

# The Role of Online Food Delivery Services in the Competitiveness of the Yogyakarta Culinary Industry during the Covid-19 Pandemic

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Received: 2021-10-03

Accepted: 2022-05-18

**Keywords:** *Online Food Delivery Services; competitiveness; culinary industry.*

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**Abstract.** Culinary business actors in the culinary industry at Yogyakarta provide Online Food Delivery Services to facilitate the trade. This study, therefore, aims to identify the benefits of Online Food Delivery Services as well as the market reach from the providers' point of view, and further analyzes the intrinsic role played in increasing competitiveness in the culinary industry of Yogyakarta during the Covid-19 pandemic. The process involved a qualitative method, where data was collected through semi-structured interviews, observation, and documentation. Subsequently, qualitative descriptive analysis techniques were used for analysis. Based on the study results, online food delivery services were determined to be beneficial in terms of effectiveness and efficiency in performance, organizational structure, and strategic and competitive advantage. The providers reportedly reached markets at distances up to 25 km–30 km. These actors play a significant role in increasing the competitiveness of the creative industry, particularly in the culinary sub-sector in Yogyakarta City during the pandemic. Moreover, this assumption is based on aspects of competition between similar companies, where the bargaining power of buyers, the threat of new entrants and substitute products were significant.

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## 1. Introduction

There has been consistent improvement in technologies aimed at creating ideas to facilitate human beings in conducting personal activities, including in terms of economics. Being in the era of the industrial revolution 4.0, culinary business actors have been challenged with taking advantage of these advancements to foster franchise growth. Additionally, internet-based digital economy development has the potential to change public consumption patterns through the existence of e-commerce (Mesenbourg, 2001). This approach further facilitates numerous parties, including the business actors required for merchant marketing. Moreover, these participants utilize Online Food Delivery Services to ease business operations without a need for huge capital. This is because the Service providers are not required to own the employees before the delivery to customers is possible (Suryadi & Ilyas, 2018).

The Covid-19 pandemic has ensued in Indonesia since early March 2020. The #stayathome hashtag was widespread on every social media as an invitation to remain indoors and consequently cut the virus spread chain. Also, numerous policies were issued by both government and private institutions, including the *Work from Home* policy. This relates to article 86 paragraph (1) letter 'a' of Law Number 13 of 2003 concerning Manpower, which stipulates the protection right of every worker for safety and health at work. The existence of this policy limits mobility, and consequently had an impact on the culinary industry, as travel was limited, as well as food purchases outside the home. Moreover, information and communication technology (ICT) had a considerable influence resulting from

the propensity to reduce time and distance limits between individuals (Rachmawati & Rijanta, 2012). Hence, the application in the form of E-commerce became the most developed business sector in public demand during the Covid-19 pandemic (Rachmawati et al., 2020). The ICT was subsequently attributed as the main interaction tool between individuals, which ensures a physical distance is maintained for health reasons.

There is an increasing demand for the culinary industry by people with a desire to start a business. The Special Region of Yogyakarta featured the development of over 172,000 creative economic actors. This achievement was due to the higher number of human resources, educational facilities, including universities, and also the emergence of various creative communities in DIY, as stated by the Deputy Governor of DIY, KGPAA Paku Alam X in Silaban (2019). Being in the current millennial era, the aspect of culinary is a significantly broad and diverse trade sector. Additionally, various related innovative products have been developed following the trend, and are currently in high demand. The industry comprises numerous enthusiasts, which creates competitiveness for the business actors. This incident in the industrial revolution 4.0 involved using ICT to ensure business sustainability and workers' welfare. One of these was by using Online Food Delivery Services. Therefore, this research is aimed at determining the effect of online food delivery services on the competitiveness of the creative industry in the culinary sub-sector in Yogyakarta during the COVID-19 pandemic using a qualitative descriptive method.

