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## Analysis Of The Success Of The MSMEs Jenang Karomah Industry In Kaliputu Village, Kudus Regency

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10

### Abstract

This study aims to identify the determining factors for the success of Jenang Karomah MSMEs in Kudus Regency. This study uses a descriptive method with a qualitative approach. Data collection was carried out through observation, interviews, and documentation. Data analysis was carried out using the Spradley model through domain analysis, taxonomy, componential analysis, and cultural theme stages. The results of the study indicate that the success of Jenang Karomah MSMEs is influenced by the implementation of the 4P marketing mix strategy which includes product quality, appropriate pricing, easily accessible locations, and promotions carried out directly and through digital media. In addition, a production strategy that maintains consistent taste and product quality, managerial skills in managing the business, and government support also contribute to improving business sustainability. Customer orientation is also an important factor, because good service and meeting consumer needs can create customer loyalty. It is recommended that Jenang Karomah MSMEs increase the use of digital marketing and expand cooperation with online sales platforms to expand market reach and improve business competitiveness.

**Keywords:** Business Success, MSMEs, Kudus Jenang, Marketing Strategy, Managerial Ability, Customer Orientation

### INTRODUCTION

Small and Medium Enterprises (MSMEs) in the processed food industry play a strategic role in supporting regional economic development through job creation and increasing the added value of local products. The existence of Jenang Kudus not only reflects the preservation of traditional culinary delights but also contributes to the growth of MSMEs and the improvement of the community's economy. In the development of the jenang industry in Kudus, Kaliputu Village has become a renowned jenang production center. This village has also developed as a tourist village with the main attraction being jenang-making education and a jenang industry center that supports local economic empowerment through MSME activities (Istiqomah & Andriyanto, 2017). However, MSMEs in the processed food industry generally still face various challenges such as limited innovation, marketing, and

business management, which means that not all of them are able to develop sustainably.

In today's increasingly competitive business world, the success of MSMEs is no longer limited to relying solely on high-quality products recognized by consumers. MSMEs face challenges such as changing consumer behavior, intense competition from similar products, an increasing number of competitors in the souvenir market, and the demand for innovation to survive and thrive. This situation is also felt by jenang businesses in Kudus Regency. Unfortunately, despite being an iconic local culinary product, many jenang MSMEs in Kudus have not yet maximized their potential. Based on field data, only a few jenang businesses are able to penetrate markets outside the city or abroad.

One widely recognized Jenang Kudus MSME is Jenang Karomah in Kaliputu Village, Kudus Regency. Jenang Karomah is known as a

producer of traditional jenang with a distinctive flavor and has long been a popular choice for local souvenirs. Field observations indicate that this business demonstrates success through consistent product quality, relatively stable business management, extensive distribution reach, and maintained customer loyalty (Murtadho et al., 2025).

One of the key factors determining the success of MSMEs is marketing strategy. The implementation of the 4P marketing mix strategy has proven effective in increasing MSME sales and competitiveness (Andini et al., 2024). International research shows that TQM practices have a positive influence on MSME performance (Anifowose et al., 2022). Managerial capability is also a crucial internal factor influencing financial management, workforce management, and operational sustainability (Park & Byun, 2022; Hlaing & Aung, 2025).

The success of MSMEs is also influenced by external factors such as government support and customer orientation. Customer orientation has been shown to have a positive relationship with improved MSME performance (Prasetyo et al., 2024; Bekata & Kero, 2024). **The purpose of this study is to analyze** how the success of Jenang Karomah is achieved through marketing strategy, production strategy, managerial skills, government support, and customer orientation.

Business success in MSMEs is broadly defined as the ability of a business to achieve its stated goals while maintaining long-term sustainability and continuous performance improvement (Alfiannur & Winarso, 2023; Sholihah et al., 2023). Contemporary scholarship recognizes that MSME performance is not determined by a single variable, but rather

**by a combination of** interconnected internal and external factors working in synergy.

From a marketing perspective, **the 4Ps marketing mix—product, price, place/distribution, and promotion—remains one of the most practical and widely adopted frameworks** for designing MSME marketing activities. Implementation of the 4Ps tailored to consumer characteristics has been demonstrated to contribute to increased sales volume and MSME competitiveness (Julia Nur Afrilia, 2023; Andini et al., 2024; Ritonga & Nurhabibah, 2026). In the context of traditional culinary MSMEs, product differentiation through quality ingredients, variant innovation, and preservation-free production methods constitutes a strategic advantage that reinforces the overall marketing proposition.

