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STRATEGIES FOR THE DEVELOPMENT OF THE STARCH CRACKER BUSINESS THROUGH IMPROVING PRODUCT QUALITY AND MARKETING IN THE VILLAGE OF SELO

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Abstract

This study aims to describe strategies for developing a starch-based cracker business, identify supporting and inhibiting factors, and examine worker involvement in one such business in Selo Village, Grobogan Regency. The study employed a descriptive qualitative approach using a single-case study design. Data were collected through interviews with three purposively selected informants (the business owner, a worker and a consumer), observation and documentation; the findings were analysed thematically and mapped using a descriptive SWOT analysis. The results indicate that the business maintains its recipes and product quality, utilises machinery in some production processes, and relies on customer recommendations for marketing. The main constraints include rising raw material prices, limited capital and labour, inconsistent product cuts, and sub-optimal digital marketing. The proposed development priorities are quality control, improvements to operational record-keeping, and the gradual strengthening of marketing in line with the business's capacity. Worker involvement was identified, but the number of workers, payment periods, and changes in income could not be ascertained. The findings are contextual and do not demonstrate an increase in community income or the effectiveness of the proposed strategies.

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INTRODUCTION

Micro, small, and medium enterprises (MSMEs) play an important role in Indonesia's economy by supporting business activity and providing employment opportunities. The Coordinating Ministry for Economic Affairs of the Republic of (Indonesia, 2024) reported that MSMEs account for approximately 99% of business units, contribute 60.51% of national gross domestic product (GDP), and absorb nearly 97% of the national workforce. These figures demonstrate the broader economic significance of MSMEs, although they should not be interpreted as evidence of the contribution of an individual enterprise. At the regional level, *Grobogan Regency in*

Figures 2025, published by Statistics Indonesia (BPS) of Grobogan Regency, provides statistical information on population, employment, industry, trade, and other socioeconomic conditions (Regency, 2025). However, these regional statistics do not, by themselves, establish the number of starch cracker producers or the economic contribution of this particular business in Selo Village (Grobogan, 2025). Therefore, the development potential of the enterprise needs to be examined through its actual production activities, product characteristics, marketing practices, and business constraints.

The starch cracker enterprise examined in this study is located in Selo Village, Tawangharjo District, Grobogan Regency. Based on information provided by the business owner, the enterprise has operated since approximately 1980 and has maintained its characteristic seasoning, flavour, and product shape over time. The owner also reported using approximately 75 kilograms of raw materials and generating turnover of around IDR 1,200,000 per day under particular production conditions. These figures provide an initial indication of the enterprise's operating scale, but they represent the owner's account rather than audited financial data or a measure of average daily performance (Lumpkin & Dess, 1996). The product's established flavour, long-standing business experience, and customer recommendations may constitute important resources for business continuity. Nevertheless, the enterprise faces development challenges related to limited capital and labour, variations in product thickness, packaging that has changed little over time, and digital marketing that has not been fully utilized. These characteristics indicate the need to assess business development in relation to the enterprise's actual resources and market conditions rather than assume that its potential has already been realized.

Previous research on cracker businesses provides a relevant foundation for examining these issues. (Pratama et al., 2023) investigated the development of the Kerupuk 44 home industry using a descriptive qualitative approach. Their findings highlighted product quality, affordable pricing, word-of-mouth promotion, distribution through local shops, and the use of SWOT analysis to formulate business development strategies (Eid & El-Gohary, 2013). The study demonstrates how product and marketing considerations can be combined with an assessment of internal strengths and weaknesses and external opportunities and threats (Jones et al., 2015). However, its focus was on the development of a different cracker home industry and its implications for family income (Yahriyah et al., 2025). The present study examines a starch cracker enterprise in Selo Village, with particular attention to the preservation of an established product identity, the adaptation of production equipment, and the constraints affecting marketing development (Muamar et al., 2024). The comparison therefore concerns the different business contexts and strategic priorities, rather than assuming that the findings of one enterprise can be directly transferred to another.

