

**CASSCRUNCH BUSINESS DEVELOPMENT STRATEGY
THROUGH A CONSUMER-BASED MARKETING
APPROACH FOR ECO-FRIENDLY CASSAVA CHIPS**

Final Project Business Design



By

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INTERNATIONAL UNDERGRADUATE PROGRAM IN MANAGEMENT

FACULTY OF BUSINESS AND ECONOMICS

ISLAMIC UNIVERSITY OF INDONESIA

2026

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FOR ECO-FRIENDLY CASSAVA CHIPS**

Final Report of Business Design

Written and submitted to fulfill the final exam requirements to obtain a Bachelor's degree in the Management Study Program, Faculty of Business and Economics, Islamic University of Indonesia

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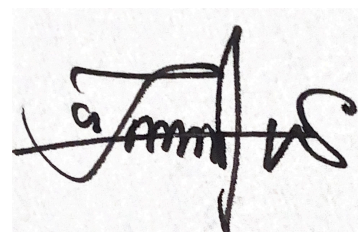
ISLAMIC UNIVERSITY OF INDONESIA

2026

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 references. 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, 25 Juni 2026

A handwritten signature in black ink, appearing to read 'Avita Dwi Agustina', written in a cursive style.

Avita Dwi Agustina

22311146

APPROVAL SHEET OF ADVISOR

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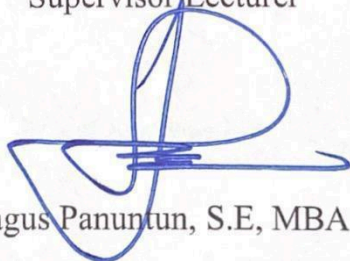
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ABSTRAK

Penelitian ini bertujuan untuk menganalisis implementasi dan pengembangan usaha CassCrunch, yaitu bisnis keripik singkong inovatif yang dikembangkan sebagai bagian dari praktik kewirausahaan berbasis akademik. CassCrunch menghadirkan produk camilan berbahan dasar singkong yang diolah menjadi keripik dengan tekstur renyah, varian rasa kekinian, serta dikemas menggunakan *standing pouch* berbasis *eco packaging* yang ramah lingkungan. Konsep usaha ini menargetkan segmen pasar generasi muda, khususnya Gen Z, dengan mengusung nilai modern, praktis, dan visual produk yang menarik. Strategi pemasaran dilakukan secara daring melalui media sosial seperti Instagram, serta luring melalui penjualan langsung, dengan pendekatan konten kreatif dan interaktif untuk meningkatkan *brand awareness*. Metode penelitian yang digunakan adalah deskriptif dengan pendekatan empiris berdasarkan data riil selama proses operasional usaha, meliputi laporan keuangan, aktivitas produksi, dan implementasi strategi pemasaran.

Hasil penelitian ini menunjukkan bahwa CassCrunch mampu membangun *positioning* sebagai camilan lokal yang memiliki nilai tambah melalui inovasi produk dan kemasan. Dari aspek keuangan, usaha ini menunjukkan tren pendapatan yang meningkat dengan tingkat profitabilitas yang cukup tinggi, didukung oleh efisiensi biaya produksi dan skala usaha yang berkembang secara bertahap. Dari sisi operasional, proses produksi dilakukan secara terstruktur melalui pembagian *batch* produksi untuk menjaga kualitas dan konsistensi produk. Sementara itu, dari aspek sumber daya manusia, pembagian tugas yang jelas antara produksi, pemasaran, dan distribusi berkontribusi terhadap efektivitas kegiatan usaha. Meskipun demikian, tantangan yang dihadapi meliputi fluktuasi permintaan dan keterbatasan kapasitas produksi. Secara keseluruhan, penelitian ini menegaskan bahwa integrasi antara inovasi produk, strategi pemasaran digital, dan pengelolaan operasional yang

sistematis menjadi faktor kunci dalam mendukung keberlanjutan dan pengembangan CassCrunch di industri makanan ringan.

ABSTRACT

This research aims to analyze the implementation and development of the CassCrunch business, which is an innovative cassava chips business developed as part of the academic-based entrepreneurship practices. CassCrunch presents cassava-based snack food processed into chips with a crispy texture, modern taste, and environmentally friendly packaging based on a standing pouch. This business concept targets the young generation market segment, especially Gen Z, by having modern, practical, and attractive product visuals. Marketing strategies are implemented online through social media like Instagram and offline through direct sales, using a creative and interactive content approach to boost brand awareness. The research method used is descriptive, using an empirical approach based on real data during the process of business operations, including financial statements, production activities, and the implementation of marketing strategy.

