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Structure-Conduct-Performance (SCP) Analysis of the Medium-Sized Bakery Industry in Pekanbaru City

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Abstract

The bakery industry is one of the middle-scale business sectors experiencing rapid growth in Pekanbaru City, driven by rising bread and pastry consumption as part of urban lifestyle patterns. This study analyzes the structure, conduct, and performance (Structure-Conduct-Performance/SCP) of the bakery industry in Pekanbaru City using the number of outlets as a proxy for market share, given that financial turnover data for most business actors are not publicly disclosed. Data were collected through a census of 31 identified bakery businesses in Pekanbaru City with a total of 104 outlets, sourced from official company websites, Google Maps, business directories, and the Riau Province industrial data portal (sepat.riau.go.id). The calculation results show a four-firm concentration ratio (CR4) of 63.46%, which under conventional criteria indicates an oligopolistic market structure. However, the Herfindahl-Hirschman Index (HHI) value of 1,155.70 falls below the 1,500-threshold set by United States antitrust authorities, indicating a low-to-moderate concentration level. This divergence suggests that the market structure of the Pekanbaru bakery industry is best described as a differentiated oligopoly with a competitive fringe: the four largest firms control more than half of the outlet-based market share, while the remaining 27 small-to-medium businesses occupy the rest of the market relatively evenly. In terms of conduct, large firms compete through outlet network expansion and brand standardization, while small businesses rely on local product differentiation and closeness to consumers. In terms of performance, the outlet dominance held by the four largest players has not entirely closed off growth opportunities for small-scale businesses to survive through niche-market strategies, consistent with the view that efficiency, rather than concentration alone, also determines firm performance in the food industry.

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1. Introduction

Food processing remains one of the pillars of the Indonesian economy, and its importance goes well beyond its share of gross domestic product. The sector absorbs a substantial portion of the labor force and, in most regions, provides the entry point through which small and micro enterprises first participate in formal commerce (Muhammad Aufa et al., 2026; Princessa et al., 2026). Within the field of industrial economics, a sector that contains firms of markedly different sizes almost inevitably raises questions about how the market is actually organised: which firms hold real pricing power, how that power was acquired, and what consequences it carries for the businesses that operate alongside the dominant players (Jaya, 2021). These questions sharpen considerably once a subsector begins to expand quickly, since rapid growth tends to draw in operators whose capital bases differ enormously, ranging from nationally networked corporations to single-location household ventures.

Among the food subsectors that have expanded markedly over the past decade, bakery products stand out. Shifting urban lifestyles, a growing appetite for ready-to-eat food, and the increasing use of pastries and bread at both everyday meals and formal

gatherings have together pulled in a wide range of business actors, from nationally franchised chains down to home-based micro producers (Jafar et al., 2026). This is not a phenomenon confined to Jakarta or Surabaya; it is now visible in secondary cities outside Java as well, Pekanbaru among them, where the bakery trade has become a recognisable feature of the urban commercial landscape rather than a marginal activity. Because demand growth of this kind naturally invites new entrants, the question of how open or how concentrated the city-level bakery market actually is deserves an empirical answer rather than an impression formed by counting storefronts along a few busy streets.

Riau Province, and Pekanbaru in particular, illustrates this dynamic well. As the provincial capital and the principal commercial hub of central Sumatra, Pekanbaru has absorbed a steady inflow of migrants and commuting workers tied to the plantation, trade, and services economy of the surrounding region, and that population growth has, in turn, widened the consumer base for convenience food. Bakery products sit squarely within this trend: they are inexpensive relative to restaurant meals, require no preparation at the point of consumption, and lend themselves equally well to daily snacking and to gift-giving during religious and family celebrations, a pattern that recurs throughout much of urban Sumatra and, more broadly, urban Southeast Asia. It is this convergence of affordability, convenience, and cultural fit that appears to explain why bakery retail has grown as quickly as it has, and why the resulting market now contains such an uneven mix of firm sizes.

Interest in how competition unfolds within brick-and-mortar, outlet-based industries has grown alongside the aggressive expansion of modern retail chains into Indonesia's second-tier cities. A recent comparison of traditional and modern retail in Situbondo Regency found that large retail networks, once they begin opening outlets at scale, can shift local competition away from a relatively dispersed pattern toward one concentrated among a handful of chains with wide geographic coverage (Rizky et al., 2026). A comparable dynamic has been documented at a smaller scale in the confectionery trade, where the market position and competitive strategy of a single independent cake shop were shown to depend heavily on the presence of networked competitors nearby (Ridho et al., 2019). Findings of this kind indicate that concerns about concentration in physically anchored retail are no longer confined to metropolitan centres; they are beginning to surface just as clearly in mid-sized cities such as Pekanbaru.

A further reason this question deserves careful empirical treatment is that outlet-based industries behave somewhat differently from the manufacturing or commodity sectors where SCP analysis has traditionally been applied. In manufacturing, market power is typically anchored in production capacity, patents, or access to raw material inputs. In an outlet-based retail trade such as bakery, market power is anchored instead in real estate positioning, brand recognition at the point of sale, and the logistics required to keep a network of physically dispersed locations stocked and staffed (Elhuria et al., 2026; Juliantika & Aditama, 2026; Seno & Sunarso, 2026). These are different sources of advantage, and they do not necessarily concentrate or diffuse in the same way that production-side advantages do. A firm can, in principle, hold a very strong production capability while still commanding a modest share of retail outlets, and the reverse is equally possible. This distinction matters for how the findings of this study should be read alongside SCP research conducted on manufacturing or commodity industries, since the mechanisms generating concentration are not identical even where the resulting numerical indices look similar.

Field data collected for this study identified 31 bakery businesses operating within Pekanbaru City, together running 104 outlets. This population ranges from limited liability companies operating regional or national networks down to sole proprietorships running a single storefront. The sheer breadth of this range—some firms with dozens of outlets, dozens of others with exactly one—suggests, at least tentatively, that the bakery market here is neither fully competitive nor extremely concentrated around a single dominant player. A hypothesis of that sort, however, can only be confirmed through a formal calculation of standard structural indicators rather than through a casual read of how crowded the city's main commercial corridors appear.

