

Operational Analysis Guidelines for Strengthening MSMEs in the Cipayung Area, Depok

Alvien Nur Amalia¹, Salsabila Yulianti², Salsabila Putri Susanti³, Nadia Aulia⁴, Santi Rimadias^{5*}

^{1,2,3,4} Program Studi Manajemen Keuangan dan Perbankan Syariah, STIE Indonesia Banking School

⁵ Program Studi Manajemen, STIE Indonesia Banking School

Corresponding Author: Santi Rimadias santi.rimadias@ibs.ac.id

ARTICLE INFO

Keywords: Operational Management, Operational Analysis, Mentoring, Women's Economic Empowerment

Received : 12, December

Revised : 12, January

Accepted: 28, February

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ABSTRACT

The approach used includes interactive delivery of materials on operational management, selection of strategic business locations, guaranteeing halal production processes, improving product quality, and utilizing simple technology in business operations. The results showed that participants gained a better understanding of the importance of operational management, were able to identify operational strengths and weaknesses, and were encouraged to implement continuous improvement strategies. This mentoring is expected to increase the competitiveness and sustainability of MSMEs at the local level, while making a real contribution to women's economic empowerment and strengthening the MSME sector in Indonesia.

INTRODUCTION

In today's era of globalization, building a strong economy is a top priority for every country (Melani et al., 2024). Therefore, every entrepreneur must pay attention to all aspects of business (Fitri Rosel et al., 2022). One of these is Small, Micro, and Medium Enterprises (MSMEs), which contribute significantly to the national economy (Ferli et al., 2022; Satria et al., 2024).

Micro, Small, and Medium Enterprises (MSMEs) are one of the main pillars of the Indonesian economy (Ndraha et al., 2024). MSMEs make a significant contribution to the national Gross Domestic Product (GDP) and absorb labor on a large scale (Theodora et al., 2024). Micro, Small, and Medium Enterprises (MSMEs) have made a significant contribution to the Indonesian economy (Rimadias et al., 2023), contributing approximately 97% of the workforce, 60% of Gross Domestic Product (GDP), and 15.5% of exports. Indonesian MSMEs also dominate the business world, reaching 99.99% of the total number of entrepreneurs, with a fantastic number of 64.2 million units, making Indonesia the country with the largest number of MSMEs in ASEAN (Getimedia, 2025).

MSMEs are also known as a resilient economic sector due to their ability to survive amidst various economic challenges (Rimadias, 2023), such as the monetary crisis, the pandemic, and the global economic slowdown. This demonstrates that MSMEs are a strategic solution in maintaining national economic stability (Alfani, 2023; Chairunnisa et al., 2024).

According to Law Number 20 of 2008, MSMEs are defined as productive business activities carried out by individuals or business entities that are not subsidiaries or branches of companies owned, controlled, or directly or indirectly part of medium-sized or large businesses. MSME criteria include net assets and annual sales revenue, as well as an independent ownership structure (Perbendaharaan, 2023).

In the Cipayung sub-district of Depok, MSMEs run by housewives play a crucial role in supporting family finances and empowering women. Through their home-based businesses, they not only contribute to household income but also build economic independence that supports social welfare in their communities.

Against this backdrop, this community service project aims to analyze the operational aspects of housewife-owned MSMEs in Cipayung Village. Operational management is the process of transforming available resources into more beneficial outcomes. Consequently, it is believed that operational management identifies the extent to which operational efficiency and effectiveness can enhance business sustainability and provides strategic recommendations to support MSME development at the local level.

Operations management is part of management science, where management means the art of how we can manage our work through collaboration, coordination and communication with others, so that

management is often interpreted as the art of managing others and also explains that operations management is an optimal management effort in the use of various resources in the company, consisting of labor, machines, equipment, raw materials, materials and so on in the process of converting resources into products in the form of goods or services (Свиноус et al., 2024).

Based on the background explanation, the objectives of this community service activity are to find out and analyze: 1) Operational Management of Housewives' MSMEs, and 2) Four decisions in Operational Management, namely Strategic Location, Guaranteed Halal Production Process, Quality of Business Products, and Use of Technology in Business.

Furthermore, Based on profiling In the preliminary study conducted at Cipayung Depok MSMEs, the MSMEs have problems such as unorganized financial records that can impact operational efficiency. There are two MSMEs that are the main focus, namely Mrs. Nadiah as a seller of cooked side dishes and Mrs. Wati as a home tailor. These MSMEs can be categorized as micro businesses because their monthly turnover is still below Rp. 5,000,000. Both MSMEs do not yet understand the importance of systematic business management and the use of simple technology to support the sustainability of their businesses. Thus, mentoring is needed to optimize business management and expand the market effectively. So the objectives of this community service activity are: delivering basic material on operational analysis, mentoring basic material on operational analysis, and providing meaningful contributions to MSMEs in Indonesia, especially MSMEs in the Cipayung area, Depok, West Java.

