

Porter's Five Forces as a Competitive Advantage Analysis Tool for Moolagi Dimsum MSMEs

Maylinda Nur Aini Ali^{1*}, Atika Sifa Harum Ridhani², Febriani Saraswati Wijaya³, 郭玟彤⁴, 楊紫絮⁵, 林宛穎⁶, 施乃榕⁷, 陳裕升⁸, 石孟璉⁹

1),2),3) University of Nusantara PGRI Kediri, Jl. KH. Ahmad Dahlan No.76, Mojoroto, Kediri City, East Java, 64112, Indonesia

4),5),6),7),8),9) National Yunlin University of Science and Technology, No. 123號, Section 3, Daxue Rd, Longtan Village, Douliu City, Yunlin County, Taiwan, 64002

maylinda.ali65@gmail.com*

*corresponding author

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Abstract

Research aim: To analyze the competitive position of Moolagi Dimsum MSME in Kediri City using Porter's Five Forces and identify the factors supporting its competitive advantage.

Design/Method/Approach: This study uses a descriptive qualitative approach. Data were collected through interviews with the owner, direct observation, and documentation, then analyzed based on the five dimensions of Porter's Five Forces.

Research Finding: Moolagi Dimsum faces strong competition, especially from similar businesses and buyer bargaining power. Its competitive advantage lies in product differentiation, consistent quality, innovation, digital marketing, and customer relationship building.

Theoretical contribution/Originality: This study applies Porter's Five Forces to a local culinary MSME and highlights how quality, branding, customer loyalty, and supplier relationships create competitive advantage.

Practitioner/Policy implication: Culinary MSMEs should focus on differentiation, service quality, innovation, digital marketing, and customer loyalty rather than relying solely on price competition.

Research limitation: The study focuses on one MSME and relies mainly on the owner's perspective. Future research should include customers, suppliers, and competitors and may use quantitative or mixed methods.

Keywords: Porter's Five Forces, Competitive Advantage, MSMEs, Moolagi Dimsum, Culinary Bussiness, Digital Marketing.

1. Introduction

Competition in the culinary business sector at the Micro, Small, and Medium Enterprise (MSME) level increasingly requires business actors not only to maintain product quality but also to understand the competitive structure that shapes their business position. Moolagi Dimsum, as a culinary MSME in Kediri City, faces significant competitive pressure due to the presence of many competitors, both from similar products and substitute products such as gyoza, lumpia, and other dimsum variations. This condition is important to examine because such competition affects profit margins, product innovation decisions, promotional strategies, and the business's ability to retain customers [1,2].

Based on interviews and observations, Moolagi Dimsum began to gain public recognition after conducting promotions through WhatsApp and TikTok at the end of 2023. The number of buyers then increased after its TikTok content went viral. However, this growth was still accompanied by several challenges, such as lower sales on weekdays, pressure from competitors, dependence on consistent product quality, and the need to maintain margins without implementing an aggressive “cash-burning” strategy. Therefore, this study is important to analyze how Moolagi Dimsum can maintain its competitive advantage in the dynamic local culinary market.

Studies on Porter's Five Forces show that this framework remains a widely used strategic analysis tool for understanding industry attractiveness and competitive pressure. This model evaluates five main forces, namely rivalry among existing competitors, the threat of new entrants, the threat of substitute products, the bargaining power of suppliers, and the bargaining power of buyers. Pangarkar and Prabhudesai explain that Porter's Five Forces helps managers understand important aspects of the business environment and formulate strategies that are appropriate to the industrial context. This model does not only focus on direct competitors but also considers buyers, suppliers, new entrants, and substitutes as factors that may place pressure on business profitability [1].