For the purposes of this study, the bakery industry is defined to include all business units whose principal output is bread, cake, pastry, and related baked confectionery sold through a fixed retail outlet within the administrative boundaries of Pekanbaru City, regardless of

legal form. This definition deliberately spans a wide range of business scales, from incorporated companies with a formally registered brand and a multi-outlet distribution network down to sole proprietorships operating a single storefront, because the research question concerns the distribution of market power across the whole population of firms rather than within a narrower, pre-selected tier. Home-based producers who sell exclusively through informal, order-based arrangements without a identifiable retail outlet were excluded, since no consistent method exists for verifying their scale or their continued operation, and their inclusion would have compromised the reliability of the outlet-based census that underlies the analysis.

A further motivation for this study concerns a recurring practical obstacle in Indonesian small-business research: the near-total unavailability of firm-level financial data. Sales figures, cost structures, and profit margins are rarely disclosed by private, non-listed companies, and even where an enterprise is willing to discuss its operations informally, the figures obtained are seldom verifiable against an independent source. Prior SCP studies conducted in Indonesia have generally worked around this constraint by using sales value or production volume reported directly by respondents, an approach that is defensible but that nonetheless carries a degree of self-report bias that is difficult to correct for after the fact. Outlet counts, by contrast, can be independently verified through public sources such as map services, company websites, and government business directories, which removes a substantial part of that bias, albeit at the cost of assuming that every outlet contributes comparably to a firm's overall market position, an assumption revisited in the discussion of the study's limitations.

The Structure-Conduct-Performance (SCP) framework offers a systematic way to address precisely this kind of question, and it has been applied across an unusually broad range of industries, including banking, nationwide manufacturing, and primary commodities such as palm oil in both Indonesia and Malaysia (Adenan et al., 2024; Tandra et al., 2023; Naylah & Cahyaningratri, 2020; Tandra et al., 2023; Sakti, 2020). Within agribusiness and agricultural marketing research, the same framework has repeatedly been used to gauge marketing efficiency for staple commodities such as rice and maize (Heryanto, 2025; Nasir et al., 2025; Nasir et al., 2025). Taken together, this body of work demonstrates that SCP travels reasonably well across commodities and scales; its use is not restricted to large manufacturing conglomerates, which is part of what makes it a workable tool for an outlet-based service industry such as bakery retail.

Research applying structure-conduct-performance reasoning to mid-scale food industries in Indonesia is, in fact, already fairly well established. The approach was applied to small and medium tofu processors in Payung Sekaki Subdistrict, Pekanbaru, and the findings indicated a market leaning toward monopolistic competition, with a CR4 of 35.35 percent and an HHI of 562.82 (Lubis et al., 2022). A comparable exercise on the bakpia trade in Yogyakarta identified an oligopolistic structure with a CR4 of 60 percent (Tri Candra et al., 2011, as cited in Jafar et al., 2026). An even higher CR4 of 79.29 percent was found for the local bread industry in Jember (Jafar et al., 2026). Meanwhile, a CR4 in the 51.81–58 percent range was reported for sago-cracker micro, small, and medium enterprises in Kuantan Tengah (Apituley et al., 2018). At a more aggregated level, an examination of 23 manufacturing subsectors across Indonesia found that concentration levels differ substantially even among food-processing subsectors, which suggests that national-level generalisations need to be supplemented with studies conducted at the city or district level, where local competitive dynamics are easier to observe directly (Adenan et al., 2024).

Similar reasoning appears in cross-country comparisons of concentration measurement: work reviewing the CR and HHI indices side by side has stressed that neither measure alone captures the full competitive picture, and that conclusions drawn from a single indicator should be treated cautiously until checked against the other (Dwiputra & Sihaloho, 2023; Nurzakiah et al., 2025). Even so, every one of these studies measured market share using sales value or production volume, and none has applied the SCP framework specifically to the medium-scale bakery industry in Pekanbaru while taking the structure of its physical outlet network into account. For an industry that depends so heavily on physical proximity to consumers, as bakery retail does, the number and spread of outlets arguably carries just as much information about market power as sales figures do—arguably more so when financial data are simply unavailable to outside

researchers. This is the gap the present study addresses, and it is also where the study's methodological contribution lies: using outlet count as a market-share proxy in settings where firm-level financial disclosure cannot be obtained. On the basis of this gap, the study examines three interconnected research questions concerning the structure, conduct, and performance of the medium-scale bakery industry in Pekanbaru City. The first concerns the characteristics of the prevailing market structure, particularly how market share, the four-firm concentration ratio (CR4), and the Herfindahl-Hirschman Index (HHI) reflect the distribution of competitive power among bakery businesses. The second focuses on how bakery business actors conduct themselves in response to the identified market structure, including their competitive behaviour and strategic adjustments. The third addresses the performance of the bakery industry as a consequence of the relationship between market structure and business conduct. Together, these questions provide an integrated basis for understanding how market concentration, competitive strategies, and industry outcomes interact within Pekanbaru's medium-scale bakery sector.

A final point of context concerns why a purely observational assessment of the bakery market—simply noting that outlets appear numerous along major commercial roads—would be an unreliable substitute for the kind of structural analysis this study undertakes. Casual observation is prone to at least two systematic distortions. First, it tends to overweight visibility rather than volume: a chain that places its outlets along high-traffic arterial roads will appear far more prominent than its actual outlet count would justify, while home-based producers operating from residential side streets remain largely invisible to a passing observer even though they may collectively account for a meaningful share of total supply. Second, casual observation cannot distinguish between outlets belonging to genuinely separate competitors and outlets belonging to the same corporate network under different sub-brands, a distinction that matters enormously for an accurate concentration measure but that is not visible from signage alone. Both distortions push in the same direction, toward overstating the visibility of large chains relative to the diffuse population of small producers, which is precisely why a systematic census, rather than an impressionistic survey, is required before any claim about market concentration can be treated as credible.

