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An Integrated Operational and Marketing Management Model for Strengthening Competitive Advantage in Cassava Chip SMEs: A Case Study in Malang Regency

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ABSTRACT
Food-processing small and medium-sized enterprises (SMEs) face persistent challenges in allocating limited resources while responding to market demand and competition. This study examines how the integration of capital, raw-material, production, and marketing management supports sales performance and competitive advantage in a cassava-chip enterprise. A descriptive qualitative case study was conducted at UD Singkong "MAS" in Mangliawan Village, Malang Regency, East Java, Indonesia. Data were collected through semi-structured interviews with the owner, employees, customers, and business partners, complemented by observation and business documents. Analysis followed the interactive processes of data condensation, data display, and conclusion drawing and verification, supported by source and method triangulation and member checking. The findings identify four mutually reinforcing managerial dimensions. Capital management supports procurement and reinvestment; raw-material management addresses quality, price, and inventory; production management responds flexibly to demand and stock conditions; and marketing management emphasizes product differentiation, direct distribution, and word-of-mouth promotion. Their interaction forms a reinforcing cycle in which financial resources support operations, operational capabilities sustain product quality, and marketing activities generate revenue for reinvestment. The enterprise also contributes to local employment and market linkages with cassava suppliers. The findings offer a contextual perspective on how integrated management may strengthen the competitiveness and continuity of resource-constrained food SMEs.

Keywords: integrated management; marketing strategy; competitive advantage; food SMEs; cassava chips; qualitative case study

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1. Introduction

Small and medium-sized enterprises (SMEs) play a vital role in Indonesia's economy by generating employment, contributing to national income, and supporting economic resilience. Government data indicate that micro, small, and medium-sized enterprises (MSMEs) contribute approximately 61% of the country's economic output and absorb around 97% of its workforce. The sector has also demonstrated resilience during economic downturns and subsequent recovery, underscoring its importance for inclusive economic development (Ministry of Coordinating Affairs for Economic Affairs, 2022). In the post-pandemic context, SME performance depends not only on product quality but also on resource utilization, market adaptability, technology adoption, and sustained relationships with customers and business partners. Previous studies indicate that managerial competence, financial literacy, digital technology utilization, and resource accessibility contribute to SME sustainability and competitive performance (Prasetya et al., 2021; Nurjannah et al., 2023).

Within the SME sector, food processing is particularly important to local economies because it connects agricultural resources with value-added processing, employment creation, and consumer markets. Food-based SMEs can strengthen local economic resilience by transforming agricultural commodities into higher-value products and maintaining market access under uncertain conditions (Triyasari & Destiarni, 2023). Their development requires

coordinated management of raw materials, production processes, finances, distribution, and promotion. Cassava chips represent a traditional processed-food product with development potential in this context. Cassava is a locally available agricultural commodity suitable for a range of value-added products. Relatively simple processing technologies and labor-intensive operations make cassava processing accessible to household and small-scale enterprises. Studies in Indonesia show that cassava processing can generate additional economic value and support household and community entrepreneurship (Lestari & Sudiyono, 2021; Rosyidi et al., 2021). Nevertheless, cassava-chip producers face challenges involving raw-material availability, marketing channels, added value, and increasing competition (Asnamawati & Nurmalia, 2024).

From a marketing perspective, cassava-chip SMEs operate in an environment where conventional practices increasingly coexist with digital marketing channels. Studies indicate that improved packaging, branding, social media utilization, and marketplace participation can broaden customer reach and strengthen product visibility (Afriani et al., 2022). Research on cassava-chip enterprises in Deli Serdang likewise suggests that social media, online marketplaces, and WhatsApp Business can facilitate customer access and responsiveness. However, adoption remains constrained by limited digital skills, staffing, time, infrastructure, and strategic planning (Manurung & Widodo, 2026). These findings suggest that competitiveness depends on the coordination of operational capabilities and appropriate marketing strategies.

Malang Regency is an important agricultural area in East Java, with resources that support agro-processing activities. According to regional statistics, cassava remains among the regency's food crops, although production has fluctuated rather than increased consistently. Cassava production rose from approximately 172,315 tonnes in 2021 to 176,561 tonnes in 2022, before declining to approximately 104,629 tonnes in 2023. Over the same period, the harvested area decreased from 6,659 hectares in 2021 to 4,100 hectares in 2023 (BPS-Statistics of Malang Regency, 2024). These fluctuations highlight the importance of raw-material availability and management for cassava-chip enterprises. Research on processed-food SMEs indicates that supply-chain management practices are associated with competitive advantage and business performance (Sinaga et al., 2021). More recent evidence similarly links supply-chain practices to operational performance and competitive advantage in packaged-food MSMEs (Linda et al., 2023). Raw-material procurement must therefore be considered in relation to production capacity, product quality, pricing, and marketing performance.

