



## The Business Network Analysis of Anita Bakery MSMEs in Distributing Their Products to Store

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### ABSTRACT

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Business networks are an important element in developing a business, especially for MSME actors. This study aims to determine the role of business networks in the sustainability of Anita Bakery which has been operating for 10 years. This study uses a qualitative approach and direct interviews with business owners, the results of the study show that Anita Bakery spreads its products to local stalls and has a strong business network with suppliers, stall partners, and sales. Even though it does not use online marketing, Anita Bakery is able to survive and grow thanks to the established business network. These findings confirm that business networks play a significant role in maintaining operational stability, facing competition, and improving the sustainability of MSME businesses in a sustainable manner.

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## 1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) play an important role in the economy, including in the Bandung area, where one of them is the food industry sector, especially bread. Anita Bakery is one of the bread MSMEs that has been operating for 10 years, founded in 2015 by Mr. Indra Permana with the motivation to support themselves and create jobs for employees.

In the context of marketing, distribution strategy is an important key to ensuring that products can reach consumers effectively. At this time, MSMEs can survive and compete if they are able to run management well. Management in general includes marketing, production, human resources and finance, in a marketing context, distribution strategy is key to ensuring products reach consumers effectively. MSMEs can survive and compete if they are able to manage their business comprehensively, including marketing, production, human resources, and finance (Adil et al., 2024; Apriadi et al)

Anita Bakery produces approximately 800 to 1,000 loaves of bread per day and distributes them offline to stalls around the Bandung area. Anita Bakery's business network involves traders as intermediaries, where the factory price is Rp3,000.00, traders sell to stalls Rp4,000.00 and stalls sell to consumers Rp5,000.00. In addition, this micro, small and medium business collaborates with various parties, including suppliers of wheat (through cooperatives and other sales), sugar, butter, filling, preservatives, plastics, and screen printers. Despite its

long-term operations, the community approach in local tourism regeneration can also be applied in the development of food-based MSMEs (Daryana & Yudhistira, 2025).

Anita Bakery faces challenges such as rising raw material prices and fluctuations in sales at stalls, as well as the need to maintain the quality of products that have short expiration limits. In addition, the distribution system that still relies on *offline methods* and has not been optimal in utilizing *online platforms* is also a concern. Collaboration between students and MSMEs through customer-needs-based product design has been proven effective in driving innovation (Daryana et al., 2025). Therefore, this study aims to analyze how Anita Bakery MSMEs are able to survive and build their business to continue to grow with offline business networks, in the midst of advances in digital technology.

## 2. Methodology

This study employs a qualitative descriptive approach to explore the strategic role of business networks in the sustainability and growth of Anita Bakery as a micro, small, and medium enterprise (MSME). A qualitative method is considered suitable to gain an in-depth understanding of phenomena related to human behavior, business practices, and organizational relationships that are context-dependent and dynamic (Adil et al., 2024). The object of the study is Anita Bakery, a bread-based MSME located in Bandung, while the subjects include key stakeholders such as the business owner, raw material suppliers, intermediary traders, and stall partners. Data collection methods involve in-depth interviews with the owner and key actors in the supply and distribution chain. This technique enables the researcher to gather detailed insights into how networks are built, maintained, and utilized in sustaining business performance (Daryana et al., 2025; Daryana & Yudhistira, 2025). Similar to other MSME studies that apply ISO-based risk and business process analysis using qualitative design, this approach allows for a comprehensive exploration of internal dynamics and operational resilience (Humaira, Rahman, & Siffa, 2026).

In addition to interviews, non-participant observation was conducted during the production and distribution process to ensure the credibility of the data. The observations focused on operational routines, human resource roles, and interactions within the supply network. The use of supporting documentation such as financial records, marketing materials, and production flow diagrams served to triangulate data and strengthen the analysis. This methodology aligns with prior MSME studies that emphasize immersive fieldwork and participatory observation as critical tools for mapping stakeholder involvement, assessing process efficiency, and identifying informal knowledge flows in small business ecosystems (Prima Yudhistira & Daryana, 2025; Azmi et al., 2025).

