

Pioneer Business in Vegetable Sate Lilit Products (Lilitveg) Among the Community

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Abstract

Changes in consumer behavior toward healthier and more sustainable foods have led to increased interest in plant-based foods. This situation opens up opportunities for innovation in traditional foods, one of which is through the Sate Lilit Nabati product called LilitVeg. This study aims to analyze market, marketing, production, organizational, and financial aspects as the basis for planning a start-up business for the Sate Lilit Nabati product. This study uses a descriptive approach in preparing the business plan (*business plan*) based on analysis of market conditions, consumer segmentation, marketing strategy, production planning, SWOT analysis, and business feasibility calculations. The results of the study indicate that LilitVeg has good market opportunities because it is supported by the increasing trend of plant-based food consumption, the high use of social media as a promotional tool, and public interest in healthier traditional food innovations. The main target market is consumers who are concerned about health and actively use digital media. The marketing strategy is carried out through Instagram, collaboration with *food influencers*, and education about the benefits of plant-based foods. The product's advantage is the use of plant-based ingredients with a distinctive Balinese flavor through basa genep seasoning, distinguishing it from similar products. Based on the analysis, the LilitVeg startup has good prospects for development as an innovative culinary venture focused on consumer needs, sustainability, and the preservation of traditional culinary traditions.

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1. INTRODUCTION

The development of the food industry in Indonesia demonstrates a shift in consumer behavior toward healthier, safer, and more sustainable food products. This shift is driven by growing public awareness of the importance of health, food safety, and the long-term impacts of daily food consumption. Consumers are no longer solely focused on taste and price, but are also increasingly focusing on nutritional content, processing methods, and the raw materials used in a food product.

The plant-based food market is growing rapidly due to this widespread trend. Many people still crave the taste, texture, and mouthfeel of animal products, even though they avoid consuming them for various reasons. Consequently, many plant-based substitutes have been developed that mimic the taste, appearance, nutritional value, and sensation of consuming animal products. According to the FAO (2022), plant-based raw materials such as nuts, seeds, legumes, and tubers are used as substitutes for animal raw materials in the production of various food products.

One real form of change in consumption patterns is the increasing public interest in plant-based foods (*plant-based food*) (Rizkyanto & Ulfah, 2025). Plant-based foods are food products whose primary ingredients come from plants and do not use animal protein as a primary component. This type of food includes processed nuts, grains, vegetables, tubers, and derivative products such as tofu, tempeh, and various other forms of plant protein.

Consuming plant-based foods is expected to reduce the consumption of fast food, which is high in sugar and saturated fat. Compared with foods containing fiber and micronutrients, these foods can increase the risk of degenerative disorders. Degenerative disorders themselves are the decline in organ or tissue function over time, and these disorders are generally long-term. Degenerative disorders can be prevented by consuming foods with fiber, such as nuts and cereals, because these ingredients are good sources of dietary fiber. Plant-based foods have the advantage of high fiber content, lower saturated fat content, and the potential to reduce the risk of degenerative diseases when consumed in a balanced manner (Kumalasari & Budiati, 2024).

In addition to its health benefits, plant-based foods are also considered more environmentally friendly than animal-based foods. The production process for plant-based foods generally requires fewer natural resources, such as water and land, and produces lower greenhouse gas emissions. *Food and Agriculture Organization* (2022) stated that plant-based food systems have a lower environmental impact and contribute to the sustainability of the global food system. Therefore, plant-based food consumption is relevant not only from an individual health perspective but also from an environmental sustainability perspective.

In Indonesia, the trend of plant-based foods is growing along with increasing public awareness of healthy and sustainable lifestyles. People are becoming more interested in animal-free foods due to health awareness, lifestyle changes, and easy access to plant-based foods, which have long been a part of Indonesian culture. Plant-based foods such as tofu and tempeh are well-known and frequently consumed by Indonesians. These ingredients facilitate the development of plant-based food innovations, making them more readily accepted by various groups (Amalia, Rahmiwati, Fajar, & Sari, 2024).

These evolving trends demand innovation in food products, including traditional foods. Traditional foods are part of cultural identity, possessing historical and cultural value, but they need to be developed to remain relevant to the needs and tastes of modern consumers. Modifying traditional foods through innovative raw materials can increase product value without losing their inherent cultural identity. This allows the food consumed to meet health needs while retaining the distinctive characteristics of Indonesian cuisine (Aurelia Chandra et al., 2025).

One traditional dish with significant potential for development is sate lilit, a Balinese specialty widely known in Indonesia. Sate lilit is typically made from minced chicken or fish, mixed with grated coconut and Balinese spices, then wrapped around lemongrass stalks and grilled. Sate lilit's distinctive characteristics lie in its soft texture, strong spice aroma, and distinctive savory flavor.