The manuscript also cites (Jabbar & Fantura, 2023) in relation to the expansion of the cracker business's market through customer recommendations and resale networks. This study may provide a useful point of comparison for understanding the role of word-of-mouth marketing and market reach (Agustina et al., 2023). However, its specific findings, research setting, and methodological approach should be verified against the original publication before drawing a detailed comparison. Read alongside (Pratama et al., 2023), the study can help position customer relationships and marketing channels as relevant aspects of cracker-business development. A more specific contribution of the present research is its examination of how customer

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recommendations operate alongside the maintenance of traditional product characteristics and the gradual adaptation of production processes in one starch cracker enterprise.

Research on MSME marketing also provides useful, but complementary, insights. (Zahara et al., 2023), for example, examined entrepreneurial marketing and marketing performance through digital marketing capabilities among SMEs in Palu, Indonesia (Rahayu & Day, 2017). Their quantitative study, involving 197 SME respondents, found positive relationships between entrepreneurial marketing, digital marketing capabilities, and marketing performance (Chen et al., 2021). These findings indicate the relevance of marketing capabilities to business development (Teece et al., 1997). However, the study does not directly explain how a traditional cracker producer that relies substantially on customer recommendations can maintain its established product identity while considering the gradual adoption of digital marketing (Agustina et al., 2023). The distinction is important because digital marketing should be considered in relation to an enterprise's resources, production capacity, customer relationships, and readiness to implement new practices.

Taken together, previous studies provide insights into cracker-business development, SWOT-based strategy formulation, customer recommendations, and digital marketing capabilities. Nevertheless, these studies do not fully explain the particular combination of conditions found in the starch cracker enterprise in Selo Village: the preservation of a long-established flavour and product shape, the adaptation of selected production activities through machinery, the continued involvement of manual labour in drying and packaging, and the reliance on customer referrals amid limited resources and underutilized digital channels. The research gap is therefore contextual rather than a claim that cracker businesses or SWOT analysis have not been studied previously. The present study examines how these conditions shape the development options of one traditional food enterprise.

Accordingly, this study aims to describe the business development strategies of the starch cracker enterprise in Selo Village in terms of product quality, production-process adaptation, and marketing practices; identify the internal and external factors that support or constrain its development; and formulate strategic alternatives using SWOT analysis. By connecting the findings of a qualitative case study with relevant research on cracker businesses and MSME marketing, this study offers a context-specific account of business development priorities. Its findings are intended to inform understanding of the enterprise under examination and are not presented as representative of all starch cracker businesses or as evidence of a measured increase in income across the village population.

RESEARCH METHODOLOGY

This study employed a descriptive qualitative approach using a single-case study design to examine the business development practices of a home-based starch cracker enterprise in Selo Village, Tawangharjo District, Grobogan Regency, Indonesia. A case study was considered appropriate because the research focused on understanding business practices, production processes, product quality, marketing activities, and development constraints within a specific enterprise and its real-life context (Yin, 2018). The unit of analysis was the enterprise and its business development practices, rather than the economic conditions of the village population as a whole (Creswell & Creswell, 2018).

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Informants were selected purposively according to their direct involvement with or experience of the enterprise. The study involved three informants: the owner or manager (SW), one production worker (KN), and one customer (UM). The owner provided information about business history, production, raw materials, product quality, marketing, resources, and development strategies. The worker provided information about production activities, equipment, drying, packaging, and working conditions. The customer provided information about product taste, shape, satisfaction, purchasing decisions, and recommendations. Data collection was reported to have taken place on September 10, 2026, through interviews, observation of production activities, and photographic documentation of products, packaging, and working processes. The interview guide covered four main themes: (1) product quality and consistency; (2) production processes, equipment, and resource constraints; (3) marketing practices and customer relationships; and (4) factors supporting or constraining business development. Questions were adapted to each informant's role to obtain information relevant to their experience.

The following procedural details must be completed using the original field records before submission: the approximate duration of each interview; whether interviews were audio-recorded or documented through written notes; how interview records were transcribed or summarized; and how informed consent was obtained. These details must reflect the procedures actually undertaken and must not be inferred retrospectively. If audio recording was not used, the manuscript should state the actual method of recording interview information. If consent was obtained verbally or in writing, the corresponding procedure should be described accurately.