Financial management is equally important to SME continuity. Limited capital and financial-management capabilities can constrain raw-material procurement, investment in equipment, inventory maintenance, and responsiveness to changing demand. Prasetya et al. (2021) found that financial literacy plays an important role in supporting SME sustainability, while Ferli (2023) identified financial literacy, access to finance, and financial risk attitudes as relevant to the sustainability of Indonesian MSMEs. More recent research also associates financial knowledge and business capital with MSME sustainability (Widiantari et al., 2024). Accordingly, financial management should be integrated into the planning and decision-making of food-processing SMEs rather than treated as an isolated administrative function.

Production management is another critical dimension because the capacity to meet customer demand depends on the coordination of production capacity, product quality, operational efficiency, and resource availability. Cassava-chip producers frequently encounter productivity constraints arising from relatively simple or semi-manual equipment (Rosyidi et al., 2021). Research and community initiatives in Malang also emphasize that sound production

practices, financial recording, appropriate packaging, and effective marketing contribute to the sustainability of small-scale cassava-processing enterprises (Arifin et al., 2023). Production and marketing are consequently interdependent: rising demand cannot be met effectively without adequate production capacity and quality control. In this context, marketing strategy extends beyond promotion to encompass coordinated business activities. Digital marketing can expand market reach, enable direct communication with consumers, and improve marketing performance. Empirical research on Indonesian MSMEs has reported a positive relationship between social media marketing and business performance (2024). Hasyim et al. (2022) likewise identified the contributions of digital marketing and networking capabilities to SME marketing performance. Food-based MSMEs are therefore increasingly required to develop marketing strategies suited to the digital environment (Ratnasari & Mardian, 2021).

The Resource-Based View (RBV) provides a theoretical basis for examining this phenomenon. Rather than attributing competitive advantage solely to market positioning or physical assets, RBV emphasizes the strategic value of resources and capabilities within the organization. Evidence from Malang indicates that resource-based strategies, entrepreneurial orientation, and innovation are relevant to SME competitive advantage (Rigan & Parahiyanti, 2022). Research on Indonesian SMEs further identifies production and product-development capabilities as contributors to enterprise development and internationalization (Wibisono & Sitorus, 2021). Studies combining RBV and dynamic-capability perspectives suggest that SMEs may strengthen competitiveness by reconfiguring internal resources and capabilities in response to changing business conditions (Wu et al., 2024).

From this perspective, the competitiveness of a cassava-chip SME depends on its ability to coordinate mutually supporting managerial functions. Capital management determines the availability and allocation of financial resources; raw-material management supports supply continuity and input quality; production management transforms inputs into consistent products; and marketing management connects those products with customers and markets. Supply-chain research highlights the importance of coordination among suppliers, producers, distributors, and customers for MSME performance (Fitriyani et al., 2022). These functions should therefore be understood as interconnected capabilities that shape marketing strategy and business outcomes. UD Singkong "MAS" is a small-scale cassava-chip producer in Malang Regency operating in a competitive local food-processing market. Despite resource constraints typical of small enterprises, the business appears able to maintain demand. Customer pre-orders and occasions when demand exceeds available production capacity indicate market acceptance that may not depend on substantial promotional expenditure. This situation provides a basis for examining how operational and marketing management jointly support customer demand.

Previous studies have examined cassava-chip marketing from several specific perspectives. Asnamawati and Nurmalia (2024) investigated marketing channels and value-added opportunities in cassava-chip home industries, while Manurung and Widodo (2026) focused on digital marketing, social media, packaging, branding, and marketplace use. Tuara (2023) examined marketing approaches to increasing cassava-chip sales, including financial, supply, production, and sales management. Although informative, these studies frequently address individual managerial dimensions or particular operational settings rather than the coordination among them.