The remainder of this article is organised as follows. The next section reviews the theoretical foundations of the SCP framework, the measurement of market structure through concentration indices, and the findings of prior empirical studies, culminating in a comparative summary of earlier SCP research relevant to the present case. The subsequent section describes the research design, data sources, operational definitions, and analytical technique used to compute market share, CR4, and HHI. The results and discussion section then presents the calculated structural indicators together with an interpretation of conduct and performance, before the final section summarises the main findings and offers recommendations for business actors, policymakers, and future researchers.

Correspondingly, this study sets out to analyse the market structure of the medium-scale bakery industry in Pekanbaru through the calculation of market share, CR4, and HHI; to examine the conduct of bakery businesses as they respond to that structure; and to assess industry performance as an outcome of the prevailing structure and conduct. On the theoretical side, the study is intended to add to the literature on industrial economics, particularly with respect to applying the SCP framework to brick-and-mortar, outlet-network industries through an outlet-count proxy, an approach that remains considerably less common than proxies built on sales value or production volume.

This gap in the literature is not merely a matter of convenience; it reflects a substantive question about whether the standard SCP toolkit, developed largely with manufacturing and commodity industries in mind, transfers cleanly to service-oriented, retail-facing sectors where the relevant unit of competitive advantage is a physical location rather than a unit of output. Answering that question for even one industry in one city contributes, in a modest but concrete way, toward a more general understanding of how far the SCP framework can be stretched before its underlying assumptions start to strain. Because the bakery trade sits at the intersection of food processing and physical retailing, it also offers a useful test case for whether conclusions drawn from sales-based SCP studies in agribusiness and manufacturing carry over to a setting where

distribution footprint, rather than production capacity, is the more visible marker of competitive strength. Establishing whether that carry-over holds is itself a contribution to the broader discussion of how proxy choice shapes the conclusions that SCP research produces.

On the practical side, the findings are meant to give small bakery operators an evidence base for shaping their competitive strategy, rather than relying on impressions of how crowded the market feels (Princessa et al., 2026). For local policymakers, the study offers a city-level reference point for designing support programmes aimed at micro, small, and medium enterprises in the processed-food sector, particularly measures intended to help smaller producers maintain viable market positions as larger chains continue to expand their outlet networks (Meihani et al., 2026; Muhammad Aufa et al., 2026). Finally, for the bakery firms themselves, the study provides a documented baseline against which future changes in market concentration can be measured, which may prove useful should industry associations or local government wish to track how the competitive balance between large chains and independent producers evolves over time.

2. Literature Review

2.1. The Structure–Conduct–Performance Framework

The Structure-Conduct-Performance paradigm originates with Edward S. Mason of Harvard University, who set out its basic logic in 1939, and was subsequently elaborated through a series of empirical studies conducted by Joe S. Bain in the early 1950s. The framework's central claim, as summarised in a literature review of SCP applications in banking, is a one-directional causal chain: the structure of a market shapes how the firms within it behave, and that behaviour in turn determines the industry's overall performance (Naylah & Cahyaningratri, 2020). A caveat worth carrying into any applied SCP study is that, although the framework has been in continuous use for more than seven decades, the empirical relationship between structure and performance is not uniform across industries or across countries, so results obtained for one sector cannot be assumed to hold for another without regard to that sector's specific product characteristics and competitive dynamics (Naylah & Cahyaningratri, 2020).

It is worth noting that the SCP paradigm has not gone unchallenged. An alternative line of reasoning, generally associated with the efficient-structure hypothesis, holds that high concentration and high profitability can arise together for reasons that have nothing to do with collusive conduct: a firm that becomes unusually efficient at producing or distributing its product will naturally gain market share and earn above-average returns, so that concentration in such cases is a symptom of efficiency rather than a cause of monopoly power. This alternative reading is acknowledged within the broader SCP literature, and it carries a direct implication for the present study: a high concentration ratio observed among Pekanbaru's leading bakery firms cannot, on its own, be read as proof of anticompetitive behaviour, since the same figure would also be consistent with those firms simply operating more efficient outlet networks than their smaller rivals (Naylah & Cahyaningratri, 2020). This distinction is taken up again in the discussion of performance later in this article.

Market structure refers to the set of market attributes that shape the character of the competitive process, encompassing the level of concentration, the extent of product differentiation, the height of entry barriers, the cost structure faced by firms, and the degree of government regulation (Jaya, 2021). Conduct, for its part, is defined as the pattern of responses and adjustments that an industry's firms make within the market in pursuit of their objectives, a pattern that can differ across industries precisely because the structural conditions those industries face are themselves different (Hasibuan, 2019). The application of this framework to Indonesia's national manufacturing sector reinforces the continued relevance of the SCP model in the Indonesian context, showing that HHI-based concentration levels across manufacturing subsectors correlate with distinguishable patterns of conduct and distinguishable performance indicators from one subsector to the next (Adenan et al., 2024).

2.2. Measuring Market Structure: Market Share, CR4, and HHI

Market share can be measured through two broad approaches: one based on financial value, such as sales revenue or turnover, and one based on physical quantity, such as production volume or the number of outlets or branches a firm operates. The financial-value approach is generally regarded as the more

direct measure, since it reflects a firm's real economic weight in the market, and it is the approach used in the majority of earlier SCP studies (Jafar et al., 2026; Tri Candra et al., 2011, as cited in Jafar et al., 2026). It nonetheless suffers from a practical drawback: such data are typically confidential for non-listed firms and can be distorted by short-term price fluctuations that have little to do with a firm's underlying market position. The outlet-based approach, by contrast, is directly observable through field research, business directories, and public map data, and it is particularly suited to industries built around physical proximity to consumers, such as retail chains, food franchises, and branch banking, where the ability to reach customers in person is itself a central source of competitive advantage. A study of the consumer-packaged goods sector in the United Kingdom similarly concludes that concentration metrics built on the share of distribution points or stock-keeping units can serve as a reasonably reliable proxy for sales-based concentration, particularly when the two measures are examined together rather than in isolation (Ridho et al., 2019). The main weakness of the outlet-based approach lies in its implicit assumption that every outlet contributes comparable revenue and capacity, an assumption that rarely holds exactly in practice and that is addressed explicitly in the limitations discussed later in this article.

