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Strengthening Business Management Functions at Pia Mangkok Merah Cuan Factory in Malang: A Community Service-Based Approach

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ABSTRACT
This community service program strengthened the integration of business management functions at CV Pia Mangkok Merah Cuan, a heritage pastry enterprise in Malang, East Java. The partner had developed considerable production capacity, product variety, distribution coverage, and formal financial administration; however, rapid organizational growth created a need to align role clarity, production control, management information, and omnichannel marketing. The program used a participatory, output-oriented approach consisting of diagnostic observation, semi-structured interviews, document review, joint problem mapping, function-specific assistance, and reflective evaluation. The intervention integrated four domains: human resources, finance, operations, and marketing. Verified outputs included a role-and-coordination matrix, a management review checklist, a production-flow and control-point map, a financial review framework linked to the partner's existing accounting system, and a marketing action matrix connecting heritage value, product variety, outlets, and digital channels. The program did not treat the partner as a start-up with no management system; instead, it translated existing practices into more explicit, coordinated, and reviewable routines. The principal outcome was improved managerial readiness: decision responsibilities became more visible, operational risks could be discussed across functions, and marketing recommendations were anchored in verified business capacity. This case demonstrates that community service for a mature culinary SME is most useful when it focuses on integration and institutionalization rather than introducing isolated tools. Longitudinal monitoring of task compliance, production variance, financial review timeliness, digital engagement, and repeat purchase is recommended before claims of business-performance improvement are made.
Keywords: business function integration; community service; culinary SME; heritage food; participatory assistance

1. INTRODUCTION

Micro, small, and medium enterprises (MSMEs) remain central to Indonesia's productive economy. Government publications consistently report that the sector contributes approximately 61% of national gross domestic product and absorbs about 97% of employment (Kementerian Koperasi dan UKM Republik Indonesia, 2024). These aggregate figures, however, should not obscure the managerial diversity of MSMEs. Some are survival-oriented microbusinesses with informal records, whereas others have accumulated brands, employees, outlets, machinery, and formal systems across generations. The latter group requires a different community-service logic: the issue is often not the complete absence of management practices, but weak integration among functions as the organization becomes more complex.

This distinction is especially relevant in the culinary souvenir industry. A heritage food enterprise simultaneously manages product authenticity, food safety, freshness, production continuity, labor coordination, packaging, outlet availability, and changing consumer communication. The value offered to tourists is not limited to taste; it also includes local identity, trust, convenience, and the ability to carry a place-based story home. Research on traditional food products shows that authenticity and cultural continuity can become strategic resources, but only when they are consistently translated into product quality and market communication (Bessière, 1998; Sims, 2009). For a growing enterprise, that translation depends on the coordination of human resources, finance, operations, and marketing.

Pia Cap Mangkok represents this type of mature local enterprise. The brand was initiated in Malang in 1959 by Zabur Oetomo (Oei To Lam) and Tri Pinarti (The Pin Nio), building on a family recipe. Its official history records that production began at home with approximately 20 packages per day and initially offered mung-bean filling. The bowl logo and the Shuang Xi characters were introduced in 1960 as symbols of business success and family happiness. The company has retained handmade production while expanding flavors, packaging formats, delivery services, and outlets in the Malang area (Pia Cap Mangkok, 2026). This combination of continuity and expansion makes the company an appropriate partner for management-strengthening assistance.

The partner profile documented during the 2024 field program confirms substantial organizational development. Records identified an owner-director, general management, human resources and general affairs, business development, supply-chain, finance and accounting, sales, marketing, purchasing, supervisors, team leaders, and administrative roles. Workforce documentation available to the team listed 40 employees, while operational interviews referred to staffing of up to 50 workers depending on activity and reported 25 employees in production. Production capacity was reported at approximately 13,000 pieces per day. The partner had also separated business and personal finances, used accounting software, held tax identification, and operated multiple market channels. These characteristics contradict the early draft's portrayal of an informal craft enterprise without financial records or standardized business functions.

The initial diagnostic nevertheless identified coordination risks. First, the family-oriented work culture encouraged mutual assistance but did not always make task boundaries, escalation routes, and performance responsibilities explicit. Second, the availability of accounting software did not automatically ensure that financial information was routinely converted into cross-functional decisions on cost, price, inventory, and investment. Third, high production capacity required control points that connected demand forecasts, purchasing, processing, quality checks, packaging, and distribution. Fourth, the brand possessed a strong heritage narrative and multiple outlets, yet digital communication needed a more systematic connection between heritage, product information, customer interaction, and channel performance. These are integration problems rather than simple capability deficits.