Previous studies in the MSME sector indicate that Porter's Five Forces is relevant for analyzing competitive advantage. A study on banana chip MSMEs in Bandar Lampung found that Porter's Five Forces analysis can help MSMEs identify market opportunities and challenges, enabling them to formulate more appropriate strategies to maintain their competitive position [2]. The study also emphasizes that rivalry, the threat of new entrants, the bargaining power of suppliers and buyers, and substitute products can influence the ability of MSMEs to sustain competitive advantage. In addition, research on digital transformation and Porter's Five Forces in MSMEs shows that digitalization, such as the use of e-commerce, social media, and digital payment systems, can strengthen competitiveness when combined with an understanding of the structure of industry competition [7,11].

Nevertheless, there remains a research gap that needs to be addressed. Most previous studies have discussed Porter's Five Forces in different sectors, such as banana chips, digital services, large industries, or MSMEs in general [2,3,5,7]. Studies that specifically analyze local culinary MSMEs based on dimsum products, with characteristics such as digital marketing,

social media promotion, the establishment of a physical outlet, and pressure from substitute products, are still relatively limited. This gap is relevant because culinary businesses such as Moolagi Dimsum do not only face direct competitors but must also manage customer loyalty, maintain relationships with key suppliers, respond to changes in raw material prices, handle customer complaints, and preserve consistency in taste and product quality.

The novelty of this article lies in the application of Porter's Five Forces as an analytical tool for competitive advantage in Moolagi Dimsum by integrating empirical phenomena obtained from interviews and observations. This article does not merely view competition as the large number of dimsum sellers in Kediri City, but also examines how supplier power, buyer behavior, the threat of substitute products, and the potential entry of new competitors shape business strategy. In addition, this study positions digital marketing, TikTok virality, product innovation such as spicy dimsum and lumpia, and margin-maintenance strategies as part of the MSME's strategic responses to competitive pressure [1,3,7].

The objective of this article is to analyze the competitive position of Moolagi Dimsum using Porter's Five Forces approach and to identify the factors that can strengthen its competitive advantage in the culinary market of Kediri City. This article is structured by first explaining the issue of competition and the urgency of the study, then describing the theoretical basis of Porter's Five Forces, presenting the analysis of the five competitive forces affecting Moolagi Dimsum, and formulating strategic implications that can be used to maintain product quality, customer loyalty, product innovation, and business sustainability [1].

1.1. Statement of Problem

Competition among culinary MSMEs in Kediri City places Moolagi Dimsum under competitive pressure from both similar competitors and substitute products. This condition affects business margins, pricing strategies, the need for product innovation, and efforts to retain existing customers [1,2].

The development of Moolagi Dimsum through digital promotion, particularly TikTok and WhatsApp, indicates opportunities for growth based on virality and culinary consumer behavior that tends to follow trends. However, these opportunities do not fully guarantee the sustainability of competitive advantage because sales still fluctuate on certain days, especially on weekdays [7,11].

Dependence on one main supplier, the demand for consistent quality, and the existence of customer complaints indicate that Moolagi Dimsum's competitive advantage is not determined solely by promotion, but also by its ability to manage the supply chain, service quality, product quality, and differentiation [1,4].

Moolagi Dimsum requires a strategic analysis that can systematically map external pressures in order to determine a more appropriate competitive strategy, particularly in facing similar competitors, substitute products, buyer bargaining power, supplier bargaining power, and the potential threat of new entrants [1].

1.2. Research Objectives

This study aims to: 1) analyze the competitive pressures faced by Moolagi Dimsum based on the five dimensions of Porter's Five Forces, 2) identify the factors that influence

Moolagi Dimsum's competitive advantage, particularly in terms of product quality, price, innovation, digital marketing, suppliers, and customer loyalty, 3) explain how Moolagi Dimsum responds to competition from similar products and substitute products in the culinary market of Kediri City, 4) formulate strategic implications that can be used by Moolagi Dimsum to sustain its competitive advantage in the long term.

