The 2nd ASEAN School of Business Network International Conference 2025
www.aseansbn.org August 7-8, 2025 Negeri Sembilan, Malaysia

Technology Innovation in F&B Supply Chain: J.CO Digital Transformation as a Competitive Strategy

Aliya Khoirunnisa [1*]
[1] Universitas Islam Indonesia, Indonesia
*Corresponding Author: 24911043@students.uii.ac.id

ABSTRACT

This research examines how J.CO Donuts & Coffee implements digital transformation to improve supply chain efficiency and maintain a competitive advantage in the food and beverage (F&B) industry. By leveraging technologies such as artificial intelligence (AI), Internet of Things (IoT), and blockchain, J.CO optimizes inventory management, demand forecasting, and distribution processes. In addition, J.CO also adopts agile business model innovation and circular economy principles to support sustainability. This study uses a descriptive qualitative approach based on secondary data and indirect observation, highlighting J.CO as an example of dynamic capabilities in the face of technological disruption. The findings of this study show that digital transformation not only optimizes operations, but also drives sustainable customer value creation and strengthens the company's market resilience.

Keywords: Digital transformation, supply chain, AI, IoT, sustainability

DOI: https://doi.org/10.64458/asbnic.v2.70

INTRODUCTION

The food and beverage (F&B) industry is one of the key sectors supporting global economic growth. In the context of sustainable development, this industry plays a strategic role as it touches on aspects of food security, job creation, and industrial innovation. Therefore, efforts to enhance efficiency and sustainability in the F&B sector align with achieving the Sustainable Development Goals (SDGs), particularly Goal 8 (decent work and economic growth) and Goal 9 (industry, innovation, and infrastructure). Within the framework of Education for Sustainable Development (ESD), transforming the supply chain system through the adoption of technology is an important instrument for building an adaptive, inclusive, and highly competitive industrial ecosystem.

Digital transformation has become the main catalyst in changing how supply chains are managed, not only in large companies but also in the small and medium-sized enterprise (SME) sector. Technologies such as digital inventory systems, online ordering platforms, and artificial intelligence (AI) integration enable significant operational efficiency and higher business resilience especially when facing crises such as the COVID-19 pandemic. On the other hand, advanced technologies such as the Internet of Things (IoT) and blockchain have begun to be widely adopted to ensure transparency, food safety, and raw material quality in the distribution chain. IoT provides real-time product condition monitoring capabilities, while blockchain ensures product reliability and traceability, thereby strengthening consumer trust and global competitiveness.

In line with these developments, several studies and reports have shown how digitalization in the F&B industry supply chain positively impacts efficiency and innovation. An article on Yatech.id highlights the contribution of IoT sensors and automation in enhancing productivity and food safety. A report from ProPak Indonesia emphasizes how digitalization helps accelerate distribution and reduce logistics costs. Research by Sari et al. in the Journal of Industrial Chemistry and Manufacturing shows that adopting digital systems can reduce losses by up to 15% through improved inventory management accuracy. Additionally, trends in the use of big data and processing technologies such as cold plasma and smart sensors, as highlighted in articles by Mile.app and Kokikit News, indicate that technological innovations have been adopted at various points in the F&B supply chain.

However, there is a gap in the academic literature that has not been extensively explored, namely the lack of comprehensive studies on how digital transformation is strategically applied in the supply chains of large-scale F&B companies in Southeast Asia. Many previous studies have only discussed technical aspects separately such as inventory efficiency or product quality without linking them to business model innovation, long-term sustainability, or customer value. In the current digital competitive landscape, companies are not only required to achieve efficiency but also to build emotional connections with customers and demonstrate environmental responsibility.

Based on this background, this study focuses on the case of J.CO Donuts & Coffee as one of the major players in the F&B industry. The study aims to answer the question: How can the implementation of digital transformation in J.CO Donuts & Coffee's supply chain enhance operational efficiency, support business sustainability, and strengthen the company's competitive advantage in the food and beverage industry? By addressing this question, this study is expected to fill a gap in the literature, expand academic understanding in the field of operations management and digital innovation, and provide practical guidance for industry players in formulating integrated and sustainable digital transformation strategies.

