



Warta Pengabdian Andalas

Jurnal Ilmiah Pengembangan dan Penerapan Ipteks

ISSN (Print) 0854-655X | ISSN (Online) 2797-1600

Initial Approaches to Develop the Business Capacity of Bondo Bakery, A Homemade Bakery Producer in Padang

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Submitted: February 18, 2025

Accepted: June 11, 2025

Published: June 30, 2025

ABSTRACT

A community engagement initiative was conducted with Bondo Bakery, a local homemade bakery producer in Padang. The goal was to assess the bakery's current conditions and explore ways to enhance its business capacity. Activities included visits to the processing room, focus group discussions, product development for premium variants, training for home food industry production, and technical support for MSME business permit registration. These efforts aimed to establish foundational steps for identifying necessary improvements related to the processing room, expanding the range of bakery products to include options enriched with animal products, mapping the competitive landscape to inform strategic planning, and enhancing knowledge of food production practices—including Good Manufacturing Practices (GMP), food quality and safety, and relevant regulations in the food sector. Furthermore, assistance in acquiring a business permit was provided. In conclusion, these collaborative actions have positively contributed to strengthening the business capacity of the enterprise.

Keywords: animal products, bakery, business capacity, food processing, permit registration

INTRODUCTION

The food industry is one of the business cores with significant and fast profit turnover. The bakery industry is one type of food business that starts at the micro and small-scale enterprise level with limited capital but then could be enlarged progressively with good planning and management. With a combination of essential ingredients, mainly from plant-based derives such as flour and sugar, and other ingredients based on animal products such as egg, butter, and milk, the products might reach various ranges of consumers in age, expense, and social status. Competition in the bakery industry is relatively high, as many other producers could produce similar variants. However, price, marketing, and segmentation might stand out among the bakery players in terms of competitiveness over the internal quality of the product itself.

Ingredient price, labor, market competition, and demand patterns are common challenges the bakery industry faces (Kumar & Bora, 2023). However, intrinsic factors in the processing room itself, such as leftover dough, faulty products, split ingredients in the flour, and poor scheduling in the transition between batches, are some aspects that should also be faced by the industry (Hansen & Jacobsen, 2013). On the other hand, some small-

scale bakeries might still be challenged by production room, equipment, business legality, product variants, and market segment. However, as underlined by Kehinde et al. (2023), innovation, market adaptation strategy, and resource management are the keys to the success of small-scale bakeries to survive and flourish in their local market competition.

Bondo Bakery is a home-based and family bakery business that was established in 2006 and is located in Air Tawar, Padang. A second generation ran this micro-scale enterprise after its collapse in 2011. During its heyday, managed by the first generation, when not many local bakery players were established in Padang, bread with coconut, chocolate, pineapple, strawberry-based, and banana cheese rolls were common bread variants produced by this bakery. After the takeover by the second generation in 2021, the variants were diverse, from donuts, mini pizzas, and three flavors of bread to baked brownies, which fit with market trends. In fact, limitation in facilities, strategic planning, product differentiation, knowledge updating in food industry, and capital are some challenges that limit the business capacity of the enterprise.

To meet customer demand, innovation and adaptation of bakeries in processing and trading both for the product and service are required (Souki, Reis, & Moura, 2015). As a starting point, limitations in processing rooms and facilities need to be mapped to increase the manufacturing and production scale. On the other hand, specific product variants with unique characteristics should also be considered to reach different segments of consumers. In addition, some regular training for Bondo Bakery might be significant in enriching knowledge, insight, and perception and deepening awareness of the food industry in a broad sense. At the same time, business legality might also be prepared to increase consumers' confidence and help find funding opportunities. Therefore, to enlarge the business capacity of Bondo Bakery, initial approaches should focus on both enhancing internal capabilities and exploring external opportunities. Thus, arranging planning to choose priorities for near plans is important.

METHOD

This community engagement is conducted by combining various approaches, i.e.

