

Influence of Management Education with the Consistency of Business Development of Nge-Proezz Kodehel Chips in Kuningan, West Java

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Abstract. This study explores the impact of management education on MSME growth in Kuningan, West Java, with The Kodehel Nge-Proezz Chips as a case study. Through Prasetiya Mulya University's Community Development program, transformative interventions were introduced to enhance business skills. Fishbone and SWOT analyses identified key challenges, including inconsistent production schedules, limited digital marketing, and poor financial management. Practical solutions, such as rebranding, the adoption of Standard Operating Procedures (SOP), and training in finance and marketing, were implemented to address these gaps. Despite these efforts, partner inconsistency and divided focus across multiple businesses hindered significant improvement, as evidenced by a 40.1% revenue decline during the study period. The findings underscore that while technical training enhances operational capacity, intrinsic motivation, and focus are critical for sustained success. This research highlights the importance of collaborative management education tailored to local challenges, advocating for initiatives that address both skill development and personal commitment. By leveraging untapped regional potential, such programs can foster MSME innovation, economic resilience, and long-term growth in emerging markets like Kuningan.

Keywords: business challenges; management training; msme growth; performance improvement; regional development.

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1. INTRODUCTION

Indonesia is the fourth most populated country in the world, consisting of over 17,000 islands and a population of over 278 million in 2022. It is the 16th largest economy in the world. The strong foundation of this economic strength lies in its dynamic Micro, Small, and Medium Enterprises (MSMEs) sector, which accounts for an impressive 61% of the national Gross Domestic Product (GDP) and employs 97% of the local workforce, highlighting the sector's crucial role in promoting economic growth and resilience. This significant contribution highlights the potential of MSMEs as both economic drivers and platforms for innovation and social development (Andika et al., 2021; Suparji, 2021; Surahman & Sya'ban, 2021).

While economic activity are concentrated on Jakarta, places like Kuningan Regency in West Java offer unexplored potential for growth and progress. Kuningan showcases the opportunities and problems encountered by enterprises in the MSME sector located outside major economic centers. The varying number of enterprises in Kuningan demonstrates the dynamic characteristics of the MSME sector and emphasizes the necessity for strategic support and development efforts. The literature on MSME development in Indonesia and globally highlights the sector's significance in economic resilience, innovation, and job creation. It highlights significant issues, including access to funding, market rivalry, and the necessity for management and technical skills enhancement. This study intends to enhance the current knowledge by examining the unique difficulties and opportunities in Kuningan Regency, providing a fresh outlook on regional MSME growth (Nani & Marhaeni, 2022; Suyanto et al., 2021).

When examining Kuningan's regional characteristics, it is clear that its geographical, economic, and socio-cultural aspects significantly impact the operations and success of micro, small, and medium enterprises (MSMEs), such as Nge-Proezz Kodehel Chips. Kuningan's terrain and climate play a crucial role in shaping its agricultural productivity, which supports local industries, such as agri-based enterprises, due to the region's lush hills and rich valleys. The economic setting in Kuningan, which heavily depends on agriculture, trade, and tourism, offers a conducive environment for MSMEs to thrive, although facing distinctive difficulties and possibilities. Infrastructure, market access, and local economic policies play a critical role in either supporting or impeding the operating functions of these firms. The socio-cultural environment of Kuningan, characterized by its traditions and community-focused values, impacts consumer choices and company strategies, influencing the market's acceptance of locally made products such as Kodehel Chips. The community's backing of local goods, along with an increasing recognition and appreciation of regional delicacies, enhances the market appeal and adoption of these products. Businesses need to understand local norms and consumer behavior in order to properly take advantage of these benefits (Purwanti et al., 2022).

The supply chain and logistical issues in Kuningan are crucial for the smooth manufacturing and distribution of commodities. The stability and consistency of the Kodehel Nge-Proezz Chips brand depend on the effectiveness of supply networks connecting local agricultural inputs from the field to the plant and ultimately to the market. Kuningan's infrastructure elements, like transportation systems and storage capacities, impact the operational expenses and market agility of local MSMEs.

