A STUDY ON SUSTAINABLE BUSINESS DESIGN FOR PRESERVATIVE-FREE CULINARY PRODUCT

Written by:

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MANAGEMENT STUDY PROGRAM UNDERGRADUATE PROGRAM

FACULTY OF BUSINESS AND ECONOMICS

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A STUDY ON SUSTAINABLE BUSINESS DESIGN FOR PRESERVATIVE-FREE CULINARY PRODUCT

Final Report of Business Design

Compiled and submitted to fulfil the final exam requirements to obtain a Strata-1 Bachelor's degree in the Management Study Program, Undergraduate Program, Faculty of Business and Economics, Islamic University of Indonesia

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FACULTY OF BUSINESS AND ECONOMICS
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2025

PLAGIARISM FREE STATEMENT

"It is hereby stated that in this final assignment there are no works that have been submitted by others to obtain a degree in a university, and to the best of my knowledge there are also no works or opinions that have ever been written or published by others, except those that are in writing in this manuscript and mentioned in reference. If it is later proven that this statement is not true, I am able to accept any punishment/sanctions according to the applicable provisions"

Yogyakarta, 28 February 2026



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ABSTRAK

Tugas Akhir Rencana Bisnis Berbasis (RBB) ini membahas pengembangan usaha **Binbin Meal**, sebuah bisnis makanan beku (frozen food) dan makanan ringan rumahan yang mengusung konsep makanan sehat tanpa MSG. Karena semakin banyak orang yang sadar akan kebiasaan makan yang lebih sehat, bisnis ini dikembangkan untuk menyediakan pilihan makanan yang praktis, ramah anggaran, dan lebih aman untuk konsumsi sehari-hari. Maksud dari pengembangan bisnis ini yaitu agar bisa meningkatkan daya saing usaha, memperkuat cita rasa, operasional yang harus dikembangkan dan memperluas jangkauan pasar. Analisis ini didasarkan pada evaluasi kinerja keuangan, analisis perilaku pasar dan konsumen, analisis SWOT, dan strategi pemasaran dan operasional yang digunakan selama operasi bisnis. Berdasarkan tren pada saat ini dari hasil evaluasi, meningkatnya minat terhadap produk makanan praktis tetapi tetap sehat, Binbin Meal mempunyai peluang kesempatan yang cukup besar. Terlepas dari kemajuannya, bisnis ini masih menghadapi tantangan terkait dengan kapasitas produksi, menjaga kualitas produk yang konsisten, dan mengoptimalkan pemasaran digital. Untuk mengatasi masalah ini, sejumlah strategi disarankan, termasuk memperkuat identitas merek, mendiversifikasi produk, meningkatkan efisiensi produksi, memperluas jaringan distribusi, dan memanfaatkan platform pemasaran digital dengan lebih baik. Rencana pengembangan jangka pendek difokuskan pada perbaikan operasional, peningkatan kualitas kemasan, serta penguatan promosi melalui platform digital. Sementara itu, rencana jangka panjang diarahkan pada ekspansi pasar yang lebih luas, penguatan sistem manajemen bisnis, serta pengembangan produk baru yang berkelanjutan. Strategi keberlanjutan yang diusulkan mencakup pengelolaan keuangan yang lebih terstruktur, efisiensi produksi, serta pemeliharaan hubungan jangka panjang dengan pelanggan melalui peningkatan kualitas produk dan layanan. Secara keseluruhan, langkah strategis yang diusulkan diharapkan dapat membantu Binbin Meal tumbuh secara berkelanjutan, memperkuat posisinya di pasar, serta meningkatkan daya saing usaha dalam jangka panjang. Strategi ini bertujuan meningkatkan kualitas, efisiensi, dan perluasan pasar melalui pemasaran digital serta distribusi yang lebih luas.

ABSTRACT

This Business-Based Final Project focuses on the development of **Binbin Meal**, a frozen food and homemade snack business that offers healthy products without preservatives. As more people become aware of healthier eating habits, the business has developed to provide food options that are practical, budget-friendly, and safer for everyday consumption. The purpose of this business development is to increase business competitiveness, enhance product quality, improve operational efficiency, and expand market reach. The analysis was based on financial performance evaluation, market and consumer behavior analysis, SWOT analysis, and the marketing and operational strategies implemented during business operations. Based on the evaluation results, the growing consumer interest in practical yet healthy food products indicates that Binbin Meal has a significant market opportunity. Despite its progress, the business still encounters challenges related to limited production capacity, inconsistent product quality, and suboptimal use of digital marketing. To address these issues, a number of strategies are suggested, including reinforcing brand identity, diversifying products, increasing production efficiency, expanding distribution networks, and making better use of digital marketing platforms. Short-term development plans focus on improving operational processes, enhancing packaging quality, and increasing digital promotional efforts. Meanwhile, long-term plans emphasize broader market expansion, stronger business management systems, and sustainable product innovation. Sustainability strategies include maintaining sound financial management, improving production efficiency, and building long-term customer relationships through continuous product and service improvement. Overall, the proposed strategic actions are expected to support sustainable business growth, strengthen market positioning, and improve long-term competitiveness. These strategies also aim to enhance product quality and operational efficiency. In addition, expanding digital marketing and distribution channels helps reach a wider target market.

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In the process of preparing this final assignment, the author faces various challenges, ranging from collecting and processing business data, time management between academic activities and business operations, to the preparation of analysis in accordance with scientific standards. These challenges can be overcome through more structured planning, consultation with supervising lecturers, and continuous evaluation of the data and strategies used in this study. Therefore, I would like to express my sincere gratitude to:

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CHAPTER I
INTRODUCTION

A. Background

Binbin Meal is a home-based culinary business specializing in frozen food products. All products are made without preservatives or artificial additives, ensuring they remain safe and wholesome for daily consumption. Binbin Meal was established to meet the needs of modern society, which increasingly demands both practicality and nutritional value, by offering convenient, ready-to-eat food options that are healthy and safe for everyday consumption.

The production process of Binbin Meal is carried out hygienically and with strict quality control from the selection of raw materials, the semi-finished processing stage, to quality control during the packing process. Apart from its superior products, Binbin Meal also focuses on branding to differentiate itself from other competitors. Through this approach, Binbin Meal aims to build a strong brand identity that supports and promotes a healthy lifestyle.

When running the implementation of this Binbin Meal business, there are many challenges, such as marketing strategies that have not been maximized to reach a wider market, limitations in production in large quantities, and time management. However, from there, Binbin Meal can learn about how to change theory and ideas into real practices in the field. This stage is very important because Binbin Meal can develop into a more professional stage. Binbin Meal has a wide range of innovation opportunities to be developed through further business implementation, such as the development of healthier and more functional products, and the development of digital marketing strategies to strengthen brand awareness, such as educating consumers about the importance of healthy food. Collaborating with local resellers and frozen food stores can help expand distribution without incurring additional capital costs.

Currently, Indonesian people have begun to realize the importance of a healthy lifestyle, coupled with the increasing market demand to produce food without preservatives, based from GoodState, A health trend survey conducted among consumers in Indonesia shows that approximately 42% of respondents actively avoid products containing preservatives and artificial colorings. This condition shows a great opportunity for Binbin Meal to strengthen its position by offering healthy, practical, and affordable food products.

B. Problem Formulation

Based on the background described above, several key issues have been identified in the development of Binbin Meal as a home-based frozen food business. Therefore, the following research problems are formulated to guide this study:

1. How can Binbin Meal develop an effective digital marketing strategy to increase brand awareness and expand its market reach amid the growing competition in the frozen food industry?
2. How can Binbin Meal establish an efficient distribution and logistics system to ensure product quality is maintained during distribution beyond the primary production area, particularly through the implementation of a cold chain system?
3. How can Binbin Meal implement Human Resource (HR) development strategies to improve employee skills, productivity, and consistent product quality?

C. Purpose and Benefit

This Final Assignment is prepared with the aim of formulating a Binbin Meal business development strategy so that it can grow more optimally and sustainably. The main focus of the preparation of this Final Assignment is to enhance the effectiveness of marketing strategies, improve operational efficiency, and expand market reach to increase business competitiveness in the food industry.

In addition, this Final Assignment aims to evaluate the performance of the business that has been running, identify the opportunities and challenges faced, and compile strategic recommendations that can be used as a basis for making business decisions in the future.

Practically, the results of this Final Assignment are expected to make a real contribution to the development of Binbin Meal's business. If the formulated strategy can be implemented well, the business is expected to be able to increase sales, expand market share, and increase the effectiveness of product promotion and distribution.

The implementation of a more efficient operational strategy is also expected to help reduce production costs, increase product quality consistency, and speed up the production and delivery process. Thus, this Final Task can be a strategic guide for business owners in developing businesses in a more structured and long-term growth-oriented manner.

For example, through the optimization of digital marketing and increased brand awareness, it is hoped that the level of consumer recognition of Binbin Meal products can increase within six months after the strategy is implemented, which is followed by sales growth and customer loyalty.

From the academic side, this Final Assignment is expected to deepen students' understanding of the application of business management theory in real conditions. The preparation of this Final Assignment provides an opportunity for students to apply the concepts they have learned, such as marketing management, operational management, financial analysis, and strategic planning, in a real business context.

In addition, the research and analysis process carried out in this Final Assignment can train critical thinking skills, data analysis, and fact-based decision making. This experience is expected to be a useful provision for students in facing challenges in the world of work as well as in developing businesses in the future.

CHAPTER II
IMPLEMENTATION RESULT REFLECTION

A. Implementation Performance

During the Binbin Meal implementation period from May 2025 to January 2026, financial performance showed a fluctuating pattern with a total revenue of Rp54.111.400 and total sales of 2,439 product units. The highest income occurred at the beginning of the implementation period, while in the middle of the period, there was a decline influenced by increasing operational costs, so that the profit margin had decreased. Entering the end of the period, return earnings showed an increasing trend, and spending became more controlled, which had a positive impact on the stability of profit and business cash flow. Overall, although there is a decrease in turnover compared to the beginning of implementation, Binbin Meal's financial performance shows a good stabilization process and a more efficient and sustainable development direction.

Binbin Meal successfully implemented a weekly stock monitoring system to help prevent shortages and overproduction. The legality of the business has also been strengthened by obtaining a Business Owner Number (NIB), which shows readiness for expansion.