The literature therefore indicates a need to examine integrated management in small cassava-chip enterprises. Existing research commonly emphasizes particular determinants of competitiveness, such as digital marketing, distribution channels, supply-chain management, or

financial capability. Comparatively limited attention has been given to how capital, raw materials, production, and marketing are coordinated as interdependent components of a unified strategy. Thus, the research gap does not concern the absence of studies on cassava chips or MSME marketing; it concerns the limited understanding of how multiple managerial functions are integrated to enable resource-constrained enterprises to respond to demand and contribute to local economic activity. This perspective accords with RBV, which suggests that competitive advantage may arise from the organization and coordination of resources and capabilities rather than from individual resources alone (Rigan & Parahiyanti, 2022; Wu et al., 2024).

To address this gap, the study aims to (1) examine the marketing strategy adopted by UD Singkong "MAS" to support cassava-chip sales through four interrelated managerial dimensions—capital management, raw-material management, production management, and marketing management—and (2) investigate how their integration relates to sales performance and the socioeconomic conditions of the surrounding community. By considering day-to-day managerial practices alongside strategic coordination, the study contributes to understanding how resource-constrained food-processing SMEs can develop and sustain competitive advantage through mutually reinforcing capabilities.

2. Materials and Methods

This study employed a qualitative approach using a descriptive case study design to develop an in-depth understanding of the marketing strategies adopted by a small enterprise in its natural business setting. The approach facilitated the examination of participants' experiences, managerial practices, and interactions without isolating variables or manipulating conditions experimentally. Methodological literature identifies qualitative case studies as appropriate for investigating bounded phenomena within their contexts and developing detailed case-based interpretations (Miller et al., 2023; Miksza et al., 2023).

The study focused on one bounded case, UD Singkong "MAS," to investigate how capital management, raw-material management, production management, and marketing activities are integrated in responses to market demand. Case study research permits in-depth investigation of contemporary phenomena while accounting for their contextual conditions (Lavarda & Bellucci, 2022; Miller et al., 2023). This design therefore supported examination of the relationships among managerial practices, marketing strategies, sales development, and the surrounding socioeconomic environment.

2.1. Research Location and Case Selection

The study was conducted at the production and marketing facilities of UD Singkong "MAS" in Mangliawan Village, Malang Regency, East Java, Indonesia. The enterprise was purposively selected because its operations encompass interrelated activities involving financial management, raw-material procurement, production, distribution, and marketing.

The single-case design sought contextual depth rather than statistical generalization, consistent with the objective of examining the characteristics of a bounded case and the mechanisms underlying the phenomenon (Miksza et al., 2023). The study extended over three months and included preparation, field data collection, data organization, analysis, and interpretation.

2.2. Data Sources and Informants

Primary and secondary data were used. Primary data were collected from individuals directly familiar with the operational and marketing activities of UD Singkong "MAS."

Secondary data included business documents, sales and production records, photographs, and other relevant records used to contextualize and corroborate the primary evidence.

Informants were recruited through purposive sampling to obtain perspectives from participants with direct experience of the phenomenon under investigation. Selection emphasized the relevance, depth, and contextual richness of the information rather than statistical representativeness.

Two criteria guided informant selection: (a) direct knowledge of or involvement in the enterprise's financial, raw-material, production, distribution, or marketing activities; and (b) willingness to participate voluntarily and provide information. Table 1 presents the composition of the informants.

Table 1. Profile of Research Informants

Code	Category	Quantity	Information
IF1	Owner UD Singkong "MAS"	1 person	Strategic decision-maker; enterprise operating for more than five years
IF2	Production Employee	2 persons	Directly involved in the production and packaging processes.
IF3	Distribution Employee	1 person	Responsible for delivery and direct sales.
IF4	Customer	3 persons	Customers who began purchasing the product more than six months earlier
IF5	Supplier	1 person	Supplies cassava as the principal raw material

The sample provided perspectives from the owner, employees, customers, and the raw-material supplier, enabling comparison of accounts from actors involved at different stages of the business process.

2.3. Data Collection Techniques

Data were collected through three complementary methods: semi-structured interviews, direct observation, and documentary analysis. Using these methods together provided contextual evidence and opportunities to corroborate findings across sources.

a. Semi-Structured Interviews

In-depth, semi-structured interviews were conducted with selected informants. This format combines consistency across interviews with the flexibility to explore issues emerging from participants' accounts. It enables researchers to address predetermined topics while allowing participants to describe relevant experiences, perceptions, and practices in detail (Adeoye-Olatunde & Olenik, 2021).

The interview guide covered seven major topics: (1) business history and development; (2) capital and financial management; (3) raw-material procurement and management; (4) production processes and capacity; (5) marketing and distribution strategies; (6) business challenges and adaptation; and (7) perceived social and economic impacts of the business on the surrounding community.