LITERATURE REVIEW

Digital Transformation in Supply Chain

Digital transformation in the context of supply chain refers to the process of utilizing digital technology to improve efficiency, visibility, flexibility, and integration between elements of the company's supply chain. According to a common definition developed in the operations management literature, digital transformation is not just about digitizing manual processes, but also includes the adoption of cutting-edge technologies such as the Internet of Things (IoT), artificial intelligence (AI), big data analytics, and blockchain that enable companies to overhaul the way they plan, produce, distribute, and serve customers (Yatech.id, 2023). In the food and beverage (F&B) industry, the implementation of digital transformation is becoming increasingly important given the perishable nature of products and strict food safety standards. An article in ProPak Indonesia (2024) asserts that the use of IoT in the beverage supply chain allows companies to monitor the temperature and humidity of products in real-time, thereby reducing the risk of damage to goods during distribution. This sensor technology and monitoring system also makes it easier for companies to identify potential problems before they cause major losses. Meanwhile, Sari et al. (2022) in their empirical research on the food processing industry in Central Java found that the implementation of a digital inventory management system based on barcode scanners succeeded in increasing stock data accuracy to 98% and reducing the level of losses by around 15%. This shows that digitalization is not just a trend, but has been quantitatively proven to improve the efficiency of supply chain operations in the F&B sector. However, most of the existing studies focus more on technical optimization or specific process efficiency, for example, only on warehousing or distribution systems. In fact, digital transformation in the supply chain can have far-reaching implications for the company's business strategy, including in the way it creates value for customers.

Innovation Management and Business Model

Innovation management is a systematic process of planning, organizing, and directing resources to generate new ideas that can be implemented into products, services, or business processes that provide a competitive advantage. In the context of digitalization, business model innovation is one of the concrete forms of implementing innovation management that allows companies to redesign their value chain. Yatech.id (2023) shows that digital transformation has driven the emergence of service-based business models in the food industry, such as online delivery platforms that are directly integrated with restaurant digital cashier systems. Meanwhile, Mile.app (2023) identifies how the use of big data helps fast food restaurants map trends in customer preferences, so that they can design more targeted menu packages and promotions. This indicates that digital technology is not only changing the way companies produce or distribute products, but also fundamentally affecting how companies manage their value proposition. However, a closer look reveals that the literature on innovation management in the context of digital transformation of the F&B industry supply chain is still relatively fragmented. Most reports only highlight the application of specific technologies without linking to changes in the company's overall business strategy. This raises the need for more integrative research, which not only looks at the technical aspects of digital transformation but also how business model innovation is used to support companies' adaptation to increasingly digitalized market dynamics.

Value Creation and Customer Value

In modern marketing theory, value creation and value proposition are central concepts that explain how companies provide relevant benefits to customers, while differentiating themselves from competitors. Digital transformation can be an important enabler in this process. Mile.app (2023) reports that by leveraging historical transaction data, F&B companies can personalize promotions to customers more intelligently, increasing customer loyalty and lifetime value. Meanwhile, the application of blockchain in the F&B industry as noted by Kokikit News (2023) allows consumers to transparently trace the origin of products, from raw materials to the distribution process. This not only increases consumer confidence in product quality but also strengthens the brand image as a socially responsible company. Thus, digital transformation of the supply chain not only provides internal efficiency, but also becomes an important element in improving customer experience and building emotional engagement that is difficult for competitors to replicate. Critically, previous articles and studies tend to separate the discourse of supply chain digitalization from the issue of customer value creation. It is rare to find studies that directly link how digital transformation in the F&B industry's supply chain can simultaneously improve operational efficiency while enriching the value proposition offered to consumers.