Table 1. Profile of Research Informants

Code	Informant role	Information sought
SW	Owner/manager	Business history, production, raw materials, quality, marketing, turnover, labor, and business strategies
KN	Worker	Production processes, machinery, drying, packaging, and working conditions
UM	Customer	Taste, shape, satisfaction, purchasing reasons, and product referrals

The data were analyzed thematically and descriptively. The analysis involved organizing interview notes, observational records, and available photographs; identifying relevant initial codes; grouping related codes into themes; and interpreting the themes in relation to the research questions. This process followed the general principles of thematic analysis described by (Braun & Clarke, 2006). Evidence from the three informants was compared with available observational and photographic records to identify areas of agreement, difference, and uncertainty. Given the small number of informants and the limited data collection period, the study does not claim data saturation or comprehensive triangulation.

After the qualitative themes had been developed, SWOT analysis was used as a strategic framework to organize evidence about the enterprise's internal strengths and weaknesses and its external opportunities and threats. SWOT is commonly used to support strategic planning by organizing internal and external factors and considering alternative strategic responses; however, its usefulness depends on the quality of the evidence used to identify those factors (Helms & Nixon, 2010).

In this study, internal factors were identified from evidence concerning product quality, production practices, equipment, labor, capital, record-keeping, and marketing capabilities. External factors were included only when supported by identifiable

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statements from informants or by relevant observational or documentary evidence. For example, a reported increase in raw-material prices may be classified as an external threat if the interview records explicitly establish that this price change affects the enterprise. By contrast, customer referrals are treated as an existing marketing practice unless additional evidence demonstrates a broader external market opportunity (Richey & Klein, 2007).

Each factor included in the SWOT matrix was linked to its corresponding evidence source. Factors for which sufficient evidence was unavailable were not presented as established findings. The matrix was then used to formulate possible Strengths–Opportunities (SO), Weaknesses Opportunities (WO), Strengths Threats (ST), and Weaknesses–Threats (WT) strategies. These strategies represent qualitative recommendations derived from the case findings, not quantitatively ranked alternatives. The study did not apply numerical weights or scores, test strategic feasibility, or evaluate the effectiveness of strategies that had not been implemented.

The findings are limited to one enterprise, three informants, and a single reported data-collection date. The limited range of external evidence restricts the extent to which opportunities and threats can be established independently. Accordingly, the SWOT analysis is presented as a preliminary, case-specific strategic assessment rather than a comprehensive evaluation of the external business environment. The study also does not establish causal effects on employment, worker earnings, or the income of the wider village population.

RESEARCH FINDINGS AND DISCUSSION

Findings

1. Overview of Starch Cracker Production

This section reports the findings of a case study on a starch cracker production business in Selo Village, Tawangharjo Sub-district, Grobogan Regency. Interview sources comprised the owner/manager (SW), a worker (KN) and a consumer (UM), supplemented by observations and documentation as described in the methodology. As each category was represented by only one informant, descriptions of perceptions are always attributed to the relevant informant and are not treated as the views of all consumers or workers.

Despite advancements in production technology, the owner has maintained the flavour that has long been a characteristic of the product. The seasoning is prepared in proportions tailored to the quantity of raw materials per kilogram of production. A savoury taste and the absence of a fishy odour are distinctive features that set Starch Crackers apart from similar products. In addition to the flavour, the product's round shape and relatively thin slices are also characteristics that are easily recognised by consumers.

Krupuk Pati is sold in its raw state. Consumers purchase the product to fry it themselves or to resell it. According to consumer Mrs UM, the product is savoury, crispy, easy to fry and convenient. Consumers also regard the round shape as a unique feature, as similar products they have encountered generally have different shapes.

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Figure 1. Interview with the Owner of a Home-Based Pati

This figure illustrates the data collection process through an interview with the owner of a home-based Pati cracker production business, identified by the initials SW. The interview was conducted to gather information on the business's history, production process, developments in the use of equipment, strategies for maintaining flavour, marketing, labour conditions, raw material constraints, capital requirements, and the business's contribution to the income of the local community. The results of this interview served as one of the main sources of data in identifying business development strategies.