The four-firm concentration ratio (CR4) is calculated by summing the market shares of the four largest firms in an industry. A higher CR4 signals greater market power concentrated among a small number of dominant firms, and a CR4 above the 40–60 percent range is conventionally read as evidence of an oligopolistic structure (Jaya, 2021). The Herfindahl-Hirschman Index (HHI), by contrast, is calculated by summing the squared market shares of every firm in the market, with HHI below 1,500 classified as low concentration, HHI between 1,500 and 2,500 as moderate concentration, and HHI above 2,500 as high concentration, following the benchmarks used by United States antitrust authorities (U.S. Department of Justice & Federal Trade Commission, 2010). A direct comparison of the two measures concludes that CR4 and HHI are best understood as complementary rather than interchangeable: CR4 is more sensitive to dominance concentrated among a small number of leading firms, while HHI provides a more complete picture of how power is distributed across the market as a whole, since it accounts for every firm, including the very smallest (Dwiputra & Sihaloho, 2023; Nurzakiah et al., 2025). A further caution is that both CR4 and HHI face limitations in terms of value validity when applied on their own, so that using the two measures together—as this study does—offers a more defensible picture of market structure than relying on either indicator in isolation (Dwiputra & Sihaloho, 2023).

2.3. Entry Barriers, Product Differentiation, and Network-Based Competition

A market's structure is shaped not only by how market share happens to be distributed at a given point in time, but also by the barriers that determine how easily new competitors can enter. Economies of scale, capital requirements, established brand recognition, and access to distribution networks are among the most commonly cited entry barriers in industrial organisation research, and each has a natural analogue in outlet-based retailing: a chain that has already built a wide distribution network and a recognisable brand holds an advantage that a new entrant cannot easily replicate without comparable capital. Studies of the Malaysian palm oil refining industry and Indonesia's palm oil sector both find that production-scale economies function as the principal barrier facing new entrants in capital-intensive processing industries (Tandra et al., 2023; Tandra et al., 2023). A parallel pattern appears in network industries outside food processing: an examination of Indonesia's telecommunications sector finds that the scale of infrastructure investment required to operate a competitive network functions in much the same way, discouraging entry regardless of whether the underlying product is a physical good or a service (Radinda et al., 2026).

Where entry barriers are low, product differentiation frequently becomes the primary means by which smaller firms sustain a competitive position rather than being displaced entirely by larger rivals. Research examining competitive strategy among Indonesia's micro, small, and medium food enterprises argues that smaller producers tend to compete less on cost efficiency, where they are structurally disadvantaged relative to larger firms, and more on product uniqueness, responsiveness to local taste, and closeness to a defined customer base (Ramadhani et al., 2025). This observation is echoed in a study of a single

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cake shop competing against larger, networked rivals, where the shop's continued viability was attributed largely to its ability to differentiate on product identity and maintain direct relationships with repeat customers rather than to compete on price or scale (Ridho et al., 2019).

2.4. Interpreting Concentration Indices with Caution

Beyond the mechanics of calculating CR4 and HHI, the literature also cautions against treating either figure as a self-sufficient verdict on market competitiveness. A high CR4 can arise from genuine anticompetitive dominance, but it can equally arise from a small number of firms simply being more efficient at reaching consumers, a distinction the efficient-structure hypothesis discussed earlier makes explicit. Likewise, a low HHI can reflect a genuinely fragmented, competitive market, or it can mask the fact that a handful of firms still hold decisive influence over a specific, more narrowly defined segment of that market, such as a particular city district or a particular price tier, even while appearing diffuse when measured across the market as a whole. This is framed as a question of value validity: an index can be internally consistent and still fail to represent the underlying economic reality it is meant to capture, particularly when the population being measured contains firms of very different types, as is the case here, where incorporated multi-outlet chains and single-location household producers are treated as members of the same population (Dwiputra & Sihaloho, 2023). This concern is one of the reasons the present study interprets its structural findings alongside a qualitative account of conduct, rather than resting the analysis on CR4 and HHI values in isolation.

A related methodological point concerns the choice of geographic boundary. Every concentration index is defined relative to a specified market, and the boundary chosen inevitably shapes the result. Restricting the analysis to Pekanbaru's administrative city limits, as this study does, is a reasonable and commonly used delimitation, but it does mean that consumers living just outside the city boundary, who may in practice patronise the same bakery outlets, are excluded from the denominator against which market share is calculated. A narrower boundary, such as a single subdistrict, would likely produce a different, probably higher, concentration reading wherever a single chain happens to dominate that subdistrict, while a wider boundary spanning the whole of Riau Province would likely produce a lower reading once smaller towns and their local bakeries are added to the count. This sensitivity to boundary choice is a standard limitation of concentration-index methodology generally, and it is one that later researchers extending this line of work may wish to test directly by recalculating CR4 and HHI at alternative geographic scales.

2.5. Prior Empirical Studies

A number of earlier studies have applied the SCP approach to food industries and other physically anchored, outlet-based industries, both at the local and national levels, as summarised in Table 1.

Table 1. Summary of Prior SCP-Based Studies

Author(s) (Year)	Object of Study	CR4	Market Structure
Rinandi et al. (2021)	Sago-cracker MSMEs, Kuantan Tengah District	51.81–58%	Monopolistic competition
Tri Candra et al. (2011, as cited in Jafar et al., 2026)	Bakpia industry cluster, Yogyakarta	60%	Oligopoly
Pratama (2017)	Small and medium tofu processors, Payung Sekaki, Pekanbaru	35.35%	Monopolistic competition
Hardiyanti et al. (2019)	Local bread industry, Jember	79.29%	Oligopoly
Adenan et al. (2024)	23 manufacturing subsectors, Indonesia	Varies by subsector	Oligopoly to competitive (HHI-based)
Rizky et al. (2026)	Traditional markets vs. modern retail, Situbondo	Not reported	Monopolistic shifting toward oligopolistic
This study (2026)	Medium-scale bakery industry, Pekanbaru	63.46%	Differentiated oligopoly

Source: Compiled from prior studies, 2026.