In the marketing aspect, Binbin Meal uses social media as the main market access, such as Instagram and Tiktok. The strategies used include daily order posting, promotions, giveaways, and closer interaction with customers that play a big role in building loyalty and emotional closeness with customers. The installation of paid ads, such as Meta Ads had increased the reach, but the effectiveness still needs to be improved by analyzing the content needed by the market. The price of the product is considered reasonable by the customer because of its homemade quality and without preservatives.

In practice, Binbin Meal has implemented several digital marketing activities to increase audience reach and brand awareness. One of the strategies used is paid advertising through Meta Ads on Instagram. Based on the advertising insights, the campaign successfully generated around **5.3K viewers**, **258 profile visits**, and **29 new followers** during the promotion period. This result indicates that the advertisement helped increase the visibility of the brand and attracted potential customers to explore the Binbin Meal account.

In addition to paid advertising, Binbin Meal also focuses on content marketing. Various types of content have been created to engage the audience, such as **comedy content related to daily food situations, cooking or serving tutorials showing how to prepare frozen food products, and product showcase content** to highlight the quality and homemade concept of the products.

Binbin Meal has also conducted **giveaway campaigns** to encourage audience participation and increase interaction. Through these giveaway activities, users are encouraged to follow the account, comment, and tag their friends, which helps expand the organic reach of the brand.

B. Implementation Reflection

During the business implementation, this one semester provides important lessons such as coordination with the team. The main factor in maintaining a smooth business is the importance of time management and operational planning, especially when it comes to organising the time between business and academic activities. Another important lesson is that effective marketing is not always on a big budget, but engagement with customers, such as direct interaction through social media and customer testimonials, has a significant impact on consumer trust and loyalty.

Binbin Meal faces several key challenges in its business operations. First, the business experiences fluctuations in sales due to limited operational time during off-campus events. As a result, there was a decrease in the sales volume, which eventually affected the monthly income. Second, time management and good coordination are needed to minimize errors in managing data and production; however, given the small team structure, the workload tends to be heavily concentrated on the founder, making efficient delegation and operational consistency difficult to maintain.

The delay in vendors and suppliers in providing packaging and raw materials is also an obstacle that must be resolved quickly to avoid disrupting the ongoing production process. These challenges make learning important for developing even better strategies in the future.

Binbin Meal has implemented several innovations and strategy adjustments to help the business continue to grow and adapt to field conditions. Such as adding menu variants made based on market trends, maintaining the availability of raw materials and production efficiency by implementing a weekly stock monitoring system, organic content, and interaction with "Sobin" customers (Sobat Binbin). Through this combination of innovation, Binbin Meal is able to maintain profitability and customer loyalty despite various limitations. Business success is not only measured by sales figures, but also by the ability to continuously learn, adapt, and innovate sustainably.

CHAPTER III
DEVELOPMENT APPROACH AND FRAMEWORK

A. Analysis Approach

The analytical approach used in this research combines case study methodology, business performance analysis, and strategy analysis, supported by a data-based approach (business analytics). This approach was selected to comprehensively assess Binbin Meal's overall business conditions from both operational and strategic perspectives. The case study method is employed because it provides a deep understanding of business phenomena in a real-world context. According to Rashid (2019), the case study method allows researchers to comprehensively examine the organization's internal dynamics in its actual context. In this context, Binbin Meal serves as the main unit of analysis."

In addition to case studies, the business performance analysis approach was also used to assess the success rate of strategy implementation and operational efficiency. Data obtained from financial and operational reports was used to evaluate performance in various fields, such as production, marketing, distribution, and quality control. This approach is in accordance with the research conducted by Novesar et al. (2017), which highlights the importance of business function analysis to find areas that need improvement in small and medium businesses. This approach is also relevant because Binbin Meal already has an employee who helps in the production process and packaging quality control, so that operational performance data can be measured more systematically.

The third approach is strategic analysis, which was used to assess the company's competitive position in the market and determine the direction of business development in the future. Analysis tools such as SWOT and Business Model Canvas are applied to identify strengths, weaknesses, opportunities, and business threats, as well as designing

strategies that are in harmony with the company's internal and external conditions. According to Gurel and Tat (2017), SWOT analysis is an effective strategic planning tool that helps organizations formulate appropriate strategies by systematically evaluating internal and external factors that influence organizational performance. Furthermore, Barney (1991) explains that the effective utilization of internal resources and capabilities through appropriate strategic choices can create sustainable competitive advantage and improve firm performance. On the other hand, Sukanto (2025) emphasized the integration between business strategy, risk management strategy, and innovation strategy. Business and risk management are able to strengthen the company's competitiveness in the midst of dynamic market changes.

This approach is further enriched with the implementation of business analytics, which helps in making decisions based on accurate data. By analysing sales patterns, promotional effectiveness, and consumer preferences, Binbin Meal can find important trends to design marketing strategies and product distribution that are more cost-effective and precisely targeted. According to Kasiri's research (2024) the use of business analytics by small and medium-sized enterprises (SMEs)in the United States can make strategic decision-making more accurate and provide an advantage in the market. Finally, the combination of case studies, performance analysis, strategy analysis, and analytics creates a solid foundation, both academically and practically.

The selection of this approach is based on its relevance to the formulation of the problem described in Chapter 1, namely, to understand the actual condition of the business, identify the main cause of the problem, and formulate the right improvement strategy. Through this approach, Binbin Meal's business condition can be analyzed from various perspectives - from actual performance based on implementation data, to strategies that need to be adjusted to market opportunities and threats. Thus, the results of this analysis are not only descriptive, but also applicable to increase business competitiveness and sustainability.

B. Data Collection and Analysis Techniques

In this study, the way Binbin Meal collect and analyze data is made specifically to help the main purpose, which is to check the business condition of Binbin Meal and create a development strategy that is suitable and can last for a long time. In accordance with the selected analysis method such as case studies, business performance evaluation, and strategic assessment, the data that Binbin Meal collect is contextual, based on field facts, and directly related to ongoing business operational activities. According to Rashid (2019) the data collection process must be able to capture the real conditions of the organization so as to produce a comprehensive understanding of the business phenomenon under study. Therefore, Binbin Meal combine primary and secondary data so that the analysis is not only descriptive, but also can dig deeper analytically and strategically.

This study uses both primary and secondary data sources. The use of these two types of data aims to enhance the validity of the analysis through the triangulation of data sources, so that the results obtained are more accurate, reliable, and credible from both academic and practical perspectives.

Primary data was obtained directly from Binbin Meal's business operational activities during the business implementation period. This data collection technique includes direct observation, casual interviews, and simple polls of consumers. Direct observation is carried out through the monitoring of the overall business process, starting from the production stage, packaging, quality control, and product distribution and marketing. This step is crucial to understand the implementation of operational strategies in the field and identify potential obstacles that may not be seen in official documents. As confirmed by Rashid (2019), direct observation in case study research allows researchers to capture organizational dynamics that often escape from quantitative data only.

Unstructured interviews were conducted with internal stakeholders, especially owners and staff who were directly involved in production and packaging. his method aims to provide in-depth insight into The decision-making process, operational challenges, market perspectives, and internal assessments of the business's strengths and weaknesses. This unstructured interviews method was chosen because it was more suitable for the nature of small businesses, thus allowing respondents to share information more freely and according to the context.

In addition, primary data was also collected through a consumer satisfaction survey that took place for a certain period of time. This survey was intended to find out how customers view the quality of products, prices, packaging, and services provided. This data becomes a crucial foundation for analyzing marketing strategies and product development. As mentioned by Kasiri (2024) in the Small Business Institute Journal, understanding customer perception is one of the main elements for increasing the competitiveness of small and medium businesses, especially when combined with structured data analysis.

Secondary data were collected from various documents and written materials closely related to this study. The main source comes from the Binbin Meal business implementation financial statement data. This report includes information about sales figures, production, marketing, and other operational records, all of which are the foundation for evaluating business performance. In addition, secondary data were also taken from academic sources such as international journals and guidebooks that discuss strategy analysis, business performance assessment, and the implementation of business analytics in small and medium-sized companies. The use of these materials is intended to strengthen the basis of research theory and ensure that the analytical approach remains in line with the latest advances in the field of business management.

The collected data were then evaluated through several analysis methods that complemented each other, namely business performance assessment, SWOT analysis,

and data-based analysis (business analytics). These techniques are selected by considering the research objectives and the nature of the existing data.

Business performance analysis serves to assess the condition in the company by using operational and financial data that has been recorded. This analysis includes the evaluation of production cost efficiency, sales volume, product quality sustainability, and the effectiveness of marketing activities. By comparing data from various implementation periods, this analysis helps researchers find trends, patterns, and potential problems that impact business results. This approach is in accordance with the findings of Novesar et al. (2017), who state that performance analysis based on business functions can provide a complete view of the company's internal strengths and weaknesses.

In addition, SWOT analysis becomes the main instrument in strategy studies. This analysis is intended to determine internal strengths and weaknesses of the business, as well as opportunities and threats from outside. Strengths and weaknesses are determined through the results of performance analysis and primary data, such as quality products without preservatives, in-house production processes, and limited resources. On the other hand, opportunities and threats are evaluated based on the market situation, healthy food consumption tendency, and the level of competition in the snack and frozen food sectors. According to Gürel and Tat (2017), a systematic strategic approach such as SWOT analysis enables organizations to formulate appropriate strategies by aligning internal capabilities with external environmental conditions, which ultimately supports performance improvement.

This research uses a simple business analytics approach to help data-based decision-making. The analysis was carried out by processing sales data and consumer preferences to identify the most popular products, optimal sales periods, and the effectiveness of the promotional strategies implementedAccording to Kasiri (2024), the application of business analytics in small and medium businesses, even on a simple

scale, can improve the quality of strategic decisions and provide an advantage in the market. In this way, this data-based analysis complements the qualitative analysis carried out through case studies and SWOT analysis.

The Relationship of Analysis Techniques with Strategy Formulation

All analysis methods applied in this study are closely related and designed to help the preparation of Binbin Meal's business growth strategy. Business performance analysis offers a clear view of the current situation and the challenges faced, SWOT analysis helps associate internal conditions with external opportunities and threats, while business analytics provides a quantitative basis for determining strategic priorities. This integrated approach is in line with the opinion of Sukanto (2025), which emphasizes that good strategy analysis must be based on a deep understanding of business performance and risk, so that it can produce practical and sustainable advice.

Therefore, the process of collecting data and analyzing techniques in this study is not just an assessment tool, but a foundation for designing a business development strategy that is in accordance with the company's reality. This approach ensures that the resulting strategy is data-driven, grounded in academic theory, and aligned with Binbin Meal's operational context.

