

Investment Practice Report on the New Branch of Martabak Mini KajeK on Kaliurang Road

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Abstract

The research method used in this business practice report is descriptive qualitative with a case study approach at the Martabak Mini KajeK business branch on Jalan Kaliurang. Data were collected through direct observation at the outlet, interviews with the owner, employees, and consumers, documentation in the form of sales records and promotional media, and literature studies related to MSME business strategies. All data were analyzed descriptively analytically by comparing the actual conditions of the business with business management theory, and using SWOT analysis and Porter's Five Forces to identify the strengths, weaknesses, opportunities, threats, and competitive position of Martabak Mini KajeK in the local culinary market.

Keywords: SMEs, Business Practices, Marketing Strategy, Digital Marketing, Cost Leadership, Differentiation

Introduction

The Province of the Special Region of Yogyakarta (DIY) has recorded 341,000 Micro, Small and Medium Enterprises. For the micro class itself, there were 109,429 recorded throughout DIY, and in Sleman Regency there were 10,949 (DIY Regional Government, Bappeda DIY, 2023). In this case, it is not possible to know exactly how many culinary business actors are in DIY Province. However, this does not have an impact on the sustainability of culinary MSME businesses to develop their respective businesses. Many culinary business actors in DIY are developing on a national scale, and there are even several local DIY brands that have penetrated the international market. The community and potential markets in Yogyakarta, especially Sleman Regency and Yogyakarta City, are indirectly very sensitive to price and quality. So if business actors in Yogyakarta Province are able to develop with various aspects, it is very easy to control the market share outside Yogyakarta. For example, brands that pioneered through market share in DIY such as Waroeng Steak, Waroeng SS, Gepreksu, Alif's Bakery, and Mie Gacoan. If we look at the track record of each of these brands, all of these brands have pioneered their business in DIY, and after expanding their business outside the city or province, these brands are faster to reach the top of mind/market leader in their category. Studies of fashion MSMEs in Yogyakarta show that price and product quality play a significant role in creating competitive advantage in that market, especially when combined with digital marketing strategies (Setiawati & Nuvriasari, 2025). Likewise, research on consumer purchasing decisions for culinary business actors in regions with similar market dynamics reveal that product quality and pricing are the dominant factors over promotion and location (Pemuda Field MSME Market study, 2025). Additionally, analysis of the MSME

ecosystem in Yogyakarta shows that interactive digital platforms and cultural adaptation are increasingly important to sustain competitiveness (Aminullah, 2022; Rizkita, 2025). Further, research on business sustainability in MSMEs around Java shows that market orientation and internet marketing positively impact competitiveness and marketing performance, especially for micro enterprises, suggesting culinary UMKM in DIY can benefit from similar strategies (Munandar et al., 2025).

Martabak is a popular product in Indonesia, so many people are familiar with *martabak*. *Martabak* is declared as one of the culinary riches owned by Indonesia because it is loved by almost all circles of society, and the business of making *martabak* is considered to never be empty of enthusiasts. Because snacks of the *martabak* category have become popular, many are interested in building a *martabak* business. Because the product is already popular, there is no need to learn more about the product. In general, the purchase of *martabak* made by consumers is to take home, and the product is packaged in a food carton, so the level of direct contact (relationship) with sellers and other consumers can be suppressed. This is why people are still interested in buying and are not at risk to buy it even during the coronavirus pandemic.

In Indonesia, there are two types of *martabak*, namely salted *martabak* made from a mixture of eggs, green onions, spices and meat. There is also sweet *martabak* which we often call *terang bulan*. But enjoying this kind of food is a bit expensive because the price is fifteen thousand *rupiah* and more. This business is very tempting because almost everyone loves *martabak*. The culinary business that currently has a lot of interest is the *martabak* business. *Martabak* is a very tasty and savory snack. This food is popular with children, teenagers, adults and seniors. *Martabak* is a cuisine from the Middle East, common in Saudi Arabia, especially in the Hejaz region. *Martabak* is also found in Yemen, Indonesia, Malaysia, Singapore and Brunei. The name and ingredients of *martabak* may be different depending on location.

Martabak Mini Kajek has been running for approximately three years since 2019 in Sleman, DIY Province. This *martabak* is usually smaller than the usual *martabak*. Mini *martabak* tastes similar to larger sweet *martabak*. The difference of this product is that the price of mini *martabak* is cheaper, around one thousand to three thousand *rupiah* per piece.

In Indonesia itself, there is still no market leader, especially in conventional *martabak* snacks on a national scale. Maybe regionally each region has their own, such as Holland in East Java, Pecenongan⁷⁸ throughout Indonesia, San Francisco Bandung and its surroundings. Of the three brands, they only focus on the middle-upper segment with a price range of 50,000 *rupiah* and above. When viewed from the middle-lower segmentation, the business is only for families or regional relatives such as LBS *martabak* with a minimum price range of 20,000 *rupiah* and above. If it is of the same type, especially the mini *martabak* in East Java which is famous as "*Terang Bulan* Unyil," the brand is only stagnant in the regency areas in East Java because it is only a family business, so it does not have a big vision. In essence, the potential and value that we have creates seriousness and opportunities to dominate the market and make this business an innovation paradigm of how to eat *martabak* food. For example, *Gacoan* noodles changed the way of eating spicy fried noodles that used to be available only at fried noodle sellers at depots or as instant noodles.

