Analysis of the Causes of Declining Consumer Confidence in Influencer Marketing in Local Businesses in Indonesia: A Case Study Using the Fishbone Model

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Abstract

This study investigates the systemic barriers causing the decline in consumer confidence toward influencer marketing in Indonesian local businesses. Adopting a systematic descriptive qualitative approach, the research integrates a comprehensive literature review with Focus Group Discussions (FGD) involving digital marketing and entrepreneurship experts. Data were analyzed using a cause-and-effect framework to map causal relationships and a priority matrix to identify critical inhibitors. The findings reveal that trust erosion is primarily driven by three critical factors: low influencer integrity, a lack of transparency in promotional disclosures, and the systemic manipulation of engagement metrics via bots. Specifically, integrity and transparency emerged as the highest priorities for strategic intervention to avoid business failure. The study implies that restoring confidence requires a multidimensional shift focusing on radical transparency, authentic storytelling, and the establishment of national ethical marketing standards. These results provide a strategic roadmap for practitioners and policymakers to foster a more resilient and sustainable digital economy ecosystem in Indonesia.

Keywords: Consumer Trust; Influencer Marketing; Local Businesses; Digital Ethics; Brand Integrity.

1. INTRODUCTION

The global digital marketing landscape is currently undergoing a significant paradigm shift as audiences become increasingly saturated with massive promotional content. Consumers worldwide are demonstrating skepticism toward the credibility of messages delivered by third-party collaborators, often perceived merely as extensions of conventional advertising devoid of authenticity. This phenomenon reflects a systemic degradation of trust that threatens the effectiveness of marketing strategies, where business resilience success depends heavily on an organization's ability to absorb market shocks through agile adaptation (Al Qahtani et al., 2025; Bolton et al., 2023; Hokmabadi et al., 2024).

Domestic market dynamics in Indonesia reveal a similar anomaly where local businesses' dependence on digital figures no longer correlates directly with increased sales conversions (Putritamara et al., 2023). Despite rapidly increasing internet penetration, Indonesian entrepreneurs face major challenges in the form of consumer resistance to promotional styles deemed misaligned with local values. This technological adaptation gap represents a crucial barrier that could slow the acceleration of economic recovery within the culinary and creative business sectors (Khatami et al., 2024; Peñarroya-Farell & Miralles, 2022).

Empirical data reinforces the urgency of reviewing the effectiveness of this marketing model, considering the creative economy sector's contribution to the national

Gross Domestic Product (GDP) is highly significant. Statistical reports indicate that while economic growth remains positive, resilience at the micro-level still faces uneven recovery challenges due to weakened purchasing power and food inflation pressures. Such conditions demand operational efficiency through the utilization of appropriate technology to avoid massive business failure (Choi et al., 2022).

This crisis of consumer confidence represents a serious threat to the operational sustainability of small enterprises that have allocated substantial budgets for digital marketing. Failure to build resilience is often rooted in an organization's inability to orchestrate resources effectively. Integration between entrepreneurial orientation and dynamic capabilities is required so that local business units do not lose relevance amidst the expansion of modern business units with more efficient operational systems (Alves & Carvalho, 2022).

Resource-Based View (RBV) theory provides a fundamental framework asserting that sustainable competitive advantage can only be achieved through the management of unique and inimitable resources, including digital reputation. In this perspective, business sustainability in the post-pandemic era depends not only on physical resource ownership but more on the adaptive capacity of entrepreneurs to reconfigure internal assets. Digital literacy is not merely the ability to operate hardware, but a cognitive capability to manage information for business growth (Raharjo et al., 2024). Signaling Theory clarifies how signals sent through marketing campaigns must possess high honesty quality to reduce information asymmetry. When signals provided through digital collaboration are no longer considered valid or transparent, the trust mechanism in electronic transactions will collapse. This demands that entrepreneurs possess speed in data-driven decision-making to mitigate operational risks in real-time.