The comparison in Table 1 shows that CR4 values across Indonesia's food and outlet-based industries vary considerably, ranging from a pattern consistent with monopolistic competition in a small-scale industry such as tofu processing in Payung Sekaki to tight oligopoly in a more concentrated local industry such as bread production in Jember (Jafar et al., 2026; Lubis et al., 2022). The CR4 obtained for

Pekanbaru's bakery industry in the present study, 63.46 percent, sits close to the figure reported for the bakpia cluster in Yogyakarta and considerably above the range reported for sago-cracker MSMEs (Apituley et al., 2018; Tri Candra et al., 2011, as cited in Jafar et al., 2026). National-level findings reinforce a point already implicit in this comparison: concentration in Indonesia's processed-food industries depends heavily on subsector characteristics and on the geographic scale at which a study is conducted, so cross-study comparisons of this kind should be read with a degree of caution rather than treated as strictly like-for-like (Adenan et al., 2024). The principal methodological difference between the present study and the earlier ones summarised here lies in the market-share proxy used: outlet count rather than sales value or production volume. The resulting CR4 should accordingly be understood as a measure of concentration in physical distribution capacity, not concentration in economic value directly, an interpretation that aligns conceptually with research on competitive dynamics in Situbondo's traditional and modern retail markets, which is likewise built around the spread of physical outlets rather than reported sales figures (Rizky et al., 2026).

3. Research Method

3.1. Research Design

This study adopts a descriptive-quantitative design, an approach chosen to systematically map the structure, conduct, and performance of an industry using measurable data rather than to test a hypothesised causal relationship through inferential statistics. A descriptive design is appropriate here because the study's central purpose is to characterise the condition of the Pekanbaru bakery market as it stood during the observation period, not to estimate the strength of a statistical relationship between variables. Comparable designs appear in other SCP-oriented studies built on secondary and field-collected data, including studies of rice marketing efficiency and national manufacturing structure, both of which combine the calculation of concentration indicators with a descriptive account of conduct and performance (Adenan et al., 2024; Nasir et al., 2025). The object of the present study is the full population of medium-scale bakery businesses operating within Pekanbaru City.

3.2. Population and Data Collection

The study population comprises all bakery businesses identified as operating in Pekanbaru City, totalling 31 firms. Because a population of this size could realistically be enumerated in full, the study employed a census rather than a sampling procedure, meaning every member of the population was included as a unit of observation rather than a subset drawn to represent the whole. A census was chosen specifically to avoid the bias that would arise from calculating CR4 and HHI on a partial count of firms, since both indices require market-share data from the entire population to produce a valid result; omitting even a small number of firms, particularly smaller ones, would understate the size of the competitive fringe and distort the resulting HHI. The data used are primary data obtained through field enumeration of each firm's outlet count, drawn from four main sources: official company websites, Google Maps listings, online business directories (including Cybo and idalamat.com), the firms' official social media accounts, and the Riau Provincial Government's industrial data portal (sepat.riau.go.id). Every firm's outlet count was cross-checked across at least two of these sources wherever possible, a step taken to reduce the risk of double-counting outlets that had closed or of missing outlets that had opened only recently and were not yet reflected in every source consulted.

Data collection took place between July and August 2026, and only outlets confirmed as operational at the point of verification were included in the final count. Where sources disagreed on the number of outlets attributed to a given firm, the most recently updated source was given precedence, and where possible this was corroborated through a direct visit to the location listed or through the firm's own published outlet list. This verification procedure inevitably leaves some residual uncertainty, since online directories are not always updated promptly when a small outlet closes, and this limitation is acknowledged explicitly in the concluding section of this article.

3.3. Operational Definition of Variables

Three structural indicators form the operational core of this study. The first is market share, defined as the ratio of a firm's outlet count to the total number of outlets operated by all firms in the Pekanbaru bakery industry, expressed as a percentage. The second is the four-firm concentration ratio (CR4), obtained by summing the market shares of the

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four firms with the largest outlet counts. The third is the Herfindahl-Hirschman Index (HHI), obtained by summing the squared market shares of every firm included in the study. These three indicators together form the basis for the subsequent, more qualitative analysis of conduct and performance, which draws on the structural findings to interpret the competitive strategies observed among the industry's larger and smaller firms respectively.

3.4. Data Analysis Technique

Each firm's market share was calculated using the formula:

$$S_i = \left(\frac{Firm\ OutletCount}{Total\ Industry\ Outlet\ Count}\right) \times 100\%$$

The four-firm concentration ratio was then calculated by summing the market shares (S) of the four firms with the largest outlet counts:

$$CR4 = S_1 + S_2 + S_3 + S_4$$

The Herfindahl-Hirschman Index was calculated by summing the squared market shares of every firm in the population:

$$HHI = S_1^2 + S_2^2 + S_3^2 + \ldots + S_n^2$$

The resulting CR4 and HHI values were then interpreted against the classification criteria discussed in the literature review, using the CR4 classification criteria and the HHI benchmarks established by United States antitrust authorities (Jaya, 2021; U.S. Department of Justice & Federal Trade Commission, 2010). In line with previous methodological recommendations, the two indicators were not interpreted separately but read alongside one another, which allowed for a more complete picture of market structure than either measure would have provided on its own (Dwiputra & Sihaloho, 2023; Dwiputra & Sihaloho, 2023; Nurzakiah et al., 2025). The resulting structural findings were then used as the basis for a descriptive analysis of conduct and performance, with particular attention paid to entry-barrier patterns, the competitive strategies observed across firms of different scale, and indications of distribution capacity and business continuity as proxies for industry performance.