Figure 2. The Production Process for Starch Crackers

The figure illustrates the use of machinery in the production process of Starch Crackers. According to an interview with an employee, Mrs KN, the use of machinery represents an improvement on the previous production process, which was still carried out manually using knives. This change demonstrates the adaptation of technology to enhance production efficiency, whilst the drying and packaging processes still involve labour from the local community.

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Figure 3. Starch Cracker Product Packaging

This figure shows the packaging used for Starch Crackers in marketing activities. Based on the results of observations and interviews, the product packaging has largely retained the design used for many years and features the "Krupuk Bumbu" brand name. Consumers consider the packaging to be sufficiently attractive and of good quality. Nevertheless, there is still scope for improving the packaging, particularly by adding the product name, product information and a more appealing visual design to support the expansion of marketing efforts.

2. Product Characteristics and Production Practices

The starch cracker enterprise in Selo Village maintains its established recipe and characteristic product flavour. The available findings indicate that preserving product characteristics remains an important part of the enterprise's production practices. Machinery is used in some stages of production, while product cutting is not yet fully consistent. These findings describe the production practices observed or reported during the fieldwork; they do not establish that the use of machinery has increased production capacity or improved operational efficiency, because comparative production data were not available.

Product consistency is a relevant concern for the enterprise because variations in slice thickness may affect the uniformity of the finished product. Nevertheless, the present study did not measure the extent of variation or its effects on product quality, production time, or customer satisfaction (Barney, 1991). Accordingly, improving cutting consistency can be identified as a practical area for attention, rather than as a demonstrated cause of reduced sales or competitiveness.

These findings are consistent in broad terms with the relevance of production management in home-based cracker businesses discussed by (Widya pratama & Mulyadi, 2024). However, the present study has a narrower empirical scope and does not establish changes in household income or quantify the performance of the enterprise (Lumpkin & Dess, 1996). The comparison therefore concerns the shared issue of business development in a cracker-producing enterprise, not equivalent economic outcomes.

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Table 2. Characteristics and Advantages of Starch Crackers

No.	Aspect	Findings
1.	Flavour	Savoury, distinctive and without a fishy taste
2.	Recipe	Spice measurements are maintained consistently and adjusted according to the quantity of raw materials
3.	Shape	Round in shape, which is one of the distinguishing features from similar products
4.	Thickness	Relatively thin, making them easy to fry and resulting in a crisp texture
5.	Quality	Product hygiene and quality are well maintained
6.	Sales Condition	The product is sold in its raw state
7.	Consumers	There are long-standing customers and repeat buyers
8.	Uniqueness	The flavour, which has been maintained since the product's inception, forms its identity

Based on the table, it can be seen that the main strengths of Krupuk Pati lie in the consistency of its flavour and the product's identity. Changes in production technology have not been accompanied by changes in flavour profile. This is a key strategy, as consumers have come to recognise the product by its distinctive flavour.

3. Development of the Production

The development of starch crackers is evident from changes in production technology. When the business was first established, production was carried out using simple tools and relied predominantly on manual labour. Currently, the owner has introduced machinery to assist with the production process.

Table 3. Development of the Starch Cracker Production Process

Aspect	Initial Conditions	Current Conditions
Production Equipment	Manual (using knives)	Machines
Processing	Largely carried out by han	Assisted by machiner
Drying	Carried out manually using heat	Still carried out using a heat-based drying process
Labour	The production process is still heavily reliant on manual labour	Manual labour is primarily used for drying and packagin
Production management	Carried out in a simple manner	Production is still managed by the owner with the support of machinery

The use of machinery indicates that the business has adapted to technological developments. However, the use of technology has not eliminated the role of the community in business activities. Labour is still required, particularly in the drying and packaging processes

4. Marketing Practices and Customer Feedback

The enterprise's marketing practices rely substantially on customer recommendations and word-of-mouth communication. The manuscript also records an account that the product has reached buyers or resellers outside the

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local area, including Sulawesi and Kalimantan. This information is treated as a report from the available source, rather than as independently verified evidence of the scale, continuity, or profitability of distribution in those regions. The study did not examine sales records, order frequency, shipping documents, or the number of customers in each destination.