Interviews lasted approximately 45–75 minutes, with further clarification sought when necessary. With participants' consent, interviews were audio-recorded and transcribed verbatim to preserve the meanings of their responses.

b. Observation

Participant and non-participant observations were used to examine business practices in context. The observations addressed production, raw-material handling, packaging, customer and distributor interactions, marketing activities, and the physical conditions of the business premises.

Observations were conducted over three months at different operational times, including morning, afternoon, and evening periods, to capture variations in business activities and interactions.

Field notes were prepared immediately after each observation and distinguished descriptive accounts from the researcher's preliminary interpretations. Emerson et al.'s Writing Ethnographic Fieldnotes remains a relevant methodological reference, although its second edition was published in 2011 rather than 2021. The study also drew on more recent methodological discussions of systematic observation, reflexivity, and qualitative case study procedures.

c. Documentation

Documentary evidence included monthly sales records, production records, production-cost information, product and process photographs, packaging, promotional materials, and other relevant business archives.

These documents enabled comparison between informants' accounts and records produced through actual business activities. Accordingly, documentary evidence was used to strengthen and contextualize interpretation rather than merely to supplement interview data.

d. Data Analysis

Data analysis was iterative and continued throughout the research. It included organizing the material, coding meaningful segments, developing themes and categories, comparing evidence across informants and data sources, and interpreting patterns in relation to the research objectives.

The analysis followed the interactive framework of Miles, Huberman, and Saldaña, comprising data condensation, data display, and conclusion drawing and verification. The fourth edition of Qualitative Data Analysis: A Methods Sourcebook discusses the systematic organization, presentation, and interpretation of qualitative evidence (Miles et al., 2020).

Three interconnected analytical activities were undertaken:

a. Data condensation, involving the selection, coding, categorization, and focusing of interview transcripts, observation notes, and documents according to themes relevant to the research questions.
b. Data display, involving the organization of coded information into matrices, thematic tables, narrative descriptions, and relationships among categories. Data display was used to identify patterns concerning capital management, raw-material management, production management, marketing management, sales development, and socio-economic impacts.
c. Conclusion drawing and verification, involving the interpretation of emerging patterns and relationships followed by continuous comparison with the available empirical evidence. Conclusions were not established solely from individual statements but were developed through comparison across informants, observations, and documentary evidence.
d. The interactive analysis was complemented by thematic organization to identify recurring meanings and patterns. Thematic analysis requires systematic documentation so that interpretations remain traceable to empirical material (Nowell et al., 2017). More recent methodological discussions similarly emphasize transparent coding and explicit records of analytical decisions as elements of qualitative rigor (Cole, 2024).

2.4. Trustworthiness of the Data

Trustworthiness was addressed through credibility, transferability, dependability, and confirmability, which provide criteria for assessing the rigor of qualitative inquiry (Adler, 2022; Kalu & Bwalya, 2023). The study employed source triangulation, method triangulation, and member checking, supported by an audit trail.

Source triangulation involved comparing accounts from the owner, production and distribution employees, customers, and the raw-material supplier to evaluate the consistency of descriptions across participant groups.

Method triangulation involved comparing interview accounts with observations and documents. For example, reported production capacity was considered alongside observed production practices and available records, while accounts of marketing activities were compared with distribution practices, customer interactions, and promotional materials.

Member checking involved returning selected summaries or interpretations to key informants for clarification and confirmation. This procedure was treated as a dialogue rather than an automatic guarantee of validity, because participants may interpret the researcher's analysis differently (Motulsky, 2021). Its principal purpose was to clarify factual details, contextual meanings, and the accuracy of the researcher's interpretation.

An audit trail documented interview materials, field notes, coding decisions, analytical memos, documentary evidence, and changes in interpretation. Such documentation strengthens dependability and confirmability by making the analytical process more transparent (Janis, 2022; Cole, 2024).

Together, source and method triangulation, member checking, and systematic documentation were used to support credible interpretations of the marketing and managerial practices of UD Singkong "MAS" within its business context.

3. Results and Discussion

UD Singkong "MAS" is a small food-processing enterprise located in Mangliawan Village, Malang Regency, East Java. Operating for more than five years, the enterprise produces and sells cassava chips in three flavors: salty, spicy, and sweet-salty. Approximately seven employees undertake raw-material preparation, slicing, frying, seasoning, packaging, and distribution.

Field observations and information provided by the owner indicate that daily output ranges from approximately 80 to 120 kg, depending on demand and operational conditions. Products are distributed through intermediaries and direct sales channels.

