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Accelerating the Growth of Cookie MSMEs: New Product Development, Marketing Digitalization, and Sustainable Business Management

Inung Wijayanti¹, Taufiq Akbar², Achmad Syauqi Ilal Jinan³, Ihsan Albana⁴,
Azka Aurelia Dewanti⁵, Laila Ramadhani⁶

^{1,2,3,4,5,6} Faculty Economy And Business, Perbanas Institute, Jakarta, Indonesia

Email: syauqi.jinan@perbanas.id

ABSTRACT

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Small and Medium Enterprises (SMEs) in the dry cake sector play a strategic role in strengthening the community's economy. Chokomafood, a home-based dry cake SME established in 2019 and managed by Sinta Nurlia, Bela Pratiwi, and Selis Widyawati, is located in Cipinang Muara, Jatinegara, East Jakarta. The business produces six variants of Cookies Raya: Nastar, Keju Aren, Almond Cokelat, Almond Matcha, Soes Double Choko, and Brownie. Despite having an Instagram account (@chokomafood_), the business still faces significant challenges in optimizing digital marketing, financial management, and product packaging. This community service program by Perbanas Institute aimed to improve the management capacity and marketing reach of Chokomafood. The methods used include participatory training, mentoring, and assistance in optimizing social media and digital catalogs. The results showed that the average monthly turnover increased by 137.5%, from Rp1,200,000 to Rp2,850,000. The number of regular customers grew from 8 to 27 people, and the marketing reach expanded from local neighborhoods to cross-district areas and online platforms. Furthermore, two innovative new product variants — Choko Pandan Crispy and Red Velvet Cheese Melt — were developed and recommended to diversify the product line and strengthen the brand identity. This program demonstrates that integrated assistance combining product development, digital marketing optimization, financial management, and product branding significantly boosts the competitiveness and sustainability of dry cake SMEs.

I. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are a key pillar of the Indonesian economy, contributing significantly to Gross Domestic Product (GDP) and employment. Tambunan (2019) findings indicate that the MSME sector in Indonesia is quantitatively dominated by micro and small enterprises, whose proportion approaches the totality of all registered business units. However, their contribution to GDP amounts to only approximately 58 to 61%, a figure that is disproportionate to their numerical dominance. Women account for approximately 42.84% of micro and small enterprise ownership in Indonesia, although their proportion relative to male entrepreneurs differs from one province to another.

However, pastry MSMEs still face various structural challenges that hinder their business growth. In improving their competitiveness, MSMEs need to pay attention to innovation, both in terms of their products and processes. Chokomafood MSME, established in 2019 and located at Jl. Mulya Jaya RT 003/RW 008 No. 13, Cipinang Muara, Jatinegara, East Jakarta. This MSME is managed by three owners: Sinta Nurlia, Bela Pratiwi, and Selis Widyawati. They produce a flagship product line called Chokomafood Cookies Raya with six variants: (1) Nastar, (2) Palm Sugar Cheese, (3) Chocolate Almond, (4) Matcha Almond, (5) Double Choko Soes, and (6) Brownie. The MSME also already has an Instagram account (@chokomafood_), in an effort to significantly boost sales. Chokomafood is a partner in the Perbanas Institute community service program.

Utilizing digital platforms presents a strategic opportunity for MSMEs to expand their market reach. Research by Andika et al. (2021) shows that the adoption of Digital Marketing can improve the performance of MSMEs. Research Therefore, comprehensive mentoring is essential to help pastry MSMEs optimally utilize digital technology. The main issues identified among partners are: (1) limited digital marketing capabilities, (2) financial management that is still mixed with household finances, (3) unattractive and unlabeled product packaging, and (4) minimal product variety. This community service program aims to empower pastry MSMEs through digital marketing training, business management mentoring, and product branding enhancement, thereby increasing their competitiveness and improving their well-being.

II. METHODS

This community service program will be implemented over three months, from July to October 2025, with the Chokomafood MSME partner located at Jl. Mulya Jaya RT 003/RW 008 No. 13, Cipinang Muara Village, Jatinegara District, East Jakarta. The program was initiated by the community service team from the Perbanas Institute. The program targets Chokomafood cookie entrepreneurs identified through an initial survey. The implementation method used includes three main stages. The first stage is a needs assessment. Data was collected through in-depth interviews and direct observation with all Chokomafood MSME owners, namely Sinta Nurlia, Bela Pratiwi, and Selis Widyawati, to identify specific challenges faced by their businesses. The assessment results served as the basis for designing relevant and contextual training materials. The second stage is training and workshops.