In light of these pressing issues, the primary objective of this study is to analyze and identify the root causes of the declining consumer trust in digital marketing within the Indonesian creative economy sector. Specifically, this research aims to evaluate how information asymmetry and the erosion of signal honesty impact business resilience and operational sustainability. Furthermore, this study intends to formulate a strategic framework for reconfiguring digital resources to restore consumer confidence through cultural authenticity and technological adaptation. The findings of this research are expected to provide significant theoretical and practical contributions. Theoretically, this study enriches the discourse on Resource-Based View and Signaling Theory by integrating the dimensions of digital well-being and local authenticity into the resilience framework. Practically, this research serves as a strategic roadmap for entrepreneurs to optimize digital marketing budgets more efficiently and for policymakers to design literacy education programs that strengthen the digital economic ecosystem.

This study applies the Fishbone Diagram model to dissect the root causes of declining trust holistically through the dimensions of man, method, and environment. The use of cause-and-effect diagrams allows for the mapping of complex causal relationships between internal barriers and external pressures comprehensively. Through this visualization, the identification of determinant factors and quality characteristics hindering business operational sustainability can be performed systematically.

This analysis aims to provide a strategic roadmap for business practitioners and policymakers to restore the integrity of digital marketing in Indonesia. Data-driven mitigation steps are expected to assist entrepreneurs in performing logistics transformation and digital literacy education that remains rooted in local cultural authenticity. Strengthening this pillar of trust will ultimately become the primary driver for creating a more adaptive, resilient, and sustainable digital economic ecosystem.

2.   THEORETICAL STUDY

2.1   Consumer Trust and the Foundation of Business Resilience

Consumer trust in the digital ecosystem is viewed as "trust liquidity," acting as a definitive determinant for business sustainability, particularly in facing audience skepticism toward massive promotional content. Theoretically, this concept is grounded in the Resource-Based View (RBV), which asserts that sustainable competitive advantage can only be achieved by managing unique, valuable, and inimitable intangible assets, such as digital reputation and trust capital. In this perspective, a resilient business depends heavily on the entrepreneur's ability to reconfigure internal assets through digital literacy. Digital literacy in this context is defined not merely as the technical ability to operate hardware, but as a cognitive capability to manage and process information for sustainable business growth.

Previous research indicates that the failure to build resilience often stems from an organization's inability to effectively orchestrate resources amidst market shocks (Adobor & Kudonoo, 2025; J Nair et al., 2024; Napier et al., 2024). Furthermore, researchers have found that in Indonesia, despite rapidly increasing internet penetration, there remains a significant challenge in the form of consumer resistance toward promotional styles deemed misaligned with local cultural values (Badad Alauddin et al., 2025; Indiani et al., 2025; Rizkita et al., 2025a). This represents a technological adaptation gap that slows the acceleration of economic recovery within the creative sectors. Fluctuating economic conditions, such as weakened purchasing power and inflationary pressures, demand operational efficiency through the utilization of appropriate technology to prevent massive business failure.

The researcher's theoretical position in this dimension emphasizes that restoring consumer trust cannot be achieved through capital assistance alone; rather, it requires a reconfiguration of internal assets that remain rooted in cultural authenticity. The researcher posits that strengthening reputation capital through integrity and inclusive digital literacy serves as the primary driver for creating a more adaptive, resilient, and sustainable digital economic ecosystem.

2.2   Influencer Marketing and the Credibility Signaling Mechanism

Influencer marketing serves as a strategic instrument utilizing third parties as collaborators to deliver marketing messages, yet its effectiveness is currently undergoing a paradigm shift due to audience saturation with promotional content (Leung et al., 2022). This mechanism is explained through Signaling Theory, which emphasizes that signals sent via digital campaigns must possess high honesty quality to reduce information asymmetry between producers and consumers (Connelly et al., 2025). When signals provided through digital collaborations are no longer considered valid, transparent, or honest, the trust mechanism in electronic transactions collapses (Connelly et al., 2025a). This condition demands that entrepreneurs possess the speed for data-driven decision-making to mitigate operational risks in real-time.

Previous empirical findings reveal an anomaly in the Indonesian domestic market, where the dependence of local businesses on digital figures no longer correlates directly with increased sales conversions (Kurniasari et al., 2023; Kustiningsih et al., 2022). This trust crisis was identified by prior researchers as being triggered by several critical factors: low influencer integrity and honesty in providing reviews, a lack of transparency in disclosing paid partnerships, and the practice of manipulating success metrics through fake engagement or bots (Dzreke & Dzreke, 2025; N.K.Thakre et al., 2024; Theodorakopoulos et al., 2025). Additionally, review content that is inauthentic or strictly script-based further exacerbates skepticism among consumers who now possess more critical digital literacy.