Community-service literature on MSMEs often reports short training programs in bookkeeping or digital marketing. Such programs can improve participant understanding, particularly when training is followed by hands-on practice and mentoring (Ariyani et al., 2023; Zahrosa et al., 2024). Nevertheless, fragmented interventions may create separate tools that are not embedded in daily decisions. Small-firm planning research also suggests that the value of planning depends on how it is linked to actual management behavior and changing business conditions (Gibson & Cassar, 2005). Therefore, an integrated intervention is needed for a mature enterprise whose functions already exist but require stronger interfaces.

This article reports a community service program designed to strengthen business-function integration at CV Pia Mangkok Merah Cuan. The program pursued three objectives: (1) to establish an evidence-based map of existing strengths and priority gaps across human resources, finance, operations, and marketing; (2) to co-develop practical management instruments that could be used within the partner's existing structure; and (3) to define measurable follow-up indicators without overstating short-term business impact. The article contributes a context-sensitive model for assisting mature culinary SMEs, emphasizing institutionalization, cross-functional coordination, and verifiable outputs.

Figure 1. Pia Cap Mangkok product and packaging.
Source: Author Documentation, 2026.

2. METHODS

Program Design and Setting

The program adopted a descriptive participatory approach informed by participatory action research. Participation was operationalized through joint diagnosis, discussion of feasible solutions, trial use of management instruments, and reflection with the partner. The approach was selected because practical knowledge was distributed across the owner, managers, supervisors, and employees; consequently, recommendations could not be designed solely from external observation (McIntyre, 2008). The program was implemented in 2024 at the partner's production and business location on Jalan Villa Tidar Indah No. 5, Sukun, Malang, East Java.

The unit of engagement was the organization rather than individual consumers. Key informants consisted of the owner-director and personnel representing general management, human resources, finance and accounting, supply chain, purchasing, production supervision, sales, marketing, and administration. Employees involved in production and outlet activities provided contextual information about task execution and coordination. The facilitation team acted as a diagnostic partner, discussion moderator, instrument developer, and evaluator. Financial figures and personal information not necessary for publication were excluded from the manuscript.

Implementation Stages

The program proceeded through five connected stages. In the first stage, the team conducted preliminary observation and reviewed the partner's history, organizational structure, staffing records, product portfolio, production flow, equipment, outlet channels, and administrative practices. Semi-structured interviews were used to compare formal role descriptions with actual coordination. The purpose was to distinguish genuine gaps from systems that were already functioning.

In the second stage, findings were organized into a four-function diagnostic matrix. Each observation was classified as an existing strength, coordination risk, priority need, or item requiring further evidence. Problems were prioritized using three considerations: potential disruption to product quality or continuity, frequency of cross-functional dependence, and feasibility of improvement with the partner's current resources. This stage corrected several assumptions in the initial manuscript, particularly the inaccurate claims that the partner had no systematic financial recording and relied primarily on seasonal offline sales.

The third stage involved co-designing practical instruments. For human resources, the team prepared a role-and-coordination matrix linking recurring activities, responsible persons, supporting roles, approval routes, and review indicators. For finance, assistance focused on a management review framework that used outputs from the existing accounting software rather than replacing it with a basic spreadsheet. For operations, the team mapped the flow from demand planning and purchasing to production, quality control, packaging, storage, and distribution, and identified review points for quantity, time, quality, and traceability. For marketing, the team developed an action matrix linking brand heritage, product variants, packaging, outlets, delivery, content themes, and channel metrics.

In the fourth stage, the instruments were discussed and refined through field assistance. Examples from the partner's routine were used so that terms, role assignments, and review cycles reflected actual operations. The facilitators emphasized low-cost institutionalization: brief coordination routines, clearly owned records, and management dashboards using data already generated by the business. In the fifth stage, the team conducted reflective evaluation with partner representatives to assess relevance, usability, compatibility, and follow-up responsibility.