The research results show that CassCrunch has the ability to create a local snack positioning through product and packaging innovation that has added value. From a financial perspective, this business shows an upward revenue trend and relatively high profitability, supported by production cost efficiency and a gradually expanding scale. From an operational standpoint, the production process is carried out in a structured manner with the division of production batches to maintain product quality and consistency. In terms of human resources, a clear division of tasks between production, marketing, and distribution contributes to the effectiveness of business activities. But challenges remain, including fluctuations in demand and limitations of production capacity. Overall, the findings of this study indicate that the combination of product innovation, digital marketing strategies, and well-planned operational management is a crucial factor supporting the sustainability and growth of CassCrunch in the snack food industry.

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CHAPTER 1

INTRODUCTION

1.1. Backgrounds

CassCrunch is a snack business that focuses on utilizing local commodities, particularly cassava sourced from Dieng Highlands, Banjarnegara Regency, Central Java. The company offers cassava chips with flavor innovations tailored to the preferences of young consumers. To maintain product quality while creating economic benefits for local communities, the company establishes direct partnerships with farmers as suppliers of its primary raw material.

To strengthen its positioning as a modern snack brand, CassCrunch uses environmentally friendly paper craft standing pouch packaging. This strategy not only enhances the product's visual appeal but also aligns with the growing trend of sustainable lifestyles. The business adopts a Business-to-Business-to-Customer (B2B2C) model, distributing products directly to customers while also collaborating with grocery stores and minimarkets to expand market reach. CassCrunch primarily targets Generation Z consumers (aged 18-25 years) and young millennials (aged 25-35 years), who tend to prefer practical, attractive products with sustainability value.

Although cassava is one of Indonesia's leading agricultural commodities, its utilization still faces various challenges. Indonesia was recorded as the fifth-largest cassava producer in the world, with production reaching 18.3 million tons in 2020 (Badan Pusat Statistik, 2020; Katadata, 2020). Furthermore, national cassava production is projected to increase to approximately 26.8–27.3 million tons by 2025. However, the added value of this commodity remains relatively low because more than 70% of production is still marketed in the form of raw materials (FAO, 2022).

A similar situation can be observed in Central Java, which contributes approximately 2.4 million tons, or 13% of national cassava production (Central Java Provincial Government, 2024). This condition indicates that although production levels are relatively high, optimizing value-added processing remains a major challenge.

Banjarnegara Regency, particularly the Dieng Highlands, has agroclimatic advantages such as volcanic soil and relatively cool temperatures, resulting in cassava with high starch content and better tuber texture (BALITKABI, 2021). However, this potential has not been fully utilized because most farmers still sell their harvests to middlemen at relatively low prices. The lack of innovation in downstream product development is one of the main factors contributing to the low added value of this local commodity.

Other challenges can also be observed in the cassava-based snack industry. First, there is still a limited number of innovative local snack products capable of competing with modern snack brands. Most cassava-based products are packaged conventionally and carry a traditional image, making them less appealing to younger consumer segments who generally prefer products with innovation, attractive aesthetics, and strong branding.

Second, the use of single-use plastic packaging continues to dominate the snack industry, despite growing environmental awareness among consumers. Survey results indicate that approximately 73% of consumers, particularly younger generations, prefer products with environmentally friendly packaging (NielsenIQ, 2022). Therefore, packaging has become an important factor influencing consumer purchasing decisions.

On the other hand, changes in consumer behavior have created significant opportunities for the development of products such as

CassCrunch. The growing trend toward sustainable lifestyles has increased consumer interest in environmentally friendly products, with preference growth estimated at 20-30% since 2021 (McKinsey & Company, 2023). In addition, the high level of cassava production at both the national and regional levels provides a strategic opportunity to encourage downstream processing, thereby increasing added value through the development of innovative modern food products.

In response to the increasingly competitive food and beverage industry, CassCrunch needs to develop a business strategy based on consumer understanding. This approach places consumers at the center of decision-making, allowing all business elements, including product development, pricing, packaging, distribution, and promotion, to be aligned with the needs and preferences of the target market.

