

## Fast Food Security Catering Business Development Strategy to Support Community Food Independence

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### ABSTRACT

Community food independence has become a critical strategic priority in the context of sustainable national development, especially amid growing urbanization, changing dietary patterns, and increasing demand for safe, accessible, and nutritious food. The fast food catering sector plays a dual role: on one hand it responds to the practical food needs of urban and peri-urban communities, and on the other it bears a responsibility toward food safety, nutritional quality, and local supply chain sustainability. Despite significant growth in this sector, many catering enterprises still lack formalized strategic frameworks, operate with limited food safety infrastructure, and remain disconnected from local food systems that could reinforce community food independence. This study aims to analyze and formulate a comprehensive business development strategy for fast food security catering businesses to support community food independence, using a mixed-methods approach combining SWOT analysis, Business Model Canvas (BMC), and qualitative stakeholder interviews. Data were gathered from catering business owners, food safety inspectors, community food program coordinators, and consumers in three urban districts. Findings indicate four strategic priority pillars: (1) strengthening food safety compliance and certification systems; (2) diversifying product portfolios with local food-based menus; (3) expanding market access through digital platforms and institutional partnerships; and (4) building sustainable local supply chain networks that empower small-scale farmers and food producers. This study contributes an integrated strategy framework that bridges business competitiveness and community food sovereignty, offering practical and policy-relevant implications for catering enterprises, local government food agencies, and community welfare programs.

**Keyword:** Working Capital, Profit Growth, Liquidity, Profitability, Financial Performance.

## INTRODUCTION

Food security and food independence are foundational pillars of national development and community welfare. The Food and Agriculture Organization of the United Nations (FAO, 2022) defines food security as a condition in which all people, at all times, have physical, social, and economic access to sufficient, safe, and nutritious food that meets their dietary needs for an active and healthy life. In Indonesia, Presidential Regulation Number 18 of 2020 on the National Medium-Term Development Plan (RPJMN) 2020–2024 explicitly places food security as one of the seven national priority agendas, underlining its centrality in national policy frameworks. The fast food catering industry has grown rapidly in response to shifting urban lifestyles characterized by time constraints, dual-income households, and increasing

reliance on food services for daily nutritional needs. According to the Indonesian Central Statistics Agency (BPS, 2023), the food and beverage service sector contributed approximately 3.2% to national GDP, with catering services recording an average annual growth rate of 8.4% over the past five years. However, rapid sector growth has not been accompanied by equivalent improvements in food safety standards, strategic management capacity, or integration with local food systems.

Fast food catering occupies a critical but underexamined position in the food security ecosystem. Unlike large-scale food manufacturers subject to rigorous regulatory oversight, small and medium-scale catering enterprises often operate in regulatory grey zones, lacking standardized food safety certification, consistent supply chain management, and strategic business development frameworks. Simultaneously, these enterprises serve large segments of the urban population school children, office workers, and community groups making their food safety and nutritional quality a matter of direct public health significance. Community food independence the capacity of communities to meet their food needs through local production, distribution, and consumption systems represents a higher-order aspiration beyond mere food security. Windfuhr and Jonsén (2005) articulate food sovereignty as communities' right to define their own food systems, prioritizing local production, culturally appropriate foods, and ecologically sustainable practices. The fast food catering sector can either reinforce or undermine community food independence depending on whether it sources inputs from local producers, uses local food varieties, or, conversely, relies on standardized industrial supply chains disconnected from local agricultural systems.

Despite the strategic importance of this intersection, existing literature remains fragmented. Business development research in the catering sector has predominantly focused on marketing and operational efficiency (Prasetyo & Handoyo, 2021), while food security research has largely concentrated on agricultural production and policy dimensions (Tambunan, 2020), leaving the strategic nexus between catering business development and community food independence insufficiently explored. This study addresses this research gap by examining how fast food catering businesses can develop comprehensive business strategies that simultaneously enhance commercial competitiveness and contribute to community food independence. The research questions guiding this study are: (1) What are the key internal and external factors shaping the strategic position of fast food catering businesses? (2) What business development strategies can effectively strengthen food safety while supporting community food independence? (3) How can catering enterprises be restructured through the Business Model Canvas framework to integrate food security objectives?

