

FORTUN RESTO & CAFE'S COMPETITIVE STRATEGY ANALYSIS USING CSC (FORMAT-BIDES) IN THE DIGITAL ERA

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Abstract

Local culinary businesses must continuously adapt to survive the fierce competitive challenges of the current digital era. This study aims to analyze the competitive strategy of Fortun Resto & Café, established in 2024, in facing these industrial challenges. The research uses a descriptive qualitative method applying the Competitive Strategy Canvas (CSC) framework through the eleven pillars of the FORMAT-BIDES approach. The analysis shows that Fortun Resto & Café has built initial competitive advantages through experiential differentiation, technological efficiency, and service innovations. However, crucial developments are still needed regarding systematic market research, structured digital marketing, and human resource management. These findings confirm that the FORMAT-BIDES framework is an effective diagnostic tool for local culinary businesses to evaluate and strengthen their overall competitive strategy.

Keywords: *competitive strategy; local culinary business; Competitive Strategy Canvas; FORMAT-BIDES; digital era; case study*

INTRODUCTION

Competition within the culinary industry has increasingly tight along with the development of digitalization trends and changes in consumer preferences. In Indonesia, local culinary businesses, which are one of the pillars of the economy, are also driven by lifestyle changes and increasing efforts to expand market reach by using technology.[1] The digital era presents a dualism for business owner, namely on one hand, digital platforms such as social media and delivery applications open up unprecedented market access, but on the other hand, this ease of entry intensifies competition to a hypercompetitive level.[2] Therefore, local restaurants must be able to adapt to technology and innovation to keep a competitive advantage. One strategic approach that can be used to analyze business competitiveness is the Competitive Strategy Canvas (FORMAT-BIDES), which was developed to identify key elements in business strategy through eleven main pillars, such as Focus, Operational efficiency, Research, Monitor, Agility, Talent, Build relationship, Innovation, Differentiation, Effective marketing, and Strategic partnership. [3][4]

Fortun Resto & Café is a local restaurant established in early 2024 on Diponegoro Street, Limpung District. This restaurant presents a family restaurant concept with Indonesian and western cuisines, complement by a modern aesthetic coffee shop. Fortun's main advantages lie in its strategic location in a crowded area or high traffic area (terminal, market, and town square), as well as a comfortable ambience, friendly service, and live music that attracts various groups. However, digital promotion, which is still limited, poses a separate challenge for this new restaurant in expanding its market.

Many local culinary businesses adopt digital strategies partially without an integrated framework, resulting in less than optimal results. Therefore, to overcome this, a practical yet comprehensive analysis tool is needed. The Competitive Strategy Canvas (CSC) with the FORMAT-

BIDES approach. Based on this context, this research aims to analyse the implementation of competitive strategy at Fortun Resto & Café using the eleven pillars of the FORMAT–BIDES framework, identify the pillars that are core competencies and areas for improvement, and formulate actionable strategic recommendations to enhance the competitiveness of Fortun Resto & Café in the digital era. Based on this background, the research focuses on analysing the application of the Competitive Strategy Canvas at Fortun Resto & Café, with the aim of identifying competitive strategy elements that have been running effectively and providing strategic recommendations in facing an enhancing competition in this digital era.

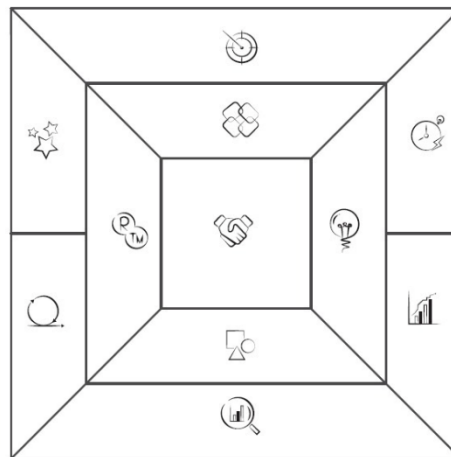


Figure 1. Graphic FORMAT-BIDES

METHOD

This study uses a qualitative descriptive research design to explore the strategic implementation of the Competitive Strategy Canvas (CSC), specifically through the FORMAT–BIDES framework, in the real-world context of Fortun Resto & Cafe. A case study approach was intentionally chosen to allow for an in-depth examination of strategic behavior, customer perceptions, and operational practices within the context of a local business in the culinary industry. This methodological approach is aligned with the study objective to produce interpretive insights and a holistic understanding, rather than mere statistical generalizations commonly found in quantitative methods.