The dough-based nature of sate lilit makes it flexible to develop through ingredient innovation. The development of plant-based sate lilit involves replacing the basic meat ingredient with plant-based proteins such as tofu and vegetable flour, without altering the primary processing technique. The technique of wrapping the dough around lemongrass stalks and the grilling process remain unchanged to ensure the product's characteristics remain unchanged. The use of Balinese spices (*six languages*) also remains a key element in maintaining traditional flavors.

Plant-based sate lilit is designed as a healthier and more inclusive alternative to traditional foods. This product is aimed not only at vegetarian consumers but also at general consumers who want to reduce their meat consumption without having to give up familiar traditional foods. Thus, plant-based sate lilit has the potential to reach a wider market, including consumers with flexible diets (*flexitarians*).

In addition to the product aspect, the development of plant-based sate lilit also has entrepreneurial potential. In this pilot project, the researcher acts as a third party (*third-party seller*), namely business actors who do not produce directly, but instead focus on marketing, distribution, and brand management. This role was chosen because it was considered more appropriate to the characteristics of small-scale startups that prioritize capital efficiency and operational flexibility. Kotler and Keller (2016) stated that the role of third parties in the marketing system can increase distribution efficiency and expand market reach through social media.

Social media was chosen as the primary marketing tool for the plant-based sate lilit startup. The choice of social media was based on the characteristics of the target market, which actively uses digital platforms to seek information and make purchasing decisions. Social media allows businesses to visually showcase products, provide information about their advantages, and build direct interactions with consumers. Marketing through social media can increase brand awareness and influence consumer purchasing interest through informative and engaging content (Larasati & Juandanilsyah, 2025).

Previous research on vegetable sate lilit has focused on how cooking methods affect the results of vegetable sate lilit. Three cooking methods were used in this study: *deep frying*, *steaming*, and *pan-searing*. The results of the study show that the level of consumer preference for vegetable-based sate lilit is influenced by the cooking method. *Deep frying* got the highest rate of 60%, while the methods of *steaming* and *pan-searing* each received a 20% preference rating, according to the results of a preference test conducted with a validator. These findings indicate that consumers prefer vegetable sate lilit with the cooking technique of *deep frying* compared to other cooking methods.

Based on this research, further research focused on business and product development is needed. The development of a plant-based sate lilit pilot project through market and marketing analysis is the topic of this research, which expands on previous research that focused on product trials and consumer preferences regarding cooking methods. Given the growing public interest in healthy plant-based foods, this pilot project was conducted to identify market aspects, target consumer characteristics, appropriate marketing methods, and potential product competitiveness.

2. METHOD

This study uses a descriptive method with a business plan approach to analyze the feasibility of developing a plant-based sate (LilitVeg) business startup. This approach examines various business aspects, including market and marketing, production, organization and management, and finance, as the basis for developing a business development strategy. The analysis is conducted systematically to describe the business's current condition and potential for development.

The object of this research is a plant-based sate product called LilitVeg, developed as an innovation in traditional plant-based food. The data used consists of primary and secondary data. Primary data were obtained through observations of the product development process, business plan preparation, and the results of a consumer satisfaction questionnaire. Secondary data were obtained from books, scientific journals, institutional reports, and other sources related to plant-based food, marketing, and entrepreneurship.

Market analysis is conducted through target market identification, segmentation, positioning, competitor analysis, and SWOT analysis. Marketing analysis includes developing social media-based promotional strategies, market development, product development, and evaluating promotional effectiveness. Production analysis includes product description, formulation, product characteristics, production process, packaging, and labeling. Organizational analysis involves developing an organizational structure, workforce requirements, inventory management, and production management. Financial analysis includes calculating initial investment, production costs, pricing, projected revenue, profit and loss projections, and Break-Even Point (BEP) analysis.

The results of the analysis of each aspect are used to assess the development prospects of the LilitVeg start-up business and to develop a business strategy that is in accordance with market needs and business potential.

3. RESULTS AND DISCUSSION

This research resulted in a pioneering business in the form of vegetable sate lilit products with the brand "LilitVeg" which was developed as an alternative to traditional plant-based foods. Business development was conducted through analysis of market, marketing, production, organizational, and financial aspects to obtain a comprehensive picture of the business's development potential.

Results of Implementing Business Start-ups

Tofu-based vegetable sate Lilit is marketed under the brand name "LilitVeg." The product is packaged in boxes of 10 skewers and sold for Rp 36,000. Marketing is conducted through WhatsApp, Instagram, direct promotions, and word-of-mouth recommendations, with a pre-order sales system.