### Geography Approach

Geography is a science which comprehensively studies all elements related to the earth, including the existing phenomena and the interactions of human life. The assessment process is performed through three approaches, encompassing the spatial, temporal, and regional complexes (Sartohadi et al., 2012). Subsequently, related studies predominantly focus on the intrinsic ability to spatially explain and analyze the earth's properties and phenomena, particularly relating to the dynamics, both natural and man-made (Santosa & Muta'ali, 2014). This area is distinguished from other sciences because a spatial approach is involved, which is closely related to several elements, including distance, pattern, situation, accessibility, and linkages features (Bintarto, 1988). The analysis process involves three approaches, comprising the environmental, the spatial, and the complex regional approach (Bintarto & Hadisumarno, 1979). The method adopted in this study was spatial, and this research was equipped with a map for spatial analysis.

Geography is possibly categorized into several studies focuses, and Matthew provided the following explanations.

Generally, geography is divided into two focuses, including first, the physical, which concentrates on the tangible conditions, encompassing landforms, vegetation cover, soil, climate, and others. Second, human geography is known to focus on the individuals and all their activities related to the earth's surface utility, including movement and living, as well as the use of land, resources, and space (Matthews & Herbert, 2008).

### Online Food Delivery Services

Regarding the definition of information and communication technology, Moore's (2003) book provided an explanation as follows.

Information and communication technology is a combination of two concepts, including information and communication, and are known to have different definitions. The first is a tool and/or program used to access, store, manage, manipulate, and present information through electronic means, while the latter is a telecommunications tool to access information. The combination of both ideas indicates the potential for collective application to access, store, manage, manipulate, and present information (Moore, 2003).

McKeown (2001 in Suyanto, 2005) suggested a definition for information technology and referenced the phrase to all forms of technology adopted in the creation, storage, change, and use of information in various forms. The purpose of communication is to convey data from one party to another (Sunarto, 2008). Therefore, ICT refers to the unification of various functions contained in telephone/telephone networks and computers/computer networks (Bagaskoro, 2019). The existence is exploited to access the internet online, including the use of related tools connected through certain networks to access information and services (Suyanto, 2005).

Some of the applications include the shift in work patterns from face-to-face work to ICT-based. This modification has influenced working hours and locations to be more flexible, and the job is usually completed more efficiently and faster (Rachmawati et al., 2021). In addition,

economic services provision, including online shopping and payment systems, is another form of ICT application (Rachmawati & Rijanta, 2012). Smartphones and cellular phones comprise a technology from the unification of various communication tool functions with specific capabilities, comprising resolution, and features, to mobile operating systems (Daeng et al., 2017). The daily needs of an individual are accessible through this device, including buying goods or obtaining certain services. According to Wardiana (2002 in Rachmawati, 2014), the applications contained in information technology play a role in supporting various forms of professions, ranging from science, trade, and business, without any distance and time limits. There is a consistent increase in the number of smartphone users, which introduces an online business opportunity with a propensity to provide efficiency and creativity in marketing Ištvanic products (2017 in Taufik et al., 2020). The use of ICT in this case, particularly in the form of smartphones, has modified daily activities to be more practical, time and cost-saving, and at the same time, reduces distances in accessing services (Rachmawati & Rijanta, 2012). Furthermore, new and different technologies are expected to encourage innovation in industries, both in capital investment and employee training, with a tendency to increase productivity and economic growth (Paul, 2002). Kasemin (2015) stipulated the role of increasing the efficiency and effectiveness of performance. This consequently generates numerous strategic advantages, modifies organizational structures, and provides competitive advantages.

Jogiyanto (2004) reported applications as programs containing certain commands with a capacity to perform data processing. According to Akbar et al. (2004), an online food delivery service application is a form of information system on smartphone restaurants registered in the platform used to simplify and optimize delivery to consumers. This program is designed to help users and providers complete transactions by utilizing certain data, including menus, prices, locations, and others. Additionally, one of the benefits obtainable is the propensity to use this tool in expanding the business area as a marketing strategy to reach specific markets with indirect access. (Suryadi & Ilyas, 2018). Based on a report by Tjiptono (2015), marketing strategy is possibly covered in three aspects, including where to compete, on what basis to compete, and when to compete.

