

Strengthening Business Management Functions at Intidesign Digital Printing in Malang through Participatory Management Assistance

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ABSTRACT

Intidesign Digital Printing is a long-established printing and design enterprise in Malang whose daily operations combine design services, digital printing, finishing, and customer-facing activities. The 2024 field report identified a strong service orientation but also showed that several management practices remained informal and depended heavily on owner and employee experience. This community service article aims to formulate an integrated strengthening model across human resource, financial, operational, and marketing functions. The program used a participatory management-assistance approach based on field observation, interviews with the owner and employees, document review, photographic documentation, and joint problem mapping. The diagnostic results indicate four priority areas: role and communication clarity in human resources; more disciplined financial recording and receivable control; written workflow standards and preventive maintenance in operations; and consistent digital communication to complement word-of-mouth marketing. Rather than claiming unsupported short-term performance gains, the program translates these findings into practical management instruments and follow-up indicators that can be monitored by the partner. The case shows that knowledge transfer for small enterprises is most useful when tacit routines are converted into simple, repeatable, and measurable management practices while preserving the flexibility required by customized service businesses.

Keywords: community service; digital printing; business management; SME; participatory assistance

1. INTRODUCTION

Small and medium-sized enterprises (SMEs) play an important role in employment, local income, and entrepreneurship, but their competitiveness increasingly requires managerial discipline and digital adaptation. Digital transformation involves not only technology adoption but also managerial readiness, employee capability, internal coordination, and the ability to create operational and market value (Purnomo et al., 2024; Mladenova, 2024). Organizational factors such as digital culture, human resources, and

management support also influence technology adoption in innovative SMEs (Faiz et al., 2024). These issues are particularly relevant to creative service businesses such as digital printing, where customized orders, short lead times, and technology-based production require effective coordination.

Intidesign Digital Printing, located in Malang City, was established in 2000 and operates as a one-stop printing service offering banners, stickers, business cards, brochures, photo products, acrylic products, and design services. The 2024 field report describes a multi-floor production facility, various printing and finishing equipment, and employees responsible for design, printing, finishing, and customer service. Although the business has substantial operational experience and a diverse service portfolio, its management practices have developed largely through experience and require further formalization. This need is consistent with the broader view that management capability influences how SMEs respond to technological and environmental changes (Mladenova, 2024).

The baseline report identified challenges in human-resource coordination, financial management, operations, and marketing. Communication remained informal, delayed customer payments affected cash flow, SOPs were largely unwritten, machine maintenance was reactive, and digital marketing was inconsistent. These conditions show a gap between practical experience and systematic management. Therefore, the program focuses on four integrated areas: role and communication clarity, financial and receivable control, operational workflow and preventive maintenance, and consistent digital marketing.

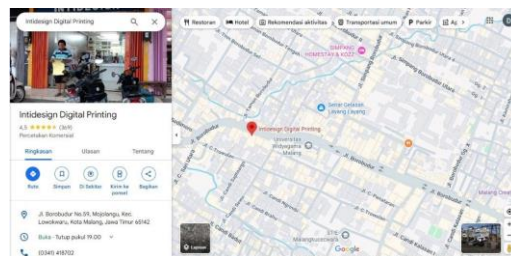


Figure 1. Intidesign Digital Printing location and local business listing.

Source: partner documentation compiled in the draft manuscript.

The community service program focuses on converting Intidesign's existing tacit routines into practical managerial tools through participatory management assistance, positioning the business actor as a co-producer of solutions rather than merely an intervention object. Although Participatory Action Research (PAR) can support collaborative problem mapping, action planning, and reflection (Khafsoh & Riani, 2024), the available documentation does not provide a complete action-reflection cycle or validated post-intervention measurements; therefore, this article emphasizes diagnosis, co-design, and measurable follow-up indicators. The program strengthens four integrated functions: people and communication, financial and receivable management, operational workflow and maintenance, and consistent digital marketing. This approach replaces unsupported numerical claims with documented baseline findings, program outputs, and indicators for future monitoring. The case demonstrates how university-assisted knowledge transfer can formalize SME management practices while maintaining the flexibility required in customized printing services (Etzkowitz & Leydesdorff, 2000).