A notable feature of the enterprise is the relationship between production capacity and customer demand. According to the owner, orders occasionally exceed the quantity available within a given production period, prompting customers to place pre-orders. This pattern indicates product acceptance and recurring demand. Nevertheless, the occurrence of pre-orders does not establish a causal relationship between marketing strategy and sales growth. Demand may also be influenced by product quality, customer relationships, distribution practices, production capacity, and product availability.

Table 2. Operational Profile of UD Singkong "MAS"

Aspect	Description
Location	Mangliawan Village, Malang Regency
Business age	➢ 5 years
Main product	Cassava chips (three flavor variants)
Typical production volume	100 kg/day
Number of employees	7 persons
Distribution channels	Distributors and direct sales

The operating profile of UD Singkong "MAS" suggests that production, raw-material procurement, and marketing are managed as interdependent activities. Changes in market demand influence output, production requirements determine procurement needs, and input and production costs inform pricing decisions. This relationship is consistent with findings that supply-chain management can contribute to competitive advantage and business performance among processed-food SMEs (Sinaga et al., 2021). Research involving 244 processed-food SMEs in Jakarta likewise indicated that supply-chain management was associated with competitive advantage, which in turn was associated with improved firm performance.

3.1. Capital Management Strategy

The findings indicate that UD Singkong "MAS" implements several practical financial-management procedures. The owner (IF1) identified five principal practices:

a. separating personal and business finances;
b. planning the allocation of working capital;
c. recording cash inflows and outflows;
d. calculating business profits; and
e. allocating a portion of profits to reinvestment and business development.

The owner described these practices as follows:

"I always separate my personal money from my business money. Every income and expense is recorded in a separate book. From the profits, I set some money aside to buy new equipment or additional raw materials. If they are mixed together, it is difficult to know how much profit or loss there is." (IF1, Business Owner)

The interview suggests that financial management at UD Singkong "MAS" is pragmatic rather than highly formalized. Separating personal and business funds enables the owner to distinguish operational cash flows from household expenditure. Routine recording of income and expenditure also provides basic information for assessing profitability and determining the amount available for reinvestment.

This finding is consistent with recent research emphasizing the importance of financial capability and capital in supporting MSME sustainability. Widiantari et al. (2024), for example, found that business capital had a positive and significant effect on MSME sustainability, although the effect of financial literacy itself was not significant in their model. Heliani and Iskandar (2024) likewise found that capital structure and financial literacy form part of the factors associated with MSME financial sustainability and performance.

Research by Budiarto et al. (2023) further indicates that financial literacy and market orientation are related to MSME performance and sustainability, although the strength of these relationships varies across variables. These findings support the interpretation that financial management should not be understood merely as bookkeeping but as a managerial capability that provides information for business decision-making and sustainability.

Capital management therefore functions as an enabling mechanism for the enterprise's other managerial dimensions. Working capital is needed to procure cassava and other inputs, maintain production, respond to rising demand, and finance equipment or process improvements. It thus provides a financial foundation for the continuity of raw-material management, production, and marketing.

These observations do not demonstrate that record-keeping alone causes business growth. Rather, they indicate that financial discipline helps the owner monitor operating conditions and make informed decisions on expenditure, pricing, production, and reinvestment.

3.2. Raw-Material Management Strategy

Raw-material management at UD Singkong "MAS" encompasses quality control, price considerations, and inventory planning. The owner evaluates not only the quantities required for production but also the physical quality of cassava before processing.

a. Raw-Material Quality Control

Quality control emphasizes freshness, the absence of spoilage, and suitability for slicing and frying. A production employee explained:

"If the cassava is not fresh or is even slightly rotten, I discard it. It cannot be used because the taste will be different, and customers will notice. Quality comes first." (IF2, Production Employee)

This practice illustrates the relationship between input quality and the perceived quality of the final product. As cassava is the primary raw material, deterioration may influence taste, texture, appearance, and consumer acceptance.

This finding is consistent with recent research on cassava-chip businesses. Rosyidi et al. (2021) demonstrate that cassava-chip SMEs are strongly influenced by production processes and the availability of appropriate production technology because these factors affect efficiency and productivity. More recent research specifically examining cassava-chip agroindustry in Malang Regency also shows the importance of the relationship between cassava farmers and cassava-processing businesses. Lestari et al. (2025), for example, documented cassava agroindustry activities in Gading Kembar, Jabung, Malang Regency, including the use of glutinous cassava as the primary raw material and a production capacity of approximately 500 kg of raw cassava per production cycle.