The development of CassCrunch is not only aimed at ensuring business sustainability but also has the potential to generate broader economic impacts, particularly by increasing the added value of cassava commodities and empowering local farmers in the Dieng region. Therefore, this study is important for formulating a comprehensive, relevant, and consumer-oriented development strategy that enables CassCrunch to respond effectively to market dynamics while taking advantage of growth opportunities in the local commodity-based snack industry.

1.2. Research Problem

The snack market in Indonesia is currently dominated by corn-based and potato-based products, including imported snacks, which are generally packaged using single-use plastic materials. Meanwhile, although national cassava production is projected to reach approximately 26.8 to 27.3 million tons by 2025, its utilization remains suboptimal in generating added value through processed food products (Krungsri

Research, 2025). This condition highlights a gap between the potential of local raw materials and their development within the modern snack industry.

Based on the background described above, the research problems of this study are formulated as follows:

1. How can CassCrunch develop an effective product positioning strategy as a modern cassava-based snack to compete in the Indonesian snack market, which is still dominated by potato-based, corn-based, and imported snack products? Furthermore, how can CassCrunch address challenges related to consumer perceptions, product visibility on retail shelves, and limited production capacity as a micro, small, and medium-sized enterprise (MSME)?
2. How can CassCrunch maintain its competitive advantage through the use of environmentally friendly standing pouch packaging in a market that is still largely dominated by single-use plastic packaging with relatively lower production costs?
3. How can CassCrunch develop an effective digital marketing strategy to reach its primary target market, namely Generation Z and millennial consumers, who prefer practical, aesthetically appealing, and environmentally friendly products, while facing challenges such as limited promotional budgets, low brand awareness, and intense content competition on digital platforms such as Instagram and TikTok?
4. How can CassCrunch increase the added value of its raw materials and ensure supply chain sustainability through the optimal utilization of high-quality local cassava from the Dieng Highlands, particularly in addressing the challenge of inconsistent raw material quality from suppliers, which requires effective supplier selection and the development of strong partnerships with farmers to maintain product quality consistency?

5. How can CassCrunch improve its brand awareness within consignment-based retail channels, considering that the product must compete directly with more established snack brands that benefit from stronger promotional support, more strategic shelf placement, and higher consumer recognition, while CassCrunch, as an MSME, faces limitations in controlling product displays and obtaining promotional support from retail partners?

1.3. Research Objectives and Practical Benefits

The formulation of the research objectives and practical benefits is based on the problems and opportunities identified in the previous section.

1.3.1. Research Objectives

The main objective of this Final Project is to formulate a business development strategy for CassCrunch as a modern cassava snack product in order to remain competitive and sustainable within Indonesia's increasingly competitive snack industry. This study aims to provide clear strategic directions for addressing the dominance of potato-based, corn-based, and imported snack products, while overcoming common challenges faced by Micro, Small, and Medium-sized Enterprises (MSMEs), such as production capacity limitations, promotional constraints, and distribution management issues.

More specifically, this study aims to:

1. Analyze the positioning strategy of CassCrunch in increasing the added value of local cassava through product quality, flavor innovation, visual appeal, and brand positioning.

2. Examine the role of environmentally friendly standing pouch packaging as a product differentiation strategy and evaluate its influence on consumer perceptions and product attractiveness, despite its higher production costs.
3. Formulate an effective digital marketing strategy that aligns with the characteristics of the primary target market, namely Generation Z and millennial consumers, who prefer practical, aesthetically appealing, and sustainable products.
4. Analyze raw material supply chain management strategies, particularly the optimization of local cassava sourced from the Dieng Highlands, in order to maintain product quality consistency and ensure sustainable supply.
5. Identify strategies to improve CassCrunch's brand awareness within consignment-based retail distribution channels, particularly in addressing challenges related to product placement and limited promotional support from retail partners.

By achieving these objectives, this study is expected to provide a foundation for strategic decision-making that supports the development of CassCrunch into a more structured, competitive, and sustainable business.

1.3.2. Practical Benefits

This study provides practical insights that CassCrunch can apply directly to strengthen its business performance and support its growth in the snack industry.

The practical benefits of this study for CassCrunch are as follows:

1. Providing strategic guidance for positioning CassCrunch as a modern cassava snack product, enabling it to compete

more effectively with potato-based, corn-based, and imported snack products. This includes efforts to build positive consumer perceptions, improve product visibility on retail shelves, and align business strategies with existing production capacity.