1. Processing room visit. The team visited a location to see the production space and equipment and map spatial conditions of the production area as a basis for developing future processing lines.
2. Focus group discussion (FGD). FGD was conducted to map Bondo Bakery's potency, the market segment to be selected, and other development concepts proposed in future activities. The FGD was conducted both inside and outside the production house.
3. Product development on premium variants. The baker is requested to produce products that fit the bakery trend but at luxurious prices. Then, the products are evaluated jointly by the producer and community engagement team.
4. Home industry food training. The Bondo Bakery team, represented by two participants, was involved in training for home food industry (in Indonesian called pangan industri rumah tangga, abbreviated as PIRT) held by LPPM Universitas Andalas. This activity was located in the Convention Hall of Universitas Andalas.
5. Technical guidance for MSME business license registration. The baker of Bondo Bakery is involved in the technical guidance held by LPPM Universitas Andalas. This activity was conducted online through a zoom meeting.

RESULTS AND DISCUSSION

This Field visit to the processing room

Some information related to the location of the visit to the processing line was collected. In general, Bondo Bakery requires 4-6 hours to produce the products, depending on the bakery product variants. The processing room has a small planetary mixer, a large old oven, digital scales, a flour sifter, spoons, a small wooden round table, and other supporting equipment.

During this field visit, some important recommendations from the team for upgrading the processing equipment were explained. In addition, laying out and enlarging room space for the future are also intended for the owner when production capacity increases. A gradual improvement will align with the points discussed for process efficiency and product consistency. For instance, develop standardized recipes and production workflows to ensure consistency and quality control.

Characteristics of bakery products could be influenced by technical preparation and adjustment of equipment (Trush, 2018). Conversely, inefficiency in conventional baking might be associated with limited space of bakery rack and worker movement (Khaled & Mapa, 2012). Thus, transforming a small bakery into a more significant scale requires a sound production plan, as it should be fitted with demand, utilization, and productivity rate (Swangnop et al., 2019).

Focus group discussion (FGD)

The FGD analyzes the company, competitor, and market situation. This discussion is designed to recognize how the partner saw the business as the entrepreneur herself and how the team saw the present condition of the business as the academician. The partners were asked to get some detailed information to see the business's current position and to understand the future target of partners. After that, some perspectives from the community engagement team were also delivered, as they are from different academic backgrounds.



Figure 1. Focus group discussion conducted to situation analysis of Bondo Bakery

Key areas of focus were identified during FGD, which examined product innovation, brand identity, customer expectations, and pricing strategy. These elements are essential in establishing a strong market presence and ensuring long-term success of Bondo Bakery. The community engagement team provided recommendations: (1) Product innovation and diversification: Developing premium variants or introducing an animal-rich-based bakery can help a bakery appeal to a broader market and meet the demands of health-conscious consumers. (2) Brand identity: Developing a brand identity that communicates core values such as quality, sustainability, and the authenticity of the bakery products. (3) Researching customer expectations: Conducting surveys and analyzing customer feedback on specific key factors (such as taste preferences, quality expectations, and packaging choices) to refine its product offerings and better meet those demands. (4) Brand positioning and

competitor pricing: Looking at how other businesses in the market price their products to ensure that Bondo Bakery's offerings are priced appropriately to attract customers while remaining profitable. A key part of this is understanding the costs involved in production, such as ingredients, labor, packaging, and delivery, which all influence the final price.

Such information will be helpful to make a comprehensive situation analysis for business development. From this, the discussion could elaborate on some SWOT analysis details (strengths, weaknesses, opportunities, and threats). The response of Bondo Bakery's partnership and the community engagement team were highlighted as the most realistic points that could be elaborated on shortly after several times of FGD.

It is well known that FGD is frequently part of market research steps to obtain fast and detailed information on consumer responses (Folsom & Boulware, 2004). Then, SWOT analysis should be run rationally, evading individual preferences and biases (McManus & Powe, 2009). This analysis identifies internal and external company performance factors (Dunford et al., 2022). In market competition, the strengths and weaknesses of the company are internal factors that could match against opportunities and threats (Strydom, 2007).