### Culinary Industry

Culinary is a part of the creative industries, and constant innovation is required to have a competitive advantage and also increase product value. This business is believed to contribute immensely to the national economy (Riadi, 2018). Furthermore, culinary Sub-sector Creative Industries were defined as all activities, including preparation, processing, and presentation of food products assumed to promote creativity, aesthetics, tradition, and/or local wisdom in increasing competitiveness (Luciana & Triady, 2015). This industry is the potential driving force for economic growth and development in cities or regions, based on the high and low productivity observed for creative, talented community clusters or people with certain scientific abilities (Nenny, 2008 in Santosa 2020). Moreover, creative industry

existence is assumed to initiate prosperity in communities because of the capacity to provide jobs through individual and group resourcefulness (Rochani, 2017).

### Competitiveness

Competitiveness is an ability demonstrated by a business or industry owner to maintain the market. This is determined by supply, demand, and price factors influenced by flexibility as well as product differentiation management and supported by innovation and effectiveness in reaching the consumers (Rahmana, 2009). Also, competitiveness is closely associated with the positive correlation between productivity and total access. Therefore, good competition is assumed to instigate an increase in workers' welfare and after a certain period, accommodate the wider community. The company's competitiveness is also closely connected with the product and is a combination of several factors estimated to form the evaluation results (Gal, 2010). This is usually determined by several indicators, including market reach, production volume, marketing, product prices, and consumer response (Luciana & Aldi, 2018). The influencing factors identified encompass the presence of competition between similar companies, the threat of new entrants, the threat of substitute products, the bargaining power of suppliers, and the bargaining power of buyers (Porter, 2006; Gal, 2010).

The purpose of this research is to provide an illustration indicating the potential for online food delivery services to be a solution to regional problems, including the Covid-19 pandemic. This period instigated the need to perform most human activities online, using information and communication technology. Additionally, this is a tangible form of application in Yogyakarta city, throughout Indonesia, and also worldwide.

## 2. Methods

This study employed a qualitative method, which is based on the philosophy of post-positivism. Furthermore, this is used with a natural object condition and is the opposite of an experiment, because the researcher is a key instrument. The triangulation or combination data collection techniques were used, while the analysis has inductive properties. The results from this qualitative research focus more on meaning, in contrast to generalization (Sugiyono, 2016). According to Creswell (2010), this method has five approaches, including grounded theory, ethnography, phenomenology, case studies, and narratives. Furthermore, the data collection technique involved conducting semi-structured interviews with Online Food Delivery Services providers to obtain the answers required for questions in this study. The semi-structured interview was previously prepared, and the respondents tend to be more flexible and consequently capable of providing longer explanations. Additionally, the questioner was reported to be proficient in asking other queries, provided it is outside the question designed (Mamik, 2015). According to Januraga (2013), the rule of thumb concerned with collecting data through semi-structured interviews include having a sample size of approximately 30. This study used variables based on factors from the respective goal related to the role of food delivery services on the competitiveness of the culinary industry in Yogyakarta during the Covid-19 pandemic