Digital Transformation in Supply Chain

Digital transformation is defined as the process of integrating digital technologies that change operational processes, business models, and the way organizations deliver value to customers. In the context of supply chains, this transformation includes the utilization of IoT, big data, and blockchain to improve operational visibility, efficiency, and adaptability (Yatech, 2023). The food and beverage (F&B) industry requires supply chain digitization due to the perishable nature of its products, strict food safety regulations, and high fluctuations in demand. A report by ProPak Indonesia (2024) shows the use of IoT to monitor temperature and humidity during beverage distribution, thus ensuring quality until it reaches consumers. Research by Sari et al. (2022) on the food industry in Central Java also found that a digital inventory system improved stock accuracy by 98% and reduced losses by around 15%.

The following table summarizes the main focus of digital transformation in relevant studies:

Table 1. Demographic Profile of Respondents

Author/Source	Key Technology Focus	Impact on Supply Chain
ProPak Indonesia (2024)	IoT	Distribution temperature & quality monitoring
Sari et al. (2022)	Digital inventory system	Stock data accuracy, reduce losses
Yatech (2023)	Digital platform integration	Efficiency of distribution & supply process
Kokikit (2023)	Blockchain	Transparency of product origin

Innovation Management and Business Model

Innovation management is a systematic process of managing ideas into value-added products or processes. Digital transformation drives business model innovation, which in the F&B industry can be seen from the shift of traditional services to omnichannel, the use of AI for pricing strategies, to the utilization of big data in understanding consumer trends (Mile.app, 2023). Yatech (2023) underlines that digitalization is changing the way companies design their value chain, no longer just reducing costs but also increasing agility. However, most of the literature only emphasizes technological aspects or operational processes. In J.CO's UAS file, we found the implementation of service-based business models through mobile applications, digital loyalty programs, as well as the integration of third-party distribution platforms. This shows that digital transformation not only improves internal processes, but also changes how companies approach customers.

Value Creation and Customer Value

The concept of value creation in marketing emphasizes how companies create relevant and sustainable benefits for customers. Digital transformation strengthens this process by enabling service personalization and greater transparency. Mile.app (2023) notes the use of customer data for personalized product recommendations, while Kokikit (2023) suggests blockchain increases consumer confidence in supply chain quality. In the context of J.CO, omnichannel strategies, digital payments, and real-time inventory tracking not only maximize efficiency but also build a seamless and trusted customer experience. However, there is a gap in the literature that examines the direct linkages between supply chain digital transformation, business model innovation, and value proposition in a comprehensive framework specific to the F&B industry in Southeast Asia.

RESEARCH METHOD

Research Design

This research uses a qualitative approach with a descriptive method. This approach was deemed most suitable as the main focus of the research was to understand in-depth how digital transformation is implemented in J.CO Donuts & Coffee's supply chain, and how it affects operational efficiency, business model innovation, and value creation for customers. Thus, this research does not aim to test certain quantitative hypotheses, but rather to explore and explain phenomena that occur contextually. The choice of this descriptive qualitative approach is also based on the characteristics of the object of study, which is a large-scale F&B company that has implemented various digital technologies in its supply chain. Since digital transformation is a complex process that involves many aspects-from the adoption of IoT technology, AI, cloud-based inventory systems, to blockchain-it requires an approach that is able to capture the details of the phenomenon, not just the numbers. In this context, qualitative research provides the flexibility to explore the company's internal dynamics, interactions with suppliers and customers, and the strategic impact of digitalization on the overall business model. To strengthen the

analysis, this research adopts the conceptual framework of digital transformation and innovation management as described by Nambisan et al. (2019). In this framework, digital transformation is positioned as the center of innovation that is not only related to the application of technology, but also closely related to the redesign of business models and efforts to create long-term value for customers. This framework is the basis for evaluating J.CO's digital strategy, including the agile business model innovation approach used by the company to respond to the fast-changing dynamics of the F&B market.