Product diversification with premium variants

As suggested by the team to enlarge the variants for higher consumer segmentation and trend, Bondo Bakery tried to produce spaghetti brulee and burnt cheesecake. Spaghetti brulee comprises minced beef, Mozzarella cheese, liquid milk, butter, white pepper, onion, garlic, salt, chili sauce, and water. In contrast, burnt cheesecake, as its name formulated of cream cheese, is the dominant ingredient in formulation besides egg, whipping cream, sugar, corn flour, and vanilla, with a premium price compared to standard bakery products. Such baked products are typically produced after consumers pre-order them.



Figure 2. Spaghetti brulee and burnt cheesecake as premium variants of Bondo Bakery

The products made were then evaluated together by Bondo Bakery and the community engagement team. Adjusting as suggested by the team might require improving the sensory quality of such products. Various other product-related concepts and more attractive packaging were also discussed. Another recommendation for producing new bakery variants is for the producer to develop different market segmentation.

It is in line with the recommendation of a previous study to conduct product diversity to increase product competitiveness in the market (Sundari et al., 2024). Another reference underlined product features as significant factors for consumer segmentation, including the product's taste (Goryńska-Goldmann, 2010). In addition, the paper of Guiné & Florença (2024) implied the importance of product development in the bakeries to meet consumers' demands that could be focused on sensory properties, nutrient content, and health promotion. Moreover, attention to consumers' willingness to purchase and pay a premium product might associated with new product development (Guiné et al., 2020).

Home industry food training

The partner was involved in a home industry food training prepared by university, by cooperating with related parties. During the training, the representative of Bondo Bakery received material related to Good Manufacturing Practice (GMP) and food safety and quality. In addition, they also get some information related to food regulations and policies in the city of Padang.

Even though the producer was involved in the food industry as a family business, the training refreshed and renewed the acquaintance to produce good quality food for the consumers. GMP refers to five key aspects, i.e., people, premises, products, processes, and procedures. Thus, food handlers, facilities, raw material and final products, processing stage, and cooking techniques must ensure all aspects, resulting in safe and consistent products.

It was in accordance with Campos and Barreto (2018) that emphasize the role of GMP training for food handlers to ensure the safety of products as it is directly related to sanitary hygiene conditions for all objects involved in food manufacturing, including raw materials and the final products. Furthermore, the industry is responsible for batch control to produce the best quality bakery, including incoming raw materials, semi-finished, and finished bakery products, to meet safety and quality standards (Bukhovets et al., 2022).

Technical guidance for MSME business license registration

The technical guidance intended to give some information about the importance of a business permit to run a business, including a food business. The university facilitated this activity to encourage many more SMSEs to register, and Bondo Bakery is a participant among other recommended SMSEs to be involved. It is important to operate legally under the law and government regulations and obtain opportunities for potential funding.

Besides listening to the information given during technical guidance, the partner also requested that the required documents be filled out for this activity. It will be processed to get a Business Registration Number (BRN) or in Indonesian called Nomor Induk Berusaha (NIB), and a Micro and Small Business License (MSBL) or in Indonesian called Izin Usaha Mikro Kecil (IUMK). In the end, Bondo Bakery got the BRN and MSBL certificates within weeks, as the registration had already been approved by the government.

Similar to the highlight in the previous report, business licenses obtained by MSME traders positively related to consumers' trust in the products (Alhakim & Romadona, 2021). In addition, as the BRN is noteworthy for consumer trust and business transactions, it will drive food producers to upgrade their business level (Sugiartiningsih et al., 2024). Obtaining MSBL could also provide capital assistance from various financial institutions (Sarwoko & Nurfarida, 2020).

CONCLUSION

Some selected activities are initial efforts to improve the business capacity of Bondo Bakery, resulting in positive impacts for Bondo Bakery. Processing room visits are

significant for itemizing and require processing facilities for process efficiency and product consistency. FGD is fruitfully detailing the competitive position to develop strategic planning. GMP training successfully updated knowledge and improved awareness of the partner, which ensured Bondo Bakery operated in accordance with the necessary regulations, which is crucial for both maintaining product quality and consumer trust. A business license is an essential point in building consumers' trust and obtaining capital assistance. Bondo Bakery needs to receive continuous guidance to enhance further and expand its business capacity.

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