CHAPTER IV
ENVIRONMENTAL ANALYSIS

A. Internal Environment Analysis

The analysis of the internal environment of Binbin Meal emphasizes more on assessing the conditions in it that directly impact business performance. The internal factors shown include operational, labor/ human resource, financial aspects, product offerings, and management systems. The goal is to find strengths that can be optimized and weaknesses that must be overcome in order to push business growth in the future.

As mentioned by Novesar et al. (2017), the internal analysis approach based on business functions helps companies understand which parts have been running smoothly and which ones need improvement. In this study, Binbin Meal analyzed the internal environment by applying the SWOT method, especially on the aspects of strengths and weaknesses.

SWOT Analysis – Strengths

Strength refers to resources, capabilities, and excellence in the Binbin Meal company that can be used to achieve business goals. Based on direct observation, the monthly activity report, and operational assessment during the implementation period, some of Binbin Meal's main strengths can be identified as follows.

First, Binbin Meal excels in frozen food products and preservative free homemade snacks, in line with the trend of increasing public awareness of healthy lifestyles. This product, preservative free, provides added value that makes Binbin Meal different from many competitors in the home frozen food market. According to Apple-Meulenbroek et al. (2023) research, product differentiation that focuses on health and quality aspects has a big impact on consumer choices and customer loyalty.

Second, flexibility in operation is one of the main advantages of Binbin Meal. As a small-scale business, this business can easily adjust the production volume based on market demand, especially when participating in bazaars, campus events, or certain promotional periods. Flexibility like this helps to save costs and reduce the risk of overproduction. Sukanto (2025) explained that operational flexibility is an important factor that supports the improvement of small business performance in the midst of uncertain market conditions.

Third, Binbin Meal has implemented a simple quality control system, with the help of an employee involved in the production and packaging process. Although the system is still limited, it is quite effective in maintaining the taste and quality of the product to remain consistent. Consistency in product quality is an important factor in sustaining customer satisfaction and business performance, as emphasized by Barney (1991), who explains that effectively managed internal resources and operational capabilities can contribute to sustainable competitive advantage.

Fourth, the use of social media and direct communication with customers are important in establishing a close relationship with consumers. Through face-to-face interaction on WhatsApp and social media platforms, companies can more easily understand customer needs and get immediate feedback. According to Kasiri (2024), this approach, which involves closeness with customers and the use of basic data from their interactions, is the first step in the implementation of business analytics among small businesses.

- **SWOT Analysis – Weaknesses**

In addition to having strengths, Binbin Meal is also faced with a number of internal weaknesses that can hinder business development if not immediately overcome.

One of the main problems is limited human resources, where the company's operations are heavily reliant on the owner alone, ranging from managing production and marketing to recording financial transactions. This dependence can cause work fatigue and make it difficult for the business to grow bigger. As conveyed by Novesar et al. (2017), HR limitations are common challenges in small businesses and often affect operational efficiency.

The second problem is the financial record system that is still simple; although there are monthly reports, the records have not been fully integrated into a more structured accounting system, making it difficult to analyze profits per product or evaluate financial performance in depth. Krishnamoorthi (2018) explained that the limitations of financial information systems like this can hinder strategic decision-making based on data.

Finally, the limited production capacity becomes one of the obstacles, especially when the demand suddenly surges, such as during bazaars or large events, where limited equipment and manpower make it difficult for businesses to fulfil large-scale orders consistently. This is in line with Sukanto's research (2025), which shows that limited operational capacity is often an obstacle to the growth of small businesses.

B. External Environment Analysis

In this study, an external environment analysis was conducted to identify opportunities and threats arising from outside the company that could affect Binbin Meal's development strategy. The external environment includes macro and micro factors, such as government policies, economic conditions, social trends, technological development, legal regulations, and the level of industrial competition.

From a strategic point of view, external analysis helps companies understand market dynamics and adjust strategies to remain relevant and competitive. This is in line with the view of Appel-Meulenbroek (2023), which states that external

environmental analysis plays an important role in the formulation of effective and sustainable business strategies.

a) Analysis PESTLE

PESTLE analysis is used to evaluate external macro factors that affect Binbin Meal's operations and strategies.

Political

From a political perspective, government policies on food safety, halal certification, and food product standards directly impact Binbin Meal's operations as a food business. The regulation, although adding an administrative burden, also opens up opportunities for Binbin Meal to build consumer trust through compliance with applicable standards. Porter (2008) explains that regulatory frameworks can shape competitive conditions within an industry, and firms that effectively comply with and adapt to regulations can strengthen their competitive position and reputation in the market.

Economic

Economic conditions, such as inflation and fluctuations in raw material prices, directly affect production costs and consumer purchasing power. As a home-made food business, Binbin Meal is quite sensitive to changes in the price of raw materials that occur in the market. However, food products are still classified as basic needs, so the demand level tends to be stable. Sukanto (2025) emphasized that the company's ability to manage economic risk plays an important role in maintaining business performance.

Social

From the social aspect, the increasing public awareness of a healthy lifestyle and food consumption without harmful additives is a great opportunity for Binbin

Meal. This trend strengthens the position of preservative free products as a practical but healthy food solution. These findings are in line with modern marketing literature that emphasizes the importance of the suitability of product values with consumer social values.

Technological

The development of technology, especially in digital marketing and online ordering systems, opens up opportunities for Binbin Meal to expand market reach without having to significantly increase operational costs. The utilization of social media and digital platforms is in line with Kasiri's findings (2024) that the adoption of technology and analytics can increase the competitiveness of SMEs.

Environmental

Environmental issues, such as waste reduction and the use of environmentally friendly packaging, are increasingly becoming a concern for consumers. Although it has not yet become the main focus, this aspect has the potential to be a strategic added value for Binbin Meal in the future, especially in building a sustainable business image.

Legal

On the legal side, regulations on business licenses, food labels, and food safety standards must be followed. Compliance with legal aspects not only prevents the business from legal risks but also increases the credibility of the business, as stated in the strategic management literature (Appel-Meulenbroek, 2023).

CHAPTER V

BUSINESS DEVELOPMENT STRATEGY FORMULATION

The formulated strategy aims to improve business performance sustainably by paying attention to operational challenges, market dynamics, and changes in consumer preferences towards healthy and practical food products. Strategy formulation was carried out with reference to relevant strategic management theories and frameworks, so that the recommendations produced are not only practically applicable, but also have a strong academic conceptual foundation.

A. Development Strategy Identification

Business development strategy identification was done by integrating the results of SWOT, PESTLE, and Porter's Five Forces analysis. The results of the analysis show that Binbin Meal has an advantage in product differentiation in the form of preservative free food and healthier home product image, but it is still facing limitations in production scale, marketing reach, and optimal utilization of digital technology. Therefore, the development strategy is directed to strengthen the advantages of differentiation as well as overcome internal weaknesses so that the business is able to survive and develop in the food industry competition.

The development strategy was formulated in two time horizons, namely short-term and long-term. Short-term strategies are focused on improving operational efficiency, digital marketing optimization, and business financial stabilization. Meanwhile, the long-term strategy is directed towards brand strengthening, market expansion, product innovation, and more structured management system development. This approach was in line with Porter's view which states that business strategy must be able to create a sustainable competitive position through differentiation or cost advantage (Porter, 1980).

The main theoretical foundation in the formulation of Binbin Meal's development strategy refers to several strategic management theories, namely the Generic Porter Strategy and Ansoff Matrix. Porter's generic strategy was used to determine the competitive position of the business, where Binbin Meal was more relevant to implement a focused differentiation strategy, by emphasizing the uniqueness of products preservative free that target certain health-conscious consumer segments. Porter (1979) emphasized that differentiation allows companies to create unique values that are difficult for competitors to imitate.

In addition, the Ansoff Matrix was used to formulate the direction of business growth. In the context of Binbin Meal, the most relevant strategies are market penetration and market development, namely increasing sales of existing products through more intensive digital marketing and expanding market reach to new consumer segments, such as students, young workers, and young families who need practical and healthy food. In the implementation stage, Binbin Meal applies the market penetration strategy through several practical marketing activities. One of the main approaches is utilizing digital marketing through Instagram and TikTok to increase brand exposure. Binbin Meal actively produces engaging content such as comedy content, cooking tutorials, product showcases, and promotional campaigns such as giveaways. In addition, the business also utilizes paid advertising through Meta Ads to expand its reach to new audiences and increase brand awareness. Ansoff (1957) stated that the choice of growth strategy must be adjusted to the level of risk and internal capabilities of the company.

In the financial aspect, the strategy was focused on more disciplined cash flow management, personal and business financial separation, and gradual investment planning to support business growth. Meanwhile, in the human resources aspect, the strategy is focused on improving workforce competence through clearer task

assignments and simple training in production and customer service. These strategies were designed to answer the main challenges that have been identified in Chapter IV.

B. Resource and Need Mapping

Resource mapping is an important stage to ensure that the formulated development strategy can be implemented realistically. According to the resource management theory (Resource-Based View), the company's competitive advantage depends on the ability to manage its own resources effectively and efficiently.

Binbin Meal's resource needs include human resources, finance, technology, and raw materials. In terms of human resources, businesses need additional part-time workers to support the increase in production and packaging capacity. From the financial side, additional funding allocation is needed for digital marketing, the purchase of simple production equipment, and the development of more attractive and informative packaging.

Technology needs include the utilization of digital devices such as financial recording applications, social media analytics, and marketplace platforms to increase efficiency and accuracy of decision making. In addition, the availability of quality raw materials preservative free must be maintained through a good relationship with suppliers to avoid production disruptions.

After the resource needs are identified, the next step is to formulate a resource management plan. Financial management was done by preparing a clear monthly budget and conducting regular evaluations of expenses and income. Human resource management was carried out with a more structured division of roles, as well as giving simple incentives to increase work motivation.

Technology management was carried out gradually according to the financial capabilities of the business, starting from the use of low-cost but high-impact

technology, such as social media and financial recording applications. This approach is in line with the findings of Kasiri et al. (2024), which states that the adoption of technology and business analytics in MSMEs can improve the quality of decision-making and business competitiveness.

C. Product Development and Added Value

Product development is a key strategy to increase Binbin Meal's competitiveness. Product innovation is not limited only to the creation of new products, but also includes improving quality, variety of flavors, packaging, and added value felt by consumers. According to innovation theory, companies that are able to innovate sustainably will be more adaptive to market changes.