Data Collection and Analysis

In collecting data, this research uses three main techniques, namely library research, secondary data analysis, and indirect observation of company operations. The library study was conducted by reviewing relevant academic literature and industry reports. Some of the main sources used are articles on Yatech (2023), ProPak Indonesia (2024), Mile.app (2023), Kokikit News (2023), as well as empirical research by Sari et al. (2022) and other sources. These sources discuss the application of digital technology in the F&B industry, ranging from IoT to monitor distribution, big data to read customer preferences, to blockchain for supply chain transparency. This literature not only helps in formulating the conceptual framework, but also provides best practice benchmarks that can be compared with J.CO's case. In addition, secondary data analysis was conducted by exploring J.CO's corporate documents, industry news articles, executive interviews published in the media, and materials on J.CO's official website. The previously compiled UAS file was also a key source, as it summarized J.CO's digitalization practices in various aspects: from cloud-based inventory systems, to the use of AI for demand prediction, to the application of blockchain in ensuring product traceability. With this secondary data analysis, the research was able to gain a broad understanding of J.CO's digitalization strategy without having to interact directly with the company.

Indirect observation was conducted by studying J.CO's digital service patterns through online platforms. This includes how their online ordering system works, integration with delivery services such as GrabFood or GoFood, and customer reviews on various digital channels that show response to service speed and product consistency. These observations provide insight into how J.CO's digital transformation directly contributes to the customer experience. For data analysis, a descriptive-qualitative analysis technique was used. The analysis process began with data reduction, which sorted out relevant information from various sources to focus on the issues of digital transformation, innovation management, and value creation. Then, thematic categorization was conducted to map the data into major themes such as operational efficiency, digital business model innovation, and value creation. The results of the analysis are presented in the form of a long narrative that shows the relationship between elements, reinforced with tables or other visualizations if needed. Finally, a critical interpretation is conducted to understand how the implementation of digital transformation at J.CO can be a competitive strategy that not only improves efficiency but also creates long-term value for customers and supports business sustainability.

With this method, the research is expected to provide a comprehensive and in-depth picture of how digital transformation is carried out by J.CO, what technologies are adopted, how the implementation impacts the business model and value proposition, and why it is relevant to be implemented by other companies in the food and beverage industry.

RESULTS

Digitalization in J.CO Supply Chain

This research found that J.CO Donuts & Coffee has implemented a comprehensive digital transformation in various aspects of its supply chain. This digitalization aims not only to improve operational efficiency, but also to strengthen the company's competitive advantage in the increasingly digitized food and beverage industry. One of the main pillars of J.CO's digital transformation is the implementation of a

cloud-based inventory management system. This system enables real-time stock monitoring across the entire network of outlets and distribution warehouses. With this monitoring, J.CO can anticipate potential stock-outs and overstocks early, thereby reducing the risk of losses due to damaged raw materials. This approach is in line with the findings of Sari et al. (2022) which showed that a digital inventory system can improve stock accuracy by 98% and reduce losses by around 15% in the food industry.

In addition, J.CO utilizes Internet of Things (IoT) devices in the distribution process. IoT is used to monitor temperature and humidity during delivery, ensuring that donuts and coffee products arrive at stores in conditions that meet quality standards. This is very important considering the character of F&B products that are prone to quality deterioration. ProPak Indonesia's report (2024) shows a similar application in the beverage supply chain, which increased the success rate of delivery according to quality standards. The digital transformation of J.CO is also reflected in the utilization of artificial intelligence (AI) algorithms to predict customer demand. By analyzing historical sales data, the AI system can forecast production needs more precisely, reducing the risk of overstocking or under-stocking. This strategy is in line with Mile.app literature (2023) which emphasizes the importance of big data and AI in understanding F&B consumption trends, as well as providing a stronger basis for designing promotions and dynamic pricing.