Production strategy is equally critical as an internal determinant of success. In traditional food MSMEs, production strategies encompass raw material selection, hygienic processing, quality control, and recipe standardization to maintain consistent taste and food safety. **The literature underscores the importance of Total Quality Management (TQM) and Good Manufacturing Practices (GMP)**, particularly in the post-pandemic era where consumer expectations around hygiene and safety have significantly heightened (Wijaya et al., 2022; Anifowose et al., 2022). Capacity flexibility—the ability to scale production in response to seasonal demand—further reinforces operational resilience.

Managerial capability represents a crucial internal factor that cuts across all business functions. Managerial skills—encompassing planning, organizing, financial control, digital adaptation, and customer service

communication—play a pivotal role in the growth and stability of MSMEs. Park and Byun (2022) demonstrated that managerial ability significantly influences business strategy effectiveness and firm value, while Hlaing and Aung (2025) corroborated this in the context of small enterprises in emerging markets. Anoke et al. (2022) further affirmed that managerial competencies are statistically significant predictors of SME growth.

Beyond internal capabilities, external support—particularly from the government—plays an essential enabling role. Siregar et al. (2025) demonstrated that local government support has a significant impact on MSME performance in Indonesia, especially when interventions combine technical guidance with facilitation of access to capital and market networks. Programs that include business management training, food safety certification, packaging improvement, and MSME product exhibitions are proven more effective in encouraging resilience and innovation than financial incentives alone.

Customer orientation constitutes the fifth pillar of MSME success. A customer-centric approach—characterized by responsive service, loyalty programs, and active engagement with consumer feedback—has been shown to positively correlate with improved MSME

performance and competitiveness (Prasetyo et al., 2024; Bekata & Kero, 2024). In the traditional culinary sector, positive word-of-mouth generated through satisfied customers serves as a low-cost yet highly effective promotional channel that reinforces brand reputation.

Several prior studies have examined jenang and related traditional food MSMEs, though with differing scopes and methodological orientations. Rahadinsyah et al. (2019) analyzed the Jenang Candi business development strategy in Magetan using a quantitative approach through the IFE, EFE, IE, and QSPM matrices, focusing on strategic positioning rather than in-depth exploration of success factors. Research by Ernawatiningsih and Arizona (2022), Ma'arif et al. (2022), and Maharani and Sasongko (2025) similarly employed quantitative approaches that, while providing measurable performance indicators, do not fully capture the lived processes and contextual dynamics underlying business success. This study addresses that gap by employing a qualitative descriptive design using the Spradley model to comprehensively examine how the five identified success factors operate and interact within the specific context of Jenang Karomah MSME in Kudus.

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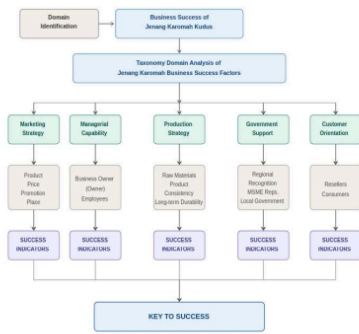


Figure 1. Conceptual Framework

**METHOD**

This research uses a descriptive method with a qualitative approach. This approach was chosen because it aims to deeply understand the success of the Jenang Karomah MSME in Kaliputu Village, Kudus Regency, through marketing strategies, production strategies, managerial capabilities, government support, and customer orientation.

Data collection techniques included observation, interviews, and documentation. Data validity was strengthened through source triangulation and technical triangulation by comparing the results of interviews, observations, and documentation (Effendy et al., 2024).