period. Seven samples will be taken from five types of culinary enterprise, then get a total sample of 35. The five types of culinary enterprise are local food, rice food, snacks, drinks, and desserts. Local food is a type of culinary originating from a certain area. The rice food referred to in this study is a type of culinary whose main menu is rice. Then for snacks, namely culinary types in the form of snacks. The drinks category is a culinary category that only sells drinks. And the dessert category is culinary in the form of desserts. This division is carried out in order to find information about one of Porter's competitive factors, namely, competition between similar businesses. Qualitative research, according to Patton (in Poerwandari, 2007), does not depend on the number of informants but rather on the appropriate selection of informants and can be carried out according to time and resource constraints. For the data from drivers, data will be given from drivers who are receiving orders at 35 culinary businesses that are sampled in order to determine where purchasers in each of these culinary businesses are located. The minimum number of driver samples is 35. According to Patton (in Poerwandari, 2007), qualitative research is unable to ask questions relating to the number of informants and is highly dependent on the appropriateness of a selection. This is possibly carried out according to time and resource availability. Additionally, informants from this study include online food delivery service providers, as well as the culinary business actors and drivers. This group of business actors and drivers were selected as informants because of their tremendous knowledge in answering the research objectives. The purpose of this study varied based on the role factors of information technology, including the efficiency and effectiveness of performance, strategic advantage, organizational structure, and competitive advantage (Kasemin, 2015). Furthermore, the second objective of this research had variables based on the strategic aspects explored to expand marketing (Tjiptono, 2015), comprising 'where to compete/determining the market', 'on what basis/product development' and 'when/time to enter the market'. These three objectives in this study varied based on the competitiveness factor of Porter (2006 in Gal, 2010), including the extent of rivalry between companies in an industry, the threat of new entrants, substitute products, supplier and buyer bargaining power. In addition, descriptive qualitative data processing and analysis techniques were applied in this research interview. The interview questions focused on the advantages of online food delivery services, particularly during the Covid-19 outbreak, when many people were recommended to limit their food purchases outside the home due to the current situation. The drivers are then questioned about the distance between the customer's location and the culinary business actor's location. For more details, can be seen in Table 1. The results were then analyzed using the model of Miles and Huberman (1984 in Sugiyono, 2016), namely by reducing data, presenting data, and drawing conclusions. Data reduction is made by selecting the things that are the subject of discussion and finding themes and patterns. Furthermore, the data is presented in the form of a table from the narrative of the interview results to see the outline of the interview results. Then draw conclusions from these outlines to be discussed in this study.

Table 1. Methodology

Data	Data Collection Technique	Sampling Technique	Processing and analysis of data
Benefits of online food delivery services from a service provider's point of view	Semi-structured interview, observation, documentation	Purposive Sampling	Qualitative Descriptive Analysis
Online food delivery service in a marketing strategy for market reach and the farthest point ever reached by online food delivery service drivers from Yogya City	Semi-structured interview, observation, documentation	Purposive Sampling	Qualitative Descriptive Analysis
Length of time providing services, service features from the point of view of service providers, market reach, production volume, marketing, product prices, consumer response	Semi-structured interview, observation, documentation	Purposive Sampling	Qualitative Descriptive Analysis

### 3.Result and Discussion

#### Benefits of Online Food Delivery Services for Services Providers in Yogyakarta City

##### 1. Performance Effectiveness and Efficiency

Online Food Delivery Services has various features capable of assisting business actors to achieve the desired goals in easier and more practical ways. Based on the informant's statement, actors providing Online Food Delivery Services demonstrate a tendency to have an increased number of buyers because marketing is more easily performed through applications. This approach is more efficient because large lands or building rentals are not required to open a culinary business. Additionally, running the franchise from home is also possible, alongside the provision of Online Food Delivery Services and installing banners as a sign. The buyers are then able to discover the business from the smartphone application, and the delivery service features the driver's complete data, which saves time and energy. These resources are then diverted into selling food to other buyers, thus improving the performance efficiency.

##### 2. Strategic Advantage

The strategic advantage contained in Online Food Delivery Services is observed in terms of promotion. Furthermore, the entrepreneurs identified a promo feature in this business approach, which is a creativity aspect, as certain calculations are required to attract customers. This arrangement is included in a special feature containing restaurants and food stalls assumed to partake in promos and there are also separate displays for online food delivery services providers. Subsequently, another strategic advantage for the providers in the menu display, resulting from the clear, simple, and easy appearance, also attracts buyers. Therefore, the actors have an option to be innovative while compiling menus by providing product names, product photos, and package menus to seem more striking. The end-users tend to only use the applications 1-3 times a week (Candra et al., 2020). Based on the results of a study by Candra et al., (2020), and this current research, online food delivery service providers are capable of certainly using the application as a platform for marketing through discounts or new menus.