2. Method

This study employed a descriptive qualitative approach. This approach was selected because the study focuses on gaining an in-depth understanding of the competitive strategy of the Moolagi Dimsum MSME based on the actual conditions experienced by the business owner. Porter's Five Forces analysis was used as a framework to examine competitive pressures arising from existing competitors, new entrants, substitute products, supplier bargaining power, and buyer bargaining power [1]. Through a qualitative approach, the data obtained were not limited to factual information but also included explanations, experiences, and the owner's strategic considerations in managing the business amid competition in the local culinary industry.

Data were collected through interviews, observation, and documentation. The interview was conducted directly with the owner of Moolagi Dimsum, Faiza, as the key informant who understands the business development process, marketing strategies, product management, supplier relationships, and competitive challenges faced by the business. The interview took place at the Moolagi Dimsum outlet on Tuesday, May 5, 2026. The interview questions focused on the history of the business, sales growth, strategies for dealing with competitors, product innovation, digital promotion, supplier management, customer complaints, and the main challenges in maintaining business consistency.

The documentation used in this study included interview notes, field observation notes, information on product variations, and supporting data related to Moolagi Dimsum's promotional activities through digital media. These documents were used to strengthen the results of the interviews and observations, so that the analysis was not based solely on the informant's statements but also considered supporting evidence from the business activities.

The research paradigm used in this study was the interpretive paradigm. This paradigm is relevant because the study seeks to understand the meaning of competitive strategy from the direct perspective of the business owner. In this context, strategy is not only understood as a formal plan but also as a practical action shaped by the owner's experience in dealing with competitors, maintaining product quality, retaining customers, managing suppliers, and adjusting promotional activities to consumer behavior. The interpretive paradigm allows the researcher to interpret the phenomenon of competition based on the social and business context experienced by the Moolagi Dimsum MSME.

The data analysis technique was carried out through several stages. The first stage was data classification, in which the results of interviews, observations, and documentation were grouped into the five dimensions of Porter's Five Forces [1]. The second stage was data

reduction, which involved selecting information most relevant to the research focus, such as data on competitors, suppliers, buyers, substitute products, and differentiation strategies. The third stage was narrative data presentation, in which the findings were arranged systematically according to each competitive force. The final stage was drawing conclusions, which involved formulating Moolagi Dimsum's competitive position and identifying strategies that can support its sustainable competitive advantage.

3. Results and Discussion

The findings of this study were obtained through direct interviews with the owner of Moolagi Dimsum and observations at the outlet. The discussion is structured based on the five dimensions of Porter's Five Forces, namely industry rivalry, the threat of new entrants, the threat of substitute products, supplier bargaining power, and buyer bargaining power. Within the Porter's Five Forces framework, these five forces are used to understand a company's competitive position within an industry and to formulate strategies that correspond to the market pressures it faces [1]. In the context of Moolagi Dimsum, this analysis is used to examine how culinary MSMEs deal with similar competitors, substitute products, consumer behavior, supplier dependence, and differentiation strategies implemented to maintain competitive advantage.

Table 1. Result Test

<u>Porter's Five Forces Dimensions</u>	<u>Interview Findings</u>	<u>Level of Pressure</u>	<u>Strategic Implications</u>
Industry rivalry	There are 13 other dimsum businesses around the Moolagi Dimsum market area. The main competitors are Boona Dimsum and Uma Yumcha, which have the advantage of lower prices.	<u>High</u>	Moolagi Dimsum needs to strengthen differentiation through taste quality, a higher meat composition, fresh products, and an emotional approach to customers.
Threat of new entrants	The owner stated that many new dimsum businesses have emerged in Kediri, both as branches and as new businesses	Moderate–high	The already strong branding needs to be continuously maintained so that customers do not easily switch to new businesses.
Threat of substitute products	The main substitute products are gyoza, shrimp	<u>Moderate</u>	Menu innovations such as melted hot

