

# An Entrepreneurial Lens on a Comparison of Indonesian Trendy Beverage Franchises

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## ABSTRACT

This paper compares local and foreign trendy beverage companies operating in Indonesia, examining their strategies and early-stage performance through an entrepreneurial orientation lens. Using secondary data from credible industry reports and publications, the study evaluates how each type of firm approaches market expansion, builds competitive advantage, and responds to industry challenges. Both local and foreign beverage companies have experienced rapid growth in recent years, yet many continue to report net losses during their initial operational periods. Local brands such as Fore Coffee and Kopi Kenangan benefit from strong cultural alignment and deep insight into Indonesian consumer preferences, enabling them to scale quickly in the domestic market. In contrast, foreign brands like Chagee and Chatime typically pursue international expansion only after achieving stability in their home countries, leveraging standardized global branding strategies to strengthen their overseas presence. By analyzing these strategic differences, the study highlights key entrepreneurial dimensions—innovation, proactiveness, and calculated risk-taking—that shape each company's trajectory. The findings provide practical insights for emerging beverage enterprises seeking to design effective market-entry and growth strategies within a competitive and evolving industry.

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## 1. INTRODUCTION

Indonesia's beverage market is growing, especially among teens (Darmawan, A. S., Nurhayati, A., & Nurani, 2025). Many foreign and local brands are competing in the rising industry (Dwibaskoro, 2024). International brands like Chagee, Teazzi, and Chatime have successfully entered the Indonesian market by meeting local demand for creative and high-quality tea-based beverages and introducing global flavours (Sultana, Z & Zahan, 2019). Indonesia is the fourth largest coffee producer after Brazil, hence most beverage franchises are coffee-related (Putra & Wonoadi, 2023). Local tastes and good internet marketing have made Tomoro Coffee, Kopi Kenangan, and Fore Coffee popular (Maspul, 2023).

A huge and diverse consumer base, demographic changes, and a favorable agricultural terrain have made Indonesia's beverage market a major and competitive sector in Southeast Asia

(Oxford Business Group, 2017). Urban migration, income growth, and the middle class change spending habits, especially in lifestyle-oriented food and beverage sectors (Dwibaskoro, 2024). Bottled water, coffee, tea, milk-based drinks, energy drinks, and health-focused goods have seen significant demand rise (Dwibaskoro, 2024). This shows everyday consumption and lifestyle integration of beverages (Türker & Süzer, 2022).

Leading multinational beverage brands and new local competitors are interested in the rising demand (Dwibaskoro, 2024). Global brands prioritise strong distribution networks, marketing impact, and product localisation strategies for market penetration, while local brands adapt to customer preferences (Ragimun & Widodo, 2019). Many Indonesian local brands compete with global brands through innovation, familiarity, and cultural viewpoints, and strong consumer relationships (Maspul, 2023). Increased interest in health-conscious, premium, and lifestyle-oriented beverages is driving industry expansion and sophistication. This approach has helped local businesses stand out and build customer loyal (Dwibaskoro, 2024).

Indonesia's strong agricultural legacy and cultural diversity produce a variety of coffee and tea beverages. Indonesia produces Robusta and Arabica coffee, with each location creating unique coffee drinks based on local customs, migration, and inventiveness (Ashardiono & Trihartono, 2024). The social and experiential aspects of coffee shop visits, which have become lifestyle locations in Indonesia, drive coffee consumption (Sultana, Z & Zahan, 2019).

Indonesia has promising coffee and tea industry opportunities. The Indonesian coffee market is estimated to earn US\$11.58 billion by 2025, suggesting strong demand. Home coffee sales are expected to grow 3.5% yearly (Statista, 2025a). With US\$1.75 billion in revenues by 2025, ready-to-drink tea is growing rapidly. This segment is expected to grow 4.6% annually, outpacing several other beverage categories and demonstrating Indonesian consumers' growing need for portable tea (Statista, 2025b). The report highlights Indonesia's coffee and tea beverage markets' size and growth potential.