## **LITERATURE REVIEW**

### **Food Security and Community Food Independence**

Food security, as defined by the FAO (2022), operates across four interconnected dimensions: food availability (sufficient quantities of food available), food access (individuals' ability to obtain adequate food), food utilization (proper biological use of food through adequate diet and care), and food stability (consistent access over time). Community food independence extends this framework by emphasizing the agency of communities in shaping their food systems rather than being passive recipients of externally determined food supplies (Windfuhr & Jonsén, 2005). In the Indonesian context, Law Number 18 of 2012 on Food defines food independence (*kemandirian pangan*) as the capacity of the nation and the community to produce diverse food from within the country that can ensure the fulfillment of the needs of food up to the individual level by optimizing the potential and resources available. This definition underscores the importance of local production capacity, diversification, and optimization of indigenous food resources.

Several studies have examined pathways to community food independence. Nugroho and Handayani (2020) found that the development of local food-based enterprises significantly strengthened food availability and community economic resilience in rural Java. Saragih (2019) demonstrated that urban community gardens and local food markets reduced food expenditure dependency on industrial supply chains. Collectively, these studies point to the importance of connecting food businesses with local production systems as a strategy for food independence.

### **The Fast Food Catering Industry and Food Safety**

The catering industry encompasses a diverse range of food service businesses that prepare and supply meals to consumers. Fast food catering, specifically, refers to catering services characterized by rapid production and delivery of standardized or semi-standardized

food products to meet time-sensitive consumer demand (Winarno, 2020). This segment has expanded rapidly in urban Indonesia, driven by changing work patterns, increasing female labor force participation, and the growth of digital food ordering platforms. Food safety in catering is governed in Indonesia by the National Agency for Drug and Food Control (BPOM) Regulation Number 5 of 2021 on Food Safety Standards for Ready-to-Eat Foods, as well as Ministerial Regulation on Catering Hygiene and Sanitation Requirements. Studies by Septiani and Kurniawati (2022) found that only 43% of small-to-medium catering enterprises in Bandung met minimum food safety standards, citing inadequate cold chain management, limited knowledge of HACCP (Hazard Analysis and Critical Control Points) principles, and insufficient food handler training as primary deficiencies.

The integration of food safety standards into business development strategy is increasingly recognized as both a regulatory imperative and a competitive advantage. Certified enterprises attract institutional clients hospitals, schools, government agencies who increasingly require food safety certification as a procurement prerequisite (Wijaya & Pratama, 2023). This suggests that food safety compliance is not merely a regulatory burden but a strategic asset that unlocks premium market segments.

### **Business Development Strategy: SWOT Analysis Framework**

Strategic management provides the analytical tools necessary for businesses to navigate complex, dynamic environments. The SWOT analysis examining Strengths, Weaknesses, Opportunities, and Threats remains a foundational strategic planning tool for identifying strategic fit between internal capabilities and external environments (Rangkuti, 2020). In the catering business context, SWOT analysis enables enterprises to systematically assess operational strengths (culinary expertise, established customer bases), weaknesses (limited capital, informal management), opportunities (digital market expansion, institutional food programs), and threats (regulatory changes, raw material price volatility, competition from

large food corporations). David (2021) elaborates the SWOT matrix into four strategic quadrants: SO strategies (leveraging strengths to exploit opportunities), WO strategies (overcoming weaknesses through opportunities), ST strategies (using strengths to counter threats), and WT strategies (minimizing weaknesses while avoiding threats). Applied to fast food catering, this framework facilitates the derivation of context-specific strategic recommendations grounded in empirical situational analysis.

### **Business Model Canvas (BMC) in Food Business Development**

The Business Model Canvas (BMC), developed by Osterwalder and Pigneur (2010), provides a structured framework for visualizing, designing, and transforming business models through nine building blocks: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. The BMC has been widely adopted in food business development research for its capacity to integrate commercial and social value creation objectives within a single analytical framework. Putra and Rahayu (2022) applied BMC to analyze the development of organic food catering businesses in East Java, finding that the most critical building blocks for community food independence integration were Value Propositions (local and nutritious food offerings), Key Partnerships (relationships with local farmers and food producers), and Key Resources (certified food safety infrastructure). Hendriadi et al. (2021) similarly found that catering businesses adopting BMC-based strategic planning demonstrated superior ability to adapt to market changes while maintaining food quality consistency.

