



Innovation of Digital Ordering and Payment System for Operational Efficiency and Competitiveness of Culinary MSMEs (Case Study of Yens Cafe 165 Tangerang)

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Abstract: This study was conducted to analyze the impact of implementing digital ordering and payment systems on the operational efficiency and competitiveness of Yens Cafe 165, a culinary MSME adapting to technological advancements and changing consumer behavior. The rapid development of digital platforms has led customers to increasingly prioritize fast, convenient, and application-based services, making digitalization an essential requirement in the food service sector. Previous literature indicates that digital innovations such as online ordering and electronic payment systems can enhance process effectiveness, reduce operational errors, accelerate service time, and strengthen business reputation through accessible customer ratings and reviews. Based on this theoretical foundation, the study aims to assess the extent to which the use of GoFood, GrabFood, and QRIS contributes to improving service quality and business performance at Yens Cafe 165. The research employs a descriptive qualitative approach using secondary data, including customer reviews, transaction histories from digital platforms, QRIS payment records, and direct observations of daily operational activities. The findings reveal that digital ordering improves order accuracy, speeds up service processes, and creates a more efficient workflow with fewer errors. Meanwhile, QRIS payments accelerate transaction time, increase the accuracy of financial recording, and provide added convenience for customers. Digitalization also expands online visibility, broadens market reach, and strengthens the cafe's digital reputation. Overall, digital innovation has a positive influence on operational efficiency, customer satisfaction, and the competitiveness of Yens Cafe 165.

Keywords: digital innovation, operational efficiency, competitiveness, online ordering, digital payment.

INTRODUCTION

The rapid development of digital technology in recent years has driven major transformations across various business sectors, including Micro, Small, and Medium Enterprises (MSMEs). Digitalization is no longer merely an operational support tool but has evolved into a strategic necessity for ensuring business continuity and enhancing competitiveness. The report published by the Ministry of Cooperatives and SMEs (2024) indicates a growing trend of MSMEs entering the digital ecosystem, reflecting a shift toward

more modern, efficient, and data-driven business processes. However, the level of digital readiness among MSMEs remains uneven. Many business owners still struggle with digital literacy, limited technological understanding, and the lack of adequate guidance in the process of adopting digital tools (INDEF, 2024). In the culinary sector, digitalization plays an especially crucial role due to the nature of its operations, which demand speed, order accuracy, and transaction convenience. Innovations in ordering and payment systems have been proven to reduce queues, minimize recording errors, accelerate service delivery, and ultimately increase customer satisfaction. Hapriyanto (2024) emphasizes that innovation is a key element in building competitive advantage. Similarly, Istiqomah et al. (2023) highlight that effective innovation management directly contributes to improved service quality and overall business productivity. Digitalization has become increasingly essential as consumers now expect services that are fast, convenient, and application-based.

Online ordering platforms such as GoFood and GrabFood have become integral to modern consumer lifestyles and offer MSMEs opportunities to expand their market reach. Research by Hidayat and Ramdhani (2023) shows that MSMEs present on digital platforms experience increased business visibility and enhanced competitiveness due to easier customer access. Beyond ordering systems, digital payment solutions such as QRIS provide additional value. Putri and Widodo (2024) found that QRIS accelerates transaction time, reduces errors related to cash handling, and provides customers with greater convenience — all of which contribute to improved operational efficiency. Furthermore, digital transformation enables MSMEs to manage their businesses more systematically and in a data-driven manner. The use of digital transaction data helps business owners analyze purchasing patterns, identify the most popular menu items, determine peak operating hours, and assess promotional effectiveness. Lestari and Akbar (2024) argue that digital data significantly enhances decision-making accuracy, allowing MSMEs to plan operations and marketing strategies more effectively. The acceleration of digital adoption during and after the COVID-19 pandemic has further strengthened the urgency of technological adaptation. According to Kusuma and Pratama (2023), consumer behavior has permanently shifted toward fast, contactless, and app-based services within the culinary industry.