Table 1. Research Informants

No	Informant	Amount	Data Obtained
1.	Owner of Jenang Karomah UKM	1 person	Business profile, marketing strategy, production, managerial, government support, customer orientation.
2.	Store employee	2 persons	Marketing activities, promotions, customer service, product distribution
3.	Production employees	1 person	Production process, product quality, use of raw materials, quality control
4.	Raw material suppliers	1 person	Availability of raw materials, quality of materials, cooperative relationships.
5.	Consumer	1 person	Customer satisfaction, product quality perception, reasons for purchasing
6.	Retailer	1 person	Product distribution, market reach, sales strategy

Source: Primary Data (2026)

Data analysis used Spradley's (1980) qualitative analysis model, which includes domain analysis, taxonomic analysis,

componential analysis, and cultural theme analysis to group data and find main patterns or

themes that describe the success of the Jenang Karomah MSME.

**RESULTS AND DISCUSSION**

This section presents research findings based on qualitative data analysis using Spradley's (1980) model, which includes four stages of analysis. The analysis was conducted across five main domains: marketing strategy, production strategy, managerial capabilities, government support, and customer orientation.

Jenang Karomah UMKM was founded in 2005 by Mr. ALA, located in Kaliputu Village, Kota District, Kudus Regency. This location is very strategic because Kaliputu Village is known as a center of jenang production as well as a tourist village (Istiqomah & Andriyanto, 2017). Currently, Jenang Karomah UMKM employs eight employees with six superior product variants: mung bean jenang, peanut jenang, chocolate milk jenang, black sticky rice jenang, tape dodol, and strawberry dodol.



Figure 2. Jenang Karomah Business Location

**A. Domain Analysis and Taxonomy of Success of Jenang Karomah MSME Business**

Domain analysis identified five main domains that form the business success system of the Jenang Karomah MSME.

Table 2. Taxonomy Analysis Matrix for the Success of Jenang Karomah MSME Business

Domain (Scope Term)	Subdomain (Category)	Terms Included (Indicators)	Empirical Data (Jenang aromah)
Marketing Strategy (4P)	Product	Variant innovation, quality raw materials, hygienic, no preservatives, product durability.	6 flavors; selected ingredients; no preservatives; shelf life 4 months
	Price	Value-based pricing, large purchase bonuses, special reseller prices.	Competitive pricing based on quality; volume discounts; reseller partnerships.
	Place	Strategic location, multi-channel distribution, restaurant outlets & tourist destinations	Kaliputu Village (Jenang Center & Tourism Village); Multi-Location Outlet; Online Sales
	Promotion	Word of mouth marketing, social media, holiday	Active Instagram & Facebook accounts; organic testimonials;

Domain (Scope Term)	Subdomain (Category)	Terms Included (Indicators)	Empirical Data (Jenang aromah)
		promotions, digital testimonials.	seasonal promotions & reseller discounts.
Production Strategy	Quality Control (QC)	Production SOP, sorting of raw materials, hygiene standards, recipe consistency.	SOP: sorting-washing-cooking-packaging; employee PPE (aprons, masks)
	Capacity Flexibility	Adjustment of production volume to seasonal demand, resource efficiency.	Extending working hours & optimizing human resources during holidays without compromising quality.
	Food Safety	GMP, free of artificial preservatives, long term product durability.	The product lasts 4 months without preservatives; the production process is hygienically certified.
Managerial Skills	Leadership & HR	Democratic leadership style, open communication, employee motivation.	Family-like leadership; 8 local employees; transparent task direction; conducive environment.
	Technology & Market Adaptation	Implementation of digital marketing, responsive to trends, feedback-based innovation.	Active on social media; responding to consumer input for product & service innovation.
	Financial management	Cost control, cash flow management, data-driven decision making.	Adjustment of production capacity based on demand calculations; operational efficiency.
Government Support	Development & Training	Business management, food safety, product packaging training by the Cooperative & SME Office	GMP & packaging design training; SME exhibition participants at district & provincial levels.
	Marketing & Capital Facilitation	Exhibition of SME products, access to capital through government partner financial institutions.	New market networks from exhibitions; easy access to KUR and SME financing.
Customer Orientation	Quality of Service	Friendliness, responsiveness to complaints, and excellent service as top priorities.	Polite and friendly service; immediate complaint handling; customer satisfaction as the main mission.
	Loyalty Program	Volume discounts, special reseller prices, repeat purchase incentives.	Big purchase bonuses; reseller partner prices; loyal customers with repeat orders.
	Word of Mouth Promotion & Testimonials	Organic recommendations from satisfied customers, positive testimonials on digital media.	Active testimonials on Instagram & Facebook; consumer recommendations bring in new customers.