The problem to be solved in the PKM activities carried out for MSMEs in the Cipayung area, Depok, is to help MSMEs in the area to develop their businesses using operational analysis that includes strategic locations, good product quality, guaranteed halal production and the use of digital technology to facilitate their businesses. The low effectiveness and efficiency of MSMEs in the Cipayung area is our main goal to provide assistance and counseling to local MSMEs to overcome these problems, so that MSMEs in the Cipayung area can increase the effectiveness, efficiency, and sustainability of their businesses so that the businesses they run can be operated better in the future.

IMPLEMENTATION AND METHODS

Material

The material presented in this community service activity was designed based on field observations and interviews with MSMEs in the Cipayung area of Depok. The main focus of the material was operational analysis relevant to local MSME conditions, with the aim of increasing business effectiveness and efficiency. The material was delivered interactively by a team of lecturers and students from the STIE Indonesia Banking School, covering several key topics.

The first topic is Introduction to Operational Management for MSMEs. This topic provides a basic understanding of the importance of operational management in starting a business, whether long-term or short-term, including the efficient and effective management of raw materials, equipment, and production processes. Emphasis is placed on how good operational management can improve business sustainability, particularly in home-based businesses.

The second topic is Strategic Business Location Analysis. Strategic location is a key factor in the success of MSMEs. This topic discusses the importance of selecting a business location that is close to the target market, easily accessible to consumers, and supported by public facilities such as roads and internet access. A case study of an MSME on Jalan Rawageni is used as an example of a potential location.

The third topic is "Guaranteed Halal Production Processes." This material is presented to educate MSMEs on ensuring production processes comply with halal principles. Topics covered include the use of halal raw materials and hygienic processing as the basis for implementing Sharia-compliant business practices.

The fourth material is Improving the Quality of Business Products. This material explains how product quality, packaging, and food durability are important factors in maintaining customer loyalty. Participants are taught to pay attention to raw materials, packaging systems, and product quality control that meets standards. The activity is also equipped with real examples from Mrs. Nadiah's cooked side dish business and Mrs. Wati's sewing business.

The fifth topic is "Utilizing Technology in Business Operations." MSMEs are provided with insights into the use of simple technologies, such as social media promotions and digital order management, to improve business efficiency. All materials are structured in a simple manner, using direct presentations, questions and answers, and providing simple feedback so that participants can immediately understand and apply the knowledge provided. It is hoped that through the delivery of this material, the target MSMEs will be able to manage their businesses more structured and become more competitive in the future.

Location and Participants of the Activity

The community service activities were carried out at the STIE Indonesia Banking School campus, Jl. Kemang Raya No. 35, South Jakarta. The implementation was carried out *offline* by visiting the homes of MSMEs in the area. The activity of mentoring MSME operational analysis material in the Cipayung area, Depok, West Java was attended by around 5 participants, 2 of whom were the main focus of the PKM activity which provided cooked side dishes and clothing sewing services, 3 of whom had businesses, but were no longer running them. The activity was held on Thursday, May 22, 2025, around 11:30 - 12:30 WIB offline in the Cipayung area, Depok, West Java.

Implementation Procedure

The implementation of community activities is carried out with several systematic steps to overcome existing problems.

Situation Analysis Phase. In this phase, we conducted a comprehensive situational analysis to understand the conditions of MSMEs in the Cipayung area, Depok, West Java. This process began with a direct visit to the MSME's business location. Through field observations, we obtained information on how the business operates, from production to customer service. In addition to observations, we also conducted in-depth interviews regarding the business's still rudimentary financial records. From the results of this situational analysis, we concluded that the MSME has potential for further growth, but still requires assistance in operational management and marketing.

Material and Speaker Selection Stage. At this stage, based on interviews and observations with MSMEs, we developed relevant materials, such as operational and marketing analyses. We then prepared activity posters and banners, coordinated with MSMEs regarding the activity schedule, and arranged assignment letters for team members. Speakers were selected from among competent experts or practitioners who were able to deliver the material clearly and effectively. The materials and speakers were then tailored to suit the participants' circumstances and needs.

Activity Implementation Stage. The activity includes material assistance, which only lasts one day. The activity begins with outreach to MSMEs to introduce the objectives and benefits of the activity. Following this, training is conducted, including the delivery of operational and marketing analysis materials. Throughout the implementation, we provide mentoring so that MSMEs can apply the knowledge gained effectively. This activity is carried out in a structured and sustainable manner to ensure optimal achievement of PKM objectives.