Data Collection, Indicators, and Analysis

Data were obtained from observation notes, semi-structured interviews, organizational and workforce documents, production information, financial-system descriptions, product and outlet information, and the partner's official website. Triangulation was performed by comparing interview statements with documents, observed practices, and public business information. When sources differed, the manuscript used qualified descriptions rather than presenting uncertain values as exact facts. For example, workforce size is described as approximately 40-50 rather than selecting one conflicting figure.

Evaluation focused on immediate program outputs and managerial readiness because the available documentation did not contain a controlled pretest-posttest or a sufficiently long post-intervention sales series. Four criteria were used: relevance to a diagnosed problem, completion of an agreed instrument, usability within existing routines, and assignment of a responsible function. Recommended longitudinal outcome indicators were defined for subsequent monitoring: role compliance and issue-resolution time for human resources; timeliness and use of monthly management reports for finance; production variance, defect or complaint rate, and on-time fulfillment for operations; and reach, engagement, conversion, repeat purchase, and channel contribution for marketing. Data were analyzed descriptively through reduction, categorization by function, before-assistance versus post-assistance output comparison, and interpretive synthesis. No inferential or causal claim was made.

3. RESULTS AND DISCUSSION

Diagnostic Reframing: From Functional Absence to Functional Integration

The most important result of the diagnostic stage was a reframing of the partner's needs. Pia Cap Mangkok was not an early-stage microenterprise lacking organizational functions. It had a multilevel structure, a recognized heritage brand, formal financial administration, substantial production capacity, product diversification, several outlets, and online information and ordering channels. Accordingly, introducing generic bookkeeping templates or simply opening a social-media account would have duplicated existing capabilities. The relevant challenge was to make interdependence among functions explicit and reviewable.

This reframing improved the fit of the program. Human-resource issues were connected to production flow and service consistency; financial information was linked to purchasing, costing, price, and investment decisions; operations were related to demand and distribution; and marketing promises were aligned with production capacity, shelf life, and outlet availability. Such alignment is consistent with the principle that small-business support should be contingent on the firm's stage, resources, and management system rather than applying a uniform intervention (OECD, 2021).

Human Resources: Clarifying Accountability without Weakening Mutual Support

The partner's work culture emphasized family-like cooperation and employees assisted one another when workloads increased. This social capital supported responsiveness, but an overly implicit system could make accountability difficult when tasks crossed departments. The intervention therefore did not discourage teamwork. Instead, the role-and-coordination matrix distinguished the accountable role from supporting roles and identified when an operational issue should be escalated.

The matrix covered recurrent activities such as demand confirmation, production scheduling, material availability, quality release, packaging, stock transfer, outlet replenishment, promotional execution, complaint handling, and financial review. For each activity, the partner could record the person responsible, collaborators, approving manager, required evidence, review frequency, and exception route. The verified immediate output was the availability of a common coordination instrument and agreement that task clarity should coexist with flexible assistance. The expected longer-term effect is shorter issue-resolution time and fewer tasks without a clear owner; however, this effect requires routine log data and was not claimed as achieved during the program.

This result supports human-capital literature emphasizing that employee capability only becomes organizational performance when skills are coordinated through roles, routines, and delegation (Musthafa et al., 2024). In the context of a heritage food producer, explicit accountability is also important for transferring tacit production knowledge without removing the craftsmanship that differentiates the product.

Financial Management: Converting Records into Management Information

Contrary to the early draft, the partner had already separated business and personal finances, held a tax identification number, and used accounting software to record transactions and generate financial statements. The intervention therefore shifted from elementary financial literacy to management use of existing information. The review framework connected monthly revenue and expense reports with product cost, material-price changes, cash needs, margin review, investment, and contingency decisions.

The framework proposed a concise monthly meeting in which finance and relevant functions review: sales by channel or product category where data are available; direct material and labor trends; significant overhead changes; stock or purchasing exceptions; gross-margin movement; cash commitments; and actions requiring owner approval. This output strengthens the decision value of accounting information. Digital tools do not automatically improve performance if data remain isolated within the finance function; usefulness emerges when reports are timely, understood, and incorporated into operational choices.

For subsequent evaluation, the recommended indicators are the proportion of monthly reviews completed on schedule, the number of decisions supported by documented financial information, variance between standard and actual major costs, and closure of agreed follow-up actions. This approach is more appropriate than claiming that a basic Excel template improved financial literacy, because it builds on the partner's actual level of system maturity. It also aligns with community-service evidence showing that financial mentoring is more sustainable when participants practice with their own transactions and receive follow-up assistance (Ariyani et al., 2023; Zahrosa et al., 2024).