This study explores the variables affecting Indonesia's beverage sector's growth, foreign and local brand competition, and industry ramifications. To give more comprehensive study, the theory of entrepreneurial orientation is applied. Based on previous research, there is no such study with holistic approach by using entrepreneurial orientation.

This research is original in its application of entrepreneurial orientation to assess the performance of beverage companies. According to Corrêa et al. (2017) and Pearce et al. (2010), beverage companies can enhance organizational performance through the application of entrepreneurial skills. They must concentrate on the five essential components of entrepreneurial orientation: innovativeness, entrepreneurial proactivity, competitive aggressiveness, risk-taking, and autonomy.

- a. *Innovativeness* refers to the capacity to achieve technological leadership through the utilization of research and development resources to create new products and processes (Lumpkin & Dess, 1996). The companies examined exhibit numerous innovations aimed at attracting consumers in Indonesia. Local and foreign beverage companies consistently introduce innovations, including new tea and coffee menus, stylish tumblers, and various membership benefits.
- b. *Entrepreneurial proactivity (proactiveness)* entails the introduction of products and services ahead of competitors while anticipating shifts in demand (Lumpkin & Dess, 1996). Companies undertake various strategic initiatives to proactively capture market share in Indonesia.
- c. *Competitive aggressiveness* denotes the degree of a firm's endeavors to surpass its competitors (Lumpkin & Dess, 2001). Numerous beverage companies continue to establish new outlets in various locations and engage in product differentiation. They are not only opening the outlets but also providing facilities such as a spacious parking lot and stylish outlets designs.
- d. *Risk taking* entails a readiness to engage in actions that deviate from established practices. This action is evidenced by the expansion of their outlets featuring unique themes and the provision

of bonuses to customers. The proliferation of the beverage industry has prompted both foreign and local companies to undertake significant risks to enhance profitability and growth.

- e. *Autonomy* refers to the capacity to independently influence strategy (Pearce et al., 2010). Bureaucracies and organizational traditions rarely facilitate the development of new programs and activities (Kanter, 1989). Consequently, the capacity of leaders in beverage companies to operate autonomously enhances the range of actions they can pursue.

## 2. RESEARCH METHOD

This study employed descriptive-comparison methods to analyze data gathered during the research process. This method will provide a clear comparison between local and foreign beverage chains that are currently trending. This study was focusing on data collection through secondary sources, including financial reports, statistical data, and various numerical datasets. These methods are appropriate for analyzing and contrasting data and trends through numerical data (Creswell, 2014). The analysis investigates the expansion of businesses and the competitive dynamics among these companies.

### Secondary Data Collection

There were a few stages involved in using secondary data as the source for this research. First, an in-depth review was conducted for each local and foreign beverage company. Furthermore, the analysis identified the specific measurements that each company possesses, which are appropriate for this study and serve as the basis for comparison. The data was gathered and analyzed from various documents, including textbooks, articles, company reports, and other related materials. Furthermore, the collected data were analyzed using numerical measurements to compare each company, including financial performance, expansion rate or growth, net profit or loss, and other metrics that can determine the companies' performances.

## 3. RESULTS AND DISCUSSIONS

### Companies' Entrepreneurial Orientation

Chagee, a foreign beverage manufacturer that just entered Indonesia, attributes its rise to various internal competitive advantages. A timeless core menu that appeals to a wide range of preferences for a diversified consumer base is the goal. They use cutting-edge technology to make a tea with rich flavor and a unique blend. Technology-driven advances improve products. Automation and technology help Chagee operate efficiently and well (**innovations**). The strategic expansion and oversight of each globally expanded branch is the third major component of effective teahouse network management, which will be discussed in the future discussion of each company's expansion.

However, Chatime has different values and methods. As early beverage industry participants, they want to change tea consumption (**risk-taking**). The restaurant's broad menu with customized toppings enhances tea-based beverage enjoyment. Chatime also uses fresh ingredients to make high-quality tea.