The concept of Binbin Meal product innovation is focused on the development of new flavor variants, improving the quality of raw materials, and packaging innovations that are more practical and environmentally friendly. In addition, added value can also be created through the delivery of clear information about the advantages of products preservative free and the health benefits for consumers. This strategy aims to strengthen the perception of product value in the eyes of consumers and differentiate Binbin Meal from competitors.

D. Achievement Indicator (KPI)

KPI determination was carried out to measure the success of the implementation of business development strategies. KPI is compiled based on the Balanced Scorecard framework, which includes financial, operational, marketing, and learning aspects.

1. Performance Measurement

Financial performance indicators include increased turnover, profit margin, and cash flow stability. Operational indicators include an increase in production capacity

and a decrease in the level of defective products. Marketing indicators include an increase in the number of customers, social media engagement, and sales conversion rate. Meanwhile, learning and growth indicators include the improvement of labor skills and the effectiveness of work processes. This KPI was used as a continuous evaluation tool to ensure that the implemented strategy runs in accordance with the goals that have been set.

a) The Purpose of Determining KPI

KPI determination in Binbin Meal business development aims to:

1. measure the effectiveness of the implementation of the strategy that has been formulated in Chapter V, especially marketing, operational, and product development strategies,
2. become the basis for evaluation and data-based managerial decision making,
3. identify the gap between the target and the performance realization so that corrective action can be taken (corrective action), and
4. support business sustainability through systematic and sustainable performance monitoring.

In management literature, good performance indicators must meet the principles of SMART (Specific, Measurable, Achievable, Relevant, Time-bound) as introduced by Doran (1981). This principle was used in the formulation of the Binbin Meal KPI so that each indicator can be measured objectively and has a clear time limit.

b) Financial Aspect KPI

Financial performance indicators were used to measure the success of a strategy in increasing the profitability and financial stability of the business. In the context of Binbin Meal, financial KPIs were formulated to ensure that product development and marketing strategies have a direct impact on increasing revenue and cost efficiency.

Here is the examples of financial KPIs used:

1. **Revenue Growth (Revenue Growth):** an increase in monthly revenue of at least 15–20% in a period of 6 months after the digital marketing strategy is implemented.
2. **Net profit margin:** increase in net profit margin through production cost efficiency and raw material price control.
3. **Operational cost ratio to income:** keep the operational cost ratio so that it does not exceed the limit that has been set in the financial plan.

The use of financial KPI is in line with the literature that states that financial indicators remain the main benchmark of business success, but must be integrated with non-financial indicators to provide a more comprehensive picture of performance (Kaplan & Norton, 1996).

c) Operational Aspect KPI

Operational KPIs were used to measure the efficiency and effectiveness of business internal processes, especially in the production, packaging, and distribution of Binbin Meal products. This indicators were important because operational quality greatly affects customer satisfaction and product consistency.

Some of the operational KPIs that were set include:

1. **Average production time per batch:** reduction of production time through workflow improvement and raw material management.
2. **Product defect rate (defect rate):** reducing the percentage of defective products or damaged packaging through improved quality control.
3. **On-time delivery:** at least 95% of orders are delivered on time to customers or partners.

d) Marketing and Customer Aspects of KPI

Marketing and customer indicators were used to measure the success of market penetration strategies, increased brand awareness, and customer loyalty. For Binbin Meal, which relies on digital marketing and direct sales, marketing KPIs are among the main indicators of the success of its business development strategy.

The marketing KPIs formulated include:

1. **Growth in the number of customers:** an increase in the number of new customers by 20–25% in 6 months.
2. **Customer retention rate:** the percentage of customers who make repurchases is at least 30%.
3. **Social media engagement:** increasing the number of followers, interactions (likes, comments), and the reach of digital marketing content.
4. **Sales conversion rate:** the ratio between the number of social media visitors or digital catalogs to the number of successful transactions.

This indicator is in line with the customer perspective in the Balanced Scorecard, which emphasizes the importance of customer satisfaction and loyalty as a determinant of business sustainability.

e) Human Resource and Learning Aspect KPI

In addition to financial and marketing aspects, KPI also includes human resource development and organizational learning. This is important because the success of the strategy depends on the competence and commitment of the workforce involved in Binbin Meal operations.

KPI in this aspect include:

1. **Labor productivity:** increase in production output per labor force.
2. **Level of compliance with standard operating procedures (SOP):** to maintain product quality consistency.
3. **Skill improvement:** basic production training, food hygiene, and digital marketing for the workforce.

In management literature, the perspective of learning and growth is considered the main foundation for long-term performance improvement, because it allows organizations to adapt to changes in the business environment (Kaplan & Norton, 1996).

f) KPI Evaluation and Monitoring

All KPIs that have been set were evaluated periodically, for example every month or every quarter, by comparing targets and performance realization. KPI evaluation results are used as a basis for:

1. assessing the effectiveness of business development strategies.
2. identifying areas that need improvement.
3. adjusting strategies to be more responsive to market conditions and business environment.

Thus, the achievement indicator not only functions as a measuring tool, but also as an organizational learning mechanism that supports the sustainability and competitiveness of Binbin Meal.

CHAPTER VI

BLUEPRINT OF BUSINESS DEVELOPMENT AND SUSTAINABILITY

A. Short Term Development Plan (6-12 months)

The short-term development plan was prepared as an initial strategic step to improve operational performance and increase the competitiveness of Binbin Meal within 6–12 months. The main focus in this period was to strengthen the business foundation through the optimization of the production process, increasing marketing effectiveness, more structured financial management, and strengthening human resources. Short-term planning was crucial because the results of the implementation would determine the readiness of the business in entering the medium and long-term development stage. Therefore, the formulated strategy was not only operational, but also had a strong conceptual basis so that it can be measured, evaluated, and adjusted sustainably.

a) Theoretical Foundation

The formulation of the Binbin Meal short-term development plan was based on a strategic management framework, namely **Growth Strategy**. Growth strategy emphasizes that a business can grow through several approaches, including market penetration, market development, and product development. This framework helps businesses determine the most appropriate direction for short-term growth based on current market conditions and internal business capabilities.

In the short-term stage, Binbin Meal focuses on implementing a **market penetration strategy**, which aims to increase the sales of existing products within the current market. This strategy is carried out through marketing intensification and broader distribution efforts to reach more potential customers.

For Binbin Meal, market penetration is implemented by strengthening digital marketing activities through social media platforms such as Instagram and TikTok, increasing promotional campaigns, and improving customer engagement. In addition, the business continues to maintain product quality, production consistency, and efficient packaging processes to ensure that the frozen food products remain attractive and competitive in the market.

Through this approach, the short-term development plan of Binbin Meal focuses on increasing brand awareness, strengthening customer relationships, and improving operational efficiency while maintaining the quality of preservative-free frozen food products.

b) Concrete Steps

Based on the theoretical foundation, the concrete steps of Binbin Meal's short-term development were formulated in several main aspects, namely operations, marketing, finance, and human resources.

From the operational side, the main step taken was to optimize production capacity and increase the efficiency of the work process. The production of Binbin Meal was still carried out gradually with limited capacity and was highly dependent on time and available manpower. In the next 6-12 months, Binbin Meal targeted an increase in production capacity of around 15-20% through more structured production scheduling, standardization of recipes and raw material measures, as well as improving workflows starting from material preparation, production process, to packaging. This

step aimed to reduce the production time per batch, reduce the potential for waste of raw materials, and maintain the consistency of product quality preservative free which was the main value of Binbin Meal.

Binbin Meal plans to develop a more efficient distribution and logistics system to ensure that product quality remains well maintained when products are distributed beyond the main production area. As a frozen food business, maintaining product temperature and quality during delivery is an important aspect of the operational strategy. Therefore, Binbin Meal plans to implement a simple cold chain distribution system that ensures products remain frozen and safe for consumption throughout the delivery process. This system will focus on proper frozen storage, temperature-maintaining packaging, and the use of fast and reliable delivery services to minimize the risk of product quality deterioration during transportation. Through this strategy, Binbin Meal aims to expand its market reach while maintaining consistent product quality for consumers in different locations.

From a marketing perspective, the short-term focus was on strengthening digital marketing and increasing brand visibility. Based on the previous implementation evaluation, Binbin Meal marketing was still dominated by organic promotion through social media and direct sales. In the next 6-12 months, the marketing strategy was strengthened strengthened through the creation of more consistent digital content, the use of more professional product photos and videos, as well as the use of paid promotion features on a limited scale on social media. In addition, Binbin Meal will increase participation in bazaars and local events to expand market reach and build consumer trust. This strategy was in line with the market penetration approach in Growth Strategy, where increased sales are achieved by strengthening the presence in existing markets.

In the financial aspect, short-term steps were focused on the organization of financial records and cash flow management. The financial records remained simple

and have not fully separated personal finance from business finance. Therefore, in the next 6-12 months, Binbin Meal would implement more systematic financial records, including recording production costs, marketing costs, and regular income. This step aimed to increase financial control, facilitate business performance evaluation, and became the basis for strategic decision-making, such as determining the selling price and allocating promotion costs.

From the human resource side, short-term development was focused on increasing the effectiveness of the existing workforce as well as a clearer division of tasks. Considering that the business scale was still small, the recruitment of additional labor was carried out selectively and gradually, especially to support the production and packaging process when demand increased. In addition, business owners would also increase managerial capacity through independent learning and direct practice in production, marketing, and financial management. This approach was in line with the perspective of learning and growth in the Balanced Scorecard, which emphasized the importance of developing internal competence as the basis of business sustainability.

Overall, this short-term development plan was designed to have a direct impact on improving Binbin Meal's performance within 6-12 months. With a measurable strategy, realistic operational steps, and adjustments to the actual condition of the business. This plan was expected to be able to strengthen the business foundation and prepare Binbin Meal for a more aggressive long-term development stage.

B. Long Term Development Plan (1-5 years)

A long-term development plan was drawn up as a strategic effort to ensure the sustainability and growth of Binbin Meal's business in the next one to five years. In contrast to short-term plans that focus on operational improvements and initial performance, long-term plans are directed at strengthening the structural business position, increasing competitiveness, and creating a sustainable competitive advantage.

In the context of the frozen food industry and home-free snacks preservative free, long-term plans become crucial due to the increasing level of competition, changes in consumer preferences, and the dynamics of raw material and distribution costs.