The business that the author runs is one example of the advantages of mini *martabak* compared to ordinary *martabak*. Its small size allows consumers to enjoy *martabak* in various flavors at a lower price. This does not apply to jumbo or large *martabak*. Often the *martabak*

that consumers usually buy, especially consumers with a small number of family members, is often not finished or there are leftovers. With a mini or smaller size, consumers can buy *martabak* according to their taste and the amount of food. Smaller or mini sizes are suitable for all people and are used as snacks at any time. For example, for school lunches or snacks when they go to school. Then for celebration events, it can also be used for personal snacks without buying at an expensive price. Buying without a minimum order is also one of the advantages not possessed by jumbo *martabak*. For example, buyers want to buy *martabak* with the money they have starting from 1,000 *rupiah*. If you look at the facts in the field, the average buyer usually with money between 5,000-10,000 *rupiah* can buy *martabak* according to their taste and type (sweet or salty).

Martabak Mini Kajek is a brand name that the author has been running for approximately three years since 2019. This mini kajek *martabak* started as a trader who only offered products by providing better products and services. This business is carried out without the use of digitalization, both in branding and marketing. The author's marketing is just word of mouth. Sometimes, by seeing the uniqueness that we have, many food vloggers on social media cover this mini kajek *martabak* as the object of their content, even to the point that it has been covered by the national electronic media Trans7. And with the author's ability to gradually understand the real business concept, this business factor can always develop organically.

In this study, we want to improve branding to both existing and new customers, as well as increase brand awareness and brand strength towards the market in the era of digitalization, where the market has now shifted and tends to choose purchasing decisions through digital platforms. The market has now entered the 4.0 era where influencers have influenced purchasing decisions. The digitization that will be carried out by us is hoped to speed up purchase decisions when looking at visuals on social media. Not only that, information or brands that are structured starting from logos, colors, icons, and photos that have a strong identity are also expected to influence the minds of new potential customers that this brand tends to be run by a team that is oriented towards product and service quality.

In addition, information and education on digitalization make it easier and faster for potential customers to understand that the author has a different product from others. It is more effective and efficient than providing information and education door to door or waiting for customers to come to the author's outlet. The digitalization that we will implement is expected to be useful to develop and increase the transactions and brand strength that the author currently has.

Research Methods

The research method used in this business practice report is qualitative descriptive with a case study approach on the *Martabak* Mini Kajek business branch on Jalan Kaliurang. Data was collected through direct observation at outlets, interviews with owners, employees, and consumers, documentation in the form of sales records and promotional media, and literature studies related to *MSME* business strategies. All data was analyzed in a descriptive analytical manner by comparing the real conditions of the business with business management theory, as well as using SWOT analysis and Porter's Five Forces to identify the strengths, weaknesses,

opportunities, threats, and competitive position of *Martabak* Mini Kajej in the local culinary market.

Results and Discussion

Production Process

Explaining Production planning is a planning activity that is carried out before carrying out production activities by considering the amount of demand based on the resources owned by the company (Shoyuke, et al, 2014). Production planning is planning about what products and how much will be produced by the company in question in the coming period (Sipayung, 2015). According to Heizher and Rendher (2011), production management is a series of activities that produce value in the form of goods and services by converting inputs into outputs. According to Fahm (2012), production management is a science that considers holistically how the production management of a company uses its own knowledge and art, directing and organizing people to achieve the desired production results. Based on the above understanding, it can be said that production control has a close relationship with the production process which aims to increase the value of the goods and services produced. In order to produce high-quality products that meet the specified standards, companies must continuously improve their production processes. Production is also part of the business organization and plays an important role in influencing the organization.

The production department is often seen as one of the administrative functions that determines the creation of products and also influences the growth and decline of sales. According to Madji, S., Engka, D. S., & Sumual, J. I. (2019) Production is any activity that aims to create or increase the use of a good or service, where production factors are necessary for the activity. From the above definition, production can be interpreted as an activity that changes the factors of production in such a way that it can improve or add benefits in the form, time and place of a good or service to satisfy human needs. In principle, production activities can be carried out if there are factors of production, including the most basic ones, money or property, people or labor, materials, that is. raw materials or tools and methods. Referring to Heizer and Render theories, the production activities of mini kajej martabak have considered a series of production processes starting from the selection of raw materials to becoming finished goods or martabak that are served to consumers. The production process system of mini kajej martabak has been running well since 2019 with a type of product focus production process strategy where the variation is low and the process is continuous or repetitive. The following is the flow of the production process in the mini kajej martabak.

Production Flow

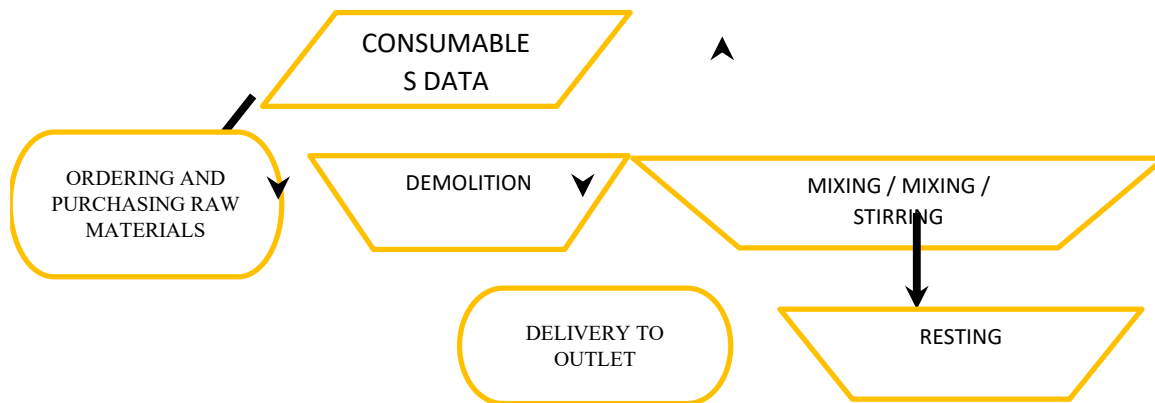


Figure 1. Martabak Production Flow

1. Dough Production Process (Sweet Mini Martabak)

To carry out the production process in mini kajeK martabak, we do not necessarily use raw materials or makeshift raw materials, but we have procedures that cannot be substituted with other raw materials, so we use selective basic food raw materials, there are 5 basic raw materials, namely:

- Flour** : using 1 brand of special flour which is medium protein, useful for making the dough more durable and soft for wet dough.
- Sugar** : use a type of yellow sugar, which is sweeter than white sugar, useful for regulating the level of baking punctuality and texture of the dough.
- Water** : using clean water with a strainer, useful for regulating the viscosity which impacts the softness of the dough
- Eggs** : choose eggs whose shells are dark brown and light, and must be fresh from the farmer's cage. It is useful to develop the dough perfectly, give a softness impact to the dough, and maintain the durability of the quality of the dough when it is still semi-finished.
- Baking soda** : using 1 special brand, useful for developing dough and making the perfect nest. So that butter, milk and toppings permeate into the dough to create a flavor that becomes one or blends. The dough can be soft if the nest is perfect.

For the process and procedure of making dough or semi-finished materials with procedures that we have created and carried out with discipline. Here is the procedure we carry out to make semi-finished ingredients or dough:

a. Selection of Raw Materials

To produce martabak products with good quality, the first step that must be done is to choose good raw materials. In the selection of raw materials used in production, several aspects must be considered, namely:

- Quality of materials
- Availability of materials (*stock*)
- Storage
- Knowledge of material properties

b. Material Weighing

The process of making martabak dough is a process that is (definitely) like the process of making other foods. Weighing accuracy or weighing accuracy serves to prevent errors in the mixing process of all specified recipe components. Using measurements that are clear in size

and not calculated with erratic measurements. Weigh materials using a marked or calibrated digital scale and avoid using hands, spoons or cups when weighing.

c. Mixing

The mixing process has an important role in forming the gluten mesh found in wheat flour. When the flour is added to water, and undergoes a stirring process, then over time the dough will begin to mix. The stirring process will be stopped when the dough tissue is perfectly mixed. With a time adjusted to the procedure.

d. Resting Time

The process of the dough resting time is temporary, so that the dough becomes unified and makes it easier for the dough to be handled in the next stages. This resting process plays a very important role in the texture of martabak. The longer it lasts, the softer and more nested.

2. The process of baking the dough into sweet mini martabak

a. Dough transfer

In certain places, the dough will be transferred to a special teapot that makes it easier for the toaster to pour the dough into the baking dish.

b. Preparation of the baking sheet

Ensure that the baking sheet is sterile from foreign objects or oil-bearing materials

c. Stove preparation and stove fire

Ensure the correct installation of the regulator on the elevator and turn on a low flame until the pan is hot at a certain temperature

d. Baking

Pour the dough into the baking sheet by ensuring the right pan temperature and with a roaster who has mastered the baking process fluently, at this stage is the most difficult stage, because it uses feeling. If you pour the dough at an inappropriate or right temperature, then the dough can cause stiffness, not cook evenly and not be soft

e. Ignition

Adjust the heat to continue to adjust by increasing or decreasing and monitored continuously until the dough is evenly cooked and perfectly fluffy.

f. Retrieval

Using a certain technique to take martabak from the pan so that it is not damaged and not sticky, so that mini martabak can be served with the perfect shape

g. Resting

Leaving the dough in the open by spreading butter with a specific brand

h. Topping

Provide certain additional toppings according to what the customer wants and mixed with sweetened condensed milk

i. Packing

Using certain claws and arrangements that have been adjusted in the size of the box or mica with a certain arrangement

3. The production process of semi-finished goods becomes egg martabak (mini egg martabak/salt)

a. Oil heating

Pour oil into a large pan and heat it to a certain temperature to make the martabak skin crispy

b. Compounding

Mix eggs, green onions, dried herbs and wet herbs in a large bowl and mix until well mixed until it becomes a dough

c. Folding

Wrap and mix all the components of the raw materials in the tortilla shell and fold them with a specific technique.

d. Frying pan

It is fried by placing martabak in a pan using a certain technique. In this stage, martabak must be monitored and fried evenly until the entire outer layer of the skin and the inner filling are perfectly cooked

e. Rinsing

Martabak is drained until the oil content in the martabak is slightly dry

f. Packing

Arranged in a paper bag adjusted to the number of orders, then given green chili according to the amount of martabak desired by the customer

The standardization of the products we create has fairly high standardization, such as:

- a. Selection of raw materials that have never been changed
- b. special time to make the dough (can't be less/more)
- c. The process of making semi-finished ingredients (dough) takes approximately 4-5 hours
- d. Mixer with special custom
- e. special dough holder bucket adapted to the volume of dough
- f. Custom Stove
- g. Baking sheet with special brands
- h. Fast service (cashier operator, penoping operator, cook/grill operator) that requires a fairly high cost burden in the aspect of human resources.
- i. Have purchased approximately 70% of raw materials at official distributors or sales with a minimum purchase in large quantities.
- j. Using a product warranty system or disappointment if the customer complains.

Marketing Aspects

Marketing is the art and science of identifying target markets and obtaining, retaining, growing potential customers through the creation, delivery, and communication of superior customer value (Kotler and Keller, 2021). Marketing is a management process that aims to maximize shareholder profits (returns) by building relationships with key customers (value customers) and creating a competitive advantage. According to Kotler and Keller (2022), marketing is the process of preparing integrated communication that aims to provide information about goods or services to satisfy people's needs and desires. Based on the above definition, marketing is a comprehensive communication organization through individuals and groups that systematically share information about the product or service produced. The marketing management aspect in this writing has been described in many analyses. Here are some of them.