3.5. Scope and Limitations of the Method

Two methodological limitations deserve mention at the outset. First, because the study relies on outlet counts rather than sales value, the resulting concentration indices describe the distribution of physical distribution capacity rather than economic value directly, and should be interpreted with that distinction in mind. Second, the study does not compute a direct measure of firm-level profitability, such as the price-cost margin conventionally used in SCP performance analysis, because the underlying cost and revenue data are not publicly available for the firms studied; performance is instead approximated through qualitative indicators of distribution reach, market penetration, and business continuity, an approach discussed further in the results and discussion section.

4. Result and Discussion

4.1. Market Structure Analysis

Field enumeration identified 31 bakery businesses operating in Pekanbaru City, together comprising 104 outlets. The market share held by each firm is presented in Table 2.

Table 2. Outlet Distribution and Market Share of Bakery Businesses in Pekanbaru City

No.	Business Name	Outlet Count	Market Share (S)
1	PT. Rotte Ragam Rasa Bakery (Rotte Bakery)	19	18.27%
2	PT. Jaya Nika Permata (JNP Group / Vanhollano Bakery)	20	19.23%
3	PT. Mustika Cita Rasa (Holland Bakery)	18	17.31%
4	PT. Adhikara Swarna Boga (Yummy Bakery)	6	5.77%
5	D'Oven Bakery	3	2.88%
6	UD. Brastagi Bakery & Cake's	9	8.65%
7	Ade's Cake & Bakery	1	0.96%
8	Jen's Bakery	1	0.96%
9	Bintang Bakery	2	1.92%
10	Win Win Cake & Bakery	3	2.88%
11	Charisma Bakery & Cake	1	0.96%
12	Laroya Bakery	1	0.96%
13	Alam Bakery	1	0.96%
14	Nay Bakery	1	0.96%
15	Hawai Bakery	1	0.96%
16	Dyah's Bakery & Pastry	1	0.96%
17	Nadya Bakery and Cookies	1	0.96%
18	Sekar Bakery	1	0.96%
19	Aidhil Bakery	1	0.96%
20	PH Bakery	1	0.96%
21	Jan's Bakery	1	0.96%
22	Perintis Bakery	1	0.96%
23	Pertama Bakery	1	0.96%
24	Rezeky Bakery	1	0.96%
25	Liano Bakery	1	0.96%
26	Ananda Bakery	1	0.96%
27	Mandiri Bakery & Cake	1	0.96%
28	CV. Khadijah Bakery	1	0.96%
29	Annora Bakery	1	0.96%
30	Tosh Indonesia Bakery	2	1.92%
31	Dhadifa Cake dan Bakery	1	0.96%
	TOTAL	104	100.00%

Source: Primary data, processed 2026.

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Table 2 shows that the distribution of outlets is highly unequal: the four leading firms control 66 of the 104 outlets, while the remaining 27 businesses each operate only 1–6 outlets, and the majority (22 of the 31 businesses) operate just a single outlet. This distribution pattern—a small number of dominant players coexisting with numerous very small-scale businesses—is a characteristic also observed in other retail and food industries based on physical outlet networks in Indonesia, as documented in studies of traditional and modern retail market structures in Situbondo and single-outlet cake shops facing competitive pressure from larger bakery networks (Ridho et al., 2019; Rizky et al., 2026).

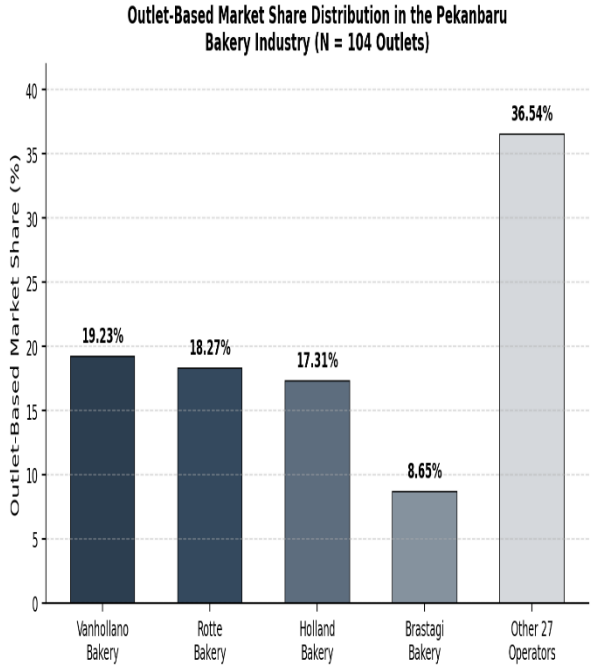

Figure 1. Outlet-Based Market Share of the Four Leading Firms and the Remaining Business Population

Source: Primary data, processed 2026.

Figure 1 gives a clearer visual sense of just how unevenly outlets are held across the Pekanbaru bakery market. The four leading firms—Vanhollano Bakery, Rotte Bakery, Holland Bakery, and Brastagi Bakery—together account for 63.46 percent of total outlet-based market share, while the remaining 27 firms divide the remaining 36.54 percent among themselves, averaging well under three percent apiece. This large-head, long-tail pattern is consistent with findings from a study of consumer-packaged goods, where a small number of dominant producers hold the bulk of market share while the rest of the market fragments across many minor players (Ridho et al., 2019). The visual contrast also underscores that the imbalance in Pekanbaru's bakery market is not a matter of narrow gaps between similarly sized competitors; it is a genuine divide between a corporate, multi-outlet tier and a much larger tier of home-based, single-outlet operators.

Table 3. Calculation of the Four-Firm Concentration Ratio (CR4)

Rank	Firm	Outlets	Market Share
1	PT. Jaya Nika Permata (Vanhollano Bakery)	20	19.23%
2	PT. Rotte Ragam Rasa Bakery (Rotte Bakery)	19	18.27%
3	PT. Mustika Cita Rasa (Holland Bakery)	18	17.31%
4	UD. Brastagi Bakery & Cake's	9	8.65%
	CR4 (Sum of Four Leading Firms)	**66**	**63.46%**

Source: Primary data, processed 2026.