##### 3. Organizational Structure

The benefits of Online Food Delivery Services for small/home-based culinary business actors are numerous, especially in terms of marketing and delivery. Furthermore,

the existence of a delivery feature is very helpful for individual actors, as they are able to provide services albeit. The culinary business actors are also able to conduct promotions through applications owned by Online Food Delivery Services providers. Also, promotions are possible only through smartphones, and there is no need to have special employees for tasks related to marketing.

##### Competitive Advantage

Online Food Delivery Services assists culinary businesses in providing services by obtaining the competitor's needs. The benefit of obtaining a higher number of buyers has been established. Furthermore, it is possible to put the application features to good use by creating sales strategies, which enable the potential to achieve the desired goal, including the admission of new customers daily. The culinary business, therefore, is said to have a competitive advantage and is consequently useful to increase competitiveness.

#### Market Reach for Online Food Delivery Services Providers in Yogyakarta City

##### 1. Defining the Market

Business actors are able to determine the target market from several elements, including region. The effort required to carry out marketing is ascertained from the extent of the targeted market reach. Additionally, Online Food Delivery Services have certain limitations in serving consumers, especially for those residing up to 25 km-30 km away. The Delivery Services providers are then required to make some adjustments while determining the recipient and consequently devise a strategy. Figure 1 shows a map of Online Food Delivery Services providers' market reach in the city of Yogyakarta.

Based on the Market Reach Map of Online Food Delivery Services Providers in Yogyakarta during the Covid-19 Pandemic, some areas were reached outside the city, including Sleman, Bantul, to Gunung Kidul Regency. The sampled buyer locations were spread across the three districts and in exactly eleven sub-districts. These include Bambanglipuro, Banguntapan, Bantul, Depok, Gamping, Kasihan, Mlati, Ngaglik, Patuk, Pleret, and Sewon. The starting point of the map was considered to be the same, as the purpose of the record was to identify the spatial market reach of Online Food Delivery Services providers in the city of Yogyakarta.

##### 2. Product Development

Online Food Delivery Services have a maximum market reach of 25 to 30 kilometres. However, attaining the farthest

distance requires special efforts, which is observed in product development. This is achieved through criticism and suggestions from buyers, which are the major driving factors. Furthermore, Online Food Delivery Services have a feature capable of accommodating these considerations, which is known as rating. This is provided for users to assess products or services from sellers after placing an order. Therefore, a high predominance of the five-star rating automatically appears to reflect five-star or close to five on the seller's dashboard. This identifies the vendor as trustworthy and the product as good. The existence of this feature indirectly encourages the seller's desire for a better rating and is achievable by consistent product development. Time to Enter the Market

Online Food Delivery Services is one of the media to enter the market. The large number of Gojek and Grab application users is one of the ways to achieve this more effectively and efficiently because of the application characteristics. The vendors in this platform register easily, and the name of their culinary business appears immediately and with access to users. Subsequently, Online food delivery services do not directly provide features for the providers regarding the right time to enter the market. However, this decision is reached based on the presence of numerous users and sellers prompted by respondents and

business owners. The existence of food delivery services in an area tends to indirectly encourage entry at the right time, as the area features numerous users and providers.

**The Role of Online Food Delivery Services on the Competitiveness of the Culinary Industry in Yogyakarta during the Covid-19 Pandemic**

1. Competition Among Similar Companies

Online Food Delivery Services has a delivery feature, which serves as a potential strategy to attract buyers during a pandemic because the customers can safely and comfortably order food and drinks without leaving the house. In addition, there is also a contactless delivery option, where the order is conveyed without any form of direct interaction with the driver. This is achievable by placing the orders in a location specified by the customer, including at the receptionist's desk, in a package box, or in other places. Therefore, culinary business actors involved in this practice demonstrate superiority compared to others. This strategy attracts buyers, especially those without bravery or those unable to leave the house. Based on the results, the customer's preferred application feature during COVID-19 was the delivery service (Kale, 2020). This was considered to be distinctly advantageous, and despite the existence of product similarity, culinary business actors