Table 3. Production, Sales, and Financial Results of the LilitVeg Startup Business

Indicator	Results
Marketed formula	Vegetable Sate Lilit with tofu as the main ingredient
Contents of each package	10 skewers
Selling price per pack	Rp36.000
One-period sales target	28 then
Sales realization	So 35
Number of products sold	350 pieces
Achievements against targets	126%
Sales turnover	Rp1.260.000
Total production costs	Rp69.991
Laundry parts	Rp1.190.339
Wages, general and depreciation costs	Rp476.136
Net profit	Rp783.864
Return on initial production capital	164,63%
<i>Estimated break-even point</i>	4 months

Sales reached 35 boxes or 350 skewers in one period, exceeding the initial target of 28 boxes. Sales generated a turnover of Rp1,260,000 with a total production cost of Rp69,991. The difference between turnover and production costs resulted in a gross profit of Rp1,190,339. After deducting wages, general expenses, and equipment depreciation, the net profit obtained was Rp783,864.

Weekly sales reached 7, 8, 10, and 10 boxes, respectively. Consumer feedback included positive assessments of the taste, price, and packaging. *The break-even point* based on the initial investment and capital return allocation is 4 months.

Consumer Satisfaction with LilitVeg Products

The satisfaction survey involved 35 consumers, consisting of 13 men and 22 women. The majority of respondents, 28 (80.0%), were aged 20–30. Nineteen consumers obtained information about the product through social media, while 16 learned about it from friends or family.

Table 4. Results of Consumer Satisfaction Assessment of LilitVeg

Satisfaction indicators	CSI Value	Category
Taste	87%	Very strong
Aroma	93,5%	Very strong
Product Texture	91,6%	Very strong
Product Packaging	86,9%	Very strong
Price According to Quality	93,5%	Very strong
Affordable prices	84,8%	Very strong
Competitive Price	80,4%	Very strong
Sales Location	82,6%	Very strong
Product Availability	86,9%	Very strong
Ease of Ordering	93,5%	Very strong
Delivery Speed	93,5%	Very strong
Product Information	89,1%	Very strong
Promotion	86,9%	Very strong
Promotional Media	86,9%	Very strong
Rerata Customer Satisfaction Index	88,36%	Very strong

Based on the results of calculations on 14 consumer satisfaction indicators, the value obtained is the *Customer Satisfaction Index*, **an average of 88.36%**. The value is in the category **very strong**, which shows that consumers have a very high level of satisfaction with LilitVeg products. The high value of the *Customer Satisfaction Index* indicates that the product has been able to meet consumer expectations in various aspects, including taste, aroma, texture, packaging, price, ease of ordering, speed of delivery, product information, and promotional media.

These results indicate that the implementation of the LilitVeg pilot business has provided a positive experience for consumers and has good potential for further development.

Discussion

The results of the study show that the implementation of the Sate Lilit has good prospects in terms of marketing, consumer satisfaction, and business feasibility. During the implementation period, the product was successfully marketed through the system *pre-order* with total sales of 35 *pax* and generated a turnover of Rp1.260. 000. The increase in sales each week shows that the implemented digital marketing strategy is able to increase consumer purchasing interest. Kotler and Keller (2016), digital marketing makes it easier for business actors to reach consumers, build relationships with customers, and improve purchasing decisions through more effective communication.

Measurement results: The *Customer Satisfaction Index* showed an average value of 88.36%, which is categorized as very strong. This value indicates that LilitVeg products are able to meet consumer expectations regarding various attributes, such as taste, aroma,

texture, packaging, price, ease of ordering, speed of delivery, product information, and promotional media. According to Kotler and Keller (2016), Consumer satisfaction is the feeling of pleasure or disappointment that arises after comparing a product's performance with its expectations. If the product's performance exceeds expectations, the consumer will feel satisfied and even have the potential to become a loyal customer.

Aroma attributes, price according to quality, ease of ordering, and speed of delivery received scores. *Customer Satisfaction Index* was the highest at 93.5%. The high rating for the aroma attribute indicates that the use of basa genep seasoning is able to maintain the characteristic aroma of sate lilit despite using plant-based ingredients. This is in line with Winarno's (2004) opinion, which states that aroma is one of the sensory attributes that greatly determines consumer acceptance of a food product because aroma is the first impression received before the product is consumed.