The long-term development of Binbin Meal was designed to include three main aspects, namely **strengthening the internal foundation of the business, gradual market expansion,** and **sustainable product innovation**, all of which were supported by realistic and measurable financial projections. This approach aimed to ensure sustainable growth, operation stability, and adaptability to market changes, while strengthening Binbin Meal's competitiveness and brand in the frozen food and home-free snack industry, so that business growth was not only oriented towards increasing sales, but also towards operational stability and business adaptability in dealing with changes in the external environment.

a) Theoretical Foundation of Long-Term Development Plan

Binbin Meal's long-term development plan was based on strategic management theory, particularly **Porter's Five Forces** and the **Resource-Based View (RBV)**. These two approaches were used complementarily to analyze how the business can survive and grow in a competitive environment while optimizing its internal resources.

Porter's Five Forces framework was used to understand the competitive conditions of the frozen food industry. In the context of Binbin Meal, the snack and frozen food market is highly competitive and has relatively low entry barriers. Therefore, product differentiation and operational efficiency become important factors in maintaining market competitiveness. The long-term strategy is directed toward strengthening product differentiation through preservative-free product positioning, maintaining consistent product quality, and reinforcing the brand image as a healthy homemade food brand.

Meanwhile, the Resource-Based View (RBV) approach emphasizes that sustainable competitive advantage can be achieved when a business effectively manages its valuable internal resources. In the case of Binbin Meal, several internal resources can support long-term development, such as unique product recipes, flexible home-based production processes, strong relationships with local consumers, and a good understanding of target market preferences. The long-term strategy therefore focuses on strengthening and developing these internal resources to create sustainable value.

By combining Porter's Five Forces and RBV, the long-term development plan of Binbin Meal is not only focused on responding to external competitive pressures but also on optimizing internal strengths as the foundation for sustainable business growth.

b) Financial Projection and Long-Term Expansion Strategy

In the next one to five years, Binbin Meal targets gradual, controlled, and sustainable business growth. Long-term financial projections are prepared under the assumption of increasing production capacity, market expansion, and product diversification, tailored to the operational capabilities of MSMEs.

In the early stages of long-term development (1st to 2nd year), the main focus was directed towards the stabilization of cash flow and increased profitability. The strategies implemented include producting cost efficiency through more planned management of raw materials, gradually increasing the scale of production, and strengthening sales channels that have been proven effective during the initial implementation period (for example, direct sales, pre-order, and bazaar events). In this phase, the revenue growth target was moderate, with an emphasis on increasing profit margins rather than aggressive expansion.

Entering the middle phase (3rd to 4th year), Binbin Meal plans to expand its market regionally, especially in urban areas with a high level of awareness of healthy, practical food. This expansion can be done through cooperation with resellers, sales partners, or digital marketplace platforms. At this stage, revenue projections are expected to increase significantly along with the increase in sales volume and market reach. In addition, Binbin Meal also began to allocate funds for investment in simple production equipment to increase the capacity and consistency of product quality.

In the long-term full stage (5th year), Binbin Meal aims to strengthen its position as a food MSKM without MSG, with a regionally recognized brand. The revenue growth target in the five-year period is projected to increase cumulatively, for example, reaching 40–50% compared to the first year, with a more efficient cost structure and a more established operational system. In addition to revenue growth, long-term success indicators include profit stability, customer loyalty, and the business's ability to continue innovating.

Product Innovation as Part of Long-Term Development

In addition to market expansion and improvements in financial performance, Binbin Meal's long-term development plan also prioritizes product innovation as the main pillar of business sustainability. This innovation does not always mean creating a

completely new product, but also includes the development of flavor variants, improving the quality of raw materials, and improving the packaging to make it more attractive and functional.

In the long run, Binbin Meal can develop a more diverse frozen food product line, for example, by presenting a ready-to-cook menu that maintains the concept preservative free. In addition, packaging innovations that are more durable and informative (for example, including simple nutritional value information) can increase consumer confidence and strengthen the brand image. This strategy is in line with the RBV approach, where innovation based on internal knowledge and production experience becomes a source of competitive advantage that is difficult for competitors to imitate.

Overall, Binbin Meal's long-term development plan is designed to ensure that the business not only survives, but also grows sustainably over the next one to five years. Based on strategic management theory, especially Porter's Five Forces and Resource-Based View, long-term strategies are focused on strengthening product differentiation, internal resource optimization, gradual market expansion, and consistent product innovation. This approach is expected to be able to make Binbin Meal an MSME business that has strong competitiveness, a stable operational structure, and sustainable growth prospects.

C. Risk Management

Risk management is an important part of the blueprint for business development and sustainability because every development strategy, both short-term and long-term, always contains a level of uncertainty. Risks can arise from various sources, both internal and external, and if not managed properly, they can hinder the achievement of business goals and even threaten business continuity. Therefore, in the context of Binbin Meal development, risk management is a systematic process for identifying,

analyzing, and formulating mitigation strategies to address potential risks that may arise during the implementation of business development strategies.

Conceptually, risk management in business refers to a structured approach to anticipate events that have the potential to cause losses and minimize their impact on organizational performance. ISO 31000 states that risk management not only functions as a control tool, but also as an integral part of the strategic decision-making process. In the context of MSMEs such as Binbin Meal, risk management becomes increasingly crucial because limited resources make businesses more vulnerable to operational disruptions, market fluctuations, and changes in the external environment.

a) Risk Identification

The first stage in risk management is risk identification, which is the process of recognizing and mapping various potential risks that can affect the achievement of business goals. In Binbin Meal, risk identification was carried out by considering the results of the internal and external environment analysis in the previous chapter, as well as adjusting it to the real conditions of the business during the RBB implementation period.

1. **Financial Risk**

   Financial risk is one of the main risks faced by Binbin Meal, especially related to fluctuations in raw material costs, working capital limitations, and cash flow uncertainty. As a food business preservative free, Binbin Meal tends to use raw materials with certain qualities whose prices are relatively more sensitive to market changes. A sudden increase in the price of raw materials can have a direct impact on production costs and profit margins. In addition, as an MSME that is still developing, limited fund reserves also increase the risk of

liquidity disruption, especially when there is a decrease in sales or an unexpected increase in operational costs.

2. **Operational Risk**

   Operational risk is related to the production process, packaging, storage, and product distribution. In the frozen food and snack business, operational risks can arise from production process failures, inconsistent product quality, equipment damage, or packaging errors. In addition, limited labor and dependence on several key individuals also increase the risk of operational disruption if there are problems such as illness or absence of labor.

3. **Market and Marketing Risk**

   Market risk is associated with changes in consumer preferences, intense competition, and demand uncertainty. Although the healthy lifestyle trend is an opportunity for Binbin Meal, the rapid change in consumer taste and the emergence of substitute products can reduce the attractiveness of the product. In addition, dependence on certain marketing channels, such as online sales or bazaar events, can increase the risk if the effectiveness of those channels decreases.

4. **Regulatory and Compliance Risk**

   As a business in the food business, Binbin Meal also faces regulatory risks, including business licensing, food safety standards, product labeling, and hygiene requirements. Policy changes or non-compliance with regulations can cause administrative sanctions or lower consumer confidence. This risk becomes significant, especially when businesses plan to expand the market or increase the scale of production.

5. **Reputation Risk and Product Quality**

   Business reputation is highly dependent on the consistency of product quality. Reputation risk can arise if there is a consumer complaint regarding the taste, quality, or safety of the product or service. In the social media era, one

negative review can spread quickly and have an impact on consumer perception of the Binbin Meal brand.

b) Risk Mitigation Strategy

After the main risk is identified, the next step is to formulate a mitigation strategy to reduce the possibility of risk and minimize its impact on the business. Binbin Meal risk mitigation strategy is designed realistically by considering the limitations of resources and business scale.

1. **Financial Risk Mitigation Strategy**

   To reduce financial risk, Binbin Meal plans to manage cash flow more effectively through stricter financial discipline, structured financial records, and regular exaluation of production costs and profit margins. In addition, Binbin Meal can establish medium-term partnership with key raw material suppliers to secure more stable pricing. Furthermore, diversifying into products with higher profit margins is considered a strategic measure to reduce reliance on a single revenue stream.

2. **Operational Risk Mitigation Strategy**

   In dealing with operational risks, Binbin Meal needs to set clear operational procedure standards (SOP) for each stage of the business process, from production to distribution. The implementation of consistent quality control, especially at the packaging stage, is an important step to maintain product quality. In addition, simple training for labor related to hygiene and production processes can help reduce the risk of operational errors.

3. **Market Risk Mitigation Strategy and Marketing**

   To reduce market risk, Binbin Meal can diversify its marketing channels, rather than relying on a single platform or event. Consistent use of social media, strengthening relationships with loyal customers, and collecting consumer feedback periodically can help businesses adapt faster to changes in

market preferences. This strategy also allows businesses to customize products more responsively.

4. **Regulatory Risk Mitigation Strategy**

   In managing regulatory risks, Binbin Meal needs to ensure that all production and distribution processes are in accordance with applicable provisions, including licensing and food safety standards. Periodic monitoring of regulatory changes and consultation with related parties, such as health services or local MSMEs, is a preventive measure to avoid legal risks in the future.

5. **Reputation Risk Mitigation Strategy**

   To maintain business reputation, Binbin Meal must prioritize the consistency of product and service quality. Handling consumer complaints quickly and professionally is also an important strategy in minimizing the impact of reputation risk. In addition, transparent communication regarding product advantages, such as the use of materials preservative free and hygienic production processes, can strengthen consumer trust in the brand.

Risk management in the development of Binbin Meal plays a role as a security mechanism that ensures that the business development strategy can be carried out sustainably. By systematically identifying risks and formulating realistic mitigation strategies, Binbin Meal can reduce potential disruptions to operations and financial performance. This approach also allows businesses to be more adaptive to changes in the external environment and increase business resilience in the long term.

D. Business Process Blueprint

The business process blueprint is a structured picture of the operational flow run by Binbin Meal to support the achievement of short-term and long-term

development strategies. This blueprint serves as a working guideline that explains how every main business activity starting from the procurement of raw materials, production process, packaging, distribution, marketing, to resource management is carried out in an integrated manner. With the existence of a business process blueprint, Binbin Meal is expected to increase operational consistency, work efficiency, product quality, and business readiness in facing the growth of business scale.