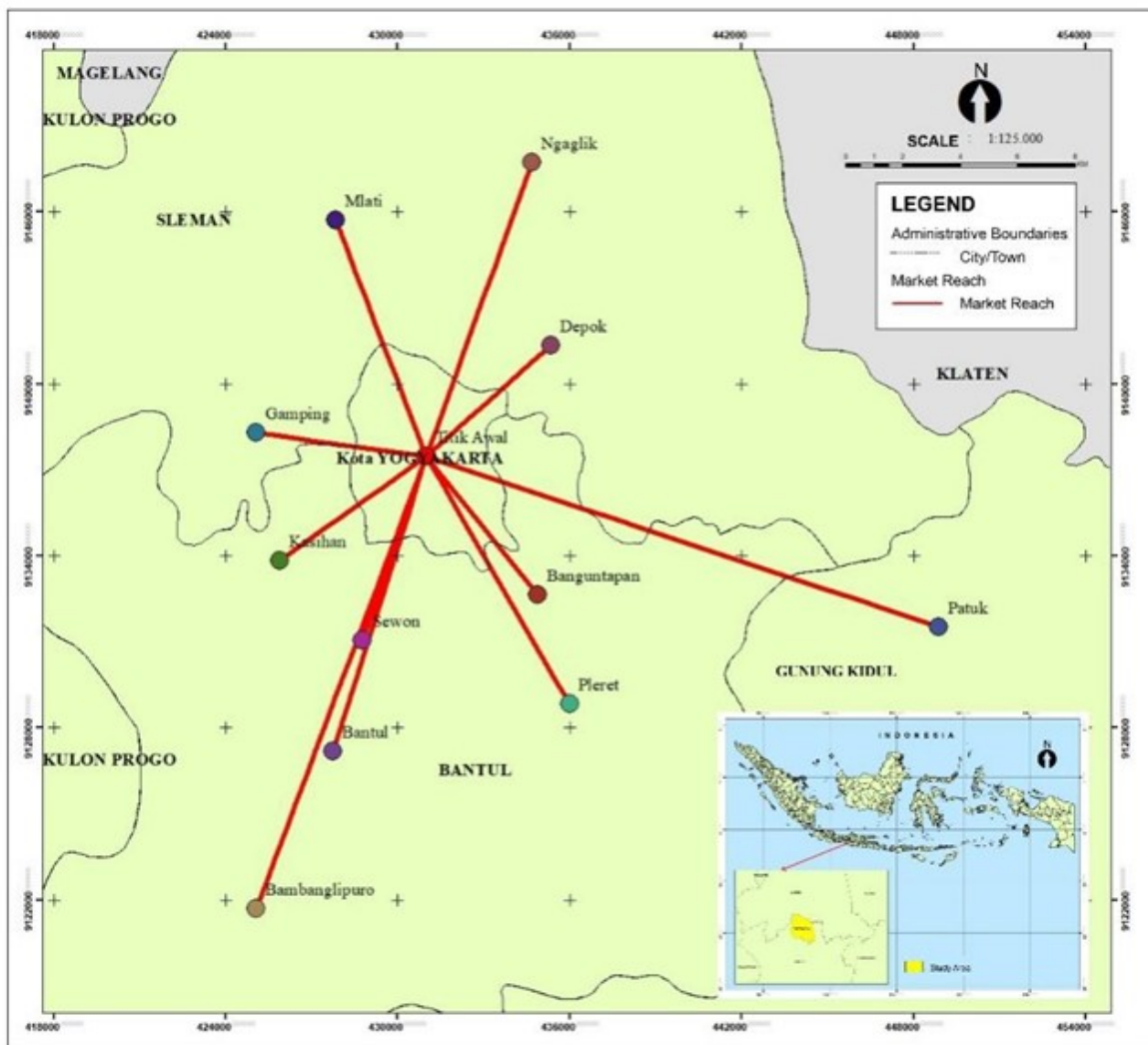


Figure 1. A Map of Online Food Delivery Services Providers' Market Reach in Yogyakarta

known not to provide Online Food Delivery Services experienced great difficulties in the aspect of market reach.