In ensuring the credibility and reliability of the findings, this study uses a data collection triangulation strategy that integrates several types of data sources. This study uses a qualitative descriptive method with a case study approach. Data was collected through interviews with the owner, namely Mr. Okky, about management, marketing, and operational strategies, interviews with several key employees to understand daily operational flows and service implementation and direct observation of restaurant activities, service atmosphere, also customer interactions, as well as looking at digital documentation through analysis of social media such as Instagram, TikTok, Google Reviews and customer reviews. For analyse the strategic dimensions of the Fortun Resto & Cafe business plan, the Competitive Strategy Canvas (FORMAT-BIDES) approach was used.

The analysis was conducted using the FORMAT–BIDES approach as an evaluative framework for the eleven competitive strategy elements. Each element was evaluated based on field findings, observation, and customer feedback, then analysed and identified to determine the relative strengths, weaknesses, and areas requiring improvement of Fortun Resto & Café.

1. F (Focus on a Niche Market)

This strategy centers on targeting broad yet specific market segment including families, students, and local workers who prioritize a comfortable atmosphere and comprehensive service quality. As noted by Olagunju et al. and Odlin & Benson-Rea, niche market management is key to gaining sustainable competitive advantage.[5]

2. O (Operationally Efficient)

Efficiency is achieved through the implementation of digital systems, such as QRIS payments and modern POS applications, alongside streamlined operating procedures. According to Frank et al., the integration of digital technology and operational efficiency enhance customer experience and business resilience.[4]

3. R (Market Research and Analysis)

Market research is employed to understand consumer dining behaviour and confirm location potential, utilizing feedback from social media and Google Reviews. Butkouskaya et al. state that research-based market orientation can improve the relevance of communication strategies.[6]

4. M (Monitor and Benchmark Performance)

This aspect involves a monitoring strategy utilizing service benchmarking against similar culinary businesses in the operational area. This approach aligns with the benchmarking method proposed by Pourheydari et al.[4]

5. A (Agile and Responsive)

The ability to adapt to contemporary culinary trends such as offering seasonal menus and live music is particularly important. Chuang asserts that social media agility and service model adaptation are crucial for building client loyalty. [4]

6. T (Invest in Talent and Training)

This pillar focuses on recruiting skilled staff and providing continuous training in hospitality to ensure consistent service quality. According to Montero Guerra et al., progressive talent management must be included with digital transformation. [7]

7. B (Build Strong Customer Relationships)

This pillar focuses on recruiting skilled staff and providing continuous training in hospitality to ensure consistent service quality. Bation et al., highlight that CRM significantly improves customer retention and overall experience.[8]

8. I (Sustainable Innovation)

Strategies to strengthen customer relationships include active social media interaction and potential loyalty programs. According to Bhatti et al., a differentiation-based business strategy depends on sustainable innovation. [9]

9. D (Differentiation)

Differentiation is achieved by combining unique product offerings (e.g., signature mojitos, fusion cuisine) within a specific ambience, such as a sunset view rooftop and disability-friendly access. As shown in the study conducted by Larios-Francia & Ferasso, this approach results in a distinct and hard-to-imitate value proposition. [10]

10. E (Effective Marketing and Branding)

Brand communication is executed through targeted digital campaigns on social media and potential collaborations with food influencers. According to Agmeka et al., purchase intention in visual-based businesses like beauty clinics is strongly influenced by discount framing and branding. [11]

11. S (Strategic Partnerships and Alliances)

This involves planning collaborations with local musicians, art communities, and suppliers to expand market access and support the local creative economy. Bae argues that strategic collaborations based on trust enhance flexibility and long-term commitment. [12]

The FORMAT-BIDES components are matched with the content of the prepared business plan to conduct analysis through an interpretive-narrative approach. Each component is evaluated thematically to figure out strengths, risks, and development opportunities. Subsequently, the results of this analysis are used to create appropriate development strategies for the validation and initial execution phases of the business.

RESULTS AND DISCUSSION

Each FORMAT-BIDES element is analysed based on information, field conditions, and the development strategy that has been designed for Fortun Resto & Café. This analysis is also

complemented by a theoretical basis and findings from various previous studies that relevant to the context of culinary business management and local restaurant development strategies in this digital era. This approach not only provides a comprehensive assessment of the strengths and weaknesses of the implemented strategy, but also helps to illustrate Fortun Resto & Café potential for sustainability and long-term growth direction. All strategic components analysed through the FORMAT-BIDES framework are discussed in detail in the following section. The following is the Competitive Strategy Canvas Analysis for Fortun Resto & Café:

1. Focus on Target Segment (F)

Fortun Resto & Café targets a broad and inclusive market segment, covering families, students, young people, agency employees, and surrounding workers. This strategy has successfully made the restaurant a communal space accessible to various groups in a small city. The strength of this approach is the ability to maximize market potential in a small city by presenting a warm, flexible atmosphere that is acceptable to all customer levels. However, its weakness is the risk of brand dilution, where the restaurant's identity becomes less sharp. Without a value proposition or specific communication for each segment and without the support of a targeted promotion strategy, it is difficult to build deep loyalty.