In the context of food MSME business development, the business process blueprint is important because it helps business actors in reducing dependence on informal work systems and intuition only. This blueprint is also a managerial control tool to ensure that every operational activity is in line with the development strategy that has been formulated in advance, as suggested in the business process management approach and strategic operations management.

a) Binbin Meal Business Process Blueprint Description

Binbin Meal business process blueprint is designed with an end-to-end process approach, which is to see business as a series of processes that are interconnected from upstream to downstream. This process includes six main components, namely:

1. Procurement of raw materials,
2. Production process,
3. Quality control and packaging,
4. Distribution and logistics,
5. Marketing and sales, and
6. Resource management and business administration.

Each component is designed to support the differentiation strategy of Binbin Meal products as a home-cooked food preservative free that is quality, safe to consume, and in accordance with healthy lifestyle trends.

1. Raw Material Procurement Process

The business process starts from the procurement of raw materials as the foundation of product quality. Binbin Meal implements a selective raw material procurement system with priority on fresh, safe ingredients, and in accordance with home production standards. The main raw materials such as flour, milk, eggs, meat, and other supporting materials are obtained from local suppliers to maintain the freshness of the ingredients and reduce distribution costs.

In the development blueprint, the procurement of raw materials is planned using **material requirement planning (simple material requirement planning)**. With this system, Binbin Meal can:

a) Avoid excess stock of raw materials that are at risk of damage,
b) Reducing the waste of material costs,
c) Maintaining the continuity of production especially when there is a surge in demand (for example during a bazaar event or large pre-order).

In the future, the blueprint also directs Binbin Meal to build a long-term relationship with regular suppliers, so that the material quality is more consistent and the price is more stable.

2. Production Process

The production process is the core of the Binbin Meal business process blueprint. Production is carried out with a small-batch production approach, which is production in a limited amount but repeated, adjusted to orders and daily production capacity. This approach was chosen to maintain product quality, freshness, and taste consistency.

The production process includes:

a) Preparation of raw materials,
b) The process of mixing and processing dough or main ingredients,
c) The cooking process according to the recipe standard,
d) Product cooling (for frozen food),
e) Temporary storage before packaging.

In the development blueprint, the production process is standardized through a simple **SOP (Standard Operating Procedure),** which includes material dosage, production time, cooking temperature, and cleanliness standards. This standardization is important for:

a) Maintaining quality consistency even though the production volume increases,
b) Facilitate the training of new workers,
c) Reduce dependence on just one person in the production process.

Blueprint also opens up opportunities to use more efficient production tools gradually for example, a freezer with a larger capacity or a more stable dough mixer) as the business grows.

3. Quality Control and Packaging Process

After production, the product enters the quality control (QC) and packaging stage Quality control was conducted through visual and sensory evaluation — covering color, aroma, texture, and taste — to ensure the products were fit for sale and in accordance with Binbin Meal's quality standards.

Packaging is done with a dual purpose, namely:

a) Protect the product to be safe during storage and distribution, and
b) Increase added value through an attractive and informative packaging display.

The business process blueprint directs Binbin Meal to use packaging that:

a) is safe for food,
b) maintains the quality of frozen food products,
c) includes basic product information (product name, production date, storage method).

This stage also involves additional labor who is in charge of helping the packaging process and quality control. This division of tasks increases production efficiency and reduces the risk of operational errors.

4. Distribution and Logistics Process

The distribution of Binbin Meal products is carried out through two main channels, namely:

a) Direct sales to consumers (pre-order and bazaar event),
b) Local distribution for consumers around.

In the development blueprint, the distribution is designed with a direct-to-consumer approach, so Binbin Meal can:

a) Maintain direct contact with customers,
b) Controlling product quality in the hands of consumers,
c) Reduce third-party distribution costs.

For frozen food products, the blueprint emphasizes the importance of cold storage management (simple cold storage) and delivery time management to maintain product quality. In the future, the blueprint also open up opportunities to cooperate with delivery services that offer frozen food delivery services if the distribution scale increases.

5. Marketing and Sales Process

Marketing is an important part of the business process blueprint because it plays a direct role in driving sales growth. Binbin Meal marketing blueprint focuses on digital marketing based on social media and offline activities through bazaars or campus events.

The marketing process includes:

a) Product content creation (photos, videos, testimonials),
b) promotion through social media,
c) pre-order management, and
d) direct communication with customers.

This Blueprint emphasizes the integration between marketing and production, so that the promotion is adjusted to the production capacity, and there is no over-promising that leads to late delivery.

6. Resource Management and Business Administration

The last component of the business process blueprint is resource management and administration. Blueprint directs Binbin Meal to start implementing simple but systematic recording related to:

a) Sales,
b) Production cost,
c) Operational expenses,
d) Monthly profit and loss.

Human resource management is also part of the blueprint, with a clear division of roles between business owners and production/packaging assistants. This division of tasks is important to maintain operational sustainability and reduce the workload that is too centralized.

Blueprint Integration with Development Strategy

Overall, Binbin Meal's business process blueprint was designed to support short-term and long-term development strategies. This blueprint ensures that every operational process runs in a structured, efficient manner and in line with business goals, namely improving product quality, expanding markets, and maintaining business sustainability.

With this business process blueprint, Binbin Meal has clear operational guidelines to face business growth, minimize operational risks, and increase the professionalism of business management without losing the character of a home business, which is the main advantage.

CHAPTER VII

CONCLUSION AND RECOMMENDATION

A. Conclusion

This conclusion section summarizes all the results of analysis and evaluation that have been carried out in previous chapters, starting from the analysis of business conditions, internal and external environment, strategy formulation, and the preparation of business development and sustainability blueprints. This conclusion was drawn based on operational data from Binbin Meal documented in the Business Development Plan (RBB) report, observations during the business implementation period, and the results of strategic analysis carried out systematically and objectively.

Based on the results of Binbin Meal's business performance analysis, it can be concluded that this business has a fairly strong development potential, especially in terms of product value, business concept, and market opportunities. Binbin Meal products that focus on frozen food and homemade snacks preservative free are the main advantages that are relevant to current consumer trends, especially the increasing awareness of healthier, practical, and safer eating patterns for consumption by various age groups. This value is an important differentiation compared to similar products in the market that still rely a lot on additional ingredients such as MSG and excess preservatives.

1. From the **operational** side, business implementation shows that the production process has run consistently and is controlled, even though it is still on a small business scale. The involvement of one additional workforce to help the production process and packaging quality control is a positive first step in maintaining product quality. However, limited production capacity and dependence on manual processes are still major challenges, especially when

demand increases at certain moments, such as events, bazaars, or special promotions.

2. In the **marketing** aspect, Binbin Meal has utilized digital channels and direct sales (event/bazaar) as the main marketing channel. This strategy is quite effective in fostering direct consumer interaction and increasing brand awareness in certain market segments, especially among students and young consumers. However, digital marketing is still not optimally structured, particularly in content planning, promotion consistency, and the use of sales data for consumer behavior analysis. This causes the wider market potential to have not been fully worked on.
3. From a **financial** perspective, the analysis shows that the business is still in the early stages of development, with the main focus on cash flow sustainability and production cost control. The cost of raw materials, packaging, and other operational costs is still relatively sensitive to market price fluctuations. This condition requires more disciplined financial management and medium to long-term planning so that the business can grow healthily without sacrificing product quality.
4. Meanwhile, in terms of **human resources**, Binbin Meal is still centrally managed by business owners with limited manpower support. This condition provides flexibility in decision-making, but on the other hand, it also increases the workload and the risk of dependence on one individual. This is an important concern in the context of future business development, especially if the scale of production and marketing continues to increase.

Overall, the main findings show that Binbin Meal is in the early growth phase, with the main strength in products and business concepts, but it still needs to strengthen the operational system, marketing management, and financial planning in order to develop sustainably.

The business development strategy that has been formulated in the previous chapter can be considered relevant and in accordance with the actual condition of Binbin Meal. A short-term strategy that focuses on improving operational efficiency, strengthening digital marketing, and cost control is considered appropriate to answer the main challenges faced by businesses today. This approach is in line with business conditions that are still on a small-medium scale and require a strong internal foundation before expanding more widely.

A long-term strategy that focuses on production capacity development, product innovation, and market expansion also reflects the business needs to adapt to the dynamics of the competitive food industry. By utilizing the advantages of internal resources such as production flexibility, product uniqueness preservative free, and proximity to consumers, Binbin Meal has the opportunity to build a stronger position in the healthy and practical food market.

Reflection on the formulated strategy also shows that the success of strategy implementation depends heavily on the consistency of implementation, resource management ability, and business readiness in dealing with operational and market risks. The strategy that has been prepared is not only theoretical, but designed to be applicable and realistic in accordance with the current business capacity. With gradual and measurable implementation, the strategy is expected to be able to improve business performance, strengthen competitiveness, and create long-term business sustainability.

Thus, it can be concluded that the entire analysis process and strategy formulation have provided a clear picture of Binbin Meal's current business position, the challenges faced, and the direction of development that can be pursued in the future. This conclusion is a strong basis for the preparation of strategic recommendations that are practical and can be implemented to support business growth and sustainability.

B. Recommendation

Based on the results of the evaluation and analysis that have been carried out in the previous chapters, the following recommendations are prepared to help Binbin Meal improve business performance sustainably. This recommendation is **practical, strategic, and realistic**, taking into account the internal conditions of the business, available resource capacity, as well as opportunities and challenges of the external environment. Recommendations are divided into short-term practical recommendations, long-term recommendations, and resource management recommendations so that development strategies can be implemented effectively.

a) Practical Recommendation (Short Term)

Practical recommendations are focused on actions that can be immediately implemented by Binbin Meal in the near future (0–12 months) to improve operational, marketing, and financial performance.

First, from the **operational** side, Binbin Meal is advised to standardize the production and packaging process. The production process is still very dependent on manual activities so that it has the potential to cause inconsistency in product quality and time efficiency. Therefore, businesses need to compile a simple Standard Operating Procedure (SOP) that includes production stages, raw material dosage, processing time, to cleanliness standards and packaging quality. This SOP will help maintain consistency of taste, quality, and increase consumer trust.

In addition, Binbin Meal is also recommended to improve its distribution and logistics system to ensure that frozen food products maintain their quality during delivery. Since frozen food products require stable temperatures, the business should implement a simple cold chain distribution system by using insulated packaging such as thermal bags combined with ice gel to maintain product temperature during

transportation. Furthermore, Binbin Meal can collaborate with fast delivery services and prioritize same-day or next-day shipping to minimize the risk of product quality deterioration. By developing a more structured distribution system, Binbin Meal will be able to expand its market reach while maintaining consistent product quality.