2. Offering guidance for maintaining competitive advantages through the use of environmentally friendly biodegradable stand-up pouch packaging. This approach emphasizes sustainability while enhancing the product's perceived value, despite higher production costs than conventional packaging.
3. Providing practical and applicable digital marketing strategies for reaching Generation Z and millennial consumers. The study helps identify engaging content types, increase audience interaction, and maximize the use of digital platforms such as Instagram and TikTok, even with limited promotional budgets.
4. Offering recommendations for increasing product value while maintaining supply chain sustainability through the optimal utilization of local cassava from the Dieng Highlands. This includes raw material selection, product quality control, and the development of partnerships with farmers to ensure a consistent supply of high-quality raw materials.
5. Providing guidance for increasing CassCrunch's brand awareness within consignment-based retail channels. Recommended strategies include improving product presentation, optimizing product display placement, and implementing simple promotional activities despite limited control over retail operations.

1.3.3. Academic Benefits

This study contributes to enhancing students' understanding of how management theories are applied in a comprehensive business context. Through this Final Project, students are able to integrate various concepts that have been studied, including marketing management, consumer behavior, operations management, and product development, into the process of business analysis and decision-making.

In addition, this study provides a deeper understanding of the application of a consumer-oriented approach in designing marketing strategies that align with the characteristics of specific market segments, particularly Generation Z and millennial consumers, whose purchasing behaviors are dynamic and strongly influenced by the development of digital technology.

This study also enriches academic discussions related to product differentiation strategies through the use of environmentally friendly packaging and the development of products based on local commodities. This includes the application of concepts such as value proposition, brand positioning, and product differentiation within the highly competitive snack industry.

Furthermore, this study provides practical insights into supply chain management, particularly in managing raw materials sourced from local farmers. As a result, students can better understand the relationship between supply chain management concepts and sustainability principles in business practices.

Finally, this study is expected to serve as an additional reference for future research on sustainable marketing, local

commodity-based product development, and MSME business strategies in the digital era. Therefore, the findings of this study are expected to benefit not only students but also other researchers and business practitioners as a relevant source of reference.

1.3.4. BUSINESS PROFILE

Brand Name: CassCrunch

Business Sector: Food and Beverage

Date Established: 1 January 2025

Business Address: Batur, Dieng, Banjarnegara, Jawa Tengah

Offline Store Address: Nusa Indah Street, Ngringin, Condong
Catur, Sleman, Yogyakarta

Phone Number: [+62 878-4646-6884](tel:+6287846466884)

Email: ccasscrunch@gmail.com

Instagram: [@casscrunch__](https://www.instagram.com/casscrunch__)

Tiktok: [@adasnack.officialstore](https://www.tiktok.com/@adasnack.officialstore)

Shopee Store: [adasnack.store](https://shopee.co.id/adasnack.store)

Figure 1.1 CassCrunch Logo



The CassCrunch logo was designed by integrating several key visual elements, namely the letter “C,” a hand illustration, and a green leaf symbol. The letter “C” represents the word *Cass*, which refers to cassava as the primary raw material used in the product. Meanwhile, the hand shape that resembles the letter “C” reflects the word *Crunch*, symbolizing the crispy texture of the product while also representing the common action of consumers when picking up a snack. The green leaf element symbolizes the company’s commitment to sustainability, particularly through the use of locally sourced raw materials and environmentally friendly packaging.

Overall, the combination of these visual elements represents CassCrunch’s identity as a modern, practical, and environmentally conscious cassava-based snack product.

The slogan “Snack Smart, Live Green” conveys an invitation for consumers to make smarter and more sustainable consumption choices. The phrase “Snack Smart” emphasizes the consumption of high-quality snacks made from local ingredients with added value. Meanwhile, “Live Green” reflects an environmentally responsible lifestyle, demonstrated through support for products that use eco-friendly packaging. Therefore, the slogan reinforces CassCrunch’s positioning as a product that offers not only great taste but also sustainability value.

CHAPTER II

REFLECTION ON BUSINESS IMPLEMENTATION RESULT

During the implementation period, which spanned approximately one year from April 2025 to April 2026, CassCrunch achieved several significant accomplishments while continuing to face various challenges that require further improvement and strategic attention.