The researcher adopts the theoretical position that the failure of influencer marketing in local businesses is not merely a technical issue, but rather a cognitive and ethical one. Consequently, the researcher advocates for the use of the Fishbone Diagram model to holistically diagnose root causes across the dimensions of people, methods, and environment. The researcher asserts that restoring trust requires a multidimensional shift focusing on radical transparency, authentic storytelling, and the establishment of national ethical marketing standards to protect long-term market integrity.

3.   RESEARCH METHOD

This research applies a systematic descriptive qualitative approach specifically designed to explore the complex phenomenon of declining consumer confidence in influencer marketing within the context of local businesses in Indonesia. The research design integrates several analytical stages, beginning with an in-depth literature review of reputable scientific journals and relevant market data to establish a robust theoretical foundation regarding the variables that trigger skepticism in digital promotion. This secondary data includes an analysis of national digital market dynamics, consumer behavior shifts, and the impact of promotional transparency on business operators' brand equity.

The collected data is further examined through Focus Group Discussions (FGD) involving professional experts in digital marketing and consumer psychology to explore specific issues from a broader perspective of expertise. The involvement of these experts aims to draw conclusions about deep intersubjective meanings regarding the erosion of trust and to mitigate potential researcher subjectivity through a rigorous expert validation process. Through these discussions, complex factors ranging from ethical transparency in content creation to technological adaptation are critically analyzed to ensure that the research findings align with professional standards and best practices in the digital economy.

The core stage of this research analysis utilizes a Fishbone Diagram as an instrument to map the causal relationships between various inhibiting factors and the low level of consumer trust. In this diagram, the primary problem the decline in consumer confidence is placed at the head of the fish, while various interrelated causes are systematically arranged on the fish bones, divided into dimensions such as People (influencers and consumers), Methods (promotional strategies), Materials (content authenticity), and Environment (market saturation and digital ethics). Through this cause-and-effect visualization, researchers can identify determining factors and quality characteristics that significantly hinder the effectiveness of influencer marketing, such as the digital literacy gap and dependence on non-transparent endorsement models.

To determine the priority scale of the identified factors, this study applies the Urgency, Seriousness, and Growth (USG) matrix. Each causal variable is evaluated by experts based on three main factors: the urgency of the trust issue that needs immediate addressing (Urgency), the seriousness of the impact of declining confidence on local business sustainability (Seriousness), and the potential for the problem to grow or worsen if not immediately intervened (Growth). The assessment is carried out using a 1-5 scoring scale to minimize subjectivity, where a higher score indicates a more critical urgency and seriousness. The final total score calculation in the USG matrix provides a priority order that forms the basis for targeted strategic decision-making to restore consumer trust in the digital ecosystem.

4.   RESULTS AND DISCUSSION
4.1   Result
4.1.1 Fishbone Diagram

The analysis of the research results began with the convergence of findings from a systematic literature review and in-depth insights obtained through focus group discussions with professional experts in the field of entrepreneurship. Efforts to dissect business resilience in culinary MSMEs require more than just superficial observation, given that the obstacles are latent and systemically intertwined. As emphasized in quality management practices, the use of cause-and-effect diagrams or fishbone diagrams is crucial for organizing the various variables that trigger low organizational resilience in a visual and measurable manner. This approach allows researchers to transform segmented qualitative data into a complete narrative of causality, in order to identify quality characteristics that are degraded by specific causal factors so that the resulting solutions are on target.