Accordingly, raw-material management functions not only as procurement but also as quality assurance within the integrated business process.

b. Price and Inventory Management

The second dimension concerns input-price fluctuations and inventory decisions. The owner explained:

"If the price of cassava increases, I do not immediately raise the selling price. I first calculate whether the existing price can still be maintained. If it cannot, I raise it slightly. The most important thing is not to surprise customers or cause them to move elsewhere." (IF1, Business Owner)

The statement indicates that raw-material costs inform pricing decisions, but increases are not necessarily passed on immediately to consumers. The owner considers input costs, existing prices, expected margins, and customer price sensitivity.

The finding is consistent with supply-chain research among processed-food SMEs. Sinaga et al. (2021) found that supply-chain management practices were positively associated with competitive advantage among processed-food SMEs. Their findings reinforce the importance of managing supply-related activities as part of overall business performance rather than treating procurement as an isolated operational function.

Research on cassava-chip raw-material management further indicates that inadequate cassava supply may prevent enterprises from meeting production requirements. A case study of a cassava-chip MSME in Bogor examined such supply constraints and reported potential inventory-cost benefits from dynamic inventory-management approaches.

The adjustment of procurement and inventory to expected production requirements at UD Singkong "MAS" may therefore be interpreted as a practical form of demand-responsive inventory management.

The owner also considers seasonal conditions and demand trends when determining raw-material quantities. This practice is intended to limit excess inventory while maintaining sufficient inputs for routine production and special orders.

c. Demand-Responsive Production Management

Production at UD Singkong "MAS" follows a demand-responsive pattern. Rather than maintaining a fixed daily output, the enterprise adjusts production according to customer demand, existing stock, and special orders.

Observations conducted over 12 working days, together with interviews with the owner, identified several production conditions summarized in Table 3.

Table 3. Production Pattern of UD Singkong "MAS"

Condition	Production Volume	Information
Normal demand	100 kg/day	Routine daily production
High demand (before holidays/vacation periods)	120 kg/day	Increased working hours and staffing
Existing inventory	1–2-day production pause	Avoidance of excessive stock accumulation
Special orders (pre-orders)	Based on order quantities	Production based on specific orders

The owner described the approach as follows:

"We produce every day, but if considerable stock remains, we sometimes stop for one or two days. The important thing is to avoid keeping stock too long because the chips have a shelf life. It is better to sell existing stock before producing more." (IF1, Business Owner)

This account indicates that production decisions are shaped by demand and inventory conditions. Output may be reduced when sufficient stock remains and increased, within available capacity, when demand rises or special orders are received.

This approach is particularly relevant to food processing because excessive output can increase unsold inventory, deterioration, and avoidable costs, whereas inadequate capacity may limit sales when demand increases. Rosyidi et al. (2021) observed that reliance on simple equipment constrained productivity and efficiency in cassava-chip SMEs. Their findings demonstrate the relevance of production technology to the capacity of small processors to respond to market demand.

The present case emphasizes a related but distinct characteristic: the enterprise appears to adjust available capacity according to changing demand and inventory. Its defining operational feature is therefore production responsiveness rather than production volume alone.

Production responsiveness refers here to the capacity to adjust output to demand fluctuations while maintaining product quality. This interpretation is consistent with supply-chain perspectives emphasizing coordination among demand, production, inventory, and supply (Sinaga et al., 2021).

Production management thus supports marketing indirectly. The enterprise increases output when orders rise and reduces production when demand weakens or inventory remains high. Such coordination can limit excess stock while preserving responsiveness to customer orders.

The term "demand-responsive production capability" more precisely describes the characteristic documented in this case than the broader term "operational agility."

3.3. Marketing Management Strategies

Three principal practices characterize the marketing strategy of UD Singkong "MAS": product differentiation, direct distribution, and word-of-mouth (WOM) marketing. First, the enterprise offers salty, spicy, and sweet-salty variants, providing choices that address different customer preferences and potentially broaden its market. A distribution employee reported:

"We offer three flavors: salty, spicy, and sweet-salty. The spicy variant sells the most, but the sweet-salty variant is also popular, especially among mothers who buy it as a souvenir." (IF3, Distribution Employee)

This finding accords with research indicating that variation in product attributes is an important form of differentiation in food markets and can reinforce consumer appeal (Lingga & Simanjuntak, 2024).