2.1. Financial Performance

During the implementation period from April 2025 to April 2026, CassCrunch prepared financial reports to evaluate business performance and monitor its financial development. The reports included revenue, production and operational expenses, sales and distribution costs, rental expenses, net profit, total units sold, and profit margin. Financial records were prepared for each production batch to provide a clear overview of business performance throughout the implementation period.

Based on the financial report summary, CassCrunch generated total revenue of IDR 37,626,000. The revenue was obtained from consignment sales through retail partners, direct online sales, business events and exhibitions, as well as sales from the Ada Snack outlet. During the same period, total production and operational expenses reached IDR 23,135,118. In addition, sales and distribution expenses amounted to IDR 1,788,000, while rental expenses totaled IDR 3,750,000. As a result, total business expenses reached IDR 28,673,118.

After deducting all expenses, CassCrunch recorded a net profit of IDR 8,952,882 and sold a total of 3,588 product units. The business achieved a net profit margin of 23.79%, meaning that every IDR 100 of revenue generated approximately IDR 23.79 in net profit.

The highest profit margin was recorded in July 2025 at 46.75%, supported by higher sales and efficient operational costs. Meanwhile, the lowest profit margin was recorded at the Ada Snack outlet at 7.36% due to relatively high operational and rental expenses. Despite fluctuations in profit margins, all production batches remained profitable throughout the implementation period.

Overall, CassCrunch demonstrated positive financial performance, particularly from September 2025 to April 2026, when revenue remained relatively stable. This performance was supported by an increase in retail distribution points, the effectiveness of the consignment system, sales from the Ada Snack outlet, and various digital marketing and promotional activities. These results indicate that the production, distribution, and marketing strategies implemented by CassCrunch were effective in supporting business growth and maintaining profitability during its early growth stage.

Table 2.1 CassCrunch Income and Expense Report

Batch	Month	EXPENSES	INCOME	Sold (pcs)	Sales Fee	Rent Expenses	Net Profit	Margin (%)
Batch 1	April 2025	Rp 397.865	Rp 525.000	35	Rp -	Rp -	Rp 127.135	24,22%
Batch 2	May 2025	Rp 957.389	Rp 1.695.000	113	Rp -	Rp -	Rp 737.611	43,52%
Batch 3	July 2025	Rp 1.117.248	Rp 3.210.000	214	Rp 217.000	Rp 375.000	Rp 1.500.752	46,75%
Batch 4	September 2025	Rp 2.169.128	Rp 3.311.000	334	Rp 237.000	Rp 375.000	Rp 529.872	16,00%
Batch 5	October 2025	Rp 2.659.909	Rp 4.032.000	402	Rp 281.000	Rp 375.000	Rp 716.091	17,76%
Batch 6	November 2025	Rp 2.633.349	Rp 4.655.000	474	Rp 237.000	Rp 375.000	Rp 1.409.651	30,28%
Batch 7	January 2026	Rp 2.617.170	Rp 4.390.000	435	Rp 217.500	Rp 375.000	Rp 1.180.330	26,89%
Batch 8	February 2026	Rp 2.686.184	Rp 4.062.000	403	Rp 201.500	Rp 375.000	Rp 799.316	19,68%
Batch 9	March 2026	Rp 2.595.936	Rp 4.025.000	401	Rp 200.500	Rp 375.000	Rp 853.564	21,21%
Batch 10	April 2026	Rp 2.627.995	Rp 4.026.000	393	Rp 196.500	Rp 375.000	Rp 826.505	20,53%
Ada Snack	July 25- April 26	Rp 2.672.945	Rp 3.695.000	384	Rp -	Rp 750.000	Rp 272.055	7,36%
TOTAL		Rp 23.135.118	Rp 37.626.000	3588	Rp 1.788.000	Rp 3.750.000	Rp 8.952.882	

Figure 2.2 SiApik Home Page Display of CassCrunch (2025)