Operations: Making Capacity, Flow, and Control Points Visible

The field report described an average production capacity of approximately 13,000 pieces per day and about 25 production employees. Production involved material preparation, filling and skin preparation, forming, baking, cooling, packaging, and distribution. Existing machines included mixing, grinding, forming or skin-processing equipment, ovens, and packaging-related equipment. The observed layout broadly followed the production sequence and the partner applied quality and hygiene considerations. These conditions indicate an established operation rather than a home-based workshop.

Assistance focused on mapping the end-to-end flow and the information exchanged at each boundary. Demand information informs production planning; production requirements inform purchasing and material release; process completion triggers quality and packaging checks; finished goods are matched with outlet and delivery requirements; sales and complaint information return to planning and improvement. The resulting control-point map specified four types of evidence: quantity, time, quality, and responsibility. Examples include planned versus actual output, material availability, processing or waiting time, product release, packaging accuracy, stock movement, and complaint disposition.

The immediate output was a shared operational view that could support cross-functional discussion. The program did not verify the previously claimed 25% reduction in preparation time or a reduction in complaints because baseline definitions and comparable post-intervention observations were unavailable. Future monitoring should calculate production-plan attainment, yield or waste where measurable, defect and complaint rates, on-time fulfillment, and downtime using consistent denominators. This transparent limitation strengthens rather than weakens the article because it separates program outputs from business outcomes.

Marketing: Integrating Heritage, Product Breadth, and Omnichannel Access

The partner's official information presents Pia Cap Mangkok as a Malang heritage product established in 1959, handmade using a family recipe, and recognizable through its bowl and Shuang Xi identity. Products are offered in multiple flavors and packaging sizes, with delivery services and several outlets. This evidence shows that the partner already possessed substantial brand assets and market access. The marketing challenge was to communicate them consistently and measure how content and channels contribute to customer action.

The marketing action matrix organized content into five themes: heritage and founder story; handmade process and quality cues; flavor and packaging guidance; outlet, delivery, and storage information; and customer use occasions. Each theme was paired with a communication objective, target audience, call to action, responsible role, channel, and metric. For example, heritage content is intended to strengthen authenticity and recall, whereas packaging guidance reduces purchase uncertainty and outlet information supports conversion. Production and finance representatives are involved when promotions affect capacity, stock, cost, or margin.

This integration is important because digital marketing is not merely frequent posting. It requires coherent value communication, reliable product fulfillment, and evidence from channel analytics. Community-service studies have found that guided digital marketing can broaden participants' understanding and market reach (Ariyani et al., 2023), but the relevant metrics depend on the enterprise's maturity. For Pia Cap Mangkok, recommended indicators include content consistency, qualified inquiries, click-to-order behavior, conversion by channel, repeat purchase, and the contribution of promotions to sales and margin. The draft's unverified claims of a 42% increase in Instagram inquiries and 15 new marketplace transactions were therefore removed.

Table 1 summarizes the evidence-based transition from the partner's initial condition to the immediate outputs and follow-up indicators.

Table 1. Evidence-based outputs and follow-up indicators of the management-strengthening program

Domain	Verified initial condition	Immediate program output	Recommended longitudinal indicator
Human resources	Approximately 40-50 employees; functional structure and collaborative culture; some role boundaries remained implicit.	Role-and-coordination matrix specifying accountability, support, approval, evidence, and escalation.	Role compliance; issue-resolution time; action closure; cross-skill coverage.
Finance	Personal and business funds separated; tax administration and accounting software already used.	Monthly management-review framework connecting reports with cost, price, cash, stock, and investment decisions.	On-time monthly review; documented decisions; major cost variance; follow-up closure.
Operations	Established equipment and sequential production flow; reported capacity about 13,000 pieces/day and 25 production workers.	End-to-end flow and control-point map for quantity, time, quality, traceability, and responsibility.	Plan attainment; yield/waste; defect or complaint rate; on-time fulfillment; downtime.
Marketing	Heritage brand since 1959; multiple flavors, packages, outlets, delivery, website, and social channels.	Marketing action matrix connecting heritage, product information, calls to action, ownership, channels, and metrics.	Reach and engagement; qualified inquiry; conversion; repeat purchase; channel sales and margin.