2. Operational Efficiency (O)

Fortun Resto & Café has proved a satisfactory level of technology application in supporting operational efficiency. The implementation of a digital operation, such as payment system via QRIS and the use of a modern cashier application help speed up the transaction process, improve recording accuracy, and minimize the potential for financial errors, also integration with third-party delivery service platforms such as Grab has also been implemented, which not only expands market reach to customers who do not come directly but also functions as an additional operational channel that supports sales. In addition, planned management of raw material stock also maintains product freshness while reducing operational costs, making it one of the main strengths. However, the process of recording orders from customers to the kitchen, which is still done manually, is still a weak point in the operational flow. This condition has the potential to cause miscommunication or delays in serving, especially when order volumes increase. Therefore, digitalizing the internal ordering process through an integrated Point of Sale (POS) system becomes a strategic step to improve coordination, service consistency, and overall customer satisfaction.

3. Research and Market Analysis (R)

The concept of Market Orientation emphasizes that sustainable competitive advantage can only be achieved if the company is able to actively collect, interpret, and respond to market information continuously. In line with that, the customer-driven innovation approach affirms the importance of developing products and services oriented towards customer needs and aspirations. In the context of the dynamic and hypercompetitive culinary industry, the ability to quickly read changes in consumer preferences becomes a strategic advantage in itself for local restaurants. Fortun Resto & Café is beginning to apply this principle by using customer feedback from social media, Google Reviews, and direct interactions at the location to understand visitor behavior and expectations. A simple analysis of customer comments shows that aesthetic space design, place comfort, and live music entertainment are dominant factors in consumer satisfaction. In addition, social listening through digital platforms helps management identify culinary content trends and menu preferences that are currently favored by the target market, such as variants of coffee menus and aesthetic snacks suitable for social activities. This data-driven approach has helped Fortun Resto & Café adjust promotions and strengthen its image as a modern communal space for families and young communities. Nevertheless, the available customer behavior data is still general in nature and not yet fully able to capture individual need patterns, such as visit frequency or specific dining time preferences. Therefore, developing a simple Customer Relationship Management (CRM) system becomes an important step for Fortun to understand individual preferences more deeply and increase long-term loyalty.

4. Monitor Competitors (M)

Fortun Resto & Café has been monitoring competitors through price and menu observation, but this approach is still reactive and has not been done systematically. So far, comparisons have only focused on aspects of price and menu variations with similar restaurants in the operational area. The weakness is, Fortun Resto & Café has not routinely conducted in-depth analysis of competitors' digital strategies, such as the types of content used, promotion campaigns run, or forms of collaboration carried out with local communities or influencers. In fact, the application of social media-based competitor analysis or social media benchmarking could help Fortun Resto & Café find new opportunities to strengthen its market position, while also identifying effective digital marketing trends at the local level. Without this proactive and data-driven monitoring strategy, Fortun risks missing the opportunity to learn from the successes and failures of competitors in attracting consumer attention in the increasingly competitive culinary market.

5. Agility (A)

Fortun Resto & Café shows a satisfactory level of adaptability and flexibility to the dynamics of local culinary trends, among others by presenting seasonal menus, live music entertainment, and adjusting services to the needs of community events. As a relatively new business, Fortun Resto & Café has agility which is an important strength in supporting relevance in the fast-changing culinary market. However, this adaptive capability is still centered on the owner's individual initiatives, so it has not been institutionalized in a structured management system. In the future, Fortun Resto & Café needs to build a more responsive organizational mechanism, especially in following up on digital customer feedback through social media and online review platforms. With such a system, each team member can actively contribute to the innovation and service improvement process, so that business agility not only depends on personal leadership, but also becomes part of Fortun Resto & Café's organizational culture. This capability for adaptation must be continuously cultivated and formalized so that agility does not only depend on individual initiatives but truly becomes a sustainable competitive strategy for the long term.