<u>Porter's Five Forces Dimensions</u>	<u>Interview Findings</u>	<u>Level of Pressure</u>	<u>Strategic Implications</u>
	spring rolls, and similar foods. The price of substitute products affects the business because consumers have many choices.		spicy bomb dimsum, spicy dimsum, and cheezy ball need to be strengthened so that the product is not easily substituted.
Supplier bargaining power	Moolagi Dimsum depends on one main supplier for raw materials but still has backup suppliers. The main raw materials include chicken, vegetables, wheat flour, and packaging.	<u>Moderate</u>	Good relationships with suppliers need to be maintained so that raw material quality remains stable and supply disruption risks can be reduced.
Buyer bargaining power	Customers compare prices with competitors. Promotions on GrabFood, GoFood, and ShopeeFood influence purchasing decisions. Service quality affects repeat purchases	<u>High</u>	Moolagi Dimsum needs to maintain alignment between price and quality, strengthen service, and build customer loyalty.

Source: Interview results with the owner of Moolagi Dimsum, May 5, 2026.

Based on Table 1, the strongest competitive pressures are found in the dimensions of industry rivalry and buyer bargaining power. Industry rivalry is categorized as high because Moolagi Dimsum does not only face small competitors but also two main competitors that offer lower prices. This condition indicates that Moolagi Dimsum's competitive strategy cannot rely solely on price, but must emphasize product quality, taste consistency, service, and emotional closeness with customers. Meanwhile, buyer bargaining power is also categorized as high because consumers have many choices of similar foods and can compare prices directly through purchase experiences and food delivery applications [1,2].

3.1. Industry Rivalry

Industry rivalry is the most visible competitive force in the Moolagi Dimsum business. Based on the interview results, there are 13 other dimsum businesses around the business location. Among these competitors, the main competitors mentioned by the owner are Boona Dimsum and Uma Yumcha. These two competitors have an advantage in terms of prices that tend to be lower than Moolagi Dimsum. This condition shows that competition in the dimsum business in Kediri City is quite intense, especially because the products offered are in the same category and target relatively similar culinary consumers [1,2].

The interview transcript shows this as follows:

Researcher : “Berapa jumlah kompetitor dimsum di sekitar lokasi usaha Anda?”

Owner : “Ada 13 usaha dimsum lain.”

Researcher : “Siapa kompetitor utama Anda dan apa keunggulan mereka?”

Owner : “Kompetitor utama ada 2, Boona Dimsum dan Uma Yumcha. Keunggulan mereka adalah harga yang cenderung di bawah kami.”

This condition shows that competitive pressure does not only come from the number of competitors but also from lower pricing strategies. In this case, Moolagi Dimsum chooses not to compete through low prices, but through quality differentiation. The owner explained that Moolagi Dimsum products use a higher proportion of meat than mixed ingredients, which affects the taste. In addition, the products are always made fresh because production is carried out every day. This strategy is in line with the concept of differentiation, namely an effort to create distinctive value so that consumers have a reason to choose the product even though the price offered is not always lower than competitors [1,4].

From the perspective of competitive strategy, Moolagi Dimsum’s decision to maintain product quality is a relevant step. If MSMEs only follow price competition, business margins can be pressured. This is also consistent with previous interview notes stating that Moolagi Dimsum does not implement a “cash-burning” strategy, but instead maintains margins to remain secure. Therefore, Moolagi Dimsum’s competitive advantage is built through taste quality, product freshness, and a marketing approach that emphasizes relationships with customers [1,2].

3.2. Threat of New Entrants

The threat of new entrants to Moolagi Dimsum is at a moderate to high level. The owner stated that many new dimsum businesses have emerged in Kediri, both in the form of branches and new businesses. This shows that entry barriers in the dimsum culinary business are relatively not very high. New business actors can enter the market with production capital, digital promotional media, and competitive pricing strategies [1,2,5].

The interview transcript supporting this finding is as follows:

Researcher : “Apakah Anda melihat banyak usaha dimsum baru bermunculan?”

Owner : “Ya, saya rasa di Kediri ini banyak usaha dimsum baru, baik cabang maupun usaha baru.”

Researcher: “Bagaimana dampak kehadiran pesaing baru terhadap bisnis Anda?”