A CR4 of 63.46 percent, read against conventional concentration criteria, points to a high level of concentration consistent with an oligopolistic structure, in which the four leading firms—Vanhollano Bakery, Rotte Bakery, Holland Bakery, and Brastagi Bakery—exercise substantial influence over product standards, distribution networks, and brand visibility within Pekanbaru's bakery market (Jaya, 2021). This finding aligns with results for the bakpia cluster in Yogyakarta, which likewise classified market structure as oligopolistic with a CR4 of 60 percent, though it falls well below the concentration level reported for the local bread industry in Jember (CR4 79.29 percent), and well above the level associated with monopolistic competition among small-scale tofu processors in Payung Sekaki, where CR4 stood at only 35.35 percent (Jafar et al., 2026; Lubis et al., 2022; Tri Candra et al., 2011, as cited in Jafar et al., 2026). Read together, these comparisons place Pekanbaru's bakery industry somewhere between a highly competitive processed-food industry and a tightly concentrated one, a middle position similarly described as emerging in mid-sized Indonesian cities as large retail chains begin expanding their outlet footprint into markets previously served mainly by independent operators (Rizky et al., 2026).

The HHI calculated across all 31 firms, however, comes to 1,155.70, a figure below the

1,500 threshold and therefore classified as low-to-moderate concentration under the United States antitrust guidelines referenced in this study (U.S. Department of Justice & Federal Trade Commission, 2010). This divergence between CR4 and HHI has a fairly straightforward explanation: CR4 accounts only for the four largest firms and is accordingly sensitive to dominance concentrated among a small group at the top, whereas HHI accounts for every firm in the market, so the presence of 27 smaller operators with relatively even, small shares (averaging under three percent each) pulls the overall concentration measure down. This kind of CR4–HHI divergence is characteristic of large-head, long-tail markets, and it is precisely why relying on a single indicator risks producing a misleading conclusion (Dwiputra & Sihaloho, 2023; Dwiputra & Sihaloho, 2023; Nurzakiah et al., 2025). Taken together, the most defensible description of Pekanbaru's bakery market structure is a differentiated oligopoly with a competitive fringe: dominated by a handful of established chains, yet still leaving considerable room for small and artisanal operators to survive through product differentiation and local proximity, a pattern conceptually close to the monopolistic-competition finding reported for small-scale tofu processing in Payung Sekaki (Lubis et al., 2022).

On the question of entry barriers, all four of the leading firms have already-established outlet networks, meaning new entrants face barriers in the form of scale economies, supply-chain efficiency, and accumulated brand strength. This mirrors findings for Malaysia's palm oil refining industry and Indonesia's palm oil sector, both of which identify production-scale economies as the principal barrier confronting new entrants in capital-intensive industries (Tandra et al., 2023; Tandra et al., 2023). By contrast, entry barriers facing single-outlet, home-based operators appear considerably lower, reflected in the fact that 22 of the 31 firms studied operate at single-outlet scale, a characteristic commonly observed among household-based processed-food businesses in Indonesia and among micro, small, and medium food enterprises more broadly, which tend to face low entry barriers but correspondingly limited resilience in the absence of a clear differentiation strategy (Jafar et al., 2026; Ramadhani et al., 2025).

4.2. Conduct Analysis

The polarised structure identified above—a handful of large networks alongside a long tail of small operators—appears to have produced two quite distinct behavioural patterns among Pekanbaru's bakery firms, consistent with the definition of conduct as the pattern of responses and adjustments a firm makes within its market to pursue its objectives (Hasibuan, 2019). The larger firms compete chiefly through outlet-network expansion, standardised product quality and service across branches, consistent brand-building, and centralised production and supply-chain management, which allows them to hold competitive pricing even at scale. This pattern is consistent with the capital-intensive character of the industry described for the Jember bread industry, although in Pekanbaru's case the capital intensity shows up more clearly in physical network expansion than in production-side capital investment alone (Jafar et al., 2026). Network expansion as the leading firms' primary competitive instrument also mirrors the dynamics of modern retail in Situbondo, where outlet growth served as the main mechanism through which networked retailers captured territory previously served by local, independent operators (Rizky et al., 2026).

Smaller operators running one or two outlets, in contrast, generally compete on non-price differentiation: distinctive flavours, made-to-order products, pricing set for a local customer base, and personal familiarity with regular customers in the surrounding neighbourhood. This differentiation-based strategy is consistent with recommendations for Indonesia's micro, small, and medium food enterprises, whose competitive advantage rests far more on product distinctiveness and closeness to a local market than on cost efficiency achieved at scale, an advantage that smaller firms would struggle to match against larger competitors regardless of effort (Ramadhani et al., 2025). A number of the smaller firms observed in this study also make use of digital platforms such as Google Maps and social media to raise their visibility without expanding their physical outlet footprint, a strategy also documented in a study of a single cake shop, where digital visibility and customer loyalty were identified as an effective counterweight to competitors' scale advantages (Ridho et al., 2019).

It is useful to read this behavioural split through the conventional marketing-mix lens of

product, price, place, and promotion, since the two firm groups appear to diverge along all four dimensions rather than along price alone. On product, large firms pursue standardisation across outlets to guarantee consistency, whereas small firms lean into variation and customisation. On price, large firms can draw on scale economies to hold competitive price points even while maintaining wide product ranges, while small firms generally price to match a narrower, more price-sensitive local customer base. On place, the contrast is starkest: large firms treat outlet expansion itself as a competitive weapon, while small firms typically operate from a single, fixed location and instead invest in strengthening their relationship with the customers already within reach. On promotion, large firms rely on consistent brand messaging reinforced across every outlet, while small firms depend more on word of mouth and, increasingly, on low-cost digital visibility through map listings and social media.

This polarised conduct is also visible in how each group responds to competitive pressure. Larger firms tend to answer new entrants by reinforcing brand differentiation and extending delivery coverage through online food-delivery platforms, while smaller firms tend to respond by deepening personal relationships with regular customers and preserving the consistency of flavours those customers already recognise. Taken as a whole, this pattern is consistent with a differentiated oligopoly: large firms compete primarily at the level of network and scale, while small firms persist through product differentiation and customer loyalty at micro scale, a balance commonly observed in processed-food subsectors that have not yet undergone full consolidation at the national manufacturing level (Adenan et al., 2024).