### **Local Supply Chain Integration and Community Economic Empowerment**

Supply chain integration specifically the procurement of raw materials from local smallholder farmers and food producers represents a strategic mechanism through which catering businesses can contribute directly to community food independence. Short food supply chains reduce transportation costs, minimize post-harvest losses, preserve food freshness, and

create direct economic linkages between urban food service enterprises and rural or peri-urban agricultural producers (Renting, Marsden, & Banks, 2003). Hasanah and Safitri (2021) examined the economic multiplier effects of local sourcing by catering businesses in Central Java, finding that every IDR 1,000 spent on locally sourced ingredients generated approximately IDR 2,300 in community economic activity through backward linkages. This multiplier effect underscores the community development potential embedded in sourcing decisions that are often treated as purely operational choices within conventional catering business strategy.

## **METHOD**

This study employed a mixed-methods research design, integrating quantitative and qualitative approaches to achieve comprehensive analytical coverage of the research objectives. The mixed-methods approach was selected because the research requires both the depth of qualitative exploration (understanding strategic contexts, stakeholder perceptions, and causal mechanisms) and the rigor of structured analytical frameworks (SWOT matrix quantification and BMC mapping).

### **Research Location and Population**

The study was conducted across three urban districts in West Java Province, Indonesia: Bandung City, Cimahi City, and Bandung Regency. These locations were selected for their high concentration of fast food catering enterprises, active institutional food procurement programs (schools, hospitals, and government offices), and the presence of active local food production communities in surrounding peri-urban areas. The total population of registered catering businesses in these three districts was 1,247 enterprises, according to the 2023 Local Government Business Registry.

### **Sample and Informants**

A stratified purposive sampling approach was employed. For the quantitative SWOT questionnaire component, 120 catering business owners and managers were selected, stratified by business scale (micro, small, and medium enterprises). For the qualitative component, 24 key informants were selected using purposive criteria, comprising: eight catering business owners with at least five years of operational experience; four food safety inspectors from the

local BPOM and Health Office; four community food program coordinators from local government welfare agencies; four local agricultural suppliers serving the catering sector; and four regular institutional clients (school nutrition program coordinators and hospital dietitians).

### **Data Collection**

Data were collected through four instruments: (1) a structured SWOT questionnaire employing a Likert scale (1–5) to quantify internal and external strategic factors, validated through expert review and pilot testing (Cronbach's alpha = 0.84); (2) semi-structured in-depth interviews with key informants to explore strategic contexts, barriers to food safety compliance, and community food independence linkages; (3) field observation at selected catering facilities to assess operational food safety conditions; and (4) documentary analysis of regulatory frameworks, local government food security programs, and catering industry association reports.

### **Data Analysis**

Quantitative data from SWOT questionnaires were analyzed using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrix approach (David, 2021) to determine strategic positioning on the SWOT Cartesius diagram. Qualitative interview data were analyzed using thematic analysis following the Miles, Huberman, and Saldaña (2014) model: data reduction, data display, and conclusion drawing. BMC formulation was conducted through participatory workshops with selected catering business owners and stakeholders, using validated BMC templates and facilitated group consensus processes. Triangulation was achieved through cross-validation between questionnaire findings, interview data, and observational evidence.

## **RESULTS AND DISCUSSION**

### **SWOT Analysis of Fast Food Catering Businesses**

The IFE Matrix analysis yielded a total weighted score of 2.76, positioning the studied catering enterprises in a moderately strong internal position above the midpoint of 2.50 indicating that existing strengths marginally outweigh internal weaknesses. The EFE Matrix produced a total weighted score of 2.89, indicating a moderately above-average capacity to respond to external opportunities and threats. The placement of these scores in the SWOT Cartesius diagram positions the enterprises in Quadrant I (SO—Growth Strategy), suggesting that enterprises should leverage their strengths to exploit available opportunities aggressively.