Source: Primary Data, Spradley Analysis (2026)

Based on the taxonomy matrix in Table 2,  
the five domains of business success of the

Jenang Karomah MSME have a complex and interrelated hierarchical structure. The marketing strategy domain is broken down into four subdomains of the 4P marketing mix, which are implemented in an integrated manner.

## B. Componential Analysis of Business Success Factors

Componential analysis maps the differences and similarities between business success factors based on relevant analytical dimensions.

**Table 3. Componential Analysis Matrix of Success Factors of Jenang Karomah MSMEs**

Uccess Factors	Internal /External	Main Advantages	Potential Obstacles	Contribution to Success	Theoretical Relevance
Marketing Strategy (4P)	Internal	Integrated 4P mixing; multi-channel coverage	Digital promotion capacity is limited.	Increased sales volume & market penetration	4P Marketing Mix (Andini et al., 2024)
Production Strategy	Internal	Quality consistency; capacity flexibility; GMP	Reliance on manual processes	Consumer confidence & increased product durability	TQM & Food Safety (Anifowose et al., 2022)
Managerial Skills	Internal	Democratic leadership; rapid digital adaptation.	Lack of separation of professional management	Effectiveness of overall business strategy implementation	Managerial Competence (Park & Byun, 2022)
Government Support	Outside	Comprehensive training; market access & capital	The program's sustainability depends on regional policies.	Capacity building & marketing network expansion	Government Support (Siregar et al., 2025)
Customer Orientation	Internal	Excellent service; active loyalty program.	Scalability of personal services at high volumes	Customer loyalty & positive word of mouth marketing	Customer Orientation (Bekata & Kero, 2024)

Source: Primary Data, Spradley Analysis (2026)

The componential matrix in Table 3 shows that the four internal factors originate from internal business capabilities, while government support serves as an external factor that strengthens these capabilities.

## C. Integrative Discussion of Business Success Factors

### 1. Marketing Strategy as the Foundation of Competitive Advantage

The research results show that the 4Ps marketing strategy is implemented in an integrated manner at the Jenang Karomah

MSME. Continuous innovation across six flavor variants, combined with a commitment to high-quality raw materials, creates strong product differentiation. This aligns with Maharani and Sasongko's (2025) findings that product innovation is a key factor in traditional culinary competition.

Jenang products can last up to four months without artificial preservatives, providing



**Figure 3. Jenang Karomah Product Packaging**

From a promotional perspective, integrating word-of-mouth with digital marketing through Instagram and Facebook has proven effective in increasing brand awareness

significant added value for health-conscious consumers. A multi-channel distribution strategy allows the product to reach a wider audience, in line with the findings of Istiqomah and Andriyanto (2017).

organically. Andini et al. (2024) confirmed that implementing the 4Ps marketing mix significantly contributed to increased sales volume and competitiveness of MSMEs

**Table 4. Promotion Strategy for Jenang Karomah**

No	Types of Promotion	Implementation
1	Social media	Instagram and Facebook for product uploads, promotions, and testimonials.
2	Word of Mouth	Recommendations from satisfied customers
3	Special Promotion	Discounts on certain days and bonuses for large purchases.
4	Reseller Price	Special prices are given to reseller partners.

Source: Primary Data (2026)

**2. Production Strategy that Guarantees Quality Consistency**

Strict implementation of standard operating procedures (SOPs) at every stage of production

ensures consistent quality across every batch. This commitment to food hygiene and safety is reflected in the mandatory use of personal protective equipment (PPE) for all production employees.

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**Figure 4. Jenang Karomah Production Process**

The most prominent competitive advantage is the ability to produce jenang without artificial preservatives, with a shelf life of up to four months. This finding supports the argument of Anifowose et al. (2022) that TQM practices have a positive impact on MSME performance. The ability to flexibly manage production capacity demonstrates mature operational management (Rahadinsyah et al., 2019).