1. Competitor Analysis

In Indonesia itself, there is still no market leader, especially in conventional martabak snacks on a national scale. Maybe regionally each region is their own such as Holland in East Java, Pecenongan 78 throughout Indonesia, San Francisco Bandung and its surroundings. Of

the three brands, they only focus on the middle-up segment with a price range of 50k and above. When viewed from the middle-low segmentation, only the robbery business is only for families or regional relatives such as LBS martabak with a minimum price range of 20 thousand and above. If it is of the same type, especially the mini martabak in East Java which is famous as "Terangbulan Unyil" but the brand is only stagnant in the regency areas in East Java because it is only a family business so it does not have a big vision.

The competitor of the mini martabak in Jogja that we know is in front of the self-service mirota and juxtaposed with other snacks such as pukis and carabikang. For the quality of the taste, it cannot be said to be like martabak, because the main dough is pukis dough which is clearly different from other sweet martabak dough. In addition, the target market is only supermarket visitors because the position tends to be inward near the supermarket door. For other sweet mini martabak, there are several market snack sellers who are very mushrooming in Jogja. And the target market is people who tend to be used as snacks because they are juxtaposed with dozens of other kinds of snacks. In addition, there are some traders on the side of the road as well, but with concepts and services that are not good in our opinion. For the competitor closest to us, in our opinion it is conventional martabak in general, because the presence of this mini matabak kajek is to seize the market and offer a new concept that buying martabak does not have to be at a high price, but can adjust to your desires and characteristics or the money you have. Currently, conventional martabak players are mushrooming and with a target market of the middle to lower martabak king amygos.

Referring to the 5 force porter analysis theory that is currently developing is:

1. Competitors: seeing that martabak products are the main choice of snacks that are usually sought after by the Indonesian people, the number of competitors in the snack industry in this martabak category is also very large. But we only see a few conventional martabak players who have the same target market, especially the lower middle class, namely martabak king amygos. The Martabak already has approximately 10 riot outlets spread across several points in Sleman regency. However, we have surveyed the martabak and seen that all the martabak outlets are dominated by customers who buy through digital application platforms (gofood, grabfood, and shopeefood). Therefore, we will slowly focus on online sales by following several promos carried out by Martabak King Amygos.
2. Suppliers: our dependence on suppliers is quite large. Therefore, the development of flavor, for example, in certain topping brands that we see the frequency of price increases quite quickly, we will soon switch to other brands. However, suppliers also have quite fierce competition where the products we use are general products such as butter, sweetened condensed milk, messes, cheese and others.
3. Buyers: the consumers who are our target market are the lower middle class. Most of our customers are between the ages of 15-40. Where this age is dominated by students, college students, and millennial workers. This is exactly where Jogja is also a student city. Because we see the behavior of consumers, especially in the Sleman area, are students and students, our value that can be favored and used as a candidate for purchase decisions is the minimum order that we apply. Of course, it is also supported by product quality, product prices and services.

4. Product substitution: in our opinion, the substitute for sweet martabak products is usually found in similar sweet snack foods and quite a large market is donuts and toast. For salted martabak products/eggs are various fried foods and kebabs.
5. Newcomers: when the product has a large market share, the potential to become a competitor is natural. Therefore, we prepare for fairly strict standardization and differentiation before starting a culinary business in this martabak category with the experience we have experienced before.

Competitive Strategy

There are 3 *generic competitive strategies* that are believed to be used by an institution to achieve *competitive advantage*. The three strategies are *differentiation*, *low-cost leadership*, and *focus* (Porter, 1980). The strategies we have used are cost leadership and differentiation. Because the author's price is the cheapest price when compared to other mini martabak and conventional martabak in general. In addition, the author also has different characteristics when juxtaposed with conventional martabak, in terms of services and products. When juxtaposed with other mini martabak, the writer is cheaper and fresher with good service as well.

- **One of the cost leadership** that the author applies is by having purchased approximately 70% of raw materials at official distributors or sales with the minimum requirement to purchase in large quantities. This allows us to cut production costs by 10%-25%.
- **The differentiation** that the author applies is like some of our values that are not possessed by conventional martabak or martabak in general:
 - a. Can buy without a minimum order / can buy according to the budget you want to spend
 - b. Can be purchased with a variety of flavors
 - c. There are variations of homemade toppings (sticky rice, corn, cream cheese, spices) that are not easy to find in competitors
 - d. It has 40 flavor variations ranging from sweet martabak and egg
 - e. Has a better taste and texture than martabak in general
 - f. The method of robbery but with good service. Because the concept of martabak gerobakan or small stalls tends to provide less than optimal service.

SWOT Analysis

SWOT analysis is an analysis process that is carried out systematically to develop an effective and appropriate organizational strategy. The main focus of this analysis is to optimize the strengths and opportunities of the organization. In addition, at the same time trying to minimize the weaknesses and threats that will be faced (Freddy, 2013)

Comprehensive assessment analysis of the strengths, weaknesses, opportunities and threats possessed by a company or organization. This analysis is indispensable to create a strategy that the company or organization will use. The strategy resulting from this analysis is expected to make the company succeed in achieving its goals (Philip Kotler and Gary Armstrong, 2008). SWOT analysis techniques have 2 factors, namely internal analysis factors (strengths, weaknesses) and external analysis factors (opportunities, threats). The following is a description of 2 internal and external factors in SWOT:

Internal Environmental Analysis

In this analysis, it is oriented to analyze internal conditions which include the strengths and weaknesses of the business to be run. Analysis of internal conditions is intended to identify business competitive advantage (Yusanto, et al., 2003). According to Philip Kotler (2009), the

analysis of strengths and weaknesses is that companies need to analyze the internal factors of the organization that are the ability to identify attractive opportunities and take advantage of these opportunities. An organization definitely doesn't have to fix all of its weaknesses, or else the company feels in a safe zone in its position of strength.

Strength.