4.3. Performance Analysis

Industry performance is the outcome shaped jointly by market structure and conduct, and is ideally measured through indicators such as the price-cost margin or a firm's internal efficiency ratios (Jaya, 2021). In the present study, a direct price-cost margin calculation could not be carried out because production-cost and profit data for the firms studied are not publicly disclosed, a constraint that similarly affects other census-based SCP studies of Indonesian MSMEs as well as studies of marketing efficiency for staple commodities such as rice and maize, most of which likewise fall back on indirect proxies where primary financial data cannot be obtained openly (Heryanto, 2025; Nasir et al., 2025; Apituley et al., 2018; Nasir et al., 2025). Performance in this study is instead approximated qualitatively, through indicators of distribution capacity, market penetration, and business continuity drawn from the structural and behavioural findings already discussed.

The four leading firms' control of 63.46 percent of total outlets suggests that, in aggregate terms, the industry's distribution capacity and market penetration are disproportionately underpinned by the medium-to-large, multi-outlet segment. This segment likely benefits from scale economies in production and distribution, while at the same time facing intense rivalry among themselves, since the top three firms' market shares sit relatively close together (17–19 percent), indicating that no single player holds an outright dominant position. This pattern parallels findings for the Jember bread industry, where the top four firms similarly held market shares that were close to one another rather than dominated by a single outsized player (Jafar et al., 2026). Close rivalry among leading firms with similar market shares also resembles the pattern observed in Central Java's banking sector, where banks holding comparably large, closely spaced market shares tend to compete on service quality rather than on price alone, a dynamic that plausibly applies here as well given the similarity in how the leading bakery chains position themselves on brand and consistency rather than on discounting (Sakti, 2020).

At the same time, the low-to-moderate HHI value indicates that the industry still offers reasonably healthy room for smaller firms to grow. The 27 firms outside the top four, despite each holding only a small share individually (under three percent on average), collectively form a substantial fringe layer and point to a fairly active level of entrepreneurship within Pekanbaru's home-based bakery segment. This kind of entrepreneurial vitality is consistent with findings from studies of small-scale food marketing efficiency in Indonesia, which show that even where aggregate market structure trends toward a certain level of concentration, small operators can sustain viable performance provided they maintain efficiency at their own scale of operation (Heryanto, 2025; Nasir et al., 2025). Whether this group can maintain its

position going forward will likely depend on its ability to preserve product differentiation and customer loyalty as the larger bakery chains continue expanding their networks, a challenge closely resembling the one facing traditional retailers as modern retail chains expand (Rizky et al., 2026).

Performance outcomes of this kind also carry implications beyond firm-level profitability. A market structure that supports both a scale-efficient large-firm segment and a numerous small-firm fringe plausibly serves consumers reasonably well: the large firms offer price-competitive, standardised products at wide geographic reach, while the small-firm fringe preserves product variety, local specialisation, and price options for more price-sensitive segments of demand that standardised chains are less inclined to serve. From an employment perspective, the large number of single-outlet, home-based operators also suggests that the bakery sector continues to function as an accessible entry point into self-employment for local residents, a role that a more fully consolidated market structure would likely narrow considerably. These broader consequences reinforce why concentration figures alone, without an accompanying assessment of conduct and of the fringe segment's continued viability, would give an incomplete picture of how well this industry is actually performing.

Taken together, industry performance in Pekanbaru's bakery sector can be read as the coexistence of two distinct performance logics: a scale-economy logic among larger firms that underpins the industry's aggregate distribution capacity, and a differentiation-based resilience logic among smaller firms that sustains the sector's variety and entrepreneurial vitality. These two logics appear to complement one another and help explain why a market structure that reads as oligopolistic under CR4 can nonetheless leave substantial room for small firms to operate viably, a finding that adds to the broader conceptual discussion of why concentration indices should not be interpreted in isolation from one another (Dwiputra & Sihaloho, 2023; Dwiputra & Sihaloho, 2023; Nurzakiah et al., 2025).

5. Conclusion

The Structure-Conduct-Performance (SCP) analysis of 31 bakery firms operating 104 outlets in Pekanbaru City reveals a differentiated oligopolistic market structure characterised by the coexistence of dominant firms and smaller competitors. The four-firm concentration ratio (CR4) of 63.46% indicates substantial market concentration among Vanhollano Bakery, Rotte Bakery, Holland Bakery, and Brastagi Bakery, consistent with previous findings in Indonesia's processed-food industries (Jafar et al., 2026; Tri Candra et al., 2011, as cited in Jafar et al., 2026). Meanwhile, the Herfindahl-Hirschman Index (HHI) of 1,155.70 indicates relatively low overall concentration, highlighting the importance of interpreting both indicators together (Dwiputra & Sihaloho, 2023; Dwiputra & Sihaloho, 2023; Nurzakiah et al., 2025). In terms of conduct, larger firms emphasise outlet expansion, brand standardisation, and distribution networks, whereas smaller businesses depend on product differentiation, customer relationships, and local market accessibility (Ramadhani et al., 2025; Ridho et al., 2019). These findings imply that small bakery enterprises should strengthen product innovation and digital marketing, while local governments should facilitate business partnerships and targeted MSME development programmes to maintain competitive opportunities (Rizky et al., 2026). Nevertheless, this study is limited by its reliance on outlet counts as a proxy for market share, which assumes comparable economic capacity across outlets, and by the unavailability of financial data needed to measure profitability and operational efficiency directly. Consequently, the findings primarily describe market concentration and potential competitive dynamics rather than establish causal relationships between structure, conduct, and performance. Future research should incorporate sales revenue, production volume, operating costs, and price-cost margins, supported by direct business surveys and longitudinal observations, to provide a more comprehensive assessment of market competitiveness and industry performance.

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