2. METHODS

The program used a descriptive, participatory management-assistance approach involving joint problem identification, analysis, solution design, and reflection. While informed by participatory action principles (Kemmis & McTaggart, 2005), the available evidence supports reporting the activity as management assistance rather than as an experimental or quasi-experimental evaluation.

Partner and Program Context

The partner was Intidesign Digital Printing in Malang City. The source report was prepared in 2024 through the Laboratory of Business and Management Applications, Management Study Program, Faculty of Economics and Business, Universitas Widyagama Malang. The business had operated since 2000 and, according to the field report, employed approximately 20 workers across operational activities. The enterprise offered integrated printing and design services and used several production assets, including digital printing, cutting, photocopying, acrylic-processing, and binding equipment.

Data Sources and Diagnostic Procedure

The diagnostic process drew on four forms of evidence. First, field observation was used to understand customer flow, design activity, production equipment, finishing, and the physical service environment. Second, interviews and discussions with the owner and employees were used to identify recurring problems in human resources, finance, operations, and marketing. Third, document review covered the comprehensive business report, recorded asset and cost information, descriptions of work procedures, and promotional practices. Fourth, photographic documentation was used to support contextual interpretation of the location, facilities, and digital presence. The revised manuscript treats the 2024 comprehensive report as the primary empirical basis and uses external literature only to interpret and strengthen the managerial discussion.

The analysis proceeded in five stages. The first stage mapped the existing business process and the partner's service characteristics. The second classified identified issues into four management functions. The third distinguished between practices already implemented, practices that remained informal, and recommendations that had not yet been verified as implemented. The fourth translated priority issues into low-complexity management instruments that could realistically be used by the partner. The fifth established follow-up indicators so that future mentoring can evaluate outcomes using comparable evidence rather than retrospective estimates.

Intervention Framework

In human resource management, the proposed assistance focuses on written role clarification, routine cross-division briefing, simple performance feedback, and continuous skill upgrading. In financial management, the focus is daily recording discipline, separation and reconciliation of cost categories, receivable aging, and due-date control. In operational management, the focus is a written design-to-print workflow, visible production scheduling, job-order tracking, preventive maintenance, and brief daily coordination. In marketing, the focus is to retain Intidesign's relationship-based strengths while adding consistent digital communication, clearer service presentation, and a simple content schedule. The intervention was intentionally designed as a set of practical routines rather than a complex

enterprise system because SME digitalization is more effective when technology adoption is aligned with organizational capacity and managerial readiness (Faiz et al., 2024; Purnomo et al., 2024).

Evaluation Principle

The evaluation principle is output-to-outcome traceability. Immediate outputs are defined as management instruments that can be observed directly—for example, a written job description, receivable list, workflow sheet, maintenance schedule, or content calendar. Outcomes are then assessed through indicators such as rework frequency, overdue receivables, on-time completion, machine downtime, online inquiries, and repeat-order ratio. This distinction is important because the available report documents baseline conditions and recommendations but does not provide validated before-and-after measurements. Therefore, no causal or percentage improvement is claimed in this article.

3. RESULTS AND DISCUSSION

The participatory diagnosis shows that Intidesign’s management challenge is best understood as a problem of formalization and integration rather than a lack of business experience. The partner has operated for more than two decades, possesses significant production assets, serves diverse customer segments, and has developed recognizable work routines. However, several routines remain person-dependent, undocumented, or inconsistently monitored. Table 1 summarizes the evidence-based baseline and the management instruments prioritized through the revised assistance framework.