The customer interview provides one perspective on the product and its purchasing experience. Because only one customer was interviewed, the account cannot establish that the enterprise has a generally loyal customer base or that customer satisfaction is representative of its wider market. The findings should therefore be understood as a case-specific description of marketing practices and one customer's experience.

Digital marketing may provide an additional communication channel, but its suitability should be considered in relation to the enterprise's available capital, workforce, production capacity, and ability to respond to orders. (Zahara et al., 2023) examine the relationship between entrepreneurial marketing, digital marketing capabilities, and SME marketing performance (Kannan & Li, 2017). Their study provides a relevant conceptual comparison, but it does not demonstrate that introducing a particular platform would improve the performance of the enterprise examined here (Zeithaml, 1988). For this case, digital promotion should be considered a possible gradual development option rather than a proven solution.

5. Worker Participation and Payment Information

The findings indicate that workers participate in certain production activities, particularly drying and packaging. The available records also contain an account of task-based payment. However, the number of workers, the relevant payment period, total compensation, and changes in worker earnings were not adequately documented.

The term "tetek" appears in the field account as a unit associated with payment. Because the manuscript does not establish its precise meaning, physical quantity, or standard measurement, it should not be interpreted as a standardized production unit without further clarification from the original informant or field records. The reported payment rate should likewise not be presented as daily, weekly, or monthly income unless the payment period can be verified.

Consequently, the findings establish only that worker participation and task-based payment were reported in this particular enterprise. They do not establish the amount of additional household income generated, the adequacy of remuneration, or the contribution of the enterprise to the overall income of the community. For this reason, the study does not claim that the enterprise has increased community income.

6. SWOT Analysis of the Enterprise

The SWOT analysis was developed from the available interview accounts, observations, and documentation (Gürel & Tat, 2017). Internal factors concern the enterprise's own product characteristics, resources, production practices, and marketing activities. External factors are included only when the available evidence supports their classification as conditions outside the enterprise (Hill & Westbrook, 1997). Potential markets, competitive pressures, and changing consumer preferences are not treated as established factors when they have not been

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documented in the field data.

The analysis identifies reported strengths in maintaining product characteristics and using customer recommendations as a marketing channel. The principal reported constraints concern capital, labour, product-cutting consistency, and the limited use of digital marketing. An increase in raw-material prices is treated as an external threat only insofar as the original field account supports that interpretation. It is not listed again as an internal weakness.

The available data do not establish a sufficiently evidenced set of external opportunities. In particular, a reported distribution destination does not by itself demonstrate market potential, while the possibility of using social media does not prove the existence of unmet external demand (Helms & Nixon, 2010). These distinctions are important to avoid presenting proposed development options as empirical findings.

The resulting SWOT matrix is therefore a preliminary qualitative mapping of the evidence available for this single enterprise (Weihrich, 1982). It does not constitute a comprehensive assessment of the external market environment and does not rank strategies by numerical scores or demonstrate their effectiveness.

Discussion

1. Preservation of Traditional Products and the Limits of Innovation Claims

The research findings indicate that the economic strength of the 'Krupuk Pati' creative industry stems not only from product changes or innovations, but also from the ability to maintain an identity recognised by consumers. The savoury flavour without any fishy aftertaste, the round shape, and the thin slices are the characteristics that distinguish the product from its competitors.

Consistency of flavour is a form of production know-how that has evolved through business experience since around 1980. The proportion of seasoning is adjusted to the quantity of raw materials so that business owners strive to produce a relatively consistent flavour. This strategy is also supported by consumer behaviour. Consumers not only purchase the product for their own consumption but also recommend it to others because of its distinctive and delicious flavour. Thus, product quality forms part of the marketing strength.

The main findings reveal a strategy of maintaining the recognised character of the product, rather than developing new products. Referring to (Basuki, 2023) and (Tri Siswantini, 2022), Innovation should be viewed in terms of the existence of new or significantly improved products or business processes that have been implemented. The transition from manual cutting to machine-assisted cutting can be interpreted as a change in business processes according to the informants' accounts, but the degree of novelty and its impact remain unquantified. Conversely, retaining the old recipe, packaging and name does not in itself fulfil the indicators of innovation. Therefore, the term 'creative economy-based' is not used as an empirical conclusion of this study (Howkins, 2001).