PKM Activity Reporting Stage. The activity report is prepared as part of the previously accepted assignment and submitted to the supervising lecturer at each activity stage. The activity report is also prepared in the form of an article after completing the material mentoring activities for MSMEs. Several indicators used to measure the program's effectiveness are shown in Table 1 below.

Table 1. Indicators for Measuring the Effectiveness of Community Service Programs and Achievement Targets

No	Indicator	Target Achievement
1.	The activity was attended by MSMEs that had been targeted by the PKM Team.	There are 5 people who have different types of businesses.
2.	The profile data of PKM activity participants was obtained.	The team recorded data and reports on the results of operational analysis for each MSME.
3.	Participants can understand the material presented by the resource person in the PKM activity.	All participants can understand the material that has been presented

RESULTS AND DISCUSSION

General Explanation

In this community service activity, material was delivered regarding the aspects and importance of implementing operational analysis management in the business being run, as can be seen in Figure 1. The resource persons and implementers of the activity were lecturers and students of the 2022 class of STIE Indonesia Banking School with the hope that MSMEs in the Cipayung area can run their businesses better and more structured in the future.

There are four aspects to determining whether a business's operational analysis is running properly. These four aspects are location, production, quality, and technology. Here are some of the benefits of operational analysis in a business:

1. Providing a basic understanding of the importance of operational management, enabling MSMEs to manage raw materials, equipment, and production processes efficiently and effectively. This helps improve business sustainability, particularly for home-based businesses.
2. Assisting MSMEs in selecting strategic business locations, ensuring proximity to target markets, easy consumer access, and adequate public facilities. Selecting the right location can increase sales opportunities and business growth.
3. Educating MSMEs to ensure production processes comply with halal principles (especially for culinary businesses), use halal raw materials, and maintain hygienic processing practices. This is crucial for building customer trust and meeting Sharia business eligibility standards.
4. Improving product quality through attention to raw materials, packaging systems, and product quality control. Good quality will maintain customer loyalty and expand the market.

5. Encourage the use of simple technologies, such as social media promotions and digital order management, so that MSMEs can improve business efficiency and competitiveness in the wider market.
6. Helping MSMEs become more structured in business management, so they can identify operational strengths and weaknesses and design continuous improvement strategies.

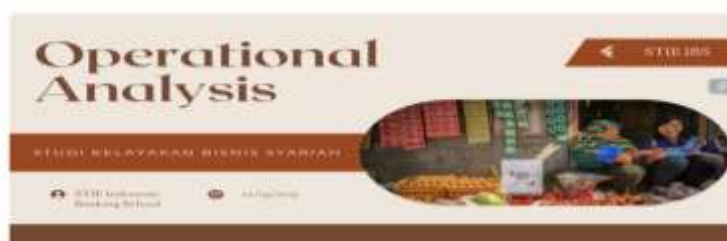


Figure 1. Delivery of Material to MSMEs in the Cipayung area which was carried out on May 22, 2025

Implementation of Activities

Community service activities focused on assisting MSMEs in operational analysis were carried out directly (offline) on Thursday, May 22, 2025, at 11:30–12:30 WIB in the Cipayung Village area, Depok, West Java. This activity involved 5 MSME participants, two of whom were active business actors who were the main targets, namely Mrs. Nadiah, the owner of a MSME selling cooked side dishes (prepared food business) and traditional Betawi cake delivery, then there was Mrs. Wati, the owner of a home sewing business with sewing services for women and children, to special orders such as uniforms and Muslim women's clothing. While the other three participants were business actors who had run businesses, but have now stopped.

The implementation of the activity consists of several core sessions which are carried out in a structured manner, namely:

1. Program Opening and Socialization
The event opened with introductions from the implementing team and an explanation of the objectives and urgency of the PKM program. Participants provided a brief overview of the material to be discussed and the expected benefits.
2. Delivery of Material



Figure 2. Participants and the PKM Team open the program socialization

The material presented covered basic concepts of MSME operational management, strategic business location analysis based on the surrounding environment, ensuring halal production processes, especially for culinary businesses, improving product and packaging quality, and utilizing simple technology in MSME operations. The material was delivered using an interactive lecture method, using MSME case studies for participants, and engaging in MSME discussions and Q&A sessions.



Figure 3. Students presenting material on Operational Management

3. Discussion and Follow-up

At the end of the session, a reflective discussion was held to assess participants' understanding. Despite the relatively short duration, the activity had a positive initial impact, marked by active participation in sharing their experiences and challenges in business management, as well as ideas for improvement.