6. Talent Management (T)

Fortun Resto & Café's service staff play a significant and crucial role in shaping the customer experience, so the quality of their interaction determines the level of visitor satisfaction and loyalty. Currently, the staff training process is still informal (on-the-job training) and carried out through direct direction from the owner, which is quite effective for meeting basic operational needs. However, this approach has limitations in terms of standardizing service quality and customer experience consistency. Therefore, Fortun Resto & Café needs to start developing a formal training program that focuses on aspects of hospitality, effective communication, and customer complaint handling. Investment in this structured training will not only increase staff professionalism and confidence but also strengthen Fortun Resto & Café's image as a restaurant with friendly, consistent, and customer satisfaction-oriented service.

7. Build Relationship with Customers (B)

Fortun Resto & Café actively interacts with customers by replying to comments and messages on social media, as well as creating a friendly and familiar atmosphere at the restaurant location. This approach is an important strength in building personal relationships and emotional closeness with customers, especially in the local community environment. However, to date, Fortun Resto & Café does not have a structured loyalty program or customer membership system, such as membership cards, a points system, or exclusive offers for regular customers. The absence of this retention strategy has the potential to hinder the formation of long-term loyalty and a stable repeat visit rate. Therefore, the development of a digital-based loyalty program can be a strategic step to increase customer engagement, strengthen the brand image, and create a sustainable base of loyal customers.

8. Innovation (I)

Fortun Resto & Café displays prominent service innovation through the concept of an open live music stage, where visitors not only become spectators but can also take part directly by singing. This concept creates an interactive, warm, and different dining experience from other restaurants in the area, thus becoming a strong differentiation element for Fortun Resto & Café in the local culinary

market. In the future, innovation potential can be developed through the creation of a signature dish inspired by local ingredients and flavors, thereby strengthening Fortun Resto & Café's identity as a restaurant with authentic regional character. In addition, the application of an eco-friendly dining concept such as reducing the use of single-use plastic, managing kitchen waste, and using sustainable local ingredients that can be an added value strategy that is attractive to modern consumers who are increasingly aware of social and sustainability issues.

9. Differentiation (D)

Fortun Resto & Café's main differentiation combines key elements, namely a strategic location and live music, but triangulation confirms other strong differentiators. Customers highlighted the café's beautiful sunset view in the roof top, which becomes a key attraction during late afternoon hours. Operationally, Fortun is more disability-friendly, featuring an lift that allows elderly guests and wheelchair users easier access than an uncommon feature among nearby cafés. The café also offers unique signature beverages, specifically kiwi mojito and mango mojito, which customers described as refreshing and distinctive. Its Nusantara–Western fusion dishes are affordable and appealing to various segments. These factors strengthen Fortun Resto & Café's competitive positioning and make its experiential value superior. However, for this differentiation to be stronger and more consistent in the minds of customers, Fortun needs to strengthen its visual identity and brand storytelling through various communication channels, both digitally and on-site. This effort will not only increase brand recall, but also help build Fortun's image as a modern, inclusive, and characterful local culinary destination.

10. Effective Marketing (E)

Fortun Resto & Café's digital marketing activities have shown activity on social media but are not yet supported by a planned and consistent content strategy. Currently, the posts made are still irregular and tend to focus on direct product promotion (hard selling), so they have not been able to build brand narrative and emotional closeness with the audience. To strengthen digital visibility and appeal, Fortun Resto & Café needs to develop a more strategic social media campaign, balancing content between promotion, education (such as stories behind the menu or local ingredient profiles), and entertainment (e.g., clips of the excitement of live music). In addition, collaboration with local food bloggers, creative communities, or micro-influencers can be an effective step to expand audience reach and strengthen Fortun Resto & Café's image as a modern, interactive restaurant relevant to current digital trends.

11. Strategic Partnership (S)

Fortun Resto & Café has successfully showed partnerships with local musicians and art communities through the organization of live music events, which become a distinctive attraction for visitors. This partnership not only strengthens Fortun Resto & Café's position as a center for local social and entertainment activities but also shows a commitment to supporting the talent and creativity of the surrounding community. In the future, development potential can be expanded through the implementation of a Local Product Showcase program, namely providing a special space in the restaurant area to display and sell products from local business owners, such as coffee from farmers in the surrounding area, homemade snacks, or distinctive local community handicrafts. This initiative not only enriches the visitor experience and strengthens Fortun Resto & Café's local identity, but also creates an inclusive and sustainable business ecosystem, where the restaurant acts as a driver of creative economy collaboration at the regional level.

The results of the analysis conducted with the FORMAT–BIDES approach show that the development strategy for Fortun Resto & Café has the potential to provide strong differentiation compared to competitors in the increasingly hypercompetitive local culinary industry sector. Based on the previous analysis results, Fortun Resto & Café has been positioned as a modern family restaurant that combines the concept of spatial aesthetics that is comfortable with the use of digital technology to create a more interactive and personal dining experience for customers.