Furthermore, high scores on ease of ordering and speed of delivery indicate that service quality is also a crucial factor in shaping customer satisfaction. According to Tjiptono (2019), good service quality is demonstrated through ease of access, timeliness, and the ability to meet consumer needs, so as to increase customer satisfaction and loyalty. Meanwhile, the competitive price attribute obtained the lowest score, namely 80.4%. Although it remains in the very strong category, this indicates that consumers are still comparing LilitVeg's price with similar products available on the market. According to Kotler and Armstrong (2021), Price is a key factor influencing purchasing decisions because consumers tend to compare the benefits gained with the costs incurred. Therefore, promotional strategies, sales packages, and production cost efficiency are necessary to increase the perceived value of a product.

In terms of product acceptance, the majority of consumers were satisfied with the taste, texture, and packaging. The high level of taste acceptance indicates that the use of plant-based ingredients combined with traditional Balinese spices can produce a product that retains the characteristics of sate lilit. According to Soeparno (2015), Flavor is a combination of taste, aroma, and texture, which is a key factor in determining consumer acceptance of a food product. Therefore, successfully maintaining a distinctive flavor is one of LilitVeg's competitive advantages.

Based on financial aspects, the startup generated a turnover of Rp1,260,000 with a net profit of Rp783,864. The analysis also shows that the initial investment capital is projected to be returned in approximately four months, based on the analysis of *the break-even point*. According to Kasmir (2018), the analysis of *Break Even Point* used to determine a business's break-even point, thus providing a basis for business decision-making and profit planning. These results indicate that LilitVeg's business has good economic prospects for development.

Overall, the research results indicate that LilitVeg has potential for development as a plant-based culinary business. High levels of customer satisfaction, increased sales during the implementation period, and financial analysis demonstrating business feasibility demonstrate the product's potential to compete in the market. These findings also align with those of the Good Food Institute (2022), which states that demand for plant-based food products continues to increase in line with growing public awareness of health and environmental sustainability. Therefore, product innovation, consumer education, and digital marketing optimization are necessary to continuously enhance LilitVeg's competitiveness.

Consumer Satisfaction and Product Evaluation

Consumer satisfaction is measured using the *Customer Satisfaction Index*, which includes 14 indicators, namely taste, aroma, product texture, product packaging, price

according to quality, affordable price, competitive price, sales location, product availability, ease of ordering, speed of delivery, product information, promotion, and promotional media. The analysis results show that the average value of *Customer Satisfaction Index* is as high as 88,36%, which falls into the category very strong. This value indicates that Sate Lilit products can meet consumer expectations regarding product quality and service.

The attributes with the highest satisfaction scores were aroma, price according to quality, ease of ordering, and speed of delivery, each receiving a score of 93.5%. The high-rating for-aroma attributes indicates that the use of basa genep seasoning is able to maintain the distinctive characteristics of sate lilit despite using plant-based ingredients. Meanwhile, the high rating for ease of ordering and speed of delivery indicates that the online sales system is effective. *Pre-order* through digital media has provided a good purchasing experience for consumers.

The attribute with the lowest value is competitive price, with a value of 80.4%., Although it remains in the very strong category, these results indicate that consumers continue to compare LilitVeg's price with similar products on the market. Therefore, businesses need to improve product value perception through innovation, promotion, and production cost efficiency to increase competitive pricing.

However, the evaluation shows that competitive pricing still needs improvement. Several measures that can be taken include increasing production cost efficiency, offering promotional packages, offering discounts during certain periods, and expanding production scale to reduce per-unit costs. Furthermore, developing product variants and expanding distribution channels can also be implemented to increase product competitiveness in the market.

Overall, the evaluation results showed that LilitVeg had met the requirements for product quality, service, and marketing. The high level of customer satisfaction and sales figures during implementation indicate that the product has the potential to be developed into a sustainable plant-based culinary business.

4. CONCLUSION

This research shows that the LilitVeg startup, a plant-based sate lilit product, has good potential for development as a plant-based culinary innovation. The product successfully maintains the distinctive flavor of sate lilit through the use of basa genep seasoning, making it a food alternative that meets consumer needs for practical, delicious, and more environmentally friendly food.

Implementation of business start-ups through the system *pre-order* for one month showed positive results with total sales of 35 pax and turnover of Rp1.260.000, exceeding the initial sales target of Rp. 1,000,000. In addition, the level of consumer satisfaction was measured using the *Customer Satisfaction Index*, obtaining an average value of 88.36% with a very strong category, which shows that the product has been able to meet consumer expectations in terms of product quality, price, service, and promotion.

Based on these results, it can be concluded that LilitVeg has good prospects for development as a plant-based culinary business. However, improvements in digital marketing strategies, expansion of distribution networks, and continuous product innovation are still needed to increase competitiveness, broaden market reach, and maintain business sustainability.

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