## 2. Newcomer Threat

Strategies are needed to deal with the threat of new entrants for culinary business actors to maintain a presence in the industry. Conversely, Online Food Delivery Services has a system capable of creating separate markets which are achieved through the user's input. The use of Online Food Delivery Services is beneficial in the aspect of increasing the number of buyers efficiently. This approach is essential for the Online Food Delivery Services providers to survive the threat of new entrants and also assists in expanding the market reach to 25-30 km. The actors capable of surviving from the emergence of new competitors are those with various features to help increase buyers, and not all tend to use Online Food Delivery Services.

## 3. The Threat of Substitute Product

The promo features contained in Online Food Delivery Services are possibly used by culinary business actors providing Online Food Delivery Services as a strategy to deal with the threat of substitute products. Therefore, applying promos on the products introduces price variations, and the existence of discounts serves as a special attraction. The Online Food Delivery Services providers are able to ensure price variations without having to lower prices, and the product simultaneously appears cheap. This is because a minimum purchase is required to be eligible for the promotion, thereby protecting the seller from potential losses. Additionally, restaurants known to exploit this feature appear on a separate menu containing various promos from others and are sometimes displayed in the recommendations section of a customer's account.

## 4. Bargaining Power of Suppliers

Most of the Online Food Delivery Services suppliers in this study are SMEs-scale culinary business actors and are consequently not the permanent supplier. Based on the answers from respondents, the raw materials were obtained from merchants of certain markets or stores. Therefore, traders who become suppliers are possibly not always the same. This depends on the quality and price offered while shopping. Similarly, there is no fixed number of suppliers, and this depends on the raw materials needed. Hence the trader's bargaining power is reduced by obtaining the lowest price and the best quality. However, Online Food Delivery Services tend to not affect supplier bargaining power, as the interaction is limited to sellers, drivers and buyers in the competitiveness of the culinary industry in Yogyakarta City during the pandemic. This is due to the absence of any interactions.

## 5. Bargaining Power of Buyers

Online Food Delivery Services is included in an online buying and selling system. Therefore, everything within is guided by rules and systems. These tend to ensure regulation, including the product price set by the seller, which is based on the desired profit. However, the service providers usually display a price higher than the original. This is because the regulations require profit sharing, which ranges from 15%-25%. The actual payment by the customer is possibly increased according to the shipping and ordering cost, as the system displays non-negotiable product prices. This enables proper visualization of the final price before

order and is equipped with product price details (subtotal), delivery fee, and orders. The customers are then expected to pay following the final price stated in the application. Therefore, the bargaining power of buyers in this system is considered to be low as price bidding is not possible, except through the use of applicable promo.

## Conclusion

Online Food Delivery Services providers in Yogyakarta provide significant benefits in terms of effectiveness and efficiency in performance, strategic advantage, organizational structure, and also a competitive advantage through the available features. Additionally, this business model is subject to an expandable reach of up to 25 km – 30 km. This is achievable through product development and is supported by the rating features on the application. Moreover, Online Food Delivery Services have an impact on competitiveness, particularly in the aspect of competition among similar companies, the threat of new entrants and substitute products, as well as the bargaining power of buyers, although no effect was observed concerning the supplier's bargaining power. Therefore, further research with a similar theme is to consider identifying the government efforts towards increasing competitiveness in the culinary sub-sector of the creative industry through online food delivery services. This is aimed at evaluating the business model from another point of view.

## Acknowledgements

This research was a part of Rekognisi Tugas Akhir (RTA) 2021 from Universitas Gadjah Mada, Indonesia led by Dr. Rini Rachmawati, S.Si., M.T. Therefore, the authors are grateful to Universitas Gadjah Mada for the support through the research process and funding.

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