Owner: “Kami memang merasakan dampaknya, walau tidak berdampak secara signifikan terhadap usaha kami. Namun tentunya mengurangi peluang konsumen kami karena banyak beberapa kompetitor sejenis.”

The quotation indicates that the presence of new entrants has not had a highly significant impact on business continuity, but it still reduces Moolagi Dimsum’s opportunity

to attract consumers. This means that the threat of new entrants still needs to be considered because the increasing number of product choices can make consumers more likely to switch.

However, Moolagi Dimsum has strength in terms of branding. The owner stated that the product's branding is already quite strong, especially in Kediri City. This brand strength becomes one of the barriers for new entrants because consumers who are already familiar with Moolagi Dimsum tend to have certain perceptions and experiences with the product. This is reinforced by marketing strategies that have been carried out from the beginning through WhatsApp, TikTok, live streaming, Instagram, and food delivery platforms. TikTok virality at the end of 2023 also became an important turning point that made the Moolagi Dimsum brand more widely recognized by consumers [7,11].

3.3. Threat of Substitute Products

Substitute products are one of the pressures that Moolagi Dimsum needs to consider. In the interview, the owner mentioned that products such as gyoza, shrimp spring rolls, and similar foods can become alternatives for consumers. This threat arises because culinary consumers usually have many choices of snacks or ready-to-eat foods with similar taste characteristics and consumption functions [1].

The interview transcript shows the following:

Researcher : "Produk makanan apa yang menurut Anda menjadi alternatif utama pengganti dimsum?"

Owner : "Produk seperti gyoza, lumpia udang, dan produk makanan sejenis."

Researcher : "Apakah harga produk substitusi memengaruhi penjualan Anda?"

Owner : "Iya, tentunya berpengaruh, karena pelanggan pasti memiliki banyak pilihan produk makanan lain."

These findings show that the threat of substitute products does not only come from product similarity but also from price considerations. If substitute products offer lower prices or attractive flavor variations, consumers may consider switching. Therefore, product innovation becomes an important strategy for Moolagi Dimsum [1,2].

Moolagi Dimsum responds to this threat by introducing several menu innovations, such as melted hot spicy bomb dimsum, spicy dimsum, and cheezy ball. This innovation shows that Moolagi Dimsum seeks to expand its product variety so that it does not depend only on its main dimsum menu. This strategy is important because culinary products are strongly influenced by taste trends, consumer experience, and curiosity toward new menus. Through innovation, Moolagi Dimsum can maintain product relevance amid the many food alternatives available [3,7].

3.4. Supplier Bargaining Power

Supplier bargaining power in Moolagi Dimsum is at a moderate level. Based on the interview results, the main suppliers of Moolagi Dimsum consist of chicken traders, vegetable traders, wheat flour suppliers, and packaging suppliers. The owner explained that the business

still depends on one main supplier, but it also has backup suppliers to anticipate problems with the main supplier [1].

The relevant interview transcript is as follows:

Researcher : “Siapa saja pemasok utama bahan baku Anda?”

Owner : “Pedagang ayam, sayur, tepung terigu dan packaging.”

Researcher : “Apakah Anda bergantung pada satu atau beberapa supplier?”

Owner : “Iya, kami hanya bergantung pada satu supplier. Namun kami tetap memiliki pemasok lain untuk back up ketika supplier utama kami mengalami kendala.”

Researcher : “Apakah supplier memiliki pengaruh besar dalam menentukan kualitas produk Anda?”

Owner : “Iya, tentu sangat berpengaruh.”

These findings indicate that suppliers play an important role in maintaining product quality. In the dimsum business, raw materials such as chicken and vegetables strongly determine the taste, texture, freshness, and consistency of the product. When the quality of raw materials changes, the quality of the final product may also change. Therefore, the relationship with suppliers is not only related to price but also to quality stability [1,4].