Yens Cafe 165, a culinary MSME, is located near Universitas Pamulang (UNPAM) Viktor, has begun adopting digital ordering systems through GoFood and GrabFood, as well as implementing QRIS-based digital payments. These efforts aim to improve operational efficiency, accelerate service processes, and expand market reach within a highly competitive environment. The use of digital systems also assists the business in recording transactions more accurately, simplifying evaluation processes, and enhancing the professionalism of its services. Despite the growing adoption of digital technologies, limited research has specifically examined the impact of digital ordering and payment systems on operational efficiency and competitiveness among culinary MSMEs in the Tangerang area. In addition, the adoption of digital systems in culinary MSMEs like Yens Cafe 165 not only affects internal operational processes but also reshapes customer interaction and experience. With real-time order tracking, automated notifications, and seamless payment options, customers are provided with more transparency and convenience, which can strengthen customer loyalty. According to Sari and Nugroho (2024), businesses that effectively integrate customer-oriented digital solutions are more likely to retain repeat customers, as these solutions enhance perceived service quality and responsiveness. This shift in consumer expectations further pressures MSMEs to adopt technology proactively to remain relevant in a competitive market. Moreover, the implementation of digital tools enables MSMEs to adopt more strategic approaches in business management. By leveraging digital analytics, owners can monitor sales trends, assess the performance of marketing campaigns, and optimize inventory management. This data-driven approach supports more informed decision-making, reduces operational wastage, and allows for more targeted business strategies. As noted by Prasetyo and Laila (2023), MSMEs that utilize digital data effectively tend to achieve higher operational efficiency and can respond more agilely to market changes, providing a sustainable advantage in the long term. Based on these considerations, this study aims to analyze the implementation of digital

ordering and payment systems at Yens Cafe 165, evaluate the influence of digital innovation on operational efficiency and explain the contribution of digitalization to strengthening the competitiveness of culinary MSMEs in the digital era.

LITERATURE REVIEW

Digital transformation has become a crucial element in the development of businesses across various sectors, including the culinary MSME industry. Changes in consumer behavior, which increasingly prioritize speed and convenience, have encouraged MSME actors to adopt technology more strategically. Hapriyanto (2024) states that digital innovation is not only related to the use of technological devices but also encompasses updates to internal processes, customer interactions, and comprehensive marketing strategies. This is consistent with Istiqomah et al. (2024), who emphasize that well-managed innovation can strengthen competitiveness and drive improvements in business performance. Digitalization has transformed MSME operations from manual systems into processes that are more automated and data-driven. The Ministry of Cooperatives and SMEs (2024) reports that MSMEs connected to the digital ecosystem experience accelerated transaction growth, especially in the culinary sector. However, uneven levels of digital readiness remain a major challenge. INDEF (2024) highlights low digital literacy, limited capital, and insufficient guidance as factors that hinder optimal technology adoption. Digital transformation is not only about using applications but also involves utilizing transaction data, integrating business processes, and developing new business models. Setiawan and Soeratin (2024) argue that MSMEs capable of combining product innovation, digital services, and marketing strategies are better positioned to survive long-term competition. Furthermore, online ordering systems through platforms such as GoFood and GrabFood have proven effective in helping MSMEs reach broader customer segments. Mahriani et al. (2024) explain that the implementation of digital ordering systems improves efficiency in order input, reduces recording errors, and simplifies the monitoring of customer demand. MSME visibility and reputation are also strengthened through customer reviews available on digital platforms. Transaction data obtained from online orders enables MSMEs to make more accurate decisions, such as stock planning and promotional strategies.