Key internal strengths identified include: established customer loyalty networks, culinary expertise and menu variety, flexibility in customizing orders, and relatively low production costs due to informal labor arrangements. Primary internal weaknesses include: limited food safety certification (only 31% of surveyed enterprises held active hygiene certification), inadequate cold chain infrastructure, informal financial management systems, and limited digital marketing capabilities.

Principal external opportunities include: growing institutional demand for certified catering services from schools and government food programs, expansion of digital food delivery platforms, national food security program funding accessible to compliant catering enterprises, and increasing consumer awareness of food safety and local food provenance. Key external threats encompass: rising raw material prices due to supply chain disruptions, intensifying competition from large food corporations entering the catering segment, evolving regulatory requirements, and inconsistent raw material quality from informal suppliers.

### **Strategic Business Development Priorities**

Based on SWOT matrix analysis, four strategic priority pillars emerged as the foundation for fast food catering business development strategies oriented toward community food independence:

- 1) **Strategic Pillar Food Safety Compliance and Certification System Strengthening.**  
This SO strategy leverages the enterprises' culinary expertise and customer networks to pursue formal food safety certification, thereby gaining access to institutional markets. Practical measures include: enrolling food handlers in BPOM-certified food safety training programs, implementing simplified HACCP plans adapted for small-scale catering operations, investing in basic cold chain equipment (insulated food containers and temperature monitoring tools), and pursuing SP-IRT (Home Industry Food Production Certificate) or catering hygiene certification from the local Health Office. Findings from stakeholder interviews confirm that institutional clients particularly schools participating in the national school nutrition program (MBG/Makan Bergizi Gratis) explicitly require food safety certification as a prerequisite for procurement contracts, representing a direct market incentive for compliance investment.
- 2) **Strategic Pillar Product Portfolio Diversification with Local Food-Based Menus.**  
This WO strategy addresses the weakness of limited product differentiation by capitalizing on the growing consumer and institutional preference for nutritionally diverse, locally sourced food. Catering enterprises can develop dedicated product

lines featuring local staple foods such as singkong (cassava), jagung (maize), sorghum, and diverse local vegetable varieties as alternatives or complements to rice-centric menus. This approach simultaneously strengthens food security by reducing dependence on single-staple food systems and differentiates the enterprise in competitive markets through authentic local food identity. Pilot interviews with community food program coordinators revealed strong institutional appetite for local food menu innovations, provided nutritional adequacy and food safety can be demonstrated.

- 3) Strategic Pillar, Digital Platform Expansion and Institutional Partnership Development. This SO strategy leverages the rapid growth of digital food ordering platforms (GoFood, GrabFood, ShopeeFood) and institutional procurement programs to expand market reach beyond conventional customer bases. Catering enterprises should develop verified business profiles on digital platforms, optimize their digital menus for search visibility, and actively pursue procurement partnerships with schools, hospitals, factories, and government offices. Partnership with local government food security agencies such as BULOG regional offices and local food price stabilization programs provides access to subsidized raw materials, reducing input cost volatility and enhancing supply chain stability.
- 4) Strategic Pillar — Sustainable Local Supply Chain Network Development. This WO-ST strategy directly addresses the intersection of catering business sustainability and community food independence. By establishing direct procurement relationships with local smallholder farmers and agricultural cooperatives, catering enterprises can secure fresher raw materials at competitive prices while creating stable income streams for local food producers. Field evidence indicates that catering enterprises in the study area that had formalized local supplier relationships reported 12–18% lower raw material costs compared to those sourcing from conventional wholesale markets, alongside improved ingredient freshness and traceability. Formalization through simple supplier agreements, regular quality audits, and advance purchase commitments provides the supply chain stability that both parties require.