"Grind," a critical stage in coffee production, represents Fore Coffee's philosophy and ideals and the everyday labor and attention of individuals. Their goal is to open a coffee shop that offers high-quality coffee and a safe place to rest in a fast-paced world (**proactiveness**). Kopi Kenangan, a major competitor of Fore Coffee, offers competitive prices in Indonesia (**competitive aggressiveness**). With their high-quality drinks, they became the first food and beverage new retail unicorn firm.

Kopi Kenangan stands out in Indonesia's coffee industry with strong financial backing, unique products, and a hybrid retail approach that combines online and offline channels (**autonomy**). The first Southeast Asian New Retail F&B unicorn, it was valued above \$1 billion in 2021.

WhatsApp ordering, a website pick-up system, and a mobile app helped the company raise revenues 188% in 2021. Our methods have helped us build stores in Malaysia (2022) and Singapore (2023), with ambitions to expand in the Philippines (2024) and India (2025). Sustainable Kopi Kenangan aims to send zero waste to landfill by 2030. The company aims to reduce energy and

water use by 15% and 10% through recycling, trash reduction, and food giving (Kopikenangan.com, 2024) (**proactiveness**).

Based on the descriptions above, it can be concluded that those companies apply entrepreneurial orientation behaviors. It shows how they make continuously innovate, dare to take risk, they have proactive behavior among their competitors, they have aggressive competitiveness to grab Indonesian market and leadership autonomy to move faster.

### Comparison of Financial Performance among Companies

#### Chagee

Based on Chagee's financial report (United States Securities and Exchange Commission, n.d.) it indicates that Chagee has experienced substantial revenue growth, moving from net losses in 2022 to early 2023, to net profits from early 2023 to 2024. The financial report highlighted their revenue growth from RMB 54.8 million to RMB 147.3 million within three quarters of 2022. In 2023, revenue increased significantly, starting at RMB 417 million in Q1 and reaching RMB 1,443.7 million by Q3, indicating substantial growth for the year. In 2024, cash generation reached unprecedented levels, totaling RMB 2,506.6 million in Q1 and peaking at RMB 3,541.2 million in Q3. Over the past three years, Chagee has increased its revenue by over 60 times, rising from RMB 54.8 million (approximately \$7,606,568.80 as of May 31, 2025) to RMB 3,541.2 million (approximately \$491,512,046.00 as of May 31, 2025). The consistent and rapid revenue growth indicates successful expansion, enhanced market penetration both locally and globally, and potentially effective marketing strategies employed by Chagee's over the past three years.

#### Net Profits (in million RMB)

**Table 1.** Chagee's Net Profit

Year	Q1	Q2	Q3	Q4
2022	(33,954)	(37,852)	(15,765)	(3,145)
2023	64,169	129,044	299,079	310,274
2024	595,102	628,721	646,633	-

Source: United States Securities and Exchange Commission

In 2022, the company experienced net losses in each quarter, although these losses showed a declining trend by year-end. In 2023, Chagee experienced a pivotal moment as it achieved profitability in the first quarter and subsequently doubled its net profit in the second quarter, demonstrating consistent quarter-over-quarter growth in net income. The upward trend persisted robustly into 2024, with net profits exceeding RMB 595 million in Q1 and further increasing to RMB 646.6 million by Q3, indicating ongoing and accelerating financial enhancement.