Digital payment systems, particularly QRIS, have become an important innovation that accelerates transaction processes. Alifia et al. (2024) assert that QRIS enhances payment security, speed, and efficiency while minimizing the risk of calculation errors. Utami (2025) found that QRIS adoption contributes to increasing MSME income by providing more structured and transparent transaction records. Beyond efficiency, digital payments also offer competitive advantages as modern consumers prefer businesses that provide convenient, cashless transaction options—especially in the post-pandemic era. Operational efficiency is a key factor in the culinary business. Muqorobin et al. (2024) highlight that the use of web-based information systems can help business owners reduce administrative burdens, accelerate service delivery, and improve data accuracy. In practice, digital ordering and payment systems complement each other; online ordering enables MSMEs to manage order volume more effectively, while digital payments speed up transaction completion. This combination creates a workflow that is lighter, easier to monitor, and free from redundancy.

The competitiveness of culinary MSMEs today is determined not only by product quality but also by the ability to deliver fast and practical customer experiences. Rahmadi and Indrawijaya (2024) argue that digital innovation can enhance competitiveness through improved service speed, consistent quality, and broader market access. Social media, online ordering platforms, and digital payment systems have become essential elements in building a modern business image that is responsive to consumer needs. MSMEs that consistently utilize technology have a greater opportunity to retain existing customers while attracting new ones. In addition, the integration of digital technologies allows MSMEs to adopt a more data-driven approach to business management. By analyzing transaction records, customer preferences, and sales trends, business owners can make more informed decisions regarding

inventory, pricing, and marketing strategies. Lestari and Akbar (2024) emphasize that digital analytics not only improve operational planning but also help businesses anticipate market demands, reduce waste, and allocate resources more efficiently. This capability is particularly valuable for culinary MSMEs, where demand fluctuations and perishable inventory require precise and timely decision-making.

Moreover, digital transformation supports MSMEs in building stronger customer relationships through personalized services and targeted promotions. With access to digital customer data, businesses can tailor offers, recommend popular menu items, and provide timely notifications, which enhance customer satisfaction and loyalty. Sari and Nugroho (2024) note that personalized digital interactions strengthen brand engagement and encourage repeat purchases, giving MSMEs a competitive edge in densely populated culinary markets. The ability to combine operational efficiency with customer-centric digital strategies highlights the multifaceted benefits of digitalization for modern MSMEs.

RESEARCH METHOD

This study employed a descriptive qualitative approach aimed at providing an in-depth portrayal of how online ordering and payment system innovations influence operational efficiency and competitiveness at Yens Cafe 165. The descriptive qualitative approach was selected because it allows for a comprehensive explanation of phenomena through textual data, real experiences, and contextual interpretation within the digital-era culinary MSME sector, where the focus is not on numerical data but on understanding processes, information, and meanings emerging from the data (Miles, Huberman & Saldaña, 2020). The research data were secondary and obtained from the website and social media accounts of Yens Cafe 165, customer reviews, news articles, academic journals, and MSME publications containing information regarding menu offerings, operating hours, promotions, ordering procedures, and QRIS usage. Customer reviews on Google Maps, GoFood, and GrabFood provided insights into service quality, order fulfillment speed, and consumer experiences with digital services. News articles, academic journals, industry publications, and MSME reports were also utilized to strengthen the theoretical foundation and compare the research findings with the broader MSME context. Data analysis was conducted using the Miles and Huberman model, which involves data reduction to select and simplify relevant information, data presentation by categories such as service speed, transaction accuracy, customer convenience, and consumer responses, and drawing conclusions while verifying research findings against previous theories and studies.

The variables analyzed in this study include operational efficiency and competitiveness. Operational efficiency is defined as Yens Cafe 165's ability to manage time, labor, recording processes, and resources to deliver services that are fast, accurate, and error-minimized, with indicators such as transaction speed, queue reduction, order recording accuracy, and utilization of digital systems to facilitate workflow. Competitiveness is defined as the business's ability to attract and retain customers through superior service, positive consumer experiences, and a professional business image, with indicators including digital service quality, customer reviews, online visibility, and increased customer satisfaction. The research procedure involved identifying research problems related to the digitalization of culinary MSMEs, collecting secondary data from various digital platforms and scholarly literature, categorizing data according to thematic research areas, analyzing patterns and trends related to online ordering and QRIS payments, and concluding the impact of digital innovation on operational efficiency and competitiveness at Yens Cafe 165. This approach provides a comprehensive understanding of the effects of digital innovation without direct intervention in the research object.