The fundamental problem of low business resilience among MSMEs in the culinary sector post-pandemic is strategically placed at the head of the fish as a representation of the main impact observed. Various determining factors that trigger this vulnerability are systematically mapped on the fish bones, which include the dimensions of Man, Method, Material, Machine, Money, and Environment. This mapping serves to show the complex causal relationships between internal obstacles and external pressures, so that the quality characteristics of business resilience can be identified comprehensively. Finally, the tail of the fish is used to formulate a strategic solution framework specified based on the factors with the highest priority scores resulting from the Urgency, Seriousness, and Growth (USG) matrix analysis. Below is a fishbone diagram illustrating the problem of low resilience in the culinary MSME business in Indonesia after the pandemic:
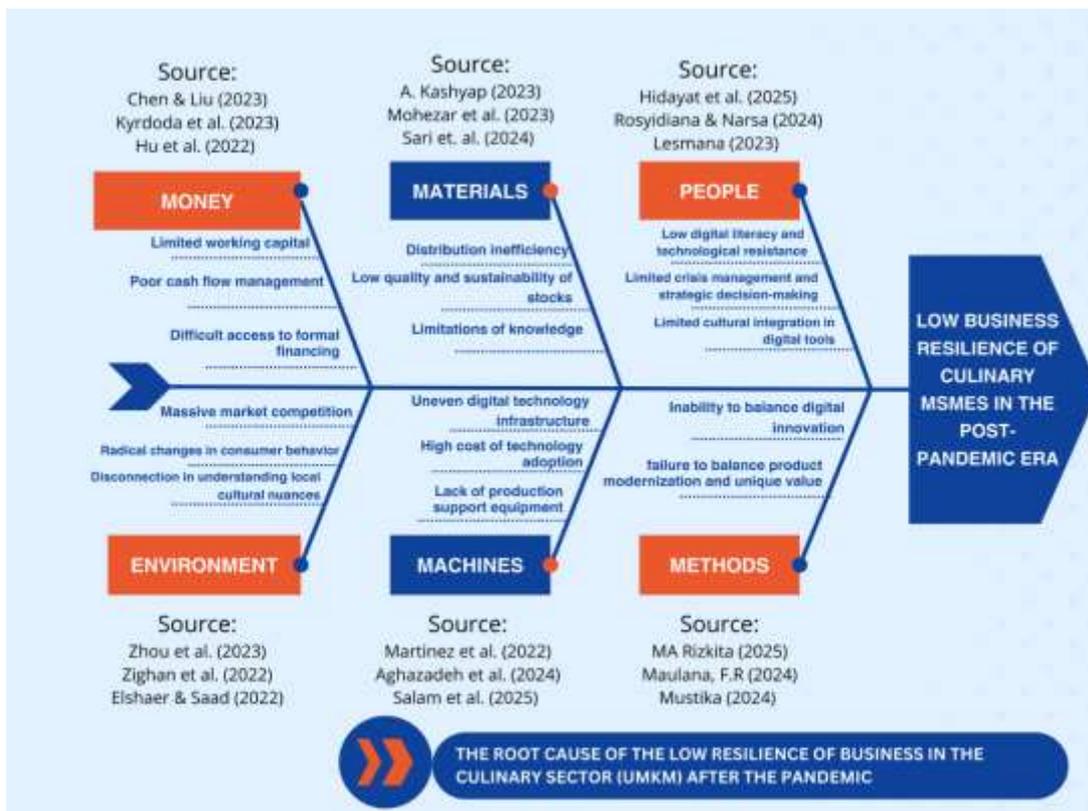

Figure 4.1 Cause and Effect Analysis of Factors Hindering the Resilience of Culinary MSMEs using the Fishbone Model
Source: (Data Processing Results, 2026)

Analysis using fishbone diagrams shows that the low resilience of culinary MSMEs in the post-pandemic era is triggered by a complex interaction between internal capability limitations and macro environmental pressures. In terms of human and methodological dimensions, the failure to align digital innovation with local cultural authenticity has become a crucial obstacle that can erode the unique value of traditional products in the eyes of consumers (Rizkita et al., 2025; Maulana 2024; Yunita Mustika, 2024). This is exacerbated by low digital literacy and resistance to technological change, which directly hinders the effectiveness of strategic decision-making when facing crisis situations (Rosyidiana & Narsa, 2024; Hidayat et.al, 2025; Lesmana, 2023). In addition, inefficiencies in material aspects caused by long distribution chains and multiple intermediaries significantly increase operational costs, requiring the adoption of more modern and sustainable supply chain management techniques (Kashyap & Shukla, 2023; Mohezar et al., 2023; Sari et al.,2024). Strengthening the technological aspect is also an absolute prerequisite, where digital transformation acts as a vital mediator in overcoming resource constraints to build stronger business resilience (Aghazadeh et al., 2024; Martínez-Peláez et al., 2023; Salam et al., 2025).