Figure 4. Participants and the PKM Team held a discussion to determine the level of understanding.



Figure 5. Conducting a documentation session to close the activity

Field Observation:

Ms. Nadiah's cooked side dish business demonstrated advantages in terms of location, product taste, and established market segmentation. Ms. Wati's sewing business has significant potential in order management and word-of-mouth marketing. Both MSMEs still use traditional management methods and lack financial documentation, making them the primary focus of mentoring. Overall, the implementation of the activities went well and was on target, with active participation in discussions.

Table 2. Analysis of Outputs and Achievement Indicators of Financial Assistance Activities for Housewives' MSMEs

No	External Type	Achievement Indicators
1.	Increased participant understanding of basic operational management	There is
2.	Application of the strategic location principle in the analysis of participant businesses	There is
3.	Increasing awareness of the importance of halal production processes	There is
4.	Increased understanding of product quality and packaging	There is
5.	There is a follow-up plan for participants regarding assistance in obtaining MUI Halal certification.	There isn't any yet

6.	Scientific publications in journals	There isn't any yet
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Activity Evaluation

Based on the results of discussions during the implementation of Community Service activities presented by activity participants and the indicators used to measure program effectiveness, the activity evaluation is as follows:

Table 3. Activity Evaluation

Owner Name	Types of MSMEs	Early Standing	Before	After
Nadia's mother	Culinary	2016	Lack of attention to production aspects, not knowing the halal standards of a product, buying chicken without knowing whether the slaughtering is halal or not and using makeshift packaging.	So, they can understand the halal status of a product, pay attention to the halal status of the products they sell, and improve their business packaging to make it more attractive and have a higher selling value.
Mrs. Wati	Seamstresses	2020	Not having a daily income target and completing orders as they occur.	So have a target income in a month and have a target of completing the number of clothes in a day.

The operational analysis mentoring program for MSMEs in Cipayung, Depok, successfully attracted five participants, with two active business owners (a culinary business and a home-based sewing business) as the primary focus. Attendance targets met the plan, and participant profiles were successfully documented by the implementation team. The material presented included an introduction to operational management, business location analysis, halal production processes, product quality improvement, and technology utilization. The presentation was interactive, using discussions, case studies, and questions and answers, allowing participants to grasp the concepts and directly relate them to their own business experiences.

All participants in the PKM activities in the Cipayung area felt that the implementation of activities related to the material and resource persons was considered quite useful and helpful in improving the efficiency and quality of their business. The expected material for the Community Service activities after the PKM activities on May 22, 2025, is assistance in making MUI Halal certification. Despite the short implementation time, this activity had an initial positive impact, such as increasing awareness of the halal nature of the

production process and raw materials, product quality and the use of simple technology for business promotion. Participants expect the implementation of sustainable community service activities from the team of lecturers and students of STIE Indonesia Banking School.

CONCLUSIONS AND RECOMMENDATIONS

Community service activities conducted in the Cipayang area of Depok demonstrated that MSMEs, particularly housewives, are highly motivated to develop their businesses, yet still face various operational challenges. Based on observations, discussions, and mentoring, the following conclusions were drawn:

1. The four main aspects emphasized in this activity –namely strategic location, halal production processes, improving product quality, and utilizing technology –successfully provided practical insights for participants to apply directly in their businesses.
2. This activity proves that an interactive and contextual educational approach is very effective in improving the basic skills of MSME actors in more structured business management.
3. The cooked side dish and sewing businesses, which are the focus of the activities, demonstrate readiness in implementing aspects of packaging, raw materials, and digital marketing strategies.
4. Overall, this activity provides a positive contribution to empowering the local sharia-based economy, particularly in instilling the principles of sustainability and halal in the management of MSMEs.

Continued mentoring is highly recommended to enable MSMEs to sustainably develop their business capacity, particularly in the digitalization of financial records and social media-based marketing. Local governments and higher education institutions need to collaborate to create a sustainable MSME development ecosystem, including providing halal certification training and access to microfinance. Each MSME is encouraged to consistently implement business record keeping and develop short- and long-term strategies based on the operational analysis they have learned. To increase consumer trust and product competitiveness, MSMEs should consider obtaining halal certification and distribution permits, particularly for those in the culinary sector. Further community service can be conducted to measure the impact of this mentoring program on increasing turnover, customer numbers, and the medium- to long-term sustainability of MSME businesses.

ACKNOWLEDGMENT

Thank you to STIE Indonesia Banking School for supporting the implementation of community service activities.

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