Fore Coffee

	Catatan/ Notes	30 September/September 30,		31 Desember/December 31,			
		2024	2023 (Tidak diaudit/ Unaudited)	2022 <sup>1</sup> (Diaudit/ Kontrol) (Catatan 4) As restated (Note 4)	2021 <sup>1</sup>		
PERJUALAN NETO	30	727.371.436.460	309.062.030.788	483.071.231.180	288.714.330.488	107.367.004.888	NET SALES
BEBAN POKOK PENJUALAN	21	280.818.885.052	113.613.664.291	179.891.539.990	118.125.740.830	46.209.517.617	COST OF SALES
<b>LABA BRUTO</b>		<b>446.552.550.608</b>	<b>195.448.366.497</b>	<b>303.179.691.190</b>	<b>166.588.589.658</b>	<b>61.157.487.271</b>	<b>GROSS PROFIT</b>
BEBAN OPERASIONAL	22	333.883.537.308	181.346.880.998	247.828.874.385	187.074.424.282	88.989.918.211	OPERATING EXPENSES
Pegadaian		64.763.733.742	36.390.111.723	54.186.008.520	37.233.216.405	25.424.077.731	Selling
Umum dan administrasi		368.427.271.047	188.337.082.682	302.112.682.906	184.307.640.987	84.303.888.842	General and administrative
Totol Beban Operasional							Total Operating Expenses
<b>LABA (RUGI) OPERASIONAL</b>		<b>48.125.279.761</b>	<b>(2.888.726.215)</b>	<b>67.028.399</b>	<b>(25.718.851.361)</b>	<b>(33.320.108.971)</b>	<b>OPERATING INCOME (LOSS)</b>
PENGHASILAN (BEBAN) LAIN-LAIN	27	2.081.381.982	805.900.801	1.801.901.801	1.100.843.571	-	OTHER INCOME (EXPENSES)
Penghasilan kumulasi lainnya lainnya		381.431.283	85.890.836	71.733.888	8.434.818	84.088.788	Other partnership income
Laba (rugi) akibat kurs - neto		43.899.080	(12.114.771.712)	(347.087.738)	(33.448.319.488)	(3.103.710.093)	Gain (loss) on foreign
Beban keuangan	9,15,24	(9.120.203.929)	(2.125.809.047)	(9.136.699.872)	(1.983.443.162)	(1.572.635.336)	exchange - net
Beban pajak	11	(4.483.338.842)	-	-	-	-	Financing costs
Keuntungan (kerugian)		833.382.775)	(698.806.833)	(798.537.179)	39.450.548	(4.088.750)	Tax expenses
Pendapatan aset tidak bergerak	8	224.981.996	(6.953)	139.377.464	303.889.359	3.306.888.736	Gain (loss) on disposal
Penghasilan komisi atas lain-lain - neto	9	(11.472.631.022)	(14.070.001.606)	(2.438.361.936)	(33.988.944.616)	455.450.308	of fixed assets
Beban lain-lain - Neto							Lease commission income
Lain-lain							Others - net
<b>LABA (RUGI) SEBELUM MANFAAT (BEBAN) PAJAK PENGHASILAN</b>		<b>38.882.448.738</b>	<b>(18.888.327.821)</b>	<b>(2.388.383.846)</b>	<b>(88.797.788.976)</b>	<b>(34.188.108.318)</b>	<b>INCOME (LOSS) BEFORE INCOME TAX BENEFIT (EXPENSE)</b>
MANFAAT (BEBAN) PAJAK PENGHASILAN Tertangguh	11	1.888.727.802	(7.872.978)	(18.097.300)	(223.868.611)	347.180.094	INCOME TAX BENEFIT (EXPENSE) Deferred
<b>LABA (RUGI) SEBELUM PENYESUAIAN RUGI PERFORMA YANG TERJADI DARI KOMBINASI BISNIS ENTITAS SEPENDENDI</b>		<b>38.241.178.541</b>	<b>(18.998.900.798)</b>	<b>(2.388.430.846)</b>	<b>(89.321.454.387)</b>	<b>(33.807.928.221)</b>	<b>INCOME (LOSS) BEFORE PROFORMA LOSS ADJUSTMENTS ARISING FROM BUSINESS COMBINATIONS OF ENTITIES UNDER COMMON CONTROL</b>
PENYESUAIAN RUGI PERFORMA YANG TERJADI DARI KOMBINASI BISNIS ENTITAS SEPENDENDI		4.106.247.653	486.286.238	3.524.275.548	-	-	PROFORMA LOSS ADJUSTMENTS ARISING FROM BUSINESS COMBINATIONS OF ENTITIES UNDER COMMON CONTROL
<b>LABA (RUGI) PERSEDI/ TAHUN BERJALAN</b>		<b>42.347.426.194</b>	<b>(18.480.814.338)</b>	<b>1.184.824.802</b>	<b>(89.321.454.387)</b>	<b>(33.807.928.221)</b>	<b>INCOME (LOSS) FOR THE PERIOD/YEAR</b>