The strategy implemented by Moolagi Dimsum is to maintain good communication with suppliers to avoid miscommunication and sustain stable working relationships. This strategy is relevant because dependence on one main supplier can become a risk if there is a price increase, supply delay, or decline in material quality. The existence of backup suppliers serves as an anticipatory measure, although in the future Moolagi Dimsum still needs to expand alternative suppliers so that the bargaining power of the main supplier does not become too dominant [1,4].

3.5. Buyer Bargaining Power

Buyer bargaining power in Moolagi Dimsum is categorized as high. Consumers have the ability to compare price, taste, quality, and service with other competitors. Based on the interview, the owner acknowledged that customers have several times compared Moolagi Dimsum's prices with competitors. However, Moolagi Dimsum seeks to emphasize that the price paid by consumers is proportional to the quality and taste they receive [1,2].

The interview transcript shows the following:

Researcher : “Apakah pelanggan sering membandingkan harga dengan kompetitor?”

Owner : “Iya, kami beberapa kali mendengar tentang hal itu. Namun kami dapat menjamin apa yang dibayarkan oleh konsumen sepadan dengan yang didapatkan. Seperti kualitas dan juga rasanya.”

In addition to price, promotions and discounts also influence purchasing decisions. Moolagi Dimsum uses platforms such as GrabFood, GoFood, and ShopeeFood to provide

discounts to consumers. This strategy has an impact on increasing purchases through those applications [7].

Researcher: “Seberapa besar pengaruh promo atau diskon terhadap keputusan pembelian?”

Owner: “Kami rasa cukup berpengaruh. Kami banyak menaruh diskon pada aplikasi seperti GrabFood, GoFood, dan juga ShopeeFood. Dan banyak jumlah pembeli melalui aplikasi-aplikasi tersebut.”

This finding shows that digital culinary consumers are sensitive to prices and promotions. However, Moolagi Dimsum does not rely only on discounts. The owner also emphasizes the importance of relationships with customers, such as giving hampers to truly loyal customers during religious holidays. In addition, service quality is considered very important because it affects repeat purchases [7,11].

This strategy shows that Moolagi Dimsum builds loyalty through a combination of product quality, service, digital promotion, and emotional relationships with consumers. In the MSME context, this approach is important because customers do not only buy products, but also experiences, closeness, and trust in the brand [3,7].

3.6. General Discussion

Overall, the findings show that Moolagi Dimsum operates in a fairly strong competitive environment. The main pressures come from the large number of similar competitors, competitors' lower prices, and consumers' ability to compare food choices. However, Moolagi Dimsum has several strengths that can serve as the basis of its competitive advantage, namely product quality, a higher meat composition, fresh daily production, menu innovation, sufficiently strong branding, and emotional relationships with customers [1,2].

These findings are consistent with previous studies explaining that Porter's Five Forces can help MSMEs understand their strategic position in a competitive market. A study on banana chip MSMEs in Bandar Lampung showed that Porter's Five Forces analysis is relevant for identifying market opportunities and challenges, particularly those related to competition, suppliers, buyers, new entrants, and substitute products. In the case of Moolagi Dimsum, these five aspects are also proven to influence business strategy, especially in determining how to retain customers and maintain product quality [2].

The findings of this study are also consistent with a study on Samosa MSMEs, which shows that digital marketing strategies and consistency in product quality are important factors in supporting the competitiveness of culinary MSMEs [3]. Moolagi Dimsum also uses digital marketing strategies through TikTok, Instagram, live streaming, and food delivery applications [7,11]. However, the difference in this study's findings lies in the strong role of emotional relationships with customers. Moolagi Dimsum does not only use digital marketing as a promotional medium but also builds closeness with consumers through service and attention to loyal customers.

Thus, Moolagi Dimsum's competitive advantage does not only come from its products, but from a combination of quality, branding, innovation, digital marketing, and customer relationships. This strategy is important for facing competitors that offer lower prices. If Moolagi Dimsum is able to maintain consistent quality and continue strengthening customer loyalty, competitive pressure can be controlled without sacrificing business margins through price wars [1,3,7].