Impact on Business Model and Value Creation

The results also show how digital transformation does not stop at improving internal processes, but extends to the way J.CO formulates its business model and creates value for customers. One manifestation of this is J.CO's omnichannel strategy, which allows customers to place orders through mobile apps, websites, and third-party platforms such as GrabFood and GoFood. This system is connected to digital payments, creating a seamless and convenient shopping experience for modern consumers who prioritize transaction speed and flexibility. From a value creation perspective, the application of blockchain to J.CO's supply chain increases transparency. Consumers can be assured of product origins and standardized handling processes, strengthening brand trust. Kokikit (2023) points to blockchain as an important instrument in instilling customer trust in the quality of F&B products, which is often a key concern for consumers. Another finding is how digital transformation supports the sustainability of J.CO's supply chain. Data and IoT-based optimization of distribution channels helps the company minimize transportation fuel consumption, which has a direct impact on reducing the carbon footprint. This effort demonstrates the adoption of circular economy principles in the supply chain, while accommodating the demands of increasingly environmentally conscious consumers.

The following table summarizes the main contributions of J.CO's digital transformation based on the main categories of findings.

Table 2. Key Contributions of J.CO's Digital Transformation

Key Dimensions	Key Implementation	Impact & Value
Operational	Inventory Cloud & IoT	Stock efficiency, assurance and quality
Strategy & Business Model	Omnichannel & Digital Loyalty	Seamless shopping experience
Value & Sustainabilty	Blockchain & Green Logistics	Trust, reputation, carbon reduction

Thus, the results of this study show that digital transformation at J.CO not only improves internal efficiency, but also becomes the foundation for developing business model innovations that are relevant to the digital era, while creating a stronger value proposition for customers. This comprehensive

approach confirms how digitalization is the company's key strategy in maintaining competitiveness in the increasingly complex and digitized food and beverage industry.

DISCUSSION

Integration of Digital Transformation and Strategic Advantage

The findings of this study show that the implementation of digital transformation by J.CO Donuts & Coffee is not only focused on improving internal efficiency, but also directed at building long-term competitive strategies. This is in line with the framework proposed by Nambisan et al. (2019), where digital transformation is positioned as the core of business innovation that can change processes, revenue models, and the way companies deliver value to customers. In the case of J.CO, the implementation of a cloud-based inventory system, the use of IoT to monitor distribution, and AI algorithms to predict demand have brought significant benefits in supply chain management. This confirms the results of the study by Sari et al. (2022) which shows how digital systems improve data accuracy and reduce losses in the food industry. But J.CO goes a step further by integrating these technologies into an omnichannel strategy that delivers a seamless shopping experience for customers, both online and offline. This shows that digital transformation is no longer merely an operational instrument, but has become the basis for business model innovation. By utilizing consumer transaction data across multiple channels, J.CO can design relevant digital loyalty programs and personalized offers. This strategy supports the theory of business model innovation as outlined by Ghezzi & Cavallo (2020), which emphasizes the importance of reorganizing business model components to be more agile and adaptive to market changes.

Reinforcing Customer Trust and Sustainable Value

The discussion also found that the implementation of blockchain in J.CO's supply chain provides a new dimension to the company's value proposition. The technology brings transparency that allows customers to know the origin of products, the handling process, and compliance with quality standards. This practice is relevant to the Kokikit report (2023), which calls blockchain the technology of the future in ensuring traceability in the food industry. With consumers' increasing awareness of health and sustainability issues, transparency is an important asset in building brand trust. This strategy not only provides functional value (i.e. ensuring products are safe for consumption) but also emotional value for customers who increasingly value brands with a commitment to sustainability. Optimizing distribution channels with the help of IoT and big data also supports the company's green logistics agenda, which ultimately reduces the carbon footprint and strengthens J.CO's reputation as a responsible business. This shows how important it is to understand digital transformation not only as the digitization of manual processes, but as a way of creating integrated value between efficiency, sustainability, and customer satisfaction. Thus, the results of this study also reinforce the views in the literature of Mile.app (2023) and Yatech (2023) which emphasize that the utilization of digital technology in the F&B industry not only generates operational benefits but also enriches the emotional connection between customers and brands.