Figure 1. Fore Coffee's Financial Report  
Source: Fore Financial Report 9M 2024

Fore grew significantly from 2021 to 2024, according to the table. They earned IDR 727.37 billion in the first nine months of 2024, up from IDR 482.07 billion in 2023. Revenue growth shows the company's market expansion, product acceptance, and transaction volume initiatives worked. In Fore Coffee's financial statement, operating expenses climbed over four years alongside gross profit, although the statistics are very different. Operating income fell IDR 33.32 billion in 2021. In 2024, the operating profit was IDR 48.12 billion after three years of decline. Fore Coffee managed its cost base well despite scaling up operations, improving operational efficiency and profitability.

In contrast, Fore Coffee spends heavily. Significant considerations include IDR 9.12 billion in borrowing costs and IDR 4.46 billion in taxes. Overall, Fore Coffee lost IDR 11.47 billion in other expenses. These characteristics show how macroeconomic volatility and financing frameworks reduce operating level gains.

Despite obstacles, Fore Coffee earned IDR 42.43 billion (roughly \$2,604,018.20 depending on the currency rate as of May 31, 2025) for the nine-month period. Fore Coffee's 2024 performance shows revenue scaling, operational efficiency, and a turnaround from significant losses.

Kopi Kenangan

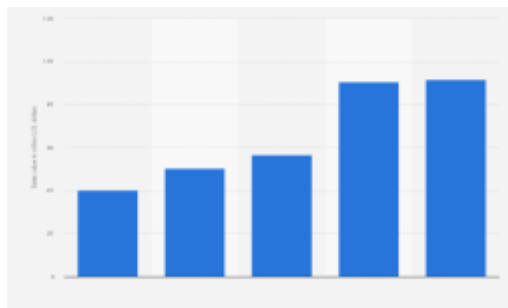


Figure 2. Kopi Kenangan Sales Value in million U.S. Dollars from 2019-2023  
Source: Statista, 2024

Kopi Kenangan has maintained a level of discretion regarding its financial performance; however, the graph above illustrates the annual sales value for the company, with each bar corresponding to a specific year. The sales value exhibited a progressive increase from \$40 million in 2019 to \$50 million in 2020, culminating at approximately \$58 million in 2021. Subsequently, there was a significant increase in sales value from 2021 to 2022, reaching \$90 million, followed by a comparable trend in 2023 with a modest rise.

### The Expansion of the Beverage Chain

#### Chagee's



**Figure 3.** Chagee's Expansion Data and Performance  
Source: United States Securities and Exchange Commission

Chagee is one of the fastest-growing premium tea brands. Chagee opened 5,828 locations worldwide as of September 30, 2024, exhibiting ambitious growth. Chagee's strategy to grow its brand in a competitive industry increased store number by 223% between 2022 and 2023. Chagee opened two outlets at PIK Avenue and FX Sudirman in 2025 and wants to expand to more Indonesian malls.

Chagee's performance shows their strength. In the first nine months of 2024, each Chagee outlet in China sold 26,000 cups and RMB 537,000 (1.2 billion Rupiah). This shows that people buy them frequently. Sales in existing locations rose 88% from 2022 to 2023, suggesting that the business is recruiting new clients and maximizing revenue from existing ones.

Chagee's success is due to its digital transformation efforts. The mobile mini program had 162.4 million registered users in the third quarter of 2024. This technique allows direct consumer relationships, targeted promotions, and purchase efficiency, creating a more seamless experience. Chagee's rapid shop expansion, strong sales, and excellent use of digital resources show its rise as a tea market rival. Their focus on quality, technology, and scale has helped China and other countries grow quickly. Based on the explanation, Chagee implemented innovation, risk-taking, and high competitive aggressiveness.