### **3. Managerial Ability as a Strategic Controller**

Democratic and family-style leadership creates a conducive work environment and encourages intrinsic employee motivation. This

finding aligns with Park and Byun's (2022) findings that managerial competence significantly impacts business performance. Hlaing and Aung (2025) further support this argument by demonstrating that managerial competence significantly contributes to improved business performance.

### **4. Government Support in Strengthening Business Capacity**

Government support through the Kudus Regency Cooperative and MSME Office has made a real contribution to strengthening the internal capacity of the Jenang Karomah MSME.

**Table 5. Forms of Government Support for Jenang Karomah MSMEs**

No	Forms of Support	Profit
1	Business Management Training	Improve business management skills
2	Food Safety Training	Improve product hygiene and safety standards.
3	Product Packaging Training	Increase the attractiveness and quality of packaging
4	SME Product Exhibition	Expand marketing network and get new customers
5	Facilitating Capital Access	Facilitating access to capital for business development.

Source: Primary Data (2026)

Siregar et al. (2025) emphasized that local government support has a significant impact on the performance of MSMEs in Indonesia, particularly through a combination of technical guidance and facilitation of access to resources.

### **5. Customer Orientation as the Foundation of Sustainable Loyalty**

A strong customer orientation is the foundation for building loyalty and maintaining product demand. Loyalty programs, including

volume discount schemes and special pricing for reseller partners, foster long-term, mutually beneficial business relationships. Prasetyo et al. (2024) demonstrated that customer orientation positively correlates with improved performance and competitiveness of MSMEs.

**D. Cultural Theme Analysis: Factor Synergy as a Model of Business Success**

Based on the taxonomy and componential analysis, the main cultural theme that can be

formulated from the success of the Jenang Karomah MSME is: "The success of the traditional Jenang MSME business is achieved through the optimal configuration synergy between adaptive internal capabilities and structured external support, with customer satisfaction as the central orientation of all business strategies."

**Table 6. Map of Synergy Between Success Factors of Jenang Karomah MSMEs**

Trigger Factors	Synergy Mechanism	Supporting Factors	Successful Results
New Product Innovation	Consumer feedback → innovation idea → production trial → new variant launch	Managerial skills + Production strategy + Government training	Product differentiation & market segment expansion
Quality Improvement	GMP standards → quality consistency → consumer trust → loyalty	Production strategy + Customer orientation + Government training	Strong brand reputation & positive word of mouth
Market Expansion	SME exhibition → distribution network → reseller partnership → market penetration	Government support + Marketing strategy + Managerial skills	Increase sales volume & diversification of distribution channels

Source: Primary Data, Spradley Analysis (2026)

These findings expand the perspective of Sholihah et al. (2023) that MSME performance is influenced by a combination of interconnected internal and external factors. The synergy model of business success identified in this study can serve as a framework for similar MSMEs in the traditional culinary sector.

**E. Theoretical and Practical Implications**

Theoretically, this study contributes to the development of a business success model for MSMEs in the traditional culinary sector by integrating marketing perspectives (4P), production management (TQM/GMP), managerial capabilities, public policy, and market orientation in one integrated analytical

framework based on Spradley's qualitative approach.

Practically, the research findings recommend: first, expanding digital marketing strategies through e-commerce platforms and collaborations with food influencers; second, formalizing production SOPs in written documents; third, developing a more structured financial management system; and fourth, strengthening strategic partnerships with the government and financial institutions.

**CONCLUSION**

This study analyzes the determining factors of the success of the Jenang Karomah MSME in

Kaliputu Village, Kudus Regency using the Spradley qualitative model approach. The findings indicate that business success is achieved through the synergy of five factors: (1) an integrated 4P marketing mix strategy; (2) a production strategy based on SOP and GMP; (3) adaptive and democratic managerial capabilities; (4) government support through training and facilitation of capital access; (5) a strong customer orientation.

Practically, it is recommended that the Jenang Karomah MSME: (1) expand digital marketing through e-commerce platforms and collaboration with food influencers; (2) formalize production SOPs in written documents; (3) develop a more structured financial management system; and (4) strengthen strategic partnerships with the government and financial institutions. <sup>8</sup> This research is expected to be a reference for similar MSMEs in designing comprehensive and sustainable business strategies.

#### **REFERENCES**

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