Second, from the **marketing** side, Binbin Meal is recommended to strengthen content-based digital marketing. So far, marketing still relies a lot on bazaars and limited promotions. To increase market reach, businesses can routinely utilize social media such as Instagram and WhatsApp Business with educational and promotional content, such as highlighting the advantages of products preservative free, hygienic home production processes, and customer testimonials. In addition, promotions based on limited offers or product bundles can be applied to increase sales volume in the short term.

Binbin Meal has created various types of social media content to engage audiences and introduce its frozen food products. These include entertaining content such as comedic videos, cooking tutorials showing how to prepare and serve frozen food products, product introduction content, as well as occasional giveaway campaigns to increase audience interaction. These content strategies help create stronger engagement with potential consumers while also strengthening the brand image as a homemade frozen food business that offers preservative-free products.

To further improve marketing performance, Binbin Meal is encouraged to consistently create engaging and informative content on platforms such as Instagram and WhatsApp Business, while continuing to utilize targeted digital advertising to reach broader market segments. By maintaining consistent content creation and digital promotion activities, Binbin Meal can gradually build stronger brand awareness and increase its customer base in the frozen food market.

Third, from the **financial** side, Binbin Meal is advised to make more structured and consistent financial records. Recording is still simple and has not fully separated personal and business finances. Therefore, the use of simple recording based on spreadsheets or MSME financial applications is highly recommended. With neater recording, business owners can monitor cash flow, calculate profit margins more accurately, and become the basis for making price and production decisions.

b) Long Term Recommendation (1–5 Years)

Long-term recommendations are focused on Binbin Meal's business growth and sustainability strategy in the next 1 to 5 years.

First, Binbin Meal is advised to develop a product differentiation strategy based on health values. In the long run, the advantages of products preservative free need to be strengthened through flavor variant innovation, the development of more practical frozen food products, and informative packaging improvements (for example, including the advantages of raw materials and presentation methods). This strategy will help Binbin Meal build a brand image as a healthy, safe, and quality home product.

Second, from the market expansion side, Binbin Meal can start targeting markets outside the nearest community, such as product storage in local souvenir shops, resellers, or marketplace platforms. This expansion should be done gradually so that it remains in accordance with the production capacity and capital it has. In the long run, this expansion has the potential to increase sales volume and expand brand awareness.

Third, in the long term Binbin Meal is also advised to draw up financial planning and gradual investment, including a plan to purchase more efficient production equipment (for example additional freezers or better packaging equipment).

This investment aims to increase production capacity, maintain the quality of frozen food products, and reduce the risk of product damage.

c) Resource Management Recommendation

Resource management is an important aspect to support the implementation of all business development strategies.

From the **human resources side**, Binbin Meal was advised to increase the clearer division of tasks between business owners and employees. Currently, most activities are still centered on business owners. In the medium term, simple training for employees regarding production, cleanliness, and packaging standards needs to be carried out so that the quality of work is maintained and the business does not depend too much on one individual.

In terms of **financial resources**, businesses need to establish a clear allocation of funds for operational, marketing, and business development savings. With budget planning, Binbin Meal can avoid the uncontrolled use of funds and be more prepared to face sudden needs, such as rising raw material prices.

Meanwhile, in terms of **technology**, Binbin Meal is advised to start utilizing simple but relevant technology, such as the use of social media analytics to see the effectiveness of promotions, as well as digital recording systems for stock and sales. The utilization of this technology does not require a large investment, but it can have a significant impact on the efficiency and quality of business decision making.

C. Theoretical Foundation for Recommendation

The formulation of strategic recommendations for Binbin Meal is not only based on practical considerations and empirical business conditions, but also reinforced by the theoretical foundation of strategic management and marketing literature. The

use of this theory aims to ensure that the recommendations produced have a strong conceptual basis, are systematic, and are relevant to the characteristics of the frozen food and homemade snacks preservative free business run by Binbin Meal. Some of the main theories used as a foundation in the preparation of recommendations include **SWOT Analysis, Ansoff Matrix, and Resource-Based View (RBV).**

1. **SWOT Analysis as the Basis for Determining the Direction of Recommendations**

SWOT analysis is used as the initial foundation in formulating recommendations because it is able to integrate the internal and external conditions of the business comprehensively. According to strategy literature, SWOT helps organizations align internal strengths with external opportunities while minimizing weaknesses and threats (Gürel & Tat, 2017).

In the context of Binbin Meal, the results of the previous SWOT analysis show that:

a) **Strengths:** products preservative free, typical home-style taste, small-scale production flexibility, and proximity to local consumers.
b) **Weaknesses:** limited production capacity, limited dependence on the workforce, and digital marketing that has not been optimal.
c) **Opportunities (Opportunities):** increasing consumer awareness of healthy and practical food, as well as post-pandemic frozen food trends.
d) **Threats:** fierce competition in the frozen food industry, fluctuations in raw material prices, and changes in consumer preferences.

Based on the SWOT framework, recommendations such as strengthening digital marketing, increasing production efficiency, and developing healthy product variants are directed to maximize SO (Strength–Opportunity) and WO (Weakness–Opportunity) strategies. Thus, the recommendations given are not just short-term solutions, but the result of systematic strategic mapping.

2. Ansoff Matrix as the Foundation of Growth Recommendations

Market and product development recommendations on Binbin Meal are based on the Ansoff Matrix, which classifies growth strategies into four categories: market penetration, market development, product development, and diversification (Ansoff, 1957).

In Binbin Meal's business flow, the most relevant strategies are:

a) **Market Penetration:** increasing the intensity of digital marketing (social media, WhatsApp Business, local marketplace) to strengthen sales in existing market segments.
b) **Product Development:** the development of new flavor variants, more practical packaging sizes, and frozen food product innovations that remain consistent with the concept preservative free.

This recommendation is in accordance with the condition of Binbin Meal, which is still in the early growth stage, so the focus is directed towards the optimization of the market and products that are already known to consumers, before expanding on a large scale.

3. Resource-Based View (RBV) as the Basis for Strengthening Competitiveness

The Resource-Based View Theory (RBV) emphasizes that the company's competitive advantage comes from internal resources that are unique, valuable, difficult to imitate, and difficult to replace (Barney, 1991). The recommendation for Binbin Meal is directed to strengthen and optimize the internal resources.

In practice:

a) Products preservative free and homemade recipes become intangible resources that must be strengthened through branding.

b) Production and quality control skills become human resources that need to be developed through simple training and work standardization.
c) Relationships with customers and local suppliers become relational resources that need to be maintained to support business sustainability.

Recommendations for strengthening branding, customer loyalty, and local supplier partnerships are in line with RBV principles in creating long-term competitive advantages.

Every recommendation given for Binbin Meal is justified based on the results of performance evaluation and analysis in previous chapters. The recommendation to improve digital marketing, for example, is based on the findings that sales are still heavily dependent on a limited consumer circle and have not fully utilized the potential of digital platforms. This is in line with the results of SWOT analysis that identifies marketing as an internal weakness.

The recommendation of cost control and production efficiency is based on the analysis of operational performance in the RBB report, which shows that the cost of raw materials and production processes has a significant effect on profit margins. Therefore, the recommendation to establish long-term cooperation with local suppliers and carry out a more structured production planning becomes a rational and data-based strategic step.

Meanwhile, product development recommendations and long-term innovation are justified by market opportunities identified in the analysis of the external environment, especially the trend of healthy and practical food consumption. By associating the results of empirical analysis with strategic management theory, the recommendations compiled become more academically stronger and practically relevant for the sustainability of Binbin Meal.

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ATTACHMENT

Attachment 1: Financial Report Binbin Meal

Item	Sales (Rp)
- Donat Kampung Frozen	Rp18.272.900
- Dimsum Frozen	Rp7.865.000
- Risol Mayo Iri Frozen	Rp2.160.000
- Nugget Cheese Melt Frozen	Rp4.445.000
- Chicken Karage	Rp2.112.500
- Gyoza	Rp1.462.500
- Ekado	Rp1.462.500
- Chicken Teba	Rp960.000
- Chicken Spicy	Rp840.000
- Risol Chicken Mentai	Rp810.000
- Risol Mushroom Bolognese	Rp870.000
- Risol Udang Mentai	Rp750.000
- Risol Mozzarella	Rp891.000
- Donat susu Malaysia	Rp2.874.000
- Donat Susu Thailand	Rp2.860.000
- Donat Kampung per pcs	Rp3.710.000
- Donat Kampung Bundling 3	Rp1.030.000
- Dimsum mix	Rp216.000
- Risol Mayo Ori (ready to eat)	Rp196.000

- Risol Udang Mayo (ready to eat)	Rp162.000
- Risol Chicken Mentai (ready to eat)	Rp162.000
Total Sales Revenue	**Rp54.111.400**
- Raw Material Cost	Rp28.812.500
- Marketing Cost	Rp1.880.000
- Packaging Cost	Rp2.757.300
- Production Cost	Rp2.014.930
Total Expenses	**Rp35.464.730**
Net Profit	**Rp18.646.670**
Profit Margin	**34,5%**

Attachment 2 : Binbin Meal Sales Data per Month

Month	Sales (Rp)
May	Rp12.838.080
June	Rp7.474.600
July	Rp5.072.800
August	Rp3.106.800
September	Rp4.766.200
October	Rp5.051.020
November	Rp4.721.500
December	Rp11.080.400
Total	**Rp54.111.400**

Notes: The highest sales occurred in May during the grand opening, and in December which was supported by participation in campus events. The lowest sales were recorded in August due to operational limitations during the implementation of KKN. Sales fluctuations are influenced by promotional activities and involvement in external activities.

Attachment 3: Proof of Legality

PEMERINTAH REPUBLIK INDONESIA

PERIZINAN BERUSAHA BERBASIS RISIKO
NOMOR INDUK BERUSAHA: 1206250070191

Berdasarkan Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja Menjadi Undang-Undang, Pemerintah Republik Indonesia menerbitkan Nomor Induk Berusaha (NIB) kepada:

1. Nama Pelaku Usaha	: ALLINAJJA BINTANG ALAA NASYWA EFENDI
2. Alamat	: KLIDON SUKOHARJO NGAGLIK SLEMAN YOGYAKARTA, Desa/Kelurahan Sukoharjo, Kec. Ngaglik, Kab. Sleman, Provinsi Daerah Istimewa Yogyakarta
3. Nomor Telepon Seluler	:
Email	: allinsamuu.0404@gmail.com
4. Kode Klasifikasi Baku Lapangan Usaha Indonesia (KBLI)	: Lihat Lampiran
5. Skala Usaha	: Usaha Mikro

NIB ini berlaku di seluruh wilayah Republik Indonesia selama menjalankan kegiatan usaha dan berlaku sebagai hak akses kepabeanan, pendaftaran kepesertaan jaminan sosial kesehatan dan jaminan sosial ketenagakerjaan, serta bukti pemenuhan laporan pertama Wajib Lapor Ketenagakerjaan di Perusahaan (WLKP).