#### Chatime

Since 2011, Chatime has grown in Indonesia under PT Food Beverages Indonesia, a Kawan Lama Group subsidiary. Over 60 cities have over 420 Chatime restaurants as of 2024. By year-end, the company will grow to Palangkaraya, Papua, and other tier-2 and tier-3 cities. Chatime's strategic market penetration and execution led to double-digit monthly revenue growth, notably during promotional campaigns and brand collaborations (Fortune IDN, 2024). This shows how tactical marketing boosts consumer involvement.

Chatime Indonesian development supports its global goal. By partnering with franchise partners in the Philippines, Australia, Canada, the UK, Ireland, the UAE, and Mauritius, they have become global bubble tea leaders since 2010. They expanded into India, Thailand, and Turkey. Chatime runs approximately 1,200 outlets in 50 regions and plans to grow into the US (Chatime Franchise, 2023).

To improve its market position, Chatime introduced a premium tea concept line, forming Chatime Atelier. This strategy intends to boost average transaction value by improving product offerings and in-store experiences (TribunNews.com, 2021). Chatime's main firm, La Kaffa, earned NT\$2.68 billion (USD 94 million) in 2022, with Indonesian markets contributing heavily (CommonWealth Magazine, 2023). Chatime's award-winning CSR activities and localization

strategy demonstrate its corporate social responsibility. Chatime is a leading and creative beverage company in Indonesia (F&B Indonesia, 2023). Chatime leader has strong innovation, proactiveness, risk-taking, autonomy and competitive aggressiveness.

### Fore Coffee's



**Figure 5.** Fore Coffee's Expansion and Journey from 2019-2022

Source: Fore Coffee, 2024

Fore Coffee has grown significantly since its founding. Operation expansion beyond Jakarta was a priority in 2019. The brand's openings in Bandung, Medan, and Surabaya show its willingness to grow. The go-to-market approach worked, opening 18 stores by year's end. In that year, Elisa Suteja, formerly of East Ventures, became Fore's CEO, helping company clarify its strategy and grow faster (**innovation, risk-taking, competitive aggressiveness**).

Fore had 120 locations in 30 cities by 2022. Fore created Fore Junior, a non-coffee beverage, to reach a younger audience. This initiative targeted kids and teens, showing Fore's reach beyond coffee (**proactiveness**). Seasonal Butterscotch Sea Salt Latte became a menu favorite (**innovation**). By 2022, they had 123 locations.

International expansion began in 2023 for Fore. Their first international store opened in Bugis Junction, Singapore. This shows their desire to grow beyond local coffee and improve their market position by gaining MUI halal certification for all Indonesian products. This boosts local customer trust (**proactiveness and risk-taking**). Due to high demand, the Butterscotch Sea Salt Latte, a seasonal best seller, has been added to the permanent menu. Fore had 172 stores in 2023.

The expansion of Fore Coffee shows their swift and targeted commitment to improving local and international operations. Popular beverages, innovation, and incremental improvement help them achieve this.

## Kopi Kenangan



**Figure 6.** Kopi Kenangan's Current Expansion Mapping and Achievement

Source: <https://kopikenangan.com/about>

Tybourne Capital Management led the \$96 million Series C funding, which included Horizons Ventures, Kunlun, B Capital, and Falcon Edge Capital (Kopikenangan.com, 2021) (**risk-taking, autonomy, competitive aggressiveness**). This is used to expand the company, prepare for an IPO, and show investor confidence in the brand's growth (**risk-taking**). Kopi Kenangan has 622 stores in 45 Indonesian cities that year. As of 2024, there were 868 outlets in 64 Indonesian cities, with an aim of 2,000 by 2027 (Kopikenangan.com, n.d.).