Furthermore, this approach reflects the growing importance of collaborative research models in the development of MSMEs, especially when involving community-based or student-assisted initiatives. As highlighted by Daryana et al. (2025), applying "Research by Customer" design thinking helps bridge academic inquiry with entrepreneurial innovation, particularly in local food-based businesses.

## 3. Results and Discussion

### 3.1 Company Profile

Anita Bakery is a home-based business built in 2015 by Mr. Indra, with an initial capital of 3,000,000 rupiah and can generate a profit of around 31,400,000 per month. Anita Bakery produces rotu with various flavors, with the signature of the bread produced is braided bread. The distribution channels carried out to local stalls make the target market of Anita Bakery the middle and lower class people, because the price set is also in accordance with the market price.

Even though it does not do digital marketing, Anita Bakery has been able to survive and thrive to this day due to building strong business network relationships.

### 3.2 SWOT (*Strength, Weakness, Opportunity, Threat*) Analysis

One of Anita Bakery's main strengths is its local business network. This aligns with the findings of Marselina, Lestari, & Komala (2025), who emphasized that business networking strategies play a crucial role in the sales effectiveness of MSMEs in the food sector. The SWOT analysis consists of several internal and external instruments. According to Marselina, Lestari, and Komala (2025), SWOT analysis is a strategic tool for evaluating strengths, weaknesses, opportunities, and threats in developing MSMEs.

The following is a SWOT analysis on Anita Bakery MSMEs:

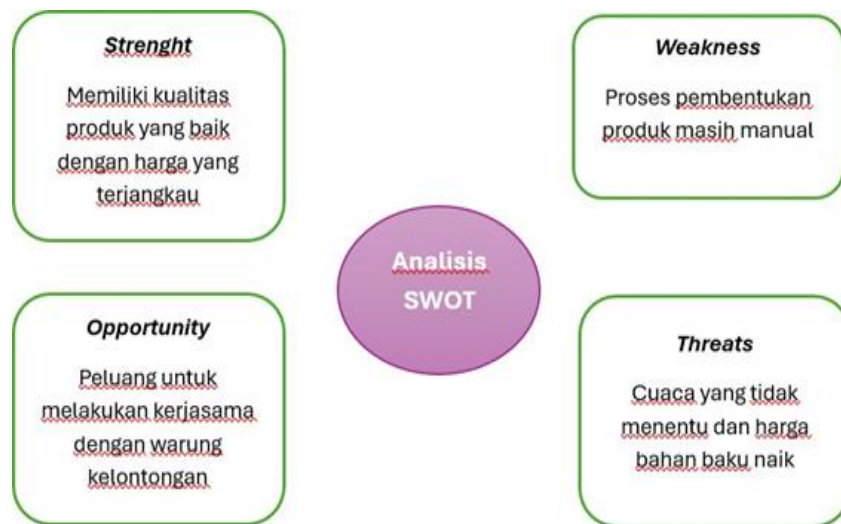


Figure 1. Anita Bakery SWOT Analysis

### 3.3 Market Segmentation

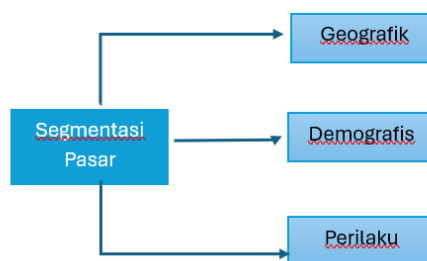


Figure 2. Market Segmentation

There are 3 market segmentations, namely:

a) Geography

Geographically, Anita Bakery revealed that all production and distribution activities are focused on the Bandung area and its surroundings (Greater Bandung).

b) Demographics

Demographically, Anita Bakery targets the lower middle income community, because the price of bread is positioned at an affordable price level in the retail market (final selling price

of Rp5,000.00), strictly avoiding direct competition with bread products sold in the public (traditional) market at a lower price (around Rp2,000.00).

#### c) Behavior

Behaviorally, Anita Bakery targets the characteristics of consumers who have the habit of shopping for daily necessities at local stalls (trust stalls) rather than at minimarkets or modern bakery stores. A network of intermediary traders and stall owners who are willing to run a point-of-sale system with a profit margin set by Anita Bakery.