2. Technology as a Driver of Production Efficiency

The shift from manual knife use to the use of machinery demonstrates the process of technological adaptation within the business. This change represents a form of business development undertaken by the owner in response to production needs. The use of machinery provides businesses with the opportunity to improve

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the efficiency of the production process. However, the production process still requires human labour, particularly in the drying and packaging stages (Jones et al., 2015)(Yulianti & Hartini, 2026). Thus, technology in the Krupuk Pati industry serves as a tool to support productivity, whilst the community retains the opportunity to participate in economic activities.

3. Word-of-Mouth Marketing as Social Capital

The marketing of Pati Crisps has evolved from a direct sales system, involving travelling from village to village, to one capable of reaching consumers outside the local area. This expansion has occurred primarily through consumer recommendations. This situation demonstrates that consumer satisfaction is a key asset in marketing. Consumers who have experienced the product's quality and flavour subsequently become a source of information for other prospective buyers. Indeed, according to interviews, there are consumers from outside the region who, after trying the product, place large orders for resale.

Although this strategy has been successful, the reliance on word-of-mouth marketing also indicates the existence of untapped opportunities. The use of social media could disseminate information about the product more rapidly and reach potential consumers who are not yet familiar with Krupuk Pati. Customer recommendations are an informal marketing mechanism reported by SW and mentioned in UM's experience. The term 'social capital' was not used as a category of findings because networks, norms of reciprocity, and levels of trust among actors were not measured using an explicit framework or indicators (Ausop & Aulia, 2018). These two interview sources are also insufficient to draw conclusions about market loyalty or the overall extent of distribution. Unlike studies that measure customer reach using transaction data or surveys, this study merely identifies marketing mechanisms based on informants' accounts; quantitative comparisons are not yet possible.

4. Factors Supporting and Hindering the Development of Home-Based Starch Cracker Production

The development of home-based starch cracker production in Selo Village, Tawangharjo Sub-district, is supported by a number of internal and external factors. One of the key factors is the business's ability to maintain a consistent flavour in its products. Based on the interview findings, the business owner stated that the flavour of the starch crackers has been maintained since the business's inception by adjusting the seasoning quantities according to the amount of raw materials. This consistency is one of the product's key characteristics, as the starch crackers have a distinctive flavour and are not fishy. This quality is a key selling point that encourages consumers to continue purchasing the product and recommending it to others.

Another contributing factor is the business's experience, which dates back to around 1980. This long history has provided the owner with practical knowledge regarding the production process, from mixing the spices and drying to packaging (Wiklund & Shepherd, 2003). Technological advancements have also begun to be incorporated into the production process. Whilst in the early days production was carried out manually using knives, some processes now utilise machinery. These changes have helped to improve the efficiency of the production process compared

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to manual methods.

In terms of employment, this business also benefits the local community by creating jobs, although the number of workers involved remains limited. Workers generally assist with the drying and packaging stages. One worker has even been employed for approximately four years. This system demonstrates that home-based production not only benefits business owners but also provides opportunities for the local community to earn additional income (Basuki, 2023).

However, the business's development still faces several obstacles. The main obstacle stems from rising prices of starch flour and seasoning ingredients. The need for large quantities of raw materials means that increases in the price of flour directly affect production costs. Business owners need to adjust their selling prices to ensure that profits can be maintained. This situation highlights that the stability of raw material prices is a key factor in the business's sustainability.

The availability of labour also poses a challenge. Not everyone is willing to work in the production process, meaning that the available workforce remains limited and consists largely of women. Furthermore, the substantial capital required to purchase raw materials presents a challenge in its own right. When the price of flour rises, the capital needed to maintain production capacity also increases (Kurnia & Kurnia, 2023). From a product perspective, there remains a weakness in that the thickness of the Krupuk Pati slices is not yet entirely consistent. Variations in thickness can affect the frying results. Therefore, improvements in the consistency of the production process are needed to ensure the product's shape and thickness are more uniform.