Indonesia-based Kopi Kenangan has expanded internationally. Kopi Kenangan entered Malaysia in 2022. To expand its successful business model beyond Indonesia, the company is opening numerous Kuala Lumpur locations. This development is Kopi Kenangan's first step toward regional growth, as it seeks to become Southeast Asia's leading coffee brand (**proactiveness**). Using its brand awareness and operating experience, the company wants to expand to Singapore, the Philippines, and Malaysia (Kopikenangan.com, 2024) (**risk-taking and innovation**).

Kopi Kenangan grew its outlets and gained a diversified portfolio under Kenangan Brands. Cerita Roti sold 6.4 million units in its first year; Chigo, a chicken brand, sold over 1 million within a few months; Kenangan Manis, which sold over 20,000 cookies in its first month in October 2021; and Kopi Kenangan Hanya Untukmu, a ready-to-drink line launched in January 2022 (**innovation**). Kopi Kenangan products cover more food and beverage tastes than coffee, broadening their market reach.

### Comparison of Local and Foreign Beverage Companies

The competitiveness of the Indonesian beverage market compels both local and foreign brands to implement diverse strategies for growth and expansion. Local brands like Fore Coffee and Kopi Kenangan have rapidly gained popularity by effectively understanding Indonesian consumers, utilizing digital tools, and maintaining efficient operations. Foreign brands like Chagee and Chatime have entered Indonesia following their success in their home countries. They introduce global branding, innovative technology, and adapt their products to align with local preferences.

Foreign brands tend to depend on global branding, advanced technology, and established operational models. In contrast, local brands gain a competitive advantage by comprehensively understanding local culture, providing affordable pricing tailored to the Indonesian market, and actively engaging customers through digital platforms that leverage Indonesia's digital consumer base. The success of Kopi Kenangan demonstrates the efficacy of hybrid online-offline retail strategies and targeted digital marketing in enhancing growth and facilitating international expansion. Chagee and Chatime enter the Indonesian market only after establishing themselves in their home markets, adapting their offerings to local preferences.

Despite significant growth and advancement by both local and foreign firms, they continue to encounter persistent challenges. Continuous innovation is essential due to rapidly evolving customer preferences and trends. Additionally, adapting to the regulatory environment and addressing sustainability concerns presents significant challenges in contemporary contexts. The

narratives of Fore Coffee and Kopi Kenangan illustrate that operational efficiency, combined with a customer-centric approach, is essential for sustained success.

#### 4. CONCLUSION

In conclusion, the beverage sector in Indonesia is experiencing significant growth, driven by both local and multinational brands that cater to the diverse preferences of Indonesian consumers. Local brands, such as Fore Coffee and Kopi Kenangan, leverage their deep understanding of the local culture and employ digital marketing strategies to connect with customers effectively. In contrast, international brands like Chagee and Chatime bring global expertise and consistency but often face challenges in adapting to local tastes and preferences. This dynamic creates a competitive landscape where local brands have a distinct advantage due to their agility and market knowledge. To expand their business, companies' leaders must adopt entrepreneurial orientation behaviour to enhance their business performance. All of them has unique innovations and different implementation of proactiveness behaviour, steps of competitive aggressiveness, different style of autonomy and risk-taking measurement.

Despite the successes observed in the beverage sector, there are critical areas that require further development, particularly in understanding the evolving preferences of Indonesian consumers. As health and sustainability become increasingly important to consumers, brands must adapt their offerings to meet these demands. Additionally, the use of digital platforms and loyalty programs can enhance customer engagement and drive sales. It is essential for companies to address environmental and social issues, as these factors are becoming integral to consumer decision-making processes.

Future research should focus on identifying the most effective franchise models and exploring the relationships between franchisors and franchisees to enhance business practices. Interviews and qualitative studies could provide deeper insights into consumer behavior, especially among younger demographics. Furthermore, examining the environmental and social implications of local beverage chains will be crucial in understanding their long-term sustainability and impact in the market. Overall, the Indonesian beverage sector presents numerous opportunities for growth, but companies must remain attuned to consumer trends and societal

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