Source: Authors' Processing, 2026.

Integrated Model and Sustainability

Across the four domains, the program produced a simple integration cycle: market information and financial constraints inform planning; human-resource responsibility enables execution; operational controls generate performance evidence; finance and marketing interpret results; and management review assigns corrective action. The instruments are complementary. A marketing campaign without production readiness can create stock or service problems; operational improvement without financial review may not improve margin; and a management dashboard without assigned responsibility may not lead to action.

The sustainability mechanism is institutional rather than tool-dependent. The partner can embed the matrix and checklists into existing meetings, software exports, supervisor records, and content planning. Each instrument should have one custodian, a defined review frequency, and an escalation route. The owner-director retains strategic authority, while function managers become responsible for supplying evidence and closing actions. This design reduces dependence on the university team and respects the partner's established structure.

The case also extends the common PKM model. For mature SMEs, empowerment does not necessarily mean teaching a completely new skill. It may mean surfacing tacit routines, correcting fragmented information, and helping management convert experience into an organizational system. This is especially relevant for a multigenerational heritage enterprise where excessive formalization could undermine flexibility, but insufficient formalization could make growth dependent on a few individuals. The appropriate solution is selective formalization of coordination and review while preserving product identity and craftsmanship.

Limitations

Three limitations should guide interpretation. First, the knowledge base was a comprehensive field report rather than a longitudinal impact dataset. Some figures differed across sections; qualified ranges and source triangulation were therefore used. Second, the program evaluation documented outputs and managerial readiness, not statistically tested changes in productivity, sales, profit, or employee behavior. Third, customer and employee perceptions were not measured with validated pretest-posttest instruments. Future community service should establish indicator definitions before intervention, collect baseline data for at least one comparable operating cycle, and monitor implementation after three and six months. A mixed-method evaluation could combine system records, observation, short knowledge or usability measures, and interviews.

4. CONCLUSION

The community service program at CV Pia Mangkok Merah Cuan strengthened the integration of human resources, finance, operations, and marketing using a participatory and evidence-based approach. The central diagnostic finding was that the partner was not an informal start-up without management systems. It was a mature heritage culinary enterprise with an organizational structure, accounting software, significant production capacity, product diversity, several outlets, and digital access. Its priority need was therefore cross-functional coordination and institutionalization.

The program generated four practical outputs: a role-and-coordination matrix, a financial management-review framework, an operational flow and control-point map, and a marketing action matrix. Together, these instruments made responsibility, information exchange, and review indicators more explicit while retaining the partner's collaborative culture and handmade heritage. The article deliberately distinguishes these verified outputs from longer-term business outcomes. Claims about percentage increases in productivity, inquiries, sales, or complaint reduction were removed because comparable baseline and follow-up evidence was unavailable.

The partner is advised to appoint an owner for each instrument and conduct concise monthly cross-functional reviews. Over the next three to six months, evaluation should track role compliance, issue-resolution time, monthly financial-review completion, cost variance, production-plan attainment, defect or complaint rates, on-time fulfillment, digital conversion, repeat purchase, and channel margin. For universities, this case indicates that PKM for mature culinary SMEs should begin with organizational diagnosis and adapt intervention intensity to existing capability. For policymakers and support institutions, assistance packages should differentiate between basic capability building and integration support so that established local brands receive interventions appropriate to their stage of development.

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CONFLICT OF INTEREST

The authors declare that there is no conflict of interest regarding the publication of this article.

DATA AVAILABILITY

The data supporting the findings of this article were obtained from field observations, semi-structured interviews, organizational and workforce documents, production information, financial-system descriptions, product and outlet information, and publicly available business information. Data containing personal, confidential, or commercially sensitive information were excluded from the manuscript. Non-confidential data may be made available by the corresponding author upon reasonable request, subject to the consent of the partner organization.

AUTHOR CONTRIBUTIONS

All authors contributed to the implementation and preparation of this community service article. The authors jointly participated in program planning, field activities, data collection and interpretation, development of the management-strengthening instruments, discussion of the findings, manuscript preparation, and critical revision of the final manuscript. All authors read and approved the final version of the article.

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