Another limiting factor is that digital marketing has not yet been utilised to its full potential. The business owner has not carried out regular promotion via social media, as consumer demand has so far been sufficiently high. Direct sales can even exceed the volume of online orders (Sari, 2026). Nevertheless, this does not mean that digital marketing is unnecessary. Platforms such as WhatsApp, TikTok and Shopee still hold the potential to expand market reach and introduce products to new consumers.

Consequently, the development of the Krupuk Pati home-based production business has a sufficiently strong foundation in the form of business experience, distinctive flavour, product quality, a loyal customer base and an established marketing network. However, this development still needs to be supported by better capital management, production efficiency, improved slice quality, labour availability, and a more strategic use of digital marketing.

5. Development Strategies and Their Impact on Community Income

The development strategy for the home-based production of Krupuk Pati can be implemented by maintaining the product's strengths whilst addressing its remaining weaknesses. The first strategy is to maintain the product's flavour and quality. The distinctive flavour and absence of a fishy odour are the key characteristics of Krupuk Pati and must therefore be preserved. Consistency in the measurement of seasonings and hygiene throughout the production process are vital for maintaining consumer trust (Fajriyani et al., 2023). Long-standing consumers have also indicated that flavour is the primary reason for repeat purchases.

The second strategy is to improve production efficiency and consistency. The

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use of machinery that has already been implemented can be further developed to support the production process (Parasuraman et al., 1988) (Syahputri et al., 2023). Furthermore, attention must be paid to controlling slice thickness to ensure the products are of a more uniform size. Uniform products will yield more consistent frying results, thereby enhancing consumer satisfaction.

The third strategy relates to the development of packaging and product identity. Currently, the product is marketed under the name 'Krupuk Bumbu', whilst the packaging largely retains the design that has been in use for many years (Khalilah & Hastriana, 2026). Although consumers consider the packaging to be sufficiently attractive and of good quality, there is still scope for further development of the visual identity. The packaging could be enhanced with product information, the manufacturer's details, and a more appealing design without losing the traditional character that has become synonymous with the product.

The fourth strategy is to expand marketing through digital media. Initially, marketing was carried out by travelling from village to village. As the business grew, the product became known not only to the local community but also reached beyond the island of Java, including Sulawesi and Kalimantan. This expansion occurred, in part, through consumer recommendations. Consumers who tried the product subsequently placed orders by the kilogram to resell in their own regions (Jabbar & Fantura, 2023).

This situation indicates that the main strength of Krupuk Pati's marketing to date has been word of mouth or recommendations from consumers. This strategy needs to be maintained, but can be reinforced through digital marketing. Platforms such as WhatsApp, TikTok, Shopee and other social media can be utilised to showcase the product, highlight its distinctive flavour, and reach potential consumers who are not yet familiar with Krupuk Pati .

This development strategy can be formulated through a SWOT analysis as follows:

Table 4. Formulated Through A SWOT Analysis

Factor	Conditions identified
Strengths (Kekuatan)	Distinctive flavour without any fishy aftertaste, business experience dating back to around 1980, maintained product quality and hygiene, a loyal customer base, and the product already has a market outside the local area
Weaknesses (Kelemahan)	Limited production capital, rising raw material prices, slice thickness not yet entirely uniform, packaging that has not changed significantly, and digital marketing not yet optimised.
Opportunities (Peluang)	Market expansion via social media, expansion of the reseller network, packaging development, and the potential of markets outside the local area.
Threats (Ancaman)	Competition from similar products, rising raw material prices, and changing consumer tastes.

Given these circumstances, the SO strategy can be implemented by capitalising on the product's distinctive flavour and consumer loyalty to expand marketing through resellers and digital media. The WO strategy is focused on enhancing digital marketing, updating packaging, and improving capital management and financial record-keeping. The ST strategy involves maintaining

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the quality and distinctive flavour that sets Krupuk Pati apart from similar products. Meanwhile, the WT strategy can be implemented through the efficient use of raw materials, improved production consistency, and the expansion of the marketing network to reduce reliance on specific markets (Marha & Yandri, 2026).