Second, distribution is primarily direct: customers and some intermediaries purchase products at the production site, while orders may also be placed by telephone before collection. The owner stated:

"Most buyers come directly here. Have you heard that there is a sweet potato chip center in this village? Some intermediaries buy products to resell them in markets. Customers sometimes order by telephone and collect their products when they are ready." (IF1, Business Owner)

Direct distribution enables close customer contact, while sales through intermediaries extend market access. This observation is consistent with Wati and Amalia (2024), who identify distribution channels as an important component of culinary MSME development.

Third, WOM contributes to the enterprise's market reach. Customers' positive experiences with taste, quality, and affordability encourage recommendations and repeat purchases. One customer reported:

"I first learned about these chips from a neighbor, who said they were tasty and affordable. After trying them, I agreed, and I have become a regular customer." (IF4, Customer)

Previous studies report positive associations between WOM and purchase interest or decisions in culinary and food MSMEs (Basuki & Aulia, 2022; Martha et al., 2023). In this case, product differentiation offers consumer choice, direct distribution facilitates access and interaction, and WOM extends reach through customer recommendations.

3.4. Marketing Barriers and Challenges

The challenges observed in this case are consistent with broader evidence on food-sector MSMEs, including limited market reach and distribution, low digital-marketing adoption, constrained production capacity, and resource limitations. Studies of Indonesian MSMEs also identify restricted access to raw materials and limited digital skills as operational and marketing barriers. Research on food-sector enterprises suggests that technological readiness, adoption costs, innovation capabilities, and attitudes toward risk may influence e-commerce use and market expansion.

At UD Singkong "MAS," the principal constraints include a geographically limited market, minimal digital promotion, capacity restrictions, input-price volatility, local competition, and uncertainty about expanding beyond the existing market. These

constraints interact and may restrict further marketing development. The owner explained:

"I would like to sell outside our usual area, for example in souvenir shops or convenience stores. However, I am concerned that the products might not sell or that delivery costs would be too high. For now, we are still concentrating on this area." (IF1, Business Owner)

This account illustrates how perceived market risk and distribution costs can discourage geographic expansion. Although social media and other digital technologies may support SME performance, their adoption depends on organizational conditions and access to appropriate technologies.

3.5. Sales Performance and Socioeconomic Implications

The study identified sales-related developments and socioeconomic contributions associated with the integrated managerial practices of UD Singkong "MAS."

a. Sales volume and demand. Customer orders sometimes exceed available output, leading to the use of pre-orders. This pattern suggests sustained demand but does not, by itself, demonstrate that marketing practices caused the increase. The enterprise's recorded sales volumes for 2021–2025 are presented in Table 4.

Table 4. Recorded Sales Volume, 2021–2025

No	Year	Sales volume
1	2021	8,000 kg
2	2022	10,000 kg
3	2023	12,500 kg
4	2024	15,000 kg
5	2025	18,000 kg

b. Local employment. The enterprise employs approximately seven local workers responsible for preparing raw materials, processing and packaging products, and distributing orders. A production employee described the contribution of this employment to household income: ***"Before working here, I was unemployed. Now, thankfully, I have a steady income for my family. The work is manageable as long as I am diligent and careful." (IF2, Production Employee)***

c. The employment opportunities provided by the enterprise may support households that previously lacked regular income. Its operations may also stimulate related local activities, including cassava supply, cooking-oil distribution, and transportation. These effects should be interpreted as case-based observations rather than quantified regional employment or multiplier effects.

d. Local income and supplier linkages. In addition to providing wages, UD Singkong "MAS" creates commercial opportunities for local cassava producers. Farmers in the surrounding area have access to an additional buyer for their harvested crop.

"I used to sell my cassava at the market, where prices were unpredictable. UD MAS now buys regularly, so I no longer worry as much about where to sell my harvest. The price is also more stable." (IF5, Supplier)

