary experience, by providing a cozy and

cultured atmosphere. They target individuals or groups who want to enjoy a social experience while eating traditional dishes in a calm and friendly environment.

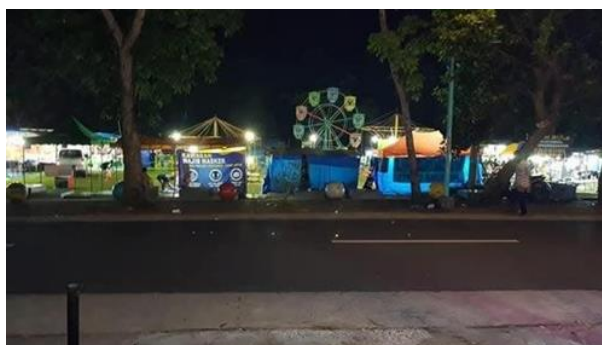


Figure 1. Night Exhibition Event in front of Lucau Angkringan.

From a geographical perspective, Lucau Angkringan targets those who live in Glagah Sub-district, Banyuwangi Regency, as well as tourists who pass through the main route to Mount Ijen. Its proximity to Glagah Square, the sub-district office, schools, and the venue for the Seblang Olehsari traditional ceremony makes it a strategic point. Demographic segmentation includes ages between 18 to 60 years old, with a variety of income levels, from civil servants, soldiers, businessmen, to students. Psychographically, Lucau Angkringan's patrons have a simple lifestyle and love affordable, delicious, and standard portioned food. They also highly value togetherness, whether with friends, family or partners, and enjoy authentic Banyuwangi cuisine while dining in a quiet atmosphere. In terms of behavior, purchases usually occur during breakfast, lunch or dinner, with a high level of loyalty thanks to the balance of taste, price and ambience offered.

2. Targeting

Lucau Angkringan focuses on two main groups are the people of Banyuwangi, who already enjoy the traditional dishes of the region, and visitors, especially those with a keen interest in the beauty of Mount Ijen. For the people of Banyuwangi, Lucau Angkringan is the perfect place for those who want to enjoy the region's traditional cuisine at affordable prices and in a cozy atmosphere. In addition, Lucau Angkringan also targets travelers who want to experience authentic Banyuwangi cuisine during their travels. The flow of visitors is quite large, as Banyuwangi is an attractive tourist destination for travelers from all over, both domestic and international. With a unique and appetizing menu, Lucau Angkringan seeks to attract adventurous travelers who want to experience a new culinary experience on their trip. Thanks to its proximity to

tourist centers, Lucau Angkringan is an ideal place for tourists to enjoy local cuisine while taking a break before continuing their journey.



Figure 2. Visitors to Warung Lucau Angkringan.

Lucau Angkringan implements various marketing strategies to reach a wider audience. In the general market, they welcome all visitors, both domestic and international, with the same price for all food and drinks. One of the unique offerings is lucau paste, which has a distinctive flavor and is not widely known by many people. As for the actions of businesses to increase a more specific market, they provide discounts on major celebrations such as Mother's Day, Valentine's Day, and Women's Day, and provide incentives to office or community employees who order more than 50 boxes. In addition, they give free testers to tourists who want to try pecel pitik, kesrut chicken, or lucau paste. In Nich Market itself, they focus on typical Banyuwangi food lovers, while in Micromarketing, Lucau Angkringan does personal marketing through WhatsApp, Instagram, and Facebook, and offers loyalty programs with discounts or bonuses for customers who use the venue for events or gatherings.

3. Positioning

Lucau Angkringan positions itself as a place that serves Banyuwangi specialties with an street food stall concept that is different from other competitors. They highlight the uniqueness of food such as kesrut lucau chicken which has a distinctive seasoning different from similar products offered by competitors, as well as lucau paste made from flower torch ginger which is famous for its distinctive spicy aroma and taste. This concept differentiates Lucau Angkringan from other eating places that only serve Banyuwangi food in general. In addition, Lucau Angkringan also positions itself as a place that offers a comfortable and friendly dining atmosphere, with an street food stall design that emphasizes the local Osing Banyuwangi culture, such as “gajah oling” batik ornaments and wickerwork. This provides a culinary experience that is not only delicious but also emphasizes local cultural values. With a focus on customer comfort,

Lucau Angkringan is an option for those looking for a place to gather with family or friends in a relaxed and fun atmosphere.