Financial barriers and market dynamics create double pressure that threatens the operational sustainability of MSMEs. Unplanned cash flow management and difficult access to formal financing force businesses to operate with very limited working capital amid persistent declines in turnover (Chen et al., 2023; Hu et al., 2022; Kyrdoda et al., 2023). This condition is further exacerbated by radical changes in consumer behavior, which has now shifted entirely to an online-centric ecosystem, while there is still a deep disconnect in understanding the nuances of local culture that underlie customer perceptions and purchasing intentions in the digital market (Connelly et al., 2025; Elshaer & Saad, 2022; Zighan et al., 2022). Massive competition with global franchise entities requires MSMEs to have an entrepreneurial orientation that is more adaptive to environmental volatility (Elshaer & Saad, 2022; Mohezar et al., 2023). Therefore, the integration of equitable technological infrastructure and production process automation are determining factors for improving the efficiency and competitiveness of culinary MSMEs in Indonesia's digital economy ecosystem (Aghazadeh et al., 2024; Salam et al., 2025).

4.1.2 Ultrasound Matrix

Based on the results of in-depth discussions through Focus Group Discussions (FGD) with professional experts in the field of entrepreneurship, seventeen problem indicators were identified as the main obstacles to the resilience of MSME businesses in the culinary sector in the post-pandemic era. Of all these variables, special attention was paid to several critical issues, namely post-pandemic working capital constraints, low digital literacy accompanied by resistance to technology, and distribution chain inefficiencies due to the large number of intermediaries. The complexity of these obstacles requires the establishment of precise priorities so that mitigation measures can be carried out effectively and accurately. This condition was then validated and reinforced by the results of an analysis using the Urgency, Seriousness, and Growth (USG) matrix as presented in Table 4.1 below:

Table 4.1 USG Matrix Analysis for Prioritizing Business Resilience Barriers in Culinary MSMEs

No	Problem/Issue	U	S	G	Total	Priority
1	Limited working capital post-pandemic	5	5	5	15	1
2	Low digital literacy and technological resistance	5	5	4	14	2
3	Distribution inefficiency (multiple intermediaries)	4	5	4	13	3
4	Radical changes in consumer behavior (online-centric)	5	4	4	13	4
5	High cost of technology adoption (POS/Ads)	4	4	4	12	5
6	Poor cash flow management	4	4	3	11	6
7	Limited crisis management and strategic decision-making	3	4	4	11	7
8	Imbalance between digital innovation and cultural authenticity	4	3	3	10	8
9	Disconnection in understanding local cultural nuances	3	4	3	10	9
10	Difficult access to formal financing (banking)	3	3	4	10	10
11	Massive competition with modern franchises	3	3	3	9	11
12	Uneven digital technology infrastructure	3	3	3	9	12
13	Lack of adoption of modern/organic management techniques	3	3	2	8	13
14	Failure to balance modernization vs. tradition	2	3	3	8	14
15	Limited cultural integration in digital tools	2	3	2	7	15
16	Limited knowledge of supply chain management	2	2	2	6	16
17	Lack of efficient production support equipment	2	2	1	5	17

Source: (Data Processing Results, 2026)

Based on the results of the USG matrix analysis in Table 4.1, an overview of the priority scale of obstacles affecting the resilience of Indonesian culinary MSMEs in the post-pandemic era was obtained. The total score shows that the problem of limited working capital, with a score of 15, ranks first, followed by low digital literacy and technology resistance, with a score of 14, in second place. The problem of distribution inefficiency due to the large number of intermediaries scored 13 in third place, while radical changes in consumer behavior that are online-centric ranked fourth with a score of 13 (based on the level of problem growth). Thus, the priority order of strategies to prevent the failure of culinary MSMEs is as follows:

4.1.2.1 Post-Pandemic Working Capital Limitations

Working capital is a vital component in the business operational cycle, covering the financing of raw materials, labor wages, and daily operational costs. In the context of culinary MSMEs, financial capacity is greatly influenced by fast cash flow and input price

stability. However, the reality on the ground shows that many MSME players have experienced erosion of their cash reserves due to the long period of regional lockdowns, resulting in overlapping debt management and routine expenses. This phenomenon is exacerbated by the fact that the formal capital access system remains difficult for micro-businesses to penetrate, resulting in a weakening pace of economic recovery in this sector.