- a. a business model that is difficult to replicate in terms of production of raw materials, production tools, and human resource skills
- b. unseasonal products. Judging from the real facts in the field, it is clear that the culinary category of martabak is a category of snacks familiar to the Indonesian people.
- c. The entire community is familiar with the Martabak product category. When viewed from age demographics, all levels of society from the age of 4 years to the elderly have recognized martabak products.
- d. can be reached by all market segments. Because the business we run has a *cost leadership* strategy so that it can be reached by all segments.

Weakness

- a. Relatively long rate of return on capital or BEP. because of the fairly low margin costs. However, it focuses on quantity on sales volume.
- b. The level of complexity of production tends to be complicated.
- c. There is a risk of loss when the dough is not finished.
- d. Employee turnover for the "grill" section

External Scope Analysis

In conducting external analysis, the company examines all the opportunities and threats of competitors as well as potential competitors that are developing and advancing at that time. Most companies face a fast-growing, complex, and international environment, which makes translation difficult. To address incomplete environmental data, companies can use a method called external environmental analysis (Yusanto, et al., 2003). According to Philip Kotler (2009), participation and analysis mean that the company must understand and analyze the parts of its environment that must be considered in order to achieve its business goals. A company's external environment includes both macro and micro environmental factors, all of which affect the company's ability to generate profits. Corporate macro environmental problems include demographic, economic, technological, political, legal and socio-cultural problems.

Opportunity.

1. The whole community recognizes
2. It is often covered by social media food vloggers and regional YouTubers because of its uniqueness
3. does not yet have a market leader in its product category
4. Reachable by all segments

Threat.

1. Lack of investor confidence in the new concept offered
2. The arrival of new competitors with higher resources
3. Human resources that cannot be replaced quickly
4. Suppliers who can monopolize the price of raw materials

Here are our main market targets :

1. students, students and people working or offices
2. Age 15-40 years old
3. Sleman Regency Area

Marketing Strategy

Marketing mix is a set of marketing tools that companies use to continuously achieve their company's goals in the target market (Kotler and Armstrong, 2012). Marketing strategies in the marketing mix of martabak mini kajej :

- **Product:** has its own uniqueness that is difficult for old competitors and potential competitors to imitate, with 40 types to be an attraction for customers. There are some toppings that our competitors don't have, such as our homemade toppings. In addition, the martabak we offer can also be soft for up to 2 days at room temperature.
- **Price:** the price we offer starting from Rp1000 rupiah to Rp3000 is a much cheaper price compared to others. The standard price that we offer is our way to reduce production costs by looking for raw material suppliers to distributors. So the way we offer a cheaper price is by reducing the production burden
- **Place:** we have placed outlets at points on the path that tends to be densely populated and slow, as well as the culinary center line at the regional point of the outlet for the surrounding community. It is easy to see on the road and tends to be easy to find. Road access to meet our outlet can also be accessed by motorized vehicles and four-wheeled vehicles. We also place location points on the google maps app if needed.
- **Promotion:** since 2019 until now we have always experienced an increase in turnover, but it is not significant, and often even fluctuates. This is due to the lack of transaction volume by new customers, with the plan to optimize digital branding, we expect more new customer volumes every day. The promotional media that we will implement are Instagram, TikTok, YouTube and WhatsApp Business. In addition to social media, we are also aggressively carrying out promotional activities on digital platforms such as Gojek, Grab and Shopee. Where the platform, in addition to bringing in new traffic, can also be used as direct marketing. But it must also be supported by good branding such as high-quality photos and good social media. Because usually some consumer behavior calls to action is to look at social media first to convince the product to be purchased.
- Things we need before doing digital branding:
 - a. Choosing the Right Agency
 - b. Discuss the business vision and mission with the agency
 - c. Formulating strategies that will be implemented by the agency
 - d. Prepare the materials needed by the agency
 - e. Request periodic reports by the Agency
 - f. Evaluating strategies with agencies

The current way of bringing in influencers or food vloggers is a trend that can make potential new buyers rise significantly. It can create a wow effect that can be glanced at by social media users to find out our products or brands. But this step must be analyzed in more detail, because when it is not in accordance with expectations or ROI, it will make the promotion a loss. Therefore, the things that need to be considered to bring in influencers or food vloggers are as follows:

1. See all the content if the focus is on foods that are relevant to our products.

2. The focus on culinary in the Jogja area, especially covering our geography
3. Focus on snack or snack categories
4. The videos and photos of the content are good and quality
5. Review insight likes and comments tend to be stable
6. Copy writing is detailed and focused on the target
7. Have a lot of followers and are real

Marketing Budget

Marketing budget to promote 2 million to bring in several local influencers or food vloggers in Jogja for a period of 1 year

Financial Aspects

Finance is the study of how individuals, businesses and organizations collect, allocate and use financial resources over time and calculate the risks involved in executing their projects. The term can mean knowledge of finance, assets, asset management, project risk calculation and project management (Ross, S. A., 1995). Finance is the science and art of financial management that affects the life of every organization (Hasrina, Y., 2015). Finance deals with the processes, institutions, markets and instruments involved in the transfer of money between individuals and between companies and governments. Finance is also usually defined in financial management, which is all activities related to the acquisition, use and management of company funds to achieve the company's main objectives. Financial management is an important subject applied to business. This is because financing is a strong foundation for the growth and development of the company.