Pelaku Usaha dengan NIB tersebut di atas dapat melaksanakan kegiatan berusaha sebagaimana terlampir dengan tetap memperhatikan ketentuan peraturan perundang-undangan.

Diterbitkan di Jakarta, tanggal: 12 Juni 2025

Menteri Investasi dan Hilirisasi/
Kepala Badan Koordinasi Penanaman Modal,

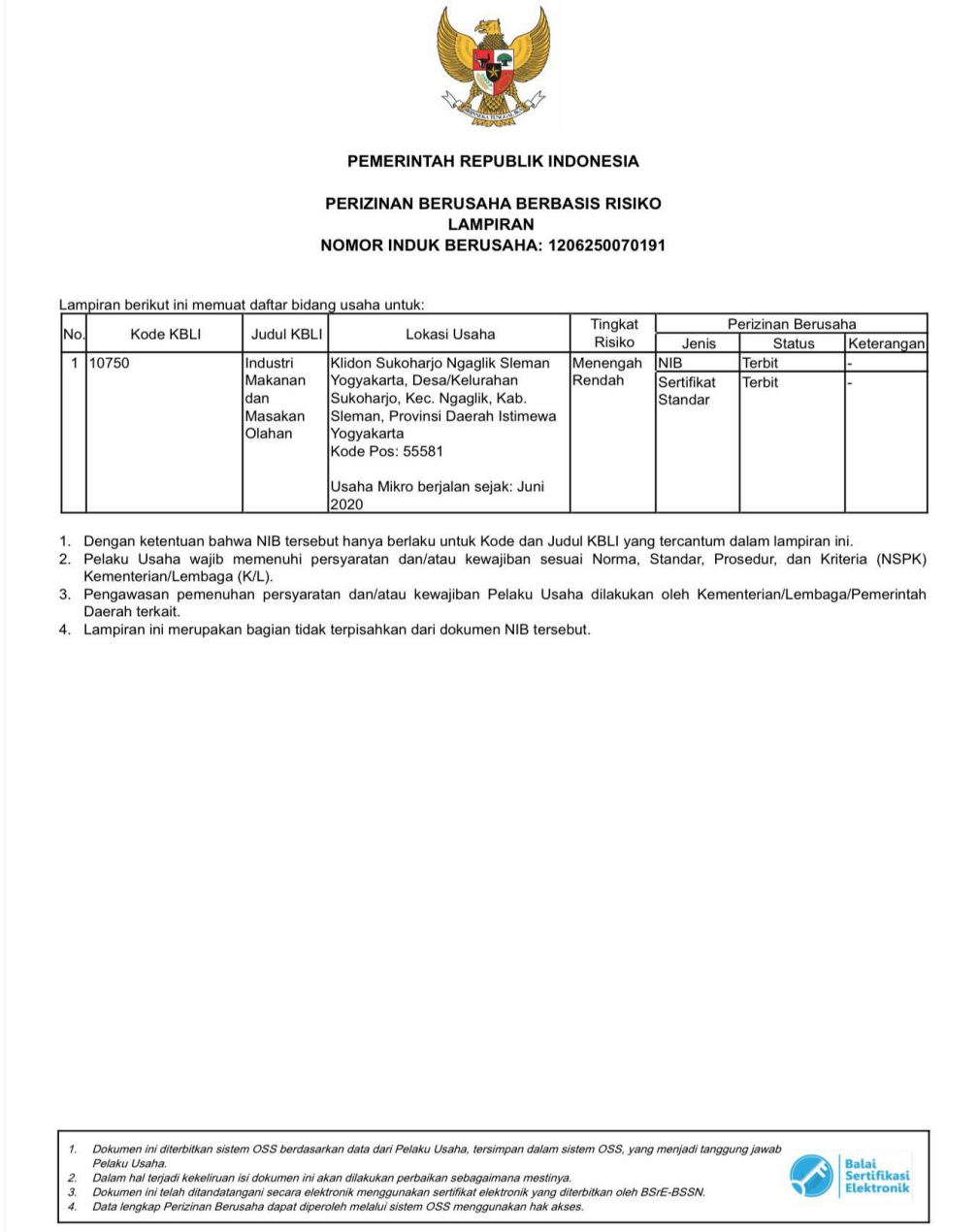
Ditandatangani secara elektronik

Dicetak tanggal: 12 Juni 2025

1. *Dokumen ini diterbitkan sistem OSS berdasarkan data dari Pelaku Usaha, tersimpan dalam sistem OSS, yang menjadi tanggung jawab Pelaku Usaha.*
2. *Dalam hal terjadi kekeliruan isi dokumen ini akan dilakukan perbaikan sebagaimana mestinya.*
3. *Dokumen ini telah ditandatangani secara elektronik menggunakan sertifikat elektronik yang diterbitkan oleh BSrE-BSSN.*
4. *Data lengkap Perizinan Berusaha dapat diperoleh melalui sistem OSS menggunakan hak akses.*

Balai Sertifikasi Elektronik

Figure 1. Risk-Based Business Licensing – Business Identification Number (NIB)



PEMERINTAH REPUBLIK INDONESIA

PERIZINAN BERUSAHA BERBASIS RISIKO
LAMPIRAN
NOMOR INDUK BERUSAHA: 1206250070191

Lampiran berikut ini memuat daftar bidang usaha untuk:

No.	Kode KBLI	Judul KBLI	Lokasi Usaha	Tingkat Risiko	Perizinan Berusaha		
					Jenis	Status	Keterangan
1	10750	Industri Makanan dan Masakan Olahan	Klidon Sukoharjo Ngaglik Sleman Yogyakarta, Desa/Kelurahan Sukoharjo, Kec. Ngaglik, Kab. Sleman, Provinsi Daerah Istimewa Yogyakarta Kode Pos: 55581 Usaha Mikro berjalan sejak: Juni 2020	Menengah Rendah	NIB	Terbit	-
					Sertifikat Standar	Terbit	-

1. Dengan ketentuan bahwa NIB tersebut hanya berlaku untuk Kode dan Judul KBLI yang tercantum dalam lampiran ini.
2. Pelaku Usaha wajib memenuhi persyaratan dan/atau kewajiban sesuai Norma, Standar, Prosedur, dan Kriteria (NSPK) Kementerian/Lembaga (K/L).
3. Pengawasan pemenuhan persyaratan dan/atau kewajiban Pelaku Usaha dilakukan oleh Kementerian/Lembaga/Pemerintah Daerah terkait.
4. Lampiran ini merupakan bagian tidak terpisahkan dari dokumen NIB tersebut.

1. Dokumen ini diterbitkan sistem OSS berdasarkan data dari Pelaku Usaha, tersimpan dalam sistem OSS, yang menjadi tanggung jawab Pelaku Usaha.
2. Dalam hal terjadi kekeliruan isi dokumen ini akan dilakukan perbaikan sebagaimana mestinya.
3. Dokumen ini telah ditandatangani secara elektronik menggunakan sertifikat elektronik yang diterbitkan oleh BSrE-BSSN.
4. Data lengkap Perizinan Berusaha dapat diperoleh melalui sistem OSS menggunakan hak akses.

Balai Sertifikasi Elektronik

Figure 2. Risk-Based Business Licensing – Business Identification Number (NIB)

Attachment 4: Activity Photo



Figure 3. Production Frozen Food



Figure 4. Production Ready To Eat

Attachment 5: Event

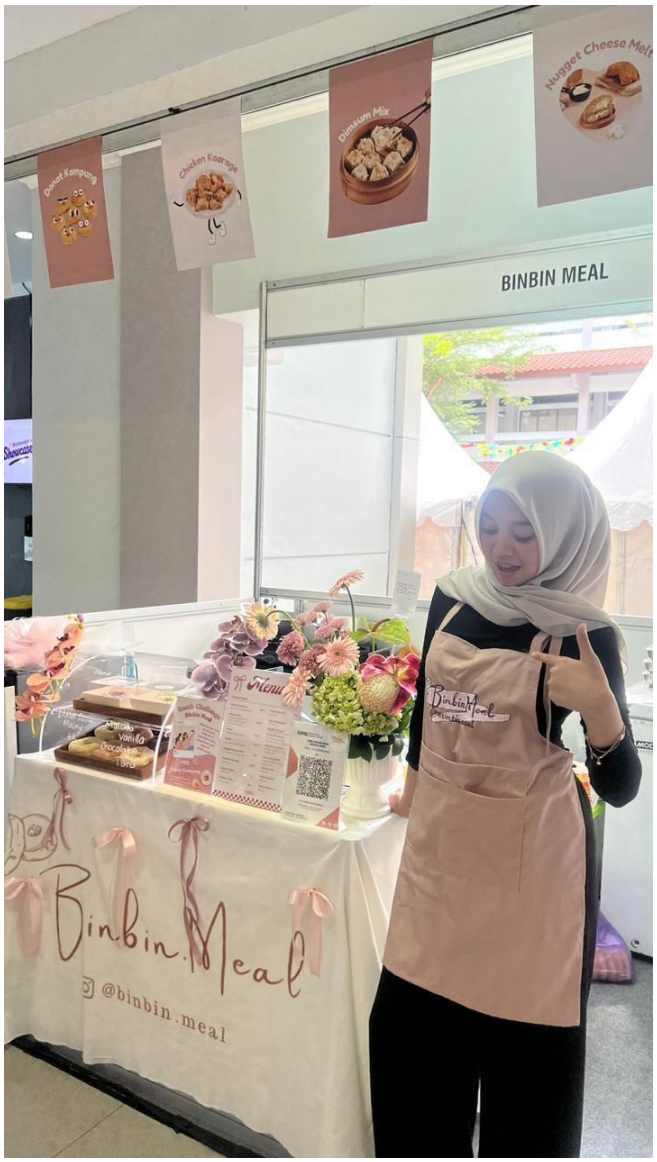


Figure 5. Bizdesign 2025 at FBE UII



Figure 6. Career Business Festival 2025 at FBE UII



Figure 7. 1000 pcs Donat Kampung for Makan Bergizi Gratis (MBG)