As a sector that contributes significantly to the national GDP, culinary MSMEs need strong and sustainable financing support. Amidst uncertain global economic dynamics, strengthening the capital structure through flexible financing schemes is an absolute prerequisite. However, there are long-term challenges that must be addressed to ensure the acceleration of this resilience, including:

a.   The Need for an Inclusive and Comprehensive Financing Regulatory Framework: Micro MSMEs often lack formal collateral assets, requiring credit guarantee schemes that differ from conventional standards. The use of rigid credit assessment frameworks is often inadequate to capture the real potential of culinary businesses that have a loyal customer base. Therefore, policy synergies are needed to convert digital transaction data (such as from e-wallets or food delivery apps) into creditworthiness assessment instruments that are approved by financial authorities.

b.   The Need for Cost Standardization and Digital Technology Acceleration: Business resilience is highly dependent on production cost efficiency, especially when facing food inflation that is expected to reach 2.92% in 2025. Unfortunately, stable raw material price references at the producer level are often unavailable due to long distribution chains. This is exacerbated by the low digital literacy of business actors in utilizing technological tools to cut marketing and operational costs. Therefore, active participation from academics and entrepreneurial practitioner associations is needed to provide intensive training on integrating local culture into modern digital tools, in order to increase the bargaining power and profit margins of MSME actors in a competitive market.

This discussion represents a solution to the root of this priority issue, which must focus on reforming access to capital and integrated digital literacy education.

4.1.2.2 Low Digital Literacy and Technological Resistance

Digital literacy is not merely the ability to operate hardware but a cognitive capability to evaluate, manage, and utilize information across various digital formats for business growth. In Indonesia, the digital transformation of culinary MSMEs is often hindered by technical competency gaps and psychological resistance toward shifting from conventional business models to a digital ecosystem. This resistance is frequently rooted in business owners' concerns over losing operational control or a fear of technological complexity, which they perceive as misaligned with their traditional business identity.

Field evidence indicates that despite high internet penetration, the utilization of digital tools for market analysis and crisis management among culinary MSMEs remains minimal. This results in a disconnect between marketing strategies and the radical shifts in consumer behavior toward online-centric ecosystems. Numerous phenomena demonstrate that culinary MSMEs often fail not due to poor product quality, but because of a lack of knowledge in optimizing product visibility on digital platforms. To address these barriers in the long term, several strategic steps are required:

a.   Digitalization strategies must not stand alone as rigid technical processes but should relate to the philosophy and authentic culinary values held by local communities. Failure to balance technological innovation with the preservation of a product's traditional "soul" can result in a loss of unique competitive advantage in a homogeneous digital market. An educational approach is needed to convert cultural knowledge into creative digital content, such as utilizing local narratives in search

engine optimization (SEO) and engaging influencers with strong cultural resonance.

b.   The acceleration of business resilience relies heavily on the speed at which business owners make data-driven decisions during market shocks. Unfortunately, accurate references for consumer behavior data are often inaccessible to MSMEs due to limited capabilities in managing digital dashboards or sales management applications. Therefore, tangible support is required through "Digital Playbooks" prepared by expert associations and the government to provide practical guidance on digital cash flow management and real-time operational risk mitigation.

Eliminating technological resistance will create a conducive environment for culinary MSMEs to not only survive the post-pandemic era but also achieve sustainable market expansion within the national digital economic ecosystem.

4.1.2.3 Distribution Inefficiency (Multiple Intermediaries)

Supply chain efficiency is a primary pillar of resilience for culinary MSMEs, particularly in maintaining selling price stability and profit margins amidst economic fluctuations. However, the raw material distribution structure in Indonesia is frequently characterized by long and complex supply chains, where the involvement of multiple intermediaries leads to disproportionate price increases from the producer level to the MSME practitioners. This condition creates financial vulnerability, where the economic growth rate of MSMEs is often hindered by high input cost burdens while consumer purchasing power has not yet fully recovered.