Identification and Troubleshooting

a. Problem Identification

In the implementation of the Martabak Mini Kajek Business Practice Report on Jalan Kaliurang which has been running for almost 1 year, various problems have been found in the human resources aspect, operational/production aspect, financial aspect, and marketing aspect. This certainly makes businesses have to immediately identify problems that will hinder business development to get problem solving in the future. Here are the problems encountered when implementing the business:

b. HR Aspects

If referring to a branch that has been established for a long time, problems in the HR aspect often occur in the mentality of an employee who has been working in the business for a long time will tend to feel needed. Because employees who work in the Martabak culinary category are employees who need adequate skills, it is based on an employee's flight hours in producing martabak that is ready to sell. Such as mastering the stove fire, the temperature of the pan, and the feeling of pouring the dough in the pan. This is what makes senior employees work like people who feel needed. Of course, if it is not addressed immediately, future business implementation will be based on the will of employees, not based on SOPs and business vision and mission.

c. Production/Operational Aspects

If referring to a branch that has been established for a long time, problems in the production/operational aspects occur in electricity and water dependence. Because this business is still fairly micro/small category, electricity and water still depend on the government-owned PLN company. Where PLN can turn off electricity based on incidents that

occur in the area of the nearest PLN substation. It disrupts the production process because production is already linked to immutable SOPs that deal with time. If production is hampered, then the dough cannot be a perfect dough.

d. Financial Aspects

If referring to branches that have been established for a long time, the problem in the financial aspect is that there has been no detailed recording, such as recording of raw material stocks that have decreased. So this makes it a bit tricky for managers to manage stocks or just refer to seeing stocks that are running out of stock. This can make businesses sometimes experience empty stock because the synchronization between cash flow and purchases is a little poor. In addition, the problem that often occurs is that inflation in the main raw materials affects the cash flow of the business which also has an impact on the inventory of goods in the Martabak Mini Kajek business.

e. Marketing Aspects

If referring to a branch that has been established for a long time, the following marketing aspects are:

1. Not optimal in introducing products that the stigma in the community still considers like mini martabak in the market and in home-ordered cake shops. If we look at mini martabak in general, we will be served with mini martabak that is thick, not nested, served cold in market snacks, and home-ordered snacks that are very different from other conventional martabak. thus only the public who considers the price is bold to make a purchase decision on the Martabak Mini Kajek.
2. The occurrence of fluctuations in turnover decreases during the UII campus ahead of the semester holidays. looking at the market segmentation on the Kaliurang street branch, most of them are UII students and the surrounding community. However, the most consumptive market in snacks is UII students.
3. There is often a failure to promote through social media on *foodvloggers*, where many *foodvlogger* posts on social media do not get high *engagement* on the content posted, even though it is maximum in taking videos or images in the content. This can make a big loss considering that the cost of posting on *foodvlogger* is quite high with a range price IDR<500,000-IDR>10,000,000. It will be useless if it is not immediately evaluated when posting on a *foodvlogger* account related to the selection of a *foodvlogger* account, the time of posting, the products posted, the content desired so that there is *maximum engagement*. Especially in this era of digitalization, one of the most effective promotions is social media, so it is important to identify the problems faced today.

f. Theoretical Review

Theoretical review is the basis used as a reference in writing this Business Practice Report. The existing theory is based on references and is formatted as stages in analyzing the problems that occur. Broadly speaking, the theoretical review includes elements in the human resource aspect. production/operational aspects, financial aspects, and marketing aspects as well as previous studies that are used as a reference and determination of the analysis of this Business Practice Report.

g. HR Aspects

Mathis and Jackson (2023) explained that human resources are the design of various formal systems of an organization with the aim of ensuring the efficient and effective use of

human skills to achieve the desired organization/business goals. "The Human Resources Glossary", William R Tracey defines HR as: "People who work in and manage an organization or business." According to the SIPD (The Chartered Institute of Personnel and Development) (2005) Mullins (2005) HR is a planning, implementation and maintenance strategy aimed at managing people (employees) to achieve the best possible business performance, including supportive development policies and processes. Employee Talent Management is a systematic strategic approach in planning, managing, developing the potential, and performance of employees in an organization (Verhulst & DeCenzo, 2021). The main goal is to ensure that the organization has qualified, competent, and continuously growing employees in order to achieve its business goals more effectively. Employee talent management creates a positive and competitive environment within the organization. By offering rewards in recognition of good performance and offering exciting development opportunities, employees will feel valued and motivated to make their best contribution to Martabak Mini Kajej's business practices going forward. This increases employee retention, reduces employee *turnover*, and creates a positive work culture for the overall development of the business. In simple terms, the description above emphasizes that HR competency management is a comprehensive and sustainable approach in managing human resources in a business. By focusing on identifying, developing, and managing senior employees, talent management can help organizations achieve better results and create a strong foundation for the long-term success of these businesses.

h. Production/Operational Aspects

According to Suni, M., Taufik, M., Liyushiana, S. S. T., & Ridwan, M. (2023) business feasibility investment is an important topic in business. For example, in terms of investment for operations, financing, financing and other activities. Managed financing helps SME owners run businesses related to raw material procurement, inventory of goods, labor wages, machinery procurement, machine repair, equipment replacement and more. Poor management leads to the inability to pay working capital costs, making it difficult for SMEs to operate. This causes a decrease in revenue from month to year, resulting in SMEs not being able to achieve the desired sales or profit targets. However, SME owners may face issues, such as lack of financing, that hinder business operations. Capital investment can be in the form of a decision to reduce costs, choose, buy or rent a generator to produce martabak. For example, in order to improve the smooth production if there is a power outage in the area where the production is made, there is an additional cost for manual production. The many options available certainly make owners wonder which decision is the right choice. Therefore, as an SME, you can invest by buying a new generator machine. So, in the future, we must consider several aspects to make these investment decisions, because a lot of funds are needed. These considerations include cash flow, the time value of money, and more.

i. Financial Aspects

According to Wicaksono, D. A. I., & Ir Budi Santosa Kramadibrata, M. B. A. (2022) the late surge in inflation puts pressure on the economy and increases the poverty rate. Inflation due to sharp world oil prices has proven to be an event that disrupts the world economy and causes many problems in recent decades. In fact, the impact of inflation experienced by the poor is much greater than inflation itself. Inflation has reduced the value of people's wealth and real income, resulting in a decrease in purchasing power. In these circumstances, companies are burdened with increasing production and marketing costs, resulting in a decrease in

company revenue. There are at least three social costs that must be paid due to inflation. The social impact is a decline in the level of people's welfare, a deterioration in income distribution and a disruption of economic stability. Inflation can have a number of negative impacts on economic activity and the well-being of individuals in society. This is certainly felt by all MSME actors in the culinary sector and the impact of consumer purchases.