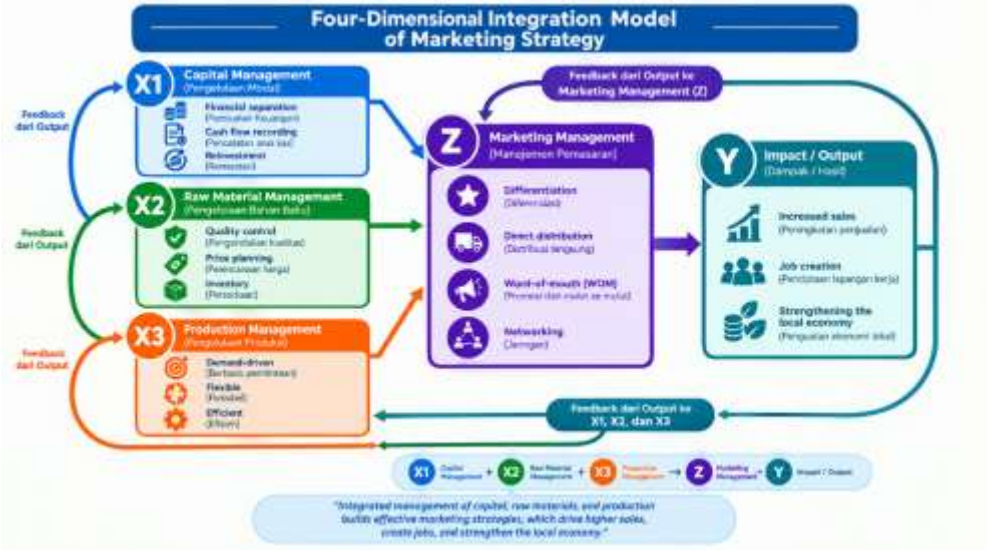
These observations are consistent with the broader view that marketing can create value for stakeholders beyond the enterprise itself (Kotler et al., 2022). In this case, the potential benefits are reflected in employment and local supplier relationships.

3.6. Integration of Four Managerial Dimensions: Key Findings

The principal finding is that the management practices of UD Singkong "MAS" operate as an interconnected system rather than as independent functional activities. This

interpretation accords with research emphasizing that SME performance is influenced by the integration and coordination of organizational capabilities. Dynamic capabilities enable enterprises to recognize market opportunities, deploy appropriate strategies, and reconfigure internal resources in response to changing conditions (Dejardin et al., 2023; Wu et al., 2024). Studies of food-product SMEs similarly identify relationships among marketing activities and product innovation (Melany et al., 2024). In the present case, capital, raw-material, production, and marketing management support one another, as represented by the integration model in Figure 1.

Figure 1. Four-Dimensional Integration Model of UD Singkong "MAS"



The four managerial dimensions are mutually dependent. Financial management supports the procurement of sufficient, appropriate raw materials; raw-material quality supports consistent production; consistent output and product quality underpin marketing activities; and revenue generated through marketing provides resources for subsequent operations and reinvestment. These relationships constitute a reinforcing cycle that may support business continuity and development.

Figure 1 presents a conceptual synthesis of the qualitative findings rather than a model estimated through statistical analysis. The reported growth in recorded sales volume from 2021 to 2025 (Table 4) provides descriptive context, but it does not independently establish the causal effect of managerial integration.

The finding is consistent with research suggesting that organizational performance depends on the development, combination, and adaptation of capabilities rather than the isolated possession of individual resources (Dejardin et al., 2023; Clampit et al., 2022). Studies of Indonesian food-product SMEs also associate coordinated marketing and product innovation with marketing performance (Melany et al., 2024). For UD Singkong "MAS," the integration of financial management, raw-material procurement, production processes, and marketing represents the central managerial capability identified in the case.

4. Conclusion

The study indicates that UD Singkong "MAS" employs an integrated strategy encompassing four interdependent managerial dimensions. Capital management involves separating business and personal finances, recording cash flows, and reinvesting a portion of

profits. Raw-material management emphasizes input quality, cost considerations, and procurement planning. Production management adjusts output to customer demand and inventory conditions. Marketing management combines product differentiation, direct distribution, customer recommendations, local relationships, and repeat purchasing. Together, these dimensions form a mutually reinforcing system that supports business continuity and adaptive responses to market demand. The finding is consistent with research emphasizing the importance of developing and coordinating organizational capabilities for SME performance (Dejardin et al., 2023; Mongkol, 2022), as well as the relationship between marketing integration and product innovation in Indonesian food SMEs (Melany et al., 2024).

The integrated approach is associated with reported sales development and contributions to the surrounding community. Demand sometimes exceeds available production, resulting in pre-orders, while recorded sales volume increased over the period covered by the enterprise's records. The business also provides employment for approximately five to seven local workers and offers cassava farmers a relatively stable outlet for their produce, strengthening links between agricultural production and food processing. These observations suggest that coordinated management may support the continuity and competitiveness of resource-constrained food SMEs while generating local economic benefits. Given the single-case qualitative design, however, the findings should be interpreted as contextual evidence rather than proof of causal effects or statistical generalizability.

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