Contributions and Implications

This research makes a theoretical contribution by filling the gap found in the previous literature review, namely that there are not many studies that comprehensively link supply chain digital transformation with business model innovation and customer value creation in large-scale F&B companies in Southeast Asia. From a practical perspective, the findings provide a reference for other companies in similar industries that want to implement digital transformation not only to pursue efficiency, but also to strengthen competitiveness and build sustainable value propositions. The results of this study can also serve as input for policy makers (regulators) to continue to encourage the adoption of digital technologies

in the F&B sector, for example by providing incentives for IoT and blockchain adoption, or strengthening national digital infrastructure so that more local companies can access these technologies at a more affordable cost.

The implementation of digital transformation carried out by J.CO Donuts & Coffee in the context of supply chain management can be understood as a strategic evolution of the concept of empowering local franchise companies to reach a global scale, which was previously studied by (Laurentius, 2015) within the framework of Good Corporate Governance (GCG). In this study, it is emphasized that the success of local franchises like J.CO does not solely rely on product strength but also on the central role of top executives in building an integrated corporate governance system across three key dimensions: concept, system, and people. This approach involves strengthening corporate culture, formulating adaptive business models, and creating a participatory work environment focused on enhancing human resource capabilities.

In line with the times and technological advancements, the GCG-based empowerment principles have undergone a substantive transformation in the form of comprehensive operational digitalization. As outlined in the study on J.CO's digital transformation, technologies such as cloud-based inventory systems, the Internet of Things (IoT), artificial intelligence (AI), and blockchain have become strategic instruments that replace traditional practices while maintaining the substance of accountable, transparent, and participatory governance. For example, the concept of an open kitchen, which was once a symbol of openness and trust between the company and its customers, is now represented through a digital system that allows consumers to trace the supply chain transparently using blockchain technology. This demonstrates that digitalization is not merely a mechanical substitution for manual processes but also an expansion of GCG values into the modern technological ecosystem.

Furthermore, the digital-based business innovation approach implemented by J.CO strengthens the company's value proposition through omnichannel strategies, app-based loyalty programs, and digital payment systems that enhance connectivity between internal processes and customer experience. This aligns with the premise in the study that the growth of local franchises to a global level requires an empowerment model based on strategic leadership, adaptive system structures, and a focus on long-term value creation. Within this framework, digital transformation can be positioned as a reinforcement mechanism for traditional empowerment strategies, where technology utilization acts as an accelerator for operational efficiency, business model innovation, and the creation of sustainable value for consumers.

Thus, the integration of good corporate governance principles and operational digitalization are not two separate approaches but rather complementary in supporting the sustainability and competitiveness of the company. The J.CO case study demonstrates that local franchise companies that can strategically adopt digital transformation while upholding principles of empowerment and organizational ethics have significant potential to grow into major players in the global market. This also underscores that digitalization is not merely a technological trend but an inherent managerial strategy in building resilient, innovative, and value-oriented organizations.

CONCLUSION

This research aims to examine how digital transformation is applied to J.CO Donuts & Coffee's supply chain, and how it supports operational efficiency, business model innovation, and sustainable value creation for customers. Based on the analysis, it was found that J.CO has successfully utilized a number of digital technologies strategically. A cloud-based inventory management system allows the company to monitor stock in real-time across stores and warehouses, reducing the risk of raw materials running out or damage due to overstock. The use of IoT to monitor distribution conditions ensures product quality is maintained, which is especially important considering that F&B products have perishable

characteristics. In addition, AI algorithms used to predict customer demand patterns help the company formulate more targeted production plans, minimize waste, and accelerate the stock turnover cycle. This strategy has proven to improve J.CO's supply chain resilience, especially in the face of demand volatility that often occurs in the food and beverage industry.