j. Marketing Aspects

1. According to Kotler (2009) that a brand is a name, term, mark, symbol, or design, or a combination of all of them, which is intended to identify the goods or services of 4 sellers or groups of sellers and to differentiate them. In addition to strengthening the brand name in the minds of consumers. It is important for SME businesses to build consumer awareness of existing brands such as conventional martabak. Brand awareness can be interpreted as the ability of customers to recognize or remember a brand and associate it with a certain product category. Thus, customers who are familiar with the brand can automatically interpret the brand elements on their own. Brand image is similar to consumer self-image because consumers associate themselves with the brand. In this highly competitive environment, brand image is very important, businesses must always play an important role in creating a good brand position. According to Sutrasmawati, R. E. (2016) Brand image shows a general view of the brand and is shaped by previous knowledge and experience of the brand. Brand image refers to attitudes, i.e. beliefs and preferences towards the brand. So, consumers are important for SME businesses, namely as product buyers. Consumer purchasing decisions are based on consumer brand awareness. According to Lukman's (2014) research, brand awareness and brand image are quite good for purchasing decisions and consumer satisfaction. The relationship between brand awareness, quality perception and brand loyalty has a significant and positive effect on purchasing decisions.
2. According to Alfinda, F., & Haryanto, H. (2022). After the Covid-19 pandemic, various culinary industries in SMEs have to innovate due to anomalies in changing consumer behavior in buying needs and desires online. Digital technology plays an important role in daily life today. Digital technology can change people's attitudes and behaviors when it comes to purchasing decisions. Of course, SME owners must also accept changes in the business world due to technological developments (Sari et al., 2022). Technology plays an important role in the development of the times because it can open up new horizons for the development of nation development. In today's era of production advancement, technology plays a very important role in various fields such as the food industry. Although many culinary businesses cannot grow and survive because new competitors continue to emerge. Many businesses can leverage technology to produce better products and services. A culinary company must not only create delicious food, but be able to create added value to maximize consumer satisfaction. Therefore, the Martabak Mini Kajej business must play a role in the use of this technology.
3. According to Ghadani, A., Muhar, A. M., & Sari, A. I. (2022) *Band Ambassador/influencer* as a promotional tool or medium to offer a product and increase sales. This is in line with (Lea-Greenwood, 2012) who said that brand ambassadors are tools that companies use to communicate with the public because they actually increase sales. Silver e-commerce management releases some better products every month, so

many other business companies are following suit. For example, Shopee e-commerce collaborated with one of the top artists and appointed him as a brand ambassador for Shopee because management considered the artist to be the latest success in boosting sales among Indonesian teenagers. Many online store products collaborate with public figures as brand ambassadors. When consumers decide to buy a product. Actually, they have several reasons for choosing the product, for example, they are satisfied with the quality and service provided by the product. If consumers do not have experience with a product, they usually need brand communication as a representation of their favorite or well-known brand (Schiffman and Kanuk., 2013). The following reasons make companies strengthen their products to create a positive product image that will always be remembered by consumers, because through product images, consumers can trust the product, evaluate the quality of the product, minimize the risk of purchasing a product and make a profit. experience. and satisfaction with a particular product (Lin et al., 2007).

Troubleshooting

In evaluating the problems related to the implementation of the Martabak mini kaje business in the Kaliurang branch to help provide solutions. If problems in some aspects are not formulated immediately, then unwanted things will occur that make the business able to optimize well in accordance with the planned business vision and mission.

a. HR Aspects

In the development of HR theory, several theories have been published that say that this is a problem that is often faced by SMEs. Where SMEs have not controlled the HR division because of the efficiency of cost costs in operations. In the employee recruitment process, there are several aspects that need to be seen and considered, especially in the *attitude* and *track record* of a candidate when he is going to be recruited. If it is classified as good, then it is necessary to take a solution by eliminating seniority by training all employees to have the same skills and skills. This will make senior and junior employees indirectly feel competition in improving their skills and skills. Thus, no employee feels most needed in an organization, the organization will develop organically well, minimize sabotage in the organization, and indirectly increase employee productivity. And for the long term, the Martabak Mini Kaje business must have an HR division to control the activities of its employees. In the aspect of controlling employees and fostering optimal productivity, managers must apply and set rewards and punishments to all Martabak Mini Kaje employees. Thus, employees will automatically grow the side of responsibility in doing their work.

b. Production/Operational Aspects

Dependence on electricity and water commodities is indeed a determining factor for SMEs, one of which is electricity and water in PLN companies owned by SOEs which easily hamper the operations of businesses in any sector. In addition, SMEs certainly do not use the option, namely buying electricity reserves such as generators because of the efficiency factor. Therefore, the solution to replace the electrical role in the mixer is to use manual or human power. Although it is a little more expensive because it causes additional costs for the services of the company which is heavier than usual. And for the long term, the Martabak Mini Kaje business must have a generator engine to overcome this problem if production is getting higher.