The training was conducted in four six-hour sessions, covering the following topics: (a) optimizing digital marketing through Instagram (@chokomafood_), Facebook, and WhatsApp Business; (b) product photography using a smartphone for more engaging social media content; (c) simple bookkeeping and separating business finances from household finances; and (d) packaging design and product label creation using the Canva app. Each training session used lectures, demonstrations, and hands-on practice. The third stage was mentoring and monitoring. For two months after the training, the community service team conducted weekly field visits to monitor participants' implementation of the training materials. Mentoring was provided individually and in groups through a specially formed

WhatsApp group. Program evaluation was conducted by comparing data on turnover, number of customers, and marketing reach before and after the program using a prepared monitoring sheet.

III. RESULTS AND DISCUSSION

The initial assessment results indicate that the Chokomafood MSME faces a number of fundamental challenges in developing its business. Table 1 presents the identified challenges identified based on in-depth interviews with the three business owners.

No	Problem Aspect	Current Condition in the MSME	Impact on the Business	Category
1	Limited capital and access to financing	Business capital comes from personal savings; no access to formal financial institutions yet	Difficult to expand production capacity and business operations	Very High
2	Lack of digital marketing capability	Instagram account (@chokomafood_) exists but is not optimized; no digital catalog or e-commerce platform	Sales are limited to the surrounding neighborhood (RT/RW area)	Very High
3	Poor financial management	Business and household finances are still mixed	Business profits cannot be measured and managed properly	High
4	Unattractive product packaging	Plain packaging without brand labels; no consistent product identity	Low consumer trust and product appeal	High
5	No business license certification (P-IRT/BPOM)	Products are not yet certified with P-IRT/BPOM	Difficult to enter modern markets and official e-commerce platforms	Medium
Total		5 aspects	-	

Table 1. Identification of Problems of Chokomafood MSMEs

Based on the data in Table 1, it is clear that the biggest challenges faced by the Chokomafood MSME are limited capital and access to capital, followed by weak digital marketing capabilities despite having an Instagram account. The findings of Herliana, Atika and Siregar (2025) indicate that access to capital has a negative impact on MSMEs, particularly culinary MSMEs, meaning that they face limitations in accessing capital. Sitompul et al. (2025) emphasize that external factors, including training, mentoring, and government regulations and policies, play a significant role in driving the digital transformation process. The recommended strategies encompass strengthening digital literacy skills, developing partnerships with digital platforms, and pursuing innovation in the products being offered.

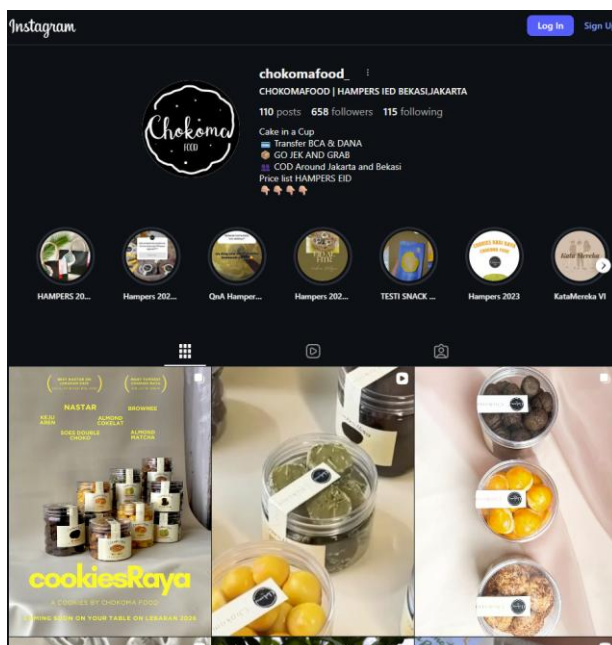
After three months of program implementation, significant changes occurred in various performance indicators of the participants' businesses. Table 2 presents a comparison of business indicators before and after the program.