RESULTS AND DISCUSSION

The findings of this study indicate that the implementation of digital ordering and payment systems at Yens Cafe 165 has a significant impact on overall operational processes, customer interactions, data management, and business competitiveness. Digitalization is not merely an additional service feature; it has become a fundamental framework for creating a more efficient, faster workflow that aligns with changes in consumer behavior in the post-pandemic era. These changes can be observed through digital order data, customer reviews, field observations, and comparisons with theories and previous studies presented in the literature review. One of the main findings is the substantial improvement in the order reception and management process. Prior to using GoFood and GrabFood, staff manually recorded orders, listened to customers' instructions directly, and wrote them down or reread them before processing. This process often led to communication errors, especially during peak hours or when customers provided lengthy order notes. However, after implementing the digital platforms, all orders are received automatically in a neat and standardized format. The application displays menus, quantities, prices, customer notes, and payment status, eliminating the need for staff to reconfirm orders. This clarity directly reduces input errors and increases order processing speed. This finding aligns with Mahriani et al. (2024), who state that digital ordering significantly reduces recording errors in culinary MSMEs.

To reduce errors, the digital ordering system visibly improves work time efficiency. The platform automatically queues orders based on the time they are received, providing staff with a clear guide on which orders to prioritize. This workflow minimizes internal confusion, especially during lunch hours and weekends when order volumes spike. Staff can work more systematically, focus better, and operate faster because they no longer need to guess the order sequence or discuss it repeatedly with colleagues. This increased service speed directly affects customer satisfaction, as reflected in positive reviews on GoFood and GrabFood. Customers reported faster order delivery, reduced waiting times, and fewer mistakes in their orders. This is consistent with Sari & Nugroho (2023), who highlight that prompt order fulfillment is a key factor influencing customer loyalty in online ordering systems.

Digitalization also brings major changes to the payment process. The implementation of QRIS makes transactions faster and less prone to obstacles. Previously, staff had to count cash, provide change, and ensure there were no cash discrepancies, often causing queues, especially when multiple customers arrived simultaneously. With QRIS, payment is completed simply by scanning a QR code, finishing transactions within seconds without calculation errors or cash discrepancies. These findings are consistent with Alifia et al. (2024) and Putri & Widodo (2024), who indicate that digital payments reduce transaction time and improve customer convenience. From the administrative and financial management perspective, QRIS provides additional benefits through automatic transaction records accessible anytime via the application. Business owners no longer need to manually record daily revenues, as all transactions are digitally recorded with accuracy. This ease helps in preparing financial reports, estimating income, planning raw material procurement, and setting short- and long-term sales targets. This finding reinforces Lestari & Akbar (2024), who state that financial digitalization in MSMEs increases data accuracy and facilitates operational control.

Beyond operational benefits, digitalization changes how businesses collect and utilize customer data. GoFood and GrabFood systems provide information on peak ordering times, most popular menus, daily ratings, and customer purchasing patterns. These data serve as a crucial basis for decision-making, such as adjusting inventory or production strategies according to daily or weekly demand trends. This finding supports Sasono (2023), who argues that MSMEs leveraging digital data are more responsive to changing market needs. Customer reviews also provide vital information regarding service quality. Positive ratings and comments reflect aspects of satisfying service, such as speed of delivery, order accuracy, and ease of payment. Conversely, negative reviews serve as a basis for improvement, such as packaging conditions or delivery times. Digital feedback is faster, clearer, and more honest compared to verbal input. Setiawan & Soeratin (2024) emphasize that digital reviews play an important role in enabling MSMEs to evaluate service performance in real-time. At Yens Cafe 165, many

customer reviews mention improved service quality since the adoption of digital ordering, proving that digitalization has a tangible impact on customer experience.