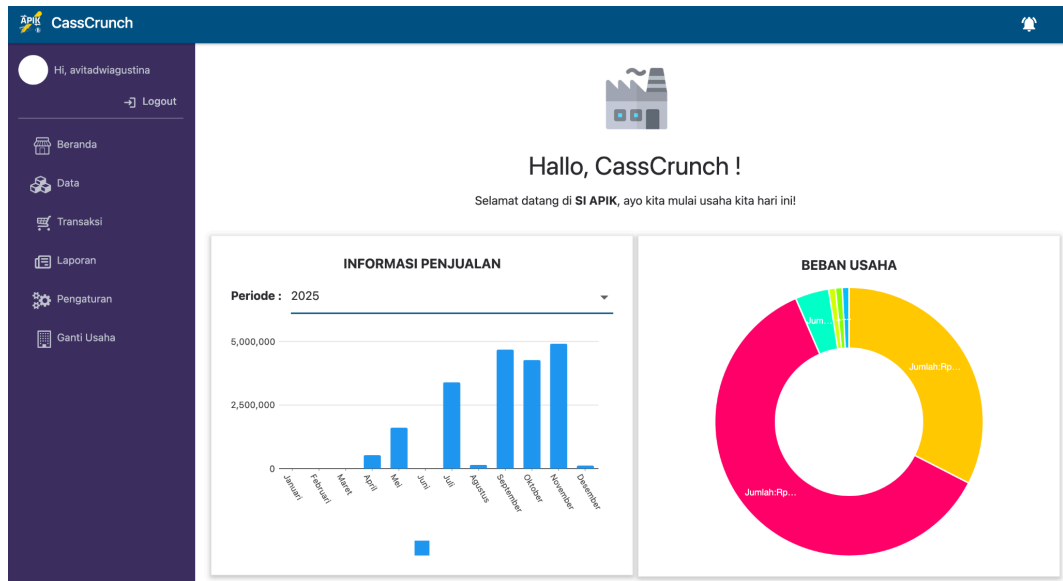
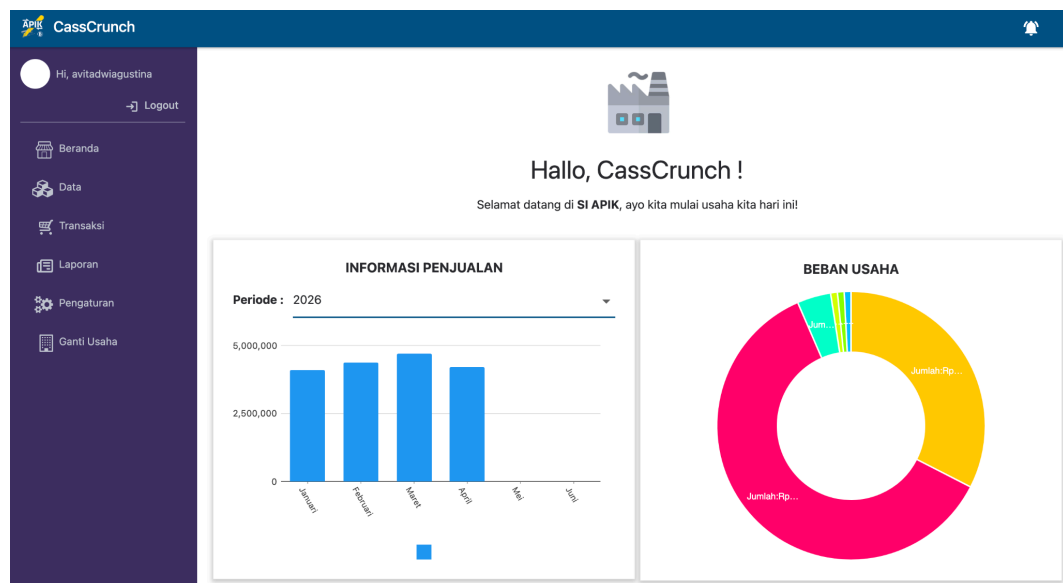


Figure 2.3 SiApik Home Page Display of CassCrunch (2026)