In a review of agricultural supply chain management which serves as the main backbone for the culinary sector there is a phenomenon indicating that this inefficiency is caused not only by geographical constraints but also by a lack of mastery over modern logistical management. The dominance of intermediaries in the value chain results in an overlap in profit margin determination that disadvantages small business actors. To enhance the operational resilience of culinary MSMEs in the long term, several distribution challenges must be addressed immediately:

a.   The Need for Adopting Modern and Sustainable Supply Chain Management Techniques. Conventional stock management systems are considered inadequate for facing current market disruptions. A lack of knowledge among business actors regarding efficient storage and distribution standards leads to high raw material waste. Utilizing digital technology for real-time supply tracking and adopting organic techniques in food material management can serve as alternatives to ensure product quality is maintained while simultaneously reducing operational costs.

b.   The Need for Shortening Distribution Chains through Digital Collaboration. One way to increase MSME profitability is by creating direct access between raw material producers and culinary practitioners. The absence of fair rate-of-return references for farmers and livestock breeders often leaves supporting institutions trapped in rigid conventional schemes. Therefore, support from expert associations and the government is required to build a transparent digital market ecosystem (B2B Marketplace). These efforts will create a conducive environment for culinary industry development as they minimize dependence on intermediaries who do not provide significant added value to the final product.

The integration of improvements in the Material and Method dimensions will strengthen the tail section of the fishbone diagram, directly demonstrating that logistical efficiency is a key driver for business sustainability in the post-pandemic era. This finding indicates that the financial liquidity crisis is the most critical obstacle hindering operational acceleration, while low digital capabilities create technological resistance that degrades the competitiveness of MSMEs in the online-centric ecosystem. In addition, the dominance of many intermediaries in the raw material distribution chain triggers

uncontrolled input cost inflation, so that the recovery of this sector requires strategic intervention that integrates financing access reform, culture-based technology education, and digital logistics transformation to cut market inefficiencies.

4.2   Discussion

The findings of this study, which place limited working capital as the top priority (Rank 1), align with the study by (Mohamed Senin et al., 2024; Steinerowska-Streb et al., 2022), which asserts that financial liquidity is the ultimate determinant of MSME survival during the post-crisis transition period. However, this research also identifies significant technological resistance (Rank 2), a condition that (Shaban, 2024)) describe as a "digital divide" often overlooked by policymakers who focus excessively on capital assistance alone. This is further supported by Rosyidiana & Narsa (2024), who state that without adequate digital literacy, financial aid tends to be ineffective as business actors fail to convert such capital into productive digital assets.

On the other hand, the findings regarding distribution inefficiency (Rank 3) receive strong validation from (Wei et al., 2024), who criticize agricultural market structures in developing countries due to the dominance of intermediaries that create information asymmetry and inflated logistical costs. Although Wang et al. (2023) argue that AI technology can mitigate these supply chain issues, this study finds that for culinary MSMEs in Indonesia, the primary obstacle is not the availability of AI technology, but rather the basic infrastructure and high adoption costs, as also highlighted by (Shang et al., 2023)

Sociocultural challenges also emerge as a critical differentiating factor. Our findings regarding the importance of cultural authenticity in digitalization agree with Rizkita et al. (2025), who warn that mass digitalization without cultural curation risks eliminating the unique competitive advantage of local products. This is supported by (Qi et al., 2023; Sun et al., 2022), who emphasizes that post-pandemic consumer purchase intentions are heavily influenced by trust in traditional values communicated transparently through digital channels. However, ("Digital Industrialisation Of MSME-Led Economic Transformation," 2024) offer a critique, suggesting that focusing too heavily on cultural aspects without radical process innovation may cause MSMEs to lag behind in global industrial-scale efficiency. The integration of perspectives from Elshaer & Saad, 2022 dan Zighan et al., 2022) reinforces the conclusion that culinary business resilience is the result of an adaptive entrepreneurial orientation. While Yu et al (2025) emphasize the vital role of the supporting ecosystem, this research asserts that interventions must begin with human empowerment (People) through inclusive digital literacy education to break the cycle of economic vulnerability.