Table 1. Evidence-based management priorities and follow-up indicators

Function	Baseline evidence	Practical management instrument	Follow-up indicator
Human resources	Communication and role coordination depend heavily on direct instruction; cross-division briefing is not consistently formalized.	Written role matrix; short daily/weekly briefing; simple feedback checklist.	Role clarity; number of rework incidents; briefing completion; skill-upgrading participation.
Finance	Owner directly controls cash flow; client payment delays are identified as a key cash-flow problem; cost records require stronger reconciliation.	Daily cash record; receivable aging list; due-date reminder; monthly cost reconciliation.	Record completeness; overdue receivables; collection lead time; reconciled monthly cash balance.
Operations	Order flow is identifiable, but SOPs are largely unwritten; maintenance is reactive; machine breakdowns disrupt production queues.	Written design-print-finishing SOP; production board; job-order tracker; preventive maintenance schedule.	On-time completion; machine downtime; rework; queue changes caused by breakdowns.
Marketing	Word-of-mouth is strong, while digital channels are present but not consistently activated; service portfolio is broad.	Service-positioning sheet; content calendar; standardized product/service visuals; inquiry log.	Posting consistency; qualified inquiries; source of customer lead; repeat-order ratio.

Source: Authors’ Processing, 2026.

Human Resource Management: From Person-Dependent Coordination to Role Clarity

The 2024 report shows that Intidesign has an established operational team, but organizational roles and coordination practices are not yet fully formalized. Direct instructions from the owner or manager and limited cross-division briefings can create repeated confusion, particularly when design or production errors are handled individually rather than shared as team learning. Therefore, the assistance should focus on simple

management routines, such as a one-page role matrix defining responsibilities throughout the order process and short briefings covering urgent orders, machine status, rework, and deadlines. These tools can transform individual knowledge into shared operational knowledge and provide a foundation for further digital adoption (Mladenova, 2024).

Employee development should be connected to actual operational needs, including design and machine skills, customer service, and digital-content capabilities. Training can be supported by regular refreshers and practical discussions based on problems encountered during production. Future monitoring should assess observable indicators such as design rework frequency, repeated errors discussed during briefings, and employees' understanding of their responsibilities within the order flow. This approach provides more reliable evidence of HR improvement than unsupported claims of percentage increases in employee efficiency.

Financial Management: Strengthening Recording Discipline and Receivable Control

The financial report provides useful baseline information, including owner-supervised cash flow, digital cash monitoring, business assets, and monthly revenue records. However, inconsistencies in the reported cost calculations indicate that the figures should not be presented as audited financial performance. The report also identifies delayed customer payments as a major issue affecting cash flow. Therefore, financial management should focus on daily cash recording, monthly reconciliation, receivable aging, and clear payment due dates. These controls can improve cash-flow visibility and support more accurate financial decision-making.

For the next mentoring cycle, a simple spreadsheet can classify receivables as current, 1–7 days overdue, 8–30 days overdue, and more than 30 days overdue. The objective is to make outstanding payments and cash commitments more visible rather than adopting technology for its own sake. This approach supports the view that SME digitalization should strengthen business processes and decision-making (Purnomo et al., 2024; Faiz et al., 2024). Future evaluation should measure recording completeness, overdue receivable values, customer accounts requiring reminders, and differences between recorded and reconciled cash. These indicators provide verifiable evidence for assessing improvements in financial management.

Operational Management: Formalizing the Design-to-Print Workflow

Operational management is one of the strongest documented aspects of the 2024 report. The production process begins with customer orders and design preparation, followed by work-order confirmation, printing, finishing, quality checking, and delivery. This shows that Intidesign already has an established production sequence, although it has not yet been fully documented as a formal SOP.



Figure 2. Intidesign customer-service and production facility.

Source: Author Documentation, 2026.

The main operational challenge is equipment failure, which can disrupt production schedules and delay customer orders. Maintenance is generally conducted after problems occur, while urgent orders may require postponing other jobs. To address this issue, a simple SOP should formalize the existing workflow from order confirmation, file validation, work-order release, printing, quality checking, and finishing to customer notification. Each stage should have a responsible person and status marker supported by a whiteboard or shared spreadsheet.

Preventive maintenance should complement the SOP through routine cleaning, inspection, consumable checks, and scheduled technician service. These practices can improve production visibility while maintaining the flexibility needed for customized orders. Future evaluation should measure machine downtime, delayed orders, on-time completion, and rework frequency. This approach provides measurable evidence of operational improvement without relying on unsupported percentage claims.