These findings illustrate that Fortun Resto & Café not only focuses on providing food and beverage products alone, but also on the formation of experiential value and service atmosphere

which are essential elements in building customer satisfaction and engagement. The FORMAT-BIDES-based strategy approach allows Fortun to identify and optimize its competitive advantages through the integration of operational innovation, service differentiation, and business process digitalization.

This strategy is considered highly relevant to the current culinary market landscape, which increasingly prioritizes aspects of comfort, service innovation, and the ease of transaction digitalization and promotion. Through this strategy, Fortun Resto & Café not only highlights operational efficiency and attractive space design but also strengthens the customer experience value as a major factor in building loyalty and a sustainable brand image.

Furthermore, with consistent and adaptive management of all strategic factors that have been analysed, Fortun Resto & Café has a great opportunity to not only maintain positive growth in the local culinary market, but also to develop into a sustainable and innovative modern restaurant business model in the digital era.

The successful implementation of this strategy will be key in building long-term customer loyalty, strengthening Fortun Resto & Café's brand image as a comfortable and aesthetic family culinary destination, and supporting business expansion oriented towards customer experience and the utilization of digital technology.

Although the strategy analysed is still in the initial planning and evaluation stage, the discussion results show the existence of a strong managerial foundation for successful strategy execution in the future. However, the success of sustainable strategy implementation will heavily depend on Fortun Resto & Café's consistency in maintaining service quality, improving human resource competence, and the ability to adapt to market dynamics and the rapid development of digital technology that continues to change.

CONCLUSION

Based on the analysis using the Competitive Strategy Canvas (FORMAT-BIDES), it can be concluded that Fortun Resto & Café, as a newly developing local restaurant, has successfully laid a solid foundation for competitive advantage in several key pillars. Fortun's main strength lies in experiential differentiation, which is reflected in its strategic location, aesthetic space design, attractive sunset ambience, disability-friendly accessibility (lift), unique or seasonal menu offerings, availability on delivery platforms (Grab Food), and the presence of entertainment such as live music, thereby creating an attractive atmosphere for customers. In addition, unique service innovation, and initial operational efficiency through the adoption of digital payment technology also serve as advantages that add to its appeal for consumers. These pillars synergistically form a strong and relevant value proposition for the local culinary market amidst the hypercompetitive industry landscape.

Nevertheless, to achieve sustainable growth and build long-term competitiveness, Fortun Resto & Café still faces significant challenges in the strategic and proactive pillars. Some of the weaknesses identified include unsystematic market research, unstructured digital marketing, and talent management that is still informal. If these aspects are not immediately strengthened, Fortun risks stagnation and difficulty in adapting to changes in consumer behaviour and the increasingly complex competitive dynamics in the future.

Based on these findings, several strategic recommendations can be actioned by the management of Fortun Resto & Café. First, in the aspects of Focus and Marketing (pillars F, E, R), Fortun needs to implement a simple Customer Relationship Management (CRM) system by utilizing data from the cashier application and social media interactions to build an effective customer database. This data can be used to design more segmented promotions, such as lunch packages for surrounding workers or discounts for students on certain days. Additionally, it is recommended that Fortun develops a social media content strategy by creating a monthly content calendar that balances

promotional, educational (e.g., storytelling behind the menu), and entertainment elements (behind-the-scenes content or interactions with musicians).

Second, for the Operational and Human Resources aspects (pillars O, T), it is necessary to digitalize the ordering process through the implementation of an integrated Point of Sale (POS) system between customer tables and the kitchen to improve accuracy and speed of service. Besides that, it is important for Fortun to compile simple Standard Operating Procedures (SOPs) that cover procedures for greeting guests, serving menus, to handling customer complaints. These SOPs should be accompanied by brief routine training so that all staff understand and apply them consistently.

Third, in the Innovation and Partnership aspects (pillars I, S), Fortun can strengthen its appeal through the creation of a signature dish, for example, creating one or two unique flagship menus that competitors do not have, which can be used as an icon of Fortun Resto & Café's identity. Furthermore, Fortun can also initiate a program such as a "Local Product Showcase," namely by providing a special area to display and sell local products such as coffee grounds, chips, or handicrafts from surrounding business actors. This program not only strengthens Fortun's image as a restaurant that supports local creativity and economy but also opens opportunities for other income sources and expands the business collaboration network at the regional level.

By implementing these various strategic recommendations gradually and consistently, Fortun Resto & Café has brilliant potential to transform from just a newly developing local restaurant into a superior, tough, innovative, and highly competitive culinary brand in the digital era.

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