Digitalization also directly contributes to enhancing business competitiveness. Yens Cafe 165's presence on digital platforms expands customer reach, not only to on-site visitors but also to those living far from the physical store. Digital platforms provide broader exposure through features such as recommendations, popular menu listings, and customer ratings. Higher ratings increase the likelihood of appearing on the app's top pages. This finding aligns with Hidayat & Ramdhani (2023), who state that MSMEs with strong digital performance have a higher chance of succeeding in the competitive culinary sector. Social media platforms like Instagram also play a crucial role. Yens Cafe 165 actively shares photos of menus, promotional information, and customer testimonials. This digital activity strengthens the business image, enhances customer engagement, and generates additional traffic for ordering through the apps. Consistent with Kusuma & Pratama (2023), social media is a foundational component in modern MSME digital marketing strategies. In addition, beyond operational efficiency and customer satisfaction, digitalization encourages enhanced staff collaboration and internal coordination. With automated ordering systems, staff can focus on their specific tasks, from ingredient preparation, food serving, to order delivery. The absence of redundant tasks or overlapping responsibilities makes team performance more structured. This aligns with Muqorobin et al. (2024), who show that utilizing digital information systems improves team effectiveness and reduces administrative burden, allowing MSMEs to allocate resources for product innovation or promotion.

Digitalization also facilitates the development of more targeted marketing strategies. Transaction data, customer reviews, and social media interactions are used to design promotions, package offers, or loyalty programs. For instance, Yens Cafe 165 can offer special discounts on the most frequently ordered menu items at specific times or bundle popular drinks and foods. This data-driven approach enables the business to maximize sales potential while minimizing waste. This finding supports Setiawan & Soeratin (2024), who note that digital data utilization enables adaptive and responsive marketing strategies tailored to consumer needs. Furthermore, digitalization opens opportunities for Yens Cafe 165 to continuously measure business performance and make evidence-based decisions. Automated reports from the ordering platforms and QRIS system allow owners to monitor sales trends, menu performance, and customer satisfaction in real-time. This information supports periodic evaluation, production capacity planning, and new menu innovation. MSMEs can therefore not only react to market conditions but also anticipate customer needs and design long-term strategies. This finding aligns with Sasono (2023), who argues that digital data utilization is a key factor in maintaining competitiveness and business sustainability.

Overall, the results of this study support the theory that technological innovation drives competitive advantage in MSMEs. Rahmadi & Indrawijaya (2024) explain that adaptation to digital technology can improve efficiency, service quality, and business value continuously. In the context of Yens Cafe 165, digitalization has increased staff productivity, accelerated workflows, improved order accuracy, enhanced customer experience, expanded market reach, and strengthened the business's online reputation. These findings indicate that digitalization is not merely an option but a strategic necessity for MSMEs seeking to remain relevant and competitive.

CONCLUSION AND RECOMMENDATIONS

This study concludes that the implementation of digital ordering and payment innovations has a significant positive impact on the operational efficiency and competitiveness of Yens Cafe 165. The integration of online ordering platforms such as GoFood and GrabFood accelerates order processing, reduces recording errors, and creates a more structured service workflow. The adoption of QRIS-based digital payments further enhances transaction speed, improves the accuracy of financial records, and provides customers with greater convenience. These improvements directly contribute to service quality and customer satisfaction, as

reflected in positive reviews and a smoother ordering and payment process. Moreover, Yens Cafe 165's presence on digital platforms expands market reach, strengthens the business image, and increases customer visibility and trust. This indicates that digital innovation not only supports operational continuity but also serves as a strategic tool for building competitiveness amid the increasingly competitive culinary MSME sector. Overall, digitalization proves to be a crucial element for business sustainability, particularly in adapting to modern consumer behavior that prioritizes speed, convenience, and service effectiveness.

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