No	Improvement Indicator	Before the Program	After the Program
1	Average monthly revenue	Rp 1,200,000	Rp 2,850,000
2	Number of regular customers	8 customers	27 customers
3	Marketing reach	Local neighbourhood (RT/RW)	Across sub-districts & online
4	Product variants sold	4 variants	6 variants (Cookies Raya)
5	Branded packaging	None	Available (brand stickers)

Table 2. Comparison of Business Performance Indicators Before and After the Program

The data in Table 2 shows a significant increase in all business performance indicators. Participants' average monthly turnover increased by 137.5%, from Rp1,200,000 to Rp2,850,000. This increase was primarily driven by expanded marketing reach through social media and e-commerce platforms. The number of repeat customers more than tripled, from 8 to 27, indicating the formation of new customer loyalty from outside the local area. Furthermore, the increase in product variety from four to six Chokomafood Cookies Raya variants—Nastar, Aren Cheese, Chocolate Almond, Matcha Almond, Double Choko Soes, and Brownie—demonstrates the growing creativity and confidence of partners in innovation. This diversity of variants also broadens the market segment, from consumers who prefer classic flavors (Nastar) to those seeking modern and unique options (Almond Matcha, Double Choko Soes). The success of this program is also reflected in the more active use of the @chokomafood_ Instagram account, which now boasts high-quality product photos and informative captions.

As a further development step, the community service team recommended two new Cookie Raya variants: (1) Choko Pandan Crispy — pandan-based cookies topped with chocolate, combining the Chokomafood brand identity with the trendy Indonesian pandan flavor, potentially reaching a wider market segment across all ages; and (2) Red Velvet Cheese Melt — red velvet cookies with a cream cheese filling that are visually appealing and perfect for viral Instagram content, significantly supporting Chokomafood's digital marketing strategy. From a financial management perspective, the three Chokomafood MSME owners have successfully separated business finances from household finances and begun recording every transaction using a simple cash book. This represents a fundamental change that has not been previously implemented by partners.





IV. CONCLUSION

The community service program implemented by the Perbanas Institute team with the Chokomafood MSME partner on Jl. Mulya Jaya RT 003/RW 008 No. 13, Cipinang Muara, Jatinegara, East Jakarta, successfully achieved its stated objectives. Through a comprehensive training approach encompassing digital marketing, financial management, and product branding, significant improvements were achieved in partner business performance indicators, including a 137.5% increase in turnover, a more than threefold increase in customer numbers, an expansion of marketing reach across sub-districts and online platforms, and the development of product variants from four to eight through innovative new recommended variants.

The success of this program demonstrates that integrated mentoring, combining technical aspects of digital marketing, financial literacy, and aesthetic product packaging, significantly improves the competitiveness of the pastry MSME. For the sustainability of the program, it is recommended that there be follow-up in the form of: (1) facilitating access to capital through partnerships with microfinance institutions, (2) assistance in the P-IRT licensing process, and (3) the formation of cooperatives or joint business groups to strengthen the bargaining position of Chokomafood MSME business actors in Jatinegara District, East Jakarta.

THANK-YOU NOTE

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LIST OF PARTICIPANTS

The following is a list of participants and speakers who attended the implementation of this community service program:

No	Participant / Speaker Name	Position	Role
1	Inung Wijayanti	Head of Community Service Team	Program Coordinator & Person in Charge of the PKM Activities
2	Taufiq Akbar	Team Member	Trainer for Financial Management & Digital Marketing
3	Jinan	Team Member	Facilitator for Social Media Optimization & Digital Content Training
4	Ihsan Albana	Team Member	Facilitator for Product Photography & Packaging Design Training
5	Alvin	Team Member	Field Assistant & Activity Documenter
6	Nabila	Team Member	Field Assistant & Digital Catalog Facilitator
7	Sinta Nurlia	Owner / Manager of Chokomafood	Training Participant & Main MSME Partner of Chokomafood
8	Bela Pratiwi	Owner / Manager of Chokomafood	Training Participant & MSME Partner of Chokomafood
9	Selis Widyawati	Owner / Manager of Chokomafood	Training Participant & MSME Partner of Chokomafood

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