3.7. Strategic Implications

Based on the analysis, there are several strategic implications for Moolagi Dimsum. First, Moolagi Dimsum needs to maintain product differentiation through raw material quality, a higher meat proportion, and fresh daily production. Second, Moolagi Dimsum needs to continue developing menu innovations to address the threat of substitute products. Third, promotions through food delivery applications need to be maintained, but they must be controlled so that they do not excessively pressure profit margins. Fourth, relationships with the main supplier need to be maintained, while alternative suppliers should also be strengthened to reduce supply risks. Fifth, customer loyalty needs to be continuously built through consistent service, good communication, and reward programs for regular customers [1,3,4,7].

Based on these findings, it can be concluded that Moolagi Dimsum's competitive position is quite strong, although it still faces high pressure from competitors and buyer bargaining power. The main advantages of Moolagi Dimsum lie in product quality, freshness, innovation, and customer relationships. Therefore, the most relevant strategy is a differentiation strategy based on quality and customer loyalty, rather than a low-price strategy [1,2].

4. Conclusion

This study shows that Moolagi Dimsum faces relatively strong competitive pressure within the dimsum culinary industry in Kediri City. Based on Porter's Five Forces analysis, the main pressures come from rivalry among existing competitors and the bargaining power of buyers. The large number of other dimsum businesses, including main competitors that offer lower prices, requires Moolagi Dimsum to maintain differentiation through product quality, a more dominant meat composition, fresh daily products, and consistent service. The threat of new entrants and substitute products also represents an important challenge because consumers have many alternative food choices, such as gyoza, shrimp spring rolls, and similar products. Meanwhile, supplier bargaining power is at a moderate level because Moolagi Dimsum still depends on one main supplier, although it already has backup suppliers as a preventive measure. Therefore, the most relevant strategy for Moolagi Dimsum is a differentiation strategy based on quality, product innovation, branding, and customer loyalty.

Scientifically, this study contributes to expanding the application of Porter's Five Forces in the context of local culinary MSMEs, particularly dimsum businesses that develop through a combination of physical outlets and digital marketing. The novelty of this study lies in its analysis, which does not only examine competition in terms of the number of competitors,

but also connects product quality, emotional relationships with customers, digital strategy, and supplier management as part of the formation of competitive advantage. Practically, the findings of this study can serve as input for Moolagi Dimsum and similar culinary MSMEs to compete not only through price, but also by strengthening product value, maintaining taste consistency, improving service, developing menu innovation, and building long-term relationships with customers. These strategies are important so that MSMEs can maintain their margins while remaining competitive in an increasingly crowded culinary market.

The limitation of this study lies in the use of a qualitative approach with the owner of Moolagi Dimsum as the main informant. As a result, the findings emphasize the internal perspective of the business actor. This study has not involved consumers, suppliers, or competitors as additional informants, so the description of buyer bargaining power, supplier quality, and competitor strategies can still be developed further. Future research may expand the data sources by involving regular customers, new customers, suppliers, and similar competitors so that the analysis becomes more comprehensive. In addition, future studies may use a quantitative approach or mixed methods to measure the influence of each Porter's Five Forces dimension on competitive advantage, sales growth, or customer loyalty in culinary MSMEs.

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The author acknowledges the use of ChatGPT, GPT-5.5 Thinking, developed by OpenAI, in the process of drafting, developing ideas, formulating the article structure, synthesizing theories, and editing the language of this work. The AI application was used as a supporting tool to clarify the flow of writing, refine the argumentation, and help connect the research findings with the relevant theoretical framework.

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The following is a list of references in Elsevier–Vancouver format that is relevant to the topics of Porter's Five Forces, MSMEs, competitive strategy, and digital marketing. All references listed are within the last ten years and have a DOI. The DOI metadata of several articles was verified through publisher websites or scientific article databases.

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