Marketing Management: Converting Service Strength into Consistent Digital Communication

The marketing diagnosis reveals an important contrast. Intidesign has a wide service portfolio and benefits from word-of-mouth referrals, repeat customers, a strategic urban location, and long operating experience. The report identifies target groups ranging from MSMEs and creative-industry actors to education, event organizers, individual customers, health-related institutions, government, and other public organizations. However, the same report also notes that social media was not consistently active. This means the core issue is not the absence of market potential but the weak conversion of existing service credibility into regular digital communication.

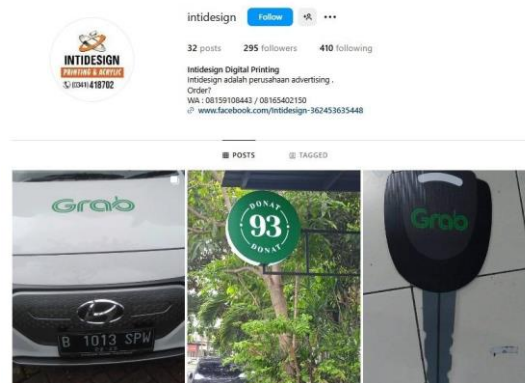


Figure 3. Intidesign social-media profile captured in the draft manuscript.

Source: Instagram Documentation, 2026.

Digital marketing should complement Intidesign's relationship-based customer acquisition by strengthening communication and market reach (Sharabati et al., 2024; Taiminen & Karjaluo, 2015). Practical content can focus on service information, finished products, design examples, production processes, customer use cases, and promotional offers while reinforcing the one-stop-service positioning. A simple monthly content calendar can organize themes, formats, calls to action, and responsibilities. In addition, an inquiry log can record customer sources such as walk-ins, referrals, Instagram, WhatsApp,

and local search, allowing future evaluation based on posting consistency, qualified inquiries, order conversion, and repeat orders rather than unsupported growth claims.

Integrated Implications for SME Capacity Building

The four functional areas are interdependent: human-resource clarity supports accurate order handling, financial recording strengthens cash management, operational standardization improves delivery reliability, and digital marketing influences incoming demand. Therefore, capacity building should prioritize management readiness before business expansion. This approach is consistent with research showing that SME digital competitiveness depends on integrated technical and organizational capabilities rather than technology adoption alone (Faiz et al., 2024; Mladenova, 2024). In the Intidesign case, simple tools such as role matrices, receivable records, production boards, preventive maintenance lists, and content calendars can provide a practical foundation for stronger management.

The case also demonstrates the role of academic community service as a form of knowledge transfer by translating business needs into practical management tools and measurable indicators. Universities can support SMEs in organizing evidence, improving routines, and developing monitoring mechanisms that remain useful after the assistance period. This reflects university–industry knowledge interaction at the local SME level (Etzkowitz & Leydesdorff, 2000). Importantly, community service reporting should distinguish between baseline conditions, program outputs, partner adoption, and measured outcomes to ensure that reported improvements are evidence-based and scientifically credible.

4. CONCLUSION

The Intidesign Digital Printing case shows that an established SME can have strong practical experience while still requiring management formalization. The main priorities are clearer roles and communication, improved financial and receivable control, written operational procedures with preventive maintenance, and consistent digital marketing. These areas are interconnected and should be managed as an integrated business system.

The program contributes by translating existing business routines into simple, repeatable management tools and measurable indicators. Unsupported numerical claims were removed and replaced with indicators such as rework, overdue receivables, on-time completion, machine downtime, qualified inquiries, and repeat orders. The sustainability of the program depends on consistent use of these tools and prospective monitoring, allowing future evaluations to present evidence-based improvements while maintaining the partner's operational flexibility.

AUTHOR CONTRIBUTIONS

All authors contributed to program planning, data collection and analysis, development of management instruments, manuscript preparation, and final revision. All authors approved the final manuscript.

DATA AVAILABILITY

Data were obtained from field observations, interviews, documentation, and operational records of Intidesign Digital Printing. Confidential data are not publicly available; non-confidential data may be provided by the corresponding author upon reasonable request.

CONFLICT OF INTEREST

The authors declare no conflict of interest.

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