When comparing Kuningan with other locations in Indonesia, we may observe a range of developmental stages and challenges experienced by MSMEs, emphasizing Kuningan's distinct position and the specific obstacles it faces. A comparative study provides context for Kuningan's business environment and emphasizes the importance of developing customized strategies that capitalize on the region's strengths and address its weaknesses. Innovation and adaptation are essential aspects of Kuningan's business philosophy, requiring firms like Nge-Proezz Kodehel Chips to constantly develop and adjust to local and global market changes in order to maintain and expand. This requires a deep comprehension of the local environment, a flexible reaction to market shifts, and an innovative strategy for business growth (Timotius, 2023).

The importance of policy frameworks and governmental support in Kuningan cannot be underestimated. The local government's position on MSME development, through initiatives,

subsidies, or laws, significantly affects the entrepreneurial environment, impacting business establishment, growth, and longevity. It is important to comprehend the policy environments and their practical effects on businesses to choose the path of growth and development for MSMEs in Kuningan. We can develop a comprehensive picture of Kuningan's business ecosystem by integrating these threads into a cohesive narrative. This will help us clarify the various elements that impact the progress of firms such as Nge-Proezz Kodehel Chips in this dynamic region.

This research aims to identify the main hurdles encountered by MSMEs in Kuningan and develop a strategic plan to improve business performance, thereby benefiting the local and national economies. This study aims to comprehend the fundamental elements influencing the growth and sustainability of MSMEs through a thorough investigation utilizing methods like the Fishbone Diagram and SWOT analysis. The unique strategy of including management education as a strategic intervention emphasizes the research's innovative perspective, with the goal of improving firm owners' dedication and operational effectiveness (Agustina et al., 2021; Fauziyah et al., 2022; Sutrisno et al., 2023).

This research intends to address the need for more understanding of MSME concerns in locations outside Jakarta and suggest practical methods to promote sustainable growth and development. The study highlights the importance of regional economies in Indonesia's overall economic structure and emphasizes the crucial role of MSMEs in stimulating future growth, with a specific focus on the Kuningan Regency. This effort is in line with the overarching objective of strengthening Indonesia's economic resilience and establishing MSMEs as crucial contributors to the country's prosperity.

Education is the process of changing an individual's attitudes and behavior through teaching and training to help them mature. Education is the imparting of knowledge and skills to individuals through a structured learning process, enabling them to comprehend and retain information previously unknown to them. The concept of management in business is broad and encompasses multiple facets. Management as the process of evaluating, planning, implementing, and supervising a programme to generate exchanges with the target market in order to achieve specific objectives. Management involves coordinating and managing tasks to ensure their effective and efficient completion. Management education is the process of imparting management information to individuals unfamiliar with the notion of management in order to help them comprehend and grasp the principles of management.

Entrepreneurs must possess foresight, motivation, and inventiveness to handle business development effectively. An entrepreneur is required to possess these attributes in order to facilitate business growth. As business growth is an entity that creates goods and services required by society. As society's demands grow, commercial organizations will expand their operations to fulfill these needs and generate profit. The aim of product/business development is to fulfill emerging needs and enhance the company's image by introducing more advanced products compared to prior ones. The second objective is to sustain competitiveness by introducing items that offer novel forms of enjoyment, hence rivaling existing products. The form is for expanding the current product line or revising existing products.

Business development consistency is a dedicated mindset that remains focused on creating goods and services required by the community without shifting to other areas. Humans are dynamic beings; therefore changes can persist based on their requirements. Consistency in corporate development requires the implementation of strategy and subsequent stages (Timotius, 2023).

Problem Statement After five months of focused help, researchers have identified various challenges hindering the development of MSME partners' enterprises.

1. Inconsistency among MSME partners
2. Lack of comprehension in addressing encountered issues
3. Absence of dedication to business growth

2. METHOD

This research was conducted using several analytical methods related to the influence of management education on business development consistency. The first stage is to find out and analyze what problems the brand faces that can hinder its business development using the Fishbone Diagram. Then, the next stage is to identify internal and external factors of the business using the SWOT Analysis method. Then, after knowing the cause and effect and the strengths, weaknesses, opportunities, and threats, as a problem-solving method, researchers provide basic management education that is expected to improve business consistency and development. The framework and analysis can be seen from the following visualization:

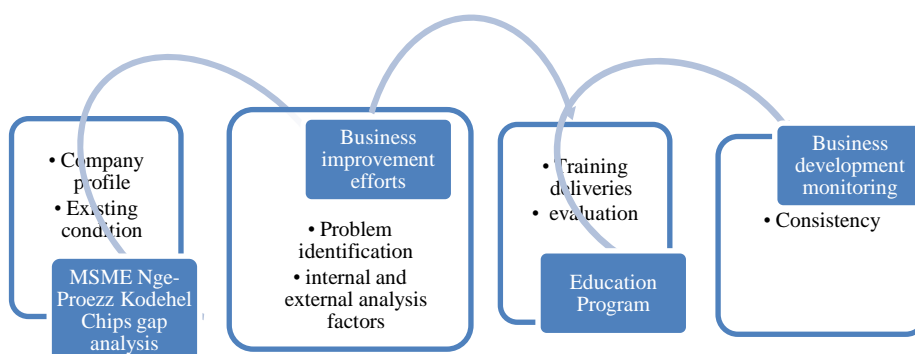


Figure 1. Framework and analysis stages

The following the analysis methods used in this research:

Fishbone Diagram

- identify possible causes of problems (Tauge, 2005, p. 247).

SWOT Analysis

- optimize business development, as well as minimize weaknesses and business threats that may occur in the future (Burhan et al., 2018; Sakdiyah et al., 2022).

Management Education

- **Marketing**
- **Finance**
- **Operations**
- **Human Resources**

Figure 2. Methodology

3. RESULT AND DISCUSSION

Identification of Business Problems

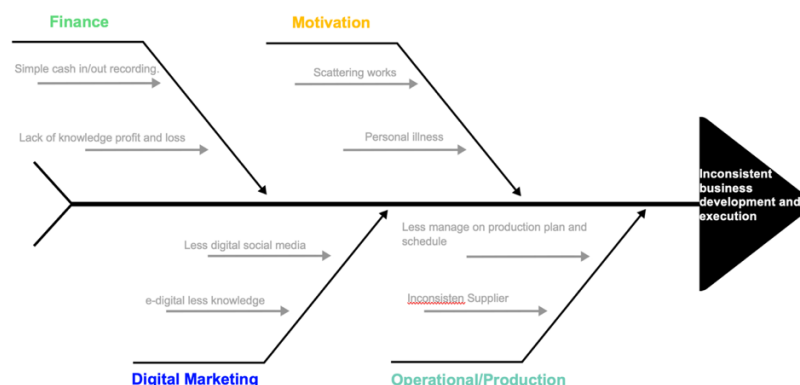


Figure 3. Fishbone diagram

Several challenges in business development and consistency were identified using a fishbone diagram. Financially, partners lack detailed cost calculations and use inconsistent pricing, complicating profit tracking and decision-making. Marketing efforts are limited to WhatsApp and word-of-mouth, while Instagram and e-commerce opportunities remain underutilized. Operationally, inconsistent production schedules and unreliable cassava supplies hinder meeting product demand. Lastly, divided focus due to other jobs and frequent health issues reduce partner commitment and production consistency.

Based on the explanation above, it can be seen that the lack of good management practices and knowledge greatly impacts the development of Nge-Proezz Kodehel Chips. If partners can make decisions in accordance with good management practices, the business potential of Nge-Proezz Kodehel Chips will be greater. Another thing that needs to be improved by partners is their commitment and focus. The production illustrates this during the Eid period, where the partner managed to get 160 kg of cassava and obtained it not through his regular supplier (Cantera et al., 2019; Desmice et al., 2022).

Identification of Internal & External Business Factors with SWOT

The results that researchers got after knowing the root of the problems faced by Nge-Proezz Kodehel Chips. Then, researchers identified further results by identifying internal and external factors that can help influence business performance using the SWOT (Strength, Weakness, Opportunities, Threat) analysis method (Amrita & Handayani, 2021; Gürel & Tat, 2017; Vlados, 2019). The SWOT analysis method used is divided into 2, namely identifying the internal components of the business by using the results of points from Strength and Weakness. As for the external components of the business by using the point results from Opportunities and Threat. The following is a presentation of the results of the SWOT analysis of the Kodehel Nge-Proezz Chips business:

Table 1. SWOT analysis of Nge-Proezz kodehel chips

Strengths	Weaknesses
<ul style="list-style-type: none"> • Using the best quality cassava raw materials to get a delicious taste and crunchy texture. • Has many flavours • The price of cassava chips sold is affordable. • There are few competitors selling cassava chips. 	<ul style="list-style-type: none"> • Does not yet have a strong brand identity. • Not routinely doing bookkeeping and financial records in the business being run. And the bookkeeping system is still manual • Owner is less focused on running the business because he has another job. • Not maximising the use of social media and e-commerce platforms for sales and marketing activities. In addition, the absence of employees who handle online media from Keripik Kodehel regularly and periodically is also an obstacle.
Opportunities	Threats
<ul style="list-style-type: none"> • Develop more flavour variants • Use of social media and e-commerce that can help increase sales. The importance of doing a good marketing strategy. • There are several brass souvenir shops that can be collaborated with. • Has its own uniqueness and authenticity so that it is timeless. • Raw materials (cassava) are highly seasonal, making it difficult to find high-quality cassava at certain times. • Unable to produce chips at full capacity if there is a sudden order. Does not have a strong brand identity, making it difficult to increase brand awareness among consumers. • Rising prices of raw materials competition with competitors in online sales is wider. 	<ul style="list-style-type: none"> • it uses the best cassava raw materials that are selected in such a way as to be able to provide cassava chips with the quality, taste, and texture that consumers want. From the production of cassava chips, there are 5 variants with unique flavours. • However, it still adapts to the consumer's tongue seeing that previously the preferred taste tended to be salty and sweet. The price given for Kodehel cassava chips is also affordable compared to other cassava chips from the neighborhood around Kuningan Village. • So that consumers are not burdened by the price of cassava chips and all groups can enjoy Kodehel Cassava Chips products. • In addition, there are also few competitors who sell cassava chip products, so the market there is still quite large. And it is not difficult to compete in selling cassava chips because there are still few sellers.

The Kodehel Nge-Proezz Chips stand out by using high-quality cassava to produce chips with the taste and texture consumers desire. With five unique flavor variants tailored to consumer preferences for salty and sweet, the product is competitively priced, making it affordable for all. Additionally, with few competitors in the market, Kodehel Cassava Chips benefits from a large potential market and minimal competition.

The Kodehel Nge-Proezz Chips face challenges due to a lack of strong brand identity, limiting wider recognition and impacting sales. Financially, inconsistent and manual bookkeeping often leads to incomplete or inaccurate records. Additionally, the owner's divided focus on other jobs and activities hampers business management. Marketing efforts are also underdeveloped, with minimal use of social media platforms like Instagram and WhatsApp and limited engagement with e-commerce platforms like Shopee. The absence of dedicated personnel to manage online media further hinders promotional activities and brand awareness.

The Kodehel Nge-Proezz Chips can expand flavor variants, such as black pepper and barbeque, by testing consumer preferences with samples. Maximizing social media and e-commerce platforms through regular posts, promotions, and interactions can significantly enhance their marketing strategy. Collaborations with stores like Rumah Makan Kita and Toko Oleh-Oleh Jelita create further opportunities to expand partnerships with outlets like Jakmart. Quality control from raw materials to packaging ensures consistent excellence, making the product appealing to all age groups.

However, the business faces threats from the seasonal availability and quality of cassava, which hampers production during the rainy season. Limited stock due to a focus on pre-orders restricts the ability to fulfill sudden demand, reducing sales potential. Rising costs of raw materials, cooking oil, and gas may force price increases, potentially affecting competitiveness. Additionally, low brand awareness and intense online competition necessitate unique branding and digital presence to build consumer trust and stand out in the market.

Management Education

The results of the implementation of management education to solve the problems identified from partners are as follows (Fitrawaty & Maipita, 2022; Gupta et al., 2022; Purwanti et al., 2022; Riswandi & Permadi, 2022; Usman et al., 2022).

Marketing

The Kodehel Nge-Proezz Chips underwent rebranding with a new logo, tagline, and brand values, enhancing its identity and product value. Instagram was established as the primary marketing platform, with partners trained on its features, supported by Canva templates for consistent content. Shopee was also utilized to expand sales, enabling partners to manage orders, update products, and showcase rebranded product photos with updated packaging and stickers (Azmy et al., 2023).

Finance

Financial education enabled partners to better understand and manage income and expenses. Manual bookkeeping of sales and expenditures now provides clearer, structured financial records. This helps partners track daily, monthly, and annual performance, evaluate operational expenses, and assess financial stability. Financial reports also serve as accountability tools and evaluation material, such as identifying a 40.1% revenue drop from February to March, aiding future planning (Rama et al., 2020).