### 3.4 Financial Statements

At the time of establishing this business, the owner of Anita Bakery had a capital of IDR 3,000,000.00., (Three Million Rupiah). At that time, Mr. Andi was still doing his own business and buying a small oven with limited capital. Furthermore, from time to time Anita Bakery's business has increased quite well, so Mr. Andi recruits employees one by one. Now Mr. Andi has 8 employees with a wage of Rp1,560,000.00., (One Million Five Hundred and Sixty Thousand Rupiah) for each month not including food.

Laporan Laba Rugi Anita Bakery Periode 31 Okt		
<b>Pendapatan</b>		
Penjualan Bersih	Rp84.000.000,00	
<b>Total Pendapatan</b>		Rp84.000.000,00
Harga Pokok Penjualan	-Rp30.000.000,00	
<b>Laba Kotor</b>		<b>Rp54.000.000,00</b>
<b>Beban Usaha</b>		
Beban Operasional:		
Biaya gaji karyawan	Rp12.480.000,00	
Biaya Konsumsi	Rp8.320.000,00	
Biaya Listrik	Rp400.000,00	
Biaya Sewa	Rp1.000.000,00	
Biaya Air	Rp200.000,00	
Biaya lain-lain	Rp200.000,00 +	
<b>Total Beban Operasional</b>		<b>-Rp22.600.000,00</b>
<b>Laba/Rugi</b>		<b>Rp31.400.000,00</b>

**Figure 3.** Financial Statements

Looking at the results of the profit and loss calculation above, in one month Anita Bakery earned a gross profit of around IDR 54,000,000.00 (Fifty-Four Million Thousand Rupiah), while the net profit was IDR 31,400,000.00 (Thirty-One Million Four Hundred Thousand Rupiah). This shows that Anita Bakery has a healthy financial condition. Even though it is good, Anita Bakery has to keep an eye on every expense and start making her reports clearer.

### 3.5 Production Process

Based on the information we got directly from Mr. Indra Permana as the owner of Anita Bakery, there are several production processes that are carried out every day to be able to produce roto-roti that is ready to be sent to stalls. The following are the 11 stages of production from Anita Bakery as follows:

## Proses Produksi Anita Bakery



Figure 4. Anita Bakery Production Process

Based on the results of the interview that the author got from Mr. Indra as the owner of Anita Bakery, there are 10 production processes that are carried out every day in order to be able to produce breads that are ready to be sent to stalls. The following is an explanation of the stages of bread production at Anita Bakery:

- a) Prepare ingredients such as butter, flour, eggs, sugar, bread crumbs, water, and other ingredients
- b) Put the dry dough in the form of flour, sugar, bread crumbs, salt into a *mixer* and mix well
- c) Mix the dry dough with a wet dough such as eggs, butter, water, and liquid milk, stir with a *mixer* until teruleni
- d) The dough has been well mixed and teruleni, let stand for 10 minutes covered by a cloth
- e) After 10 minutes, the dough will rise. After that, the dough is cut according to the size and weight that has been determined, then it is formed into a braid
- f) The dough that has been formed is given jam and toppings as desired, the toppings provided by Anita Bakery are in the form of *blueberry* jam, chocolate jam, cheese, and many others
- g) Next, the bread enters the evaporation stage for approximately 1 hour to 2 hours to make the texture of the bread better and better, as well as increase the aroma of the bread
- h) Next, the bread that has been steamed is cooled for a few moments, before finally entering the next stage
- i) The next stage is baking using the oven for 20 – 30 minutes, until cooked
- j) After that, the bread that has been removed from the oven is cooled again at room temperature for 3 hours

Then it comes to the last stage, namely packaging, and ready to be delivered to the stalls of Anita Bakery's marketing employees

### 3.6 Marketing Distribution Channels

The distribution channel used by Anita Bakery is an indirect channel *that* is completely offline. Anita Bakery's distribution strategy still relies on offline methods through a network of trading partners, which is in line with previous research that traditional distribution adaptations are still relevant under certain conditions (Daryana & Yudhistira, 2024; Nugroho & Purwanto,

2020). The distribution of products is carried out by 5 employees who deliver bread to intermediary traders who then entrust it to stalls. Meanwhile, online marketing carried out by Anita Bakery is not mature and is only at the start-up stage, only done through *WhatsApp status*, and has not penetrated major platforms such as Instagram or *e-commerce* (Shopee). Despite not conducting digital marketing, Anita Bakery was able to survive and thrive due to its strong business network relationships, which have proven crucial for the survival of MSMEs (Badruzzaman, 2024; Marselina, Al Hafizh, & Triyana, 2024). Anita Bakery has also tried to enter the traditional market, but it was not continued because the price of their bread (Rp5,000.00) was less competitive with the bread circulating in the market which was dominated by a price of Rp2,000.00.