Lucau Angkringan emphasizes value positioning by offering rich and authentic Banyuwangi food. The design of the warung, which uses “gajah oling” batik and resembles a traditional Osing house with woven bamboo walls, cement floors and large pillars, provides an experience that is not only culinary but also cultural. The name “Lucau” itself has two meanings; firstly, as the name for the flower torch ginger in the Osing Banyuwangi language, and secondly, it refers to the distinctive accent of the Banyuwangi people that adds a funny and playful feel to every conversation. This creates a happy atmosphere and invites laughter among visitors. In brand positioning, Lucau Angkringan is positioned as a friendly and affordable place to eat for all people who are looking for typical Banyuwangi food, with a wide selection of delicious food and drinks, as well as a relaxed hangout place with traditional Banyuwangi nuances.



Figure 3. Perceptual Map Positioning.

In the perception map, significant changes can be seen in the position of the various restaurants, showing the differences in terms of quality and price offered. Osing Wonderland Paspan is located in the center of high quality and very expensive prices, providing a luxurious and special culinary experience at a high rate, targeting consumers with luxurious tastes. Waroeng Kemarang, on the other hand, is in the low quality and high price zone, indicating that despite the high prices charged, the food offered cannot compete with other restaurants that, despite similar prices, offer better quality food. Meanwhile, Lucau Angkringan is still in the economical food and

affordable price zone, which indicates that although the rates offered are more affordable, the quality of the food is considered lower compared to other places that serve high-quality food. Jukung Resto is located in the high quality and affordable price area, which indicates that it can deliver premium quality food at an affordable price, appealing to consumers who want quality food at a reasonable price. This perception map provides a clear view of the position of various restaurants in the market, considering the quality and price they offer.

4. Survival Strategy

In an effort to cope with increasing competition, Lucau Angkringan has implemented various effective survival tactics. One of these is by presenting unique Banyuwangi specialties such as kesrut lucau chicken and lucau paste, which not only offer authentic flavors but also differentiate them from other competitors. The strategic location, close to Glagah Square and the Mount Ijen tourist area, provides advantages in terms of accessibility and attractiveness for tourists. In addition, Lucau Angkringan utilizes digital platforms to expand market reach and enhance product promotion through various offers and discounts. Actions taken to achieve operational efficiency and financial resilience require them to also strengthen marketing through influencers and expand market coverage with social media. By adopting a mini food court concept, Lucau Angkringan offers a wide selection of food, not only Banyuwangi specialties, but also chicken noodles, meatballs, fried rice, and snacks to attract more customers.

Lucau Angkringan is also expected to implement marketing innovations by utilizing digital technology to introduce the brand and increase interaction with customers. They launched an online ordering app and utilized social media such as Instagram and Facebook to establish direct communication with consumers. Not only that, they created creative content such as cooking tutorial videos, Osing Banyuwangi cultural stories, and customer feedback that can be shared on digital platforms. By using this strategy, Lucau Angkringan aims to strengthen customer loyalty, expand its audience, as well as attract younger customers who tend to use technology and prefer culinary experiences through digital platforms. With this approach, Lucau Angkringan can increase competitiveness and ensure business continuity despite being in a highly competitive market.

4. CONCLUSION

This research reveals that Warung Lucau Angkringan as one of the Micro, Small and Medium Enterprises (MSMEs) entities in the Banyuwangi culinary sector faces significant challenges due to the increasing intensity of market competition. By carrying out the angkringan concept that elevates the local wisdom of Osing culture, Lucau Angkringan presents uniqueness in serving specialty menus such as Sambal Lucau and Ayam Kesrut Lucau. However, limitations in marketing strategies, suboptimal market segmentation, and the dominance of large-scale competitors are the main obstacles in maintaining its existence. The application of the Segmenting, Targeting, and Positioning (STP) approach provides strategic direction in identifying and categorizing target markets more systematically. The segmentation includes local consumers and tourists who have an interest in authentic regional culinary experiences. The targeting strategy focuses on this group through a simple promotional approach, such as word of mouth and social media utilization. Meanwhile, the positioning strategy, which emphasizes the identity as a typical Banyuwangi culinary provider with a warm and friendly atmosphere, is the main strength that can strengthen the business image in the minds of consumers. However, to improve competitiveness amid the competitive dynamics of the culinary industry, Lucau Angkringan needs to innovate in digital marketing aspects, such as social media optimization and integration with online ordering platforms. Facing internal and external challenges, a survival strategy oriented towards operational efficiency, strengthening financial capacity, and innovation in marketing management is an urgent need. By implementing these measures, Lucau Angkringan has the opportunity to improve sales performance, strengthen customer loyalty, and build long-term business sustainability. Overall, the results confirm that the proper implementation of STP strategies, when combined with marketing innovation and strengthening resource management, can be a strategic foundation for culinary MSMEs such as Warung Lucau Angkringan to survive and thrive in a competitive and dynamic business environment.

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