Operations

Partners lacked production standards, which were addressed by developing a Standard Operating Procedure (SOP) based on their existing processes. This SOP ensures consistent quality in cassava chip production, supporting reliable and efficient operations (Cantera et al., 2019).



Figure 4. The Kodehel Nge-Proezz transformation in packaging
source: courtesy of group B020

Human Resources

Based on the researcher's observations, the researcher identified the obstacles to the development of The Kodehel Nge-Proezz Chips as the consistency and motivation of the partners in developing it. Therefore, to increase partner motivation, researchers provide education about targets and support partners to have production and sales targets. So, currently the partners have made production and sales targets, and are trying to achieve these targets.

Legality

Researchers educated partners on renewing their NIB and understanding the halal certification process, enabling them to handle these tasks independently. Partners also have an opportunity to obtain halal certification with local government assistance (Nurlia & Mahpudin, 2023).

Business Obstacles

The main obstacle identified is inconsistency in business development. Partners are divided among multiple businesses, leading to a lack of focus and responsibility. Despite receiving education in marketing, finance, operations, human resources, and legality between January and May 2022, significant improvements in management practices were not observed. Production

remains irregular, dependent on orders from Toko Oleh-Oleh Jelita, and financial records continue to lack consistency (Virginio et al., 2022).

Impact of Management Education

Employees and customers play a crucial role in evaluating the impact of management education. Employees observe improvements in workplace efficiency, morale, and communication, while customers benefit from enhanced product quality and service. These perspectives validate the effectiveness of management education, demonstrating its ripple effects on organizational growth, market competitiveness, and customer satisfaction (Chen et al., 2022; Fitrawaty & Maipita, 2022b).

Broader Implications

A comparative analysis highlights regional disparities in the effectiveness of management education, revealing cultural, economic, and industrial factors that influence outcomes. Applying the lessons from The Kodehel Nge-Proezz Chips case to various contexts underscores the importance of tailoring management education to promote sustainable business growth and regional economic development (Indarti, 2020; Suyanto et al., 2021).

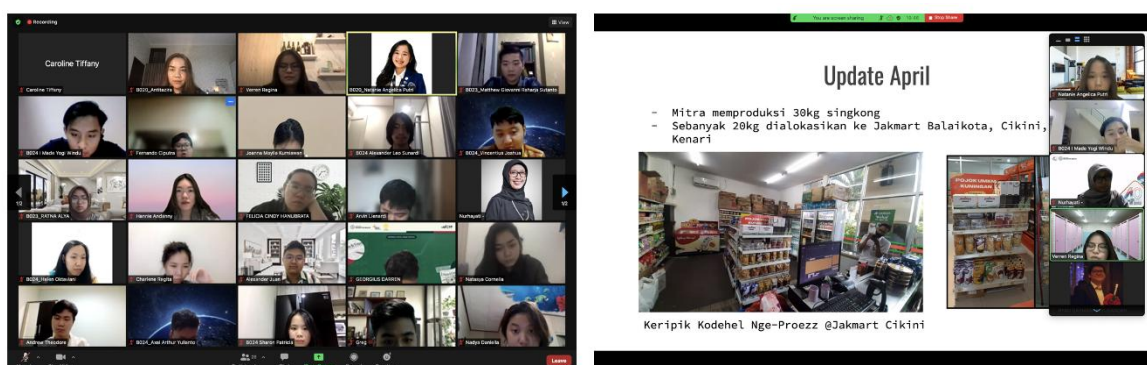


Figure 5. Intensive education and monitoring with Nge-Proezz Kodehel Chips
Source: courtesy of group B020

4. CONCLUSION

The research focused on Micro, Small, and Medium Enterprises in Kuningan Regency, West Java, specifically The Kodehel Nge-Proezz Chips. Using Fishbone and SWOT analyses, the primary issue identified was the inconsistency and lack of commitment in business development. Strengths included the use of quality raw materials and unique flavor variants. Weaknesses involved a lack of brand identity, minimal digital utilization, and inconsistency in operations. Opportunities included popularity among consumers of all ages and potential partnerships with souvenir shops. However, seasonal raw materials posed a significant threat, disrupting production schedules.

To address these issues, researchers conducted mentoring from January to May 2022, providing education on marketing, production, human resources, finance, and legality. While partners welcomed the education, it did not significantly impact business development due to the partners' divided focus across multiple businesses. This revealed that management education alone cannot drive motivation and consistency, which are influenced by internal factors.

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