### 3.7 Business Networking

There are several business networks carried out by Anita Bakery so that raw materials remain available Anita Bakery's collaboration with various parties such as suppliers and customers shows the importance of multi-stakeholder involvement in building sustainable business networks (Azmi, Ramadhaningtyas, & Daryana, 2025; Daryana, Akita, & Gabriella, 2025), including:

1. Supplier  
Anita Bakery works with suppliers to source key ingredients such as wheat flour, eggs, butter, yeast, meses, vanilla, milk, sauces, cheeses, preservatives, and plastic packaging. Suppliers have an important role in maintaining the availability of materials with good quality and appropriate prices.
2. Employees/Production Personnel  
Employees play a role in the bread making process from mixing dough, baking, to packaging bread so that it is ready to be sold. They also ensure the bread produced has a consistent flavor and stays fresh.
3. Consumers/Customers  
Consumers are an important part of Anita Bakery's business network. They buy products directly from stalls or through personal orders (Whatsapp). Many customers also help with promotions by recommending products to others.
4. Partners  
Anita Bakery has collaborated with several stalls around to deliver ready-made bread. Through this point-of-sale system, Anita Bakery's products can be known more widely and are easier to reach by the surrounding community.

## 4. Conclusion

Analysis of Anita Bakery's MSME business network shows that its success lasts for 10 years is greatly influenced by the strength of its business network A strong business network not only supports in facing economic challenges and raw material prices, but is also the key to adapting to technological developments and market changes (Daryana & Angriani, 2025; Saragih, Yudhistira, & Daryana, 2025). This network includes close relationships with various parties such as suppliers of main raw materials such as flour, eggs, butter, as well as preservatives and packaging needed in the bread production process. In addition, the existence of local stalls as distribution partners who entrust products on a point-of-sale basis is very helpful in expanding market reach and increasing sales. Consumers who buy directly in the stall or through WhatsApp orders are also an important part of this network, as they not only contribute to sales but also help in the promotion of products indirectly through recommendations to others.

Furthermore, a competent and loyal workforce helps strengthen this network, starting from the process of mixing dough, baking, to product packaging. Although Anita Bakery has not made the most of online marketing, a solid offline network is able to maintain business continuity and even expand the market effectively. The existence of this network also helps in reducing operational costs and improving distribution efficiency, so that business competitiveness is maintained in the local market.

This research confirms that the success of MSMEs such as Anita Bakery is highly dependent on the strength of their business networks. A robust network is not only supportive in facing economic challenges and fluctuations in raw material prices, but also a key factor in adapting to technological developments and market changes. With a strong business network, MSMEs can survive, develop, and compete sustainably in the midst of changing economic dynamics.

### Suggestions

Our suggestion is to help Anita Bakery MSMEs in developing their business. Optimizing marketing digitally through social media such as Instagram, Tiktok, and Facebook can expand consumer reach and increase brand awareness. In addition, registering products on online shopping platforms such as ShopeeFood and GoFood will allow Anita Bakery to reach consumers more nationally. Innovating bakery products to keep up with ongoing trends can also attract public attention and increase competitiveness. Including an expiration date on bread packaging can increase customer confidence and help with better stock management. Optimizing digital marketing through social media and e-commerce platforms such as ShopeeFood and GoFood can expand market reach nationally, as also suggested by Prima Yudhistira & Daryana (2025) in the development of local culinary MSMEs. Making clearer financial reports will make it easier to manage and monitor business development in terms of finances. Finally, strengthening relationships with suppliers for long-term cooperation will ensure the availability of quality raw materials and appropriate prices, supporting business sustainability.

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