J.CO's digital transformation has also had a significant impact on the company's business model innovation. By integrating omnichannel services, digital payments, and app-based loyalty programs, J.CO succeeds in providing a seamless and personalized shopping experience. This increases customer satisfaction while strengthening customer loyalty. Supply chain transparency through blockchain technology not only ensures quality standards, but also provides moral assurance for consumers who are increasingly concerned about sustainability and corporate social responsibility. Overall, this study confirms that digital transformation not only has an impact on increasing internal productivity, but also becomes an important strategy in strengthening the company's competitive advantage. These results support previous literature that the application of digital technology in the F&B industry can improve efficiency, build more adaptive business models, and create new value propositions that are more relevant to the needs of today's consumers.

RECOMMENDATIONS

Based on the results of this study, there are several important recommendations for both industry practitioners and academic researchers. For F&B industry players, digital transformation should not be seen only as a technology trend, but as an integrated business strategy that involves all aspects of operations and services. Companies need to ensure that the application of technologies such as AI, IoT, and blockchain is not only aimed at reducing costs, but also enriching customer experience and supporting long-term sustainability goals. Management needs to develop a clear digital transformation roadmap, ranging from human resource training, technology infrastructure development, to the development of a system to evaluate the impact of digitalization on company performance.

In addition, given the increasing consumer demand for transparency and green business practices, companies need to be more proactive in communicating their digital transformation efforts related to sustainability. For example, through more transparent distribution carbon footprint reporting, or consumer education programs regarding the origin of raw materials displayed on the company's digital platform. For academics, this research opens up opportunities for further study with a quantitative approach. Future studies can measure more specific indicators of the success of digital transformation, such as reduced logistics costs, increased order fulfillment speed, or measurable levels of customer satisfaction and loyalty. Comparative research across F&B companies or across countries is also important to see how the local context (e.g. digital ecosystem readiness, consumer culture, regulation) affects the success of digital technology implementation.

This research can also be extended by exploring internal challenges faced by companies when undertaking digital transformation, such as organizational culture resistance or limited digital literacy of human resources. Thus, future research contributions not only provide practical insight, but can also enrich the theory of digital transformation and innovation management, especially in the food and beverage sector.

ACKNOWLEDGEMENTS OR NOTES

I would like to express my deepest gratitude to the Master of Management Program at the Islamic University of Indonesia for providing financial support, which enabled me to participate in this conference. I am also sincerely thankful to the lecturers and fellow students in the program for their invaluable input and suggestions on earlier drafts of this paper. Their support has been instrumental in enhancing the quality and analytical depth of this work.

REFERENCES

Angeli, E., Wagner, J., Lawrick, E., Moore, K., Anderson, M., Soderland, L., & Brizee, A. General format. Retrieved from http://owl.english.purdue.edu/owl/resource/560/01/

Bocken, N. M. P., Short, S. W., Rana, P., & Evans, S. A literature and practice review to develop sustainable business model archetypes. Journal of Cleaner Production, 65, 42–56. https://doi.org/10.1016/j.jclepro.2013.11.039

Calfee, R. C., & Valencia, R. R. APA guide to preparing manuscripts for journal publication. Washington, DC: American Psychological Association.

Duncan, G. J., & Brooks-Gunn, J. (Eds.). Consequences of growing up poor. New York, NY: Russell Sage Foundation.

Geissdoerfer, M., Vladimirova, D., & Evans, S. Sustainable business model innovation: A review. Journal of Cleaner Production, 198, 401–416. http://dx.doi.org/10.1016/j.jclepro.2018.06.240

Ghezzi, A., & Cavallo, A. Agile business model innovation in digital entrepreneurship: Lean startup approaches. Journal of Business Research, 110, 519–537. https://doi.org/10.1016/j.jbusres.2018.06.013

Hapsari, R. A., & Akbar, R. Inovasi teknologi dalam industri makanan dan minuman. Jurnal Kajian Ilmu Manajemen, 2(3), 218–229. https://sejurnal.com/pub/index.php/jkim/article/download/1508/1740/5205

Harlow, H. F. Fundamentals for preparing psychology journal articles. Journal of Comparative and Physiological Psychology, 55, 893–896.