### **Business Model Canvas Reformulation**

Based on SWOT findings and stakeholder consultations, the BMC for food-security-oriented fast food catering businesses was reformulated across all nine building blocks. The reformulated Value Proposition integrates four dimensions: food safety assurance (certified

production processes), nutritional adequacy (menu designed with dietitian consultation), local food identity (menus featuring regional food varieties), and accessibility (affordable pricing through local sourcing efficiency). Customer Segments were expanded to explicitly include institutional clients (schools, hospitals, government agencies) alongside traditional individual and household consumers, with a dedicated segment targeting community welfare programs and the national school nutrition program. Key Partnerships were substantially restructured to include: local agricultural cooperatives (raw material supply), BPOM and Health Office (regulatory compliance support), digital platform operators (market access), local government food agencies (program partnerships and raw material procurement support), and nutrition/dietitian associations (menu quality assurance). Key Activities were expanded to encompass food safety monitoring and documentation, local supplier relationship management, digital platform management, and participation in community food independence programs activities absent from the baseline BMC of most surveyed enterprises. Revenue Streams were diversified to include: regular individual orders, institutional procurement contracts, subscription-based community meal programs, and participation in government-subsidized food assistance programs. The reformulated Cost Structure accounts for food safety certification fees, cold chain equipment investment, digital platform commissions, and supplier relationship management costs—investments that stakeholder consensus identified as recoverable within 18–24 months through institutional contract revenue.

### **Discussion: Bridging Business Competitiveness and Community Food Independence**

The findings of this study reveal that the strategic objectives of catering business competitiveness and community food independence are not inherently in tension but can be mutually reinforcing when appropriate strategic frameworks are applied. Food safety certification, far from being merely a regulatory compliance cost, unlocks premium institutional markets that significantly expand enterprise revenue potential. Local supply chain integration, while requiring initial relationship-building investment, delivers measurable cost savings, supply consistency improvements, and community economic multiplier effects that align commercial and social value creation. This finding aligns with Porter and Kramer's (2011) concept of Creating Shared Value (CSV), which posits that businesses can generate economic value in ways that simultaneously produce value for society by addressing its needs and challenges. In the catering sector context, shared value creation occurs at the nexus of food safety compliance (addressing public health), local sourcing (addressing community economic development), nutritional diversification (addressing food and nutrition security), and institutional partnership (addressing equitable food access for vulnerable populations). A

critical enabling condition identified through stakeholder interviews is the role of local government as a strategic facilitator rather than merely a regulatory enforcer. Local government food agencies can accelerate catering sector transformation by providing subsidized food safety training, facilitating matchmaking between catering enterprises and local suppliers, incorporating certified catering enterprises into public food program procurement, and creating dedicated market access pathways for enterprises demonstrating food security commitments. This policy dimension represents a significant opportunity for the national school nutrition program (MBG) to function simultaneously as a demand stimulus and a food safety and local food system development instrument.

## CONCLUSION

This study has demonstrated that fast food catering businesses occupy a strategically significant position in the community food independence ecosystem, with the potential to simultaneously advance commercial sustainability and public food security objectives through appropriate business development strategies. Based on SWOT analysis and Business Model Canvas reformulation, four strategic pillars were identified as essential foundations for food-security-oriented catering business development: food safety compliance and certification system strengthening, product portfolio diversification with local food-based menus, digital platform expansion and institutional partnership development, and sustainable local supply chain network building.

The central finding of this study—confirmed by quantitative strategic positioning analysis, qualitative stakeholder perspectives, and BMC reformulation—is that business competitiveness and community food independence are mutually reinforcing rather than competing objectives in the fast food catering sector. Food safety certification generates competitive advantage through institutional market access; local supply chain integration delivers cost efficiencies while creating community economic multiplier effects; and nutritionally diverse, locally sourced menus meet both consumer preferences and public food security objectives. The concept of Creating Shared Value (Porter & Kramer, 2011) provides a robust theoretical anchor for this integrated approach.

The policy implications of this research are substantial. Local government food agencies should reframe their relationship with the catering sector from a purely regulatory stance toward a strategic facilitation role, incorporating certified catering enterprises as active partners in community food independence programs, particularly the national school nutrition

program. Industry associations should prioritize collective food safety certification programs and shared local supplier networks to reduce individual enterprise adoption costs. Future research should examine the long-term economic and nutritional impacts of local food integration in catering enterprises, as well as the effectiveness of different government facilitation models in accelerating food safety compliance within the small-scale catering sector.

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