These findings reinforce the relevance of the Resource-Based View (RBV) and Dynamic Capabilities Theory in explaining organizational resilience at the micro-enterprise level. The implications of this research assert that business sustainability in the post-pandemic era depends not solely on the possession of physical resources, but more significantly on the adaptive capacity of business actors to reconfigure internal assets particularly through the integration of financial capital and digital literacy. Furthermore, the application of the Fishbone model in this context offers a novel theoretical contribution by mapping "resilience inhibitors" as a multisystemic interaction between human factors (Man) and the Environment. This proves that technological limitations are often a manifestation of cognitive and cultural barriers rather than mere infrastructural constraints.

The results of this study provide a strategic roadmap for culinary MSME practitioners and policymakers to prioritize interventions across three primary pillars: liquidity, digitalization, and logistical efficiency. Operationally, MSME actors are encouraged to adopt app-based cash flow management systems to mitigate the risk of

working capital deficits, while simultaneously integrating local authenticity values into digital marketing strategies to maintain customer loyalty. For the government, these findings emphasize the urgency of providing transparent B2B digital market ecosystems to shorten inefficient intermediary chains, alongside the necessity of measurable crisis management training to enhance the strategic resilience of business actors in facing future market volatility.

This research has successfully identified that the low resilience of culinary MSMEs post-pandemic is the result of accumulated systemic issues rooted in capital limitations, digital capability gaps, and supply chain inefficiencies. Through the Fishbone diagram approach and USG analysis, it is evident that resolving these issues requires a multidimensional synergy that extends beyond conventional financial assistance. By addressing these root causes in an integrated manner, it is expected that the culinary MSME sector will not only withstand future economic shocks but also transform into a robust, adaptive, and sustainable pillar of the digital economy within Indonesia's national economic ecosystem.

5.   CONCLUSION AND RECOMMENDATIONS

This study fundamentally concludes that the phenomenon of declining consumer confidence in influencer marketing within Indonesian local businesses is not an isolated issue, but rather the result of an accumulation of various interconnected systemic problems. Through the integration of the Fishbone Diagram analysis and the Urgency, Seriousness, and Growth (USG) Matrix evaluation, this study identifies that the crisis of influencer integrity and honesty is the most pressing obstacle disrupting the operational stability of digital marketing today, achieving the highest priority score of 15. Various inhibiting factors have collectively created a systemic degradation of trust that directly threatens the overall effectiveness of marketing strategies, where successful business resilience currently depends heavily on an organization's ability to absorb market shocks through agile adaptation and accurate data-driven decision-making.

The findings also reveal a significant anomaly in market dynamics where, despite rapidly increasing internet penetration in Indonesia, local entrepreneurs face major challenges in the form of consumer resistance toward promotional styles deemed inauthentic and misaligned with local cultural values. Furthermore, the dominance of manipulated data within the digital ecosystem has triggered an uncontrollable inflation of "rate card" costs for MSME practitioners, creating financial vulnerability amidst uncertain economic fluctuations. Therefore, urgent strategic intervention is required to integrate marketing ethical reforms with a more transparent digital logistics transformation.

Theoretically, the implications of this study reinforce the relevance of the Resource-Based View (RBV) and Dynamic Capabilities Theory by proving that consumer trust and influencer integrity function as primary intangible assets essential for maintaining competitiveness amidst technological disruption. The use of the Fishbone model in this study provides a valuable academic contribution by mapping various trust-inhibiting factors as a multisystemic interaction between human and environmental dimensions, simultaneously proving that digital marketing failures are often rooted in cognitive and ethical barriers rather than mere technological constraints. Practically, the results provide a strategic roadmap for local business actors to prioritize radical transparency and honest storytelling, moving away from rigid, script-based endorsement practices to restore brand integrity in the eyes of an increasingly critical audience.

As recommendations and suggestions for follow-up, the government and relevant associations must immediately facilitate the development of a more transparent digital market infrastructure and provide measurable crisis management education programs to enhance the resilience of local business actors against future market volatility. Business

practitioners are strongly advised to focus on building reputation capital through authentic storytelling and implementing significantly stricter collaborator selection processes to mitigate the risk of consumer skepticism. Given the limitations of this research, which specifically focuses on micro and small-scale enterprises, the application or generalization of these findings to other industrial sectors should be approached with caution. Future researchers are encouraged to integrate quantitative methodological approaches to validate the causal relationships between variables more deeply and to explore the mediating role of dynamic capabilities in connecting digital literacy with long-term consumer trust resilience across diverse digital business models.

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