Hart, S. L., & Milstein, M. B. Creating sustainable value. Academy of Management Executive, 17(2), 56–69. http://dx.doi.org/10.5465/AME.2003.10025194

Helfer, M. E., Kempe, R. S., & Krugman, R. D. The battered child (5th ed.). Chicago, IL: University of Chicago Press.

Henry, W. A., III. Making the grade in today's schools. Time, 135, 28–31.

Huang, Q., & Rust, R. T. Artificial intelligence in service. Journal of Service Research, 21(2), 155–172. https://doi.org/10.1177/1094670517752459

Kokikit News. Inovasi teknologi pengolahan makanan. https://news.kokikit.com/inovasi-teknologi-pengolahan-makanan

Kumar, V., & Reinartz, W. Creating enduring customer value. Journal of Marketing, 80(6), 36–68. https://doi.org/10.1509/jm.15.0413

Laurentius, L. Y. (2015). Strategi Pemberdayaan Perusahaan Waralaba Lokal Menuju Waralaba Global: Studi Kasus Good Corporate Governance oleh Eksekutif Puncak di J.Co, Es Teller 77, dan Pecel Lele Lela. Humaniora, 6(3), 358–366. https://doi.org/10.21512/humaniora.v6i3.3362

Markides, C. Disruptive innovation: In need of better theory. Journal of Product Innovation Management, 23(1), 19–25. https://doi.org/10.1111/j.1540-5885.2005.00177.x

Mile. Tren dan inovasi teknologi terbaru di industri F&B. https://mile.app/id/blog/tren-dan-inovasi-teknologi-terbaru-di-industri-fnb

Nambisan, S., Lyytinen, K., Majchrzak, A., & Song, M. Digital transformation and innovation management: A synthesis of existing research and an agenda for future studies. Journal of Product Innovation Management, 36(1), 6–26. https://doi.org/10.1111/jpim.12562

O'Neil, J. M., & Egan, J. Men's and women's gender role journeys: A metaphor for healing, transition, and transformation. In B. R. Wainrib (Ed.), Gender issues across the life cycle (pp. 107–123). New York, NY: Springer.

Plath, S. The unabridged journals. K. V. Kukil (Ed.). New York, NY: Anchor.

ProPak Indonesia. Digitalisasi rantai pasokan minuman meningkatkan efisiensi dan inovasi. https://www.propakindonesia.com/digitalisasi-rantai-pasokan-minuman-meningkatkan-efisiensi-dan-inovasi

Schultz, S. Calls made to strengthen state energy policies. The Country Today, pp. 1A, 2A.

Schnase, J. L., & Cunnius, E. L. (Eds.). Proceedings from CSCL '95: The First International Conference on Computer Support for Collaborative Learning. Mahwah, NJ: Erlbaum.

Scruton, R. The eclipse of listening. The New Criterion, 15(30), 5–13.

Sebastian, I. M., Ross, J. W., Beath, C. M., Mocker, M., Moloney, K. G., & Fonstad, N. O. How big old companies navigate digital transformation. MIS Quarterly Executive, 16(3), 197–213. https://www.researchgate.net/publication/319929433_How_big_old_companies_navigate_digital_transformation

Wang, C. L., & Ahmed, P. K. Dynamic capabilities: A review and research agenda. International Journal of Management Reviews, 9(1), 31–51. https://doi.org/10.1111/j.1468-2370.2007.00201.x

Yatech. Revolusi teknologi dalam industri makanan dan minuman. https://yatech.id/id/blog/revolusi-teknologi-dalam-industri-makanan-dan-minuman