The implementation of these strategies is linked to an increase in community income. The existence of home-based Krupuk Pati production provides employment opportunities for the local community, particularly in drying and packaging activities. Workers earn additional income based on the work they carry out (Ikhrom, 2023). The payment system in place is approximately Rp400 per tetek, meaning that 100 tetek are worth Rp40,000. Although the number of workers is not yet large, the existence of this business continues to provide economic benefits for the community involved. For business owners, production activities serve as a source of income whilst also supporting household needs (Ariyati et al., 2024). For workers, income from production activities provides additional earnings that can help meet daily needs. Thus, the impact of a business can be seen not only in product development and market expansion, but also in its ability to generate economic activity in the surrounding community (Helms & Nixon, 2010).

Market expansion as far as Sulawesi and Kalimantan demonstrates that local products have the potential to thrive if they can maintain quality and possess distinctive characteristics (Read & Sarasvathy, 2005). In the context of the creative economy, the strength of Krupuk Pati lies in its ability to preserve the recipe, flavour, product form and production expertise that have been passed down through generations, whilst developing these further through the use of machinery and the expansion of its marketing network.

Therefore, the most relevant development strategy is not to replace the product's traditional characteristics entirely, but rather to preserve its flavour and quality as its core identity, whilst innovating in the areas of production, packaging, marketing and sales networks. This strategy is expected to enhance the product's competitiveness whilst expanding the economic benefits for the owners and the communities involved in home-based production activities.

CONCLUSION

First, business development strategies at the starch cracker enterprise in Selo Village mainly involved maintaining product flavor and quality, employing machinery in certain production stages, and relying on customer referrals for marketing. These findings describe management practices in one enterprise; they do not demonstrate successful product innovation, measurable efficiency gains, or sales expansion verified through transaction records.

Second, supporting factors included recognizable product flavor, management experience, the use of production equipment, and referrals described by the interviewed customer. Identified constraints included changes in raw material prices, limited capital and labor, inconsistent slice thickness, and limited digital marketing activity. On the basis of an unweighted qualitative SWOT mapping, the most immediate strategic priorities are to maintain product quality and consistent thickness, followed by improvements in packaging information and basic cost and sales records. Digital marketing can be developed gradually when production capacity and resources permit. This sequence reflects practical judgment, not quantitative strategic ranking.

Third, the study identified workers' participation in production, particularly

drying and packaging, and obtained information about task-based payment. However, the number of workers, payment periods, total compensation, business costs, and changes in earnings were not adequately documented. Therefore, the study can only state that the observed enterprise offered opportunities for paid work; it cannot establish increased worker earnings or an economic contribution to the population of Selo Village as a whole.

Conceptually, this case study highlights the importance of distinguishing the preservation of traditional product quality and identity from implemented innovation, and of separating observed business practices from economic impacts that require measurement. In practice, the owner may prioritize quality control and business recordkeeping; the village government may facilitate basic management guidance and workforce data collection; and relevant agencies may provide support concerning applicable food licensing requirements, halal certification, packaging, and marketing according to the enterprise's needs and capacities. Future studies should involve more informants, collect transaction and cost evidence, document labor conditions, and compare business performance across periods to assess the effects of development strategies more rigorously.

Statement on the Use of Artificial Intelligence (AI)

The authors used artificial intelligence (AI) tools to a limited extent in preparing this manuscript, specifically to support language improvement, grammar checking, editing, and the clarity and readability of the text. AI was not used to generate research data, perform the primary analysis, or replace the authors' scientific judgment. The authors remain fully responsible for all manuscript content, including the research concepts, data collection, analysis, interpretation, and conclusions. All AI-assisted content was reviewed, checked, and verified by the authors before submission.

Conflict of interest

The authors declare that they have no conflicts of interest related to the research, writing, or publication of this article.

Author's contribution

Conceptualization: Moh Labib Khilmi and Ahmad Syaifulloh; methodology: Moh Labib Khilmi and Ahmad Syaifulloh; data collection: Moh Labib Khilmi and Ahmad Syaifulloh; data analysis: Moh Labib Khilmi and Ahmad Syaifulloh; original draft preparation: Moh Labib Khilmi; review and editing: Ahmad Syaifulloh. All authors have read and approved the final version of this manuscript.

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