c. Financial Aspects

For this reason, SMEs may not be able to recruit a division that only regulates financial management. because of the financial activities of Martabak Mini KajeK are still quite low. In today's era, there are many applications that offer technology-based financial management systems that are *familiar* in the world of MSMEs, but if calculated these costs must be supported by hard devices such as laptops and *cellphones* which also require a lot of money. For this reason, the manager in charge of managing the stock of main and supporting raw materials is to provide a little extra cash flow to always be agile in stock, especially the main raw materials such as flour, eggs, sugar, baking soda, water, butter, sweetened condensed milk, spring roll skin, green onions, and so on. By adding a little *cashflow*, it can minimize the occurrence of empty stock. And to overcome the problem that occurs in Inflation, namely looking at the historical record of goods inventories from year to year. For example, ahead of Christmas and New Year and the month of Ramadan ahead of Eid al-Fitr where the price of the main raw materials must have increased. So allocating funds for stock for items in storage as much as possible can tend to be long. Even though eggs cannot be overcome because they have a short shelf life, at least it can help minimize cash flow in an SME business like this.

d. Marketing Aspects

1. In the implementation of the business that has been carried out, it is seen that there are still many people who are reluctant or afraid to make decisions on the purchase of Martabak Mini KajeK products on Kaliurang street. Therefore, branding in social media is very necessary, but there is no cost to recruit content creators in social media management. In this problem, there is a difference between the old branch and the new branch, namely regarding turnover. In addition to *word of mouth*, over time, this mini martabak product will be recognized by the surrounding community with the stigma, the concept offered by the author is the same as conventional martabak in general with *unique value differentiation*. Promotion to attract new consumers' needs to be developed so that *brand awareness* works optimally. As well as discount programs or *bundling* packages offered so that people who are not interested, can provide a stimulus to the desire to make a purchase decision and visit the new outlet Martabak Mini KajeK. Things we need before doing digital branding:
 - a. Choosing the Right Agency
 - b. Discuss the business vision and mission with the agency
 - c. Formulating strategies that will be implemented by the agency
 - d. Prepare the materials needed by the agency
 - e. Request periodic reports by the Agency
2. Evaluating strategies with agencies
 - a. To overcome the problem of declining turnover that occurs when the UII semester holiday season arrives, it is necessary to pursue strategies that can substitute consumers so that there is no significant fluctuation rate, namely by adding distribution channels to increase revenue streams that can cover the decline in turnover that occurs during the UII campus holiday season. by optimizing online food delivery on ShopeeFood, GoFood, and GrabFood. Not only that, but with the bundling package promo, especially the Kaliurang road branch, it is enforced only during the campus holiday season. If the holiday season is over, then the package

promo on online food delivery can be deactivated again. This minimizes the decline in turnover which previously tended to be significant.

- b. From various personal experiences and relationships, it has become a reference for spending endorsement promotion costs on several accounts, especially *foodvloggers* in Jogja. Thus, it is necessary to evaluate and analyze more critically when going to promote the *endorsement*. The current way of bringing in influencers or *foodvloggers* is a trend that can make potential new buyers rise significantly. It can create a *wow effect* that can be glanced at by social media users to find out our products or brands. But this step must be analyzed in more detail, because when it is not in accordance with expectations or ROI, it will make the promotion a loss. Therefore, the things that need to be considered to bring in *influencers* or *food vloggers* are as follows:
 - 1) See all the content if the focus is on foods that are relevant to our products.
 - 2) The focus on culinary in the Jogja area, especially covering our geography
 - 3) Focus on snack or snack categories
- c. The videos and photos of the content are good and quality
- d. Review insight likes and comments tend to be stable
- e. Copy writing is detailed and focused on the target
- f. Have a lot of followers and are real

For now, promotions using *food vlogger* services have not been realized, because considering that soon it will be a long holiday season for students and employees. It will be more optimal if it is realized in June/July when students have returned to Yogyakarta, as well as additional new students from outside the city who come to Yogyakarta.

e. Long-term evaluation

Based on empirical studies, many things can be used as a reference to have a long-term vision for the future. Armed with theory, experience, and relationships, the author hopes to be able to realize a business that is more than what is currently run, but to participate more in driving the economy even though it is still in the MSME category. The product category developed by the author is still quite new outside of the stigma of Indonesian people about the mini martabak itself. Until now, there has been no market leader in the culinary business with the martabak category on a national scale. Some martabak brands that are labeled legendary are indeed quite many in various regions, but it is not enough to say that they are market leaders. That makes the author quite confident about the current opportunities with the dynamics that occur in the future. Making a *master plan* with sufficient capital and slightly shifting the market that can be looked at by middle-to-upper class consumers, Martabak Mini Kajek with a concept that the author is still running to this day with a touch of modern modifications. Product diversification is also carried out by making martabak products that can be used as souvenirs typical of Yogyakarta martabak and in products with intersecting raw materials such as pukis and carabikang. For processed salty products, it can also diversify with various fillings according to other Yogyakarta specialties. This will have the opportunity to expand the scope of various elements needed in a visionary business. In addition, the current phenomenon of the franchise partnership system is rampant, many MSMEs use various ways to get funding. One of them is the *franchise* system where we create a system that can be duplicated by franchisees

to help with sales volume. On the other hand, we can focus on production, distribution and procurement for all branches.

Conclusion

Basically, the *Martabak* Mini KajeK business has been established since 2019 with the aim of having a business to gain practical knowledge. Based on the experience that the author has had, this business was created from small beginnings using a cart by renting someone's shop yard to slowly renting a small stall. The author wants to have a business that grows organically and does not receive *funding* or financing in any system. That way, the small business organization that the author pioneers will get optimal experience and prepare for a larger business. This *Martabak* Mini KajeK business has been lacking in funding due to a relatively long *ROI*. In this writing, the author sees many shortcomings that must be immediately corrected, starting from strengthening the vision and mission for internal organizations, recording good cash flow, and improving *quality control*. Then in the marketing aspect, there are many things that the author has not been able to implement due to the lack of financing in terms of marketing. For future evaluations, it will focus more on marketing where the weak point in marketing has been felt by the author when this business practice report is written. Starting from social media management, allocating branding cost routines, and optimizing distribution channels in *online food delivery*. As well as focusing on competitive strategies, *differentiation*, and *cost leadership*.

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