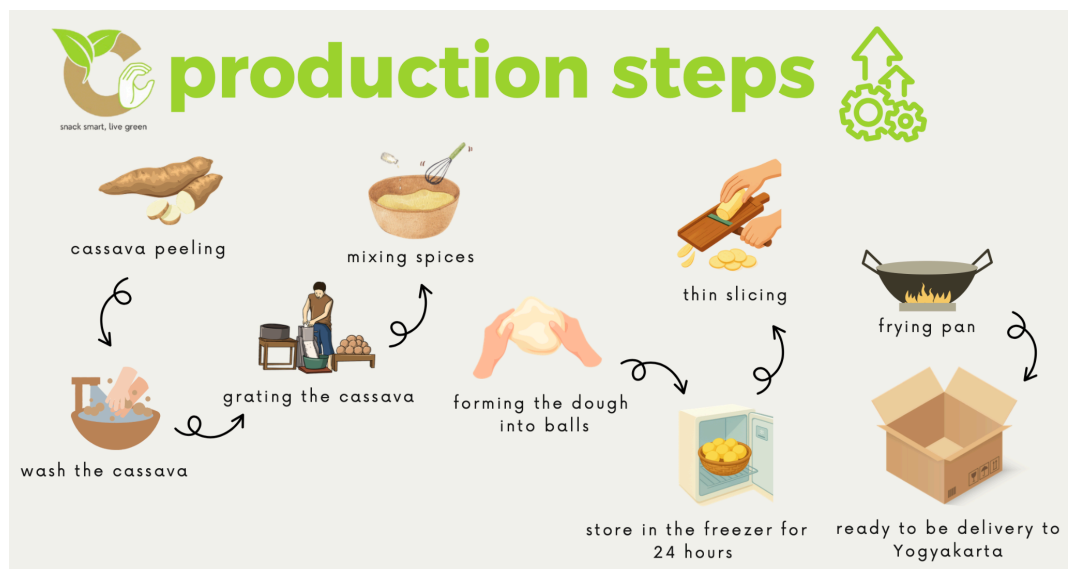


2.2. Operational Performance

During the business implementation period, CassCrunch's operational performance showed that production processes, inventory management, and distribution activities functioned effectively, although they were not yet fully efficient. This condition is reasonable considering that CassCrunch is still in the development stage as a Micro, Small, and Medium-sized Enterprise (MSME), where operational systems remain relatively simple and adaptable to business needs.

From a production perspective, the cassava chip manufacturing process is still carried out using semi-manual methods, as shown in the production process stages presented in the figure below. This system provides flexibility in adjusting production volumes according to demand. However, it also creates limitations in production capacity and consistency of output, particularly as business demand continues to increase.

Figure 2.4 Illustration of Semi-Manual Cassava Production



In addition, the quality of cassava supplied by local farmers in the Dieng Highlands tends to vary, which affects the final product, particularly

in terms of texture and taste. This condition indicates that production efficiency is highly dependent on the consistency of raw material quality. Therefore, stricter supplier selection procedures and raw material standardization are required to maintain consistent product quality and support more efficient production processes.

Figure 2.5 Raw Material Selection Process for High-Quality Cassava



In carrying out its business operations, CassCrunch utilizes several production assets to support processing, packaging, and product storage activities. These assets include key production equipment such as frying pans, stoves, and gas cylinders, cassava peeling tools, manual slicers, mixing basins, oil strainers, and stainless steel containers. In addition, supporting equipment for packaging and storage includes digital scales, plastic sealers, storage racks, and bulk plastic containers.

Based on the production asset inventory, the total value of CassCrunch's assets amounts to IDR 1,910,000. This value indicates that the business is still operating on a small scale, utilizing relatively simple assets while remaining capable of supporting production activities independently and efficiently. The availability of these production assets

also helps ensure the smooth operation of daily production processes and supports the business in meeting market demand.

Table 2.2 Inventory of CassCrunch Production Assets

Inventory of CassCrunch Production Assets					
No	Asset Category	Item/Equipment	Quantity	Value per Item (Rp)	Total (Rp)
1	Production Tools	Large Frying Pan	1	Rp 200.000	Rp 200.000
		Stove and Gas Cylinder	1	Rp 350.000	Rp 350.000
		Knife and Cassava Peeling Tool	2	Rp 225.000	Rp 450.000
		Slicer Manual	1	Rp 175.000	Rp 175.000
		Oil Strainer and Stainless Steel Container	2	Rp 50.000	Rp 100.000
		Large Mixing Basin	5	Rp 25.000	Rp 125.000
2	Packaging Equipment	Digital Scale	1	Rp 100.000	Rp 100.000
		Plastic Sealer	1	Rp 150.000	Rp 150.000
		Storage Rack	1	Rp 200.000	Rp 200.000
		Bulk Plastic Containers	2	Rp 30.000	Rp 60.000
TOTAL					Rp 1.910.000

From a distribution perspective, CassCrunch's positioning strategy is reflected in how the product is displayed and placed in consignment-based retail stores. Product placement plays an important role in building the image of CassCrunch as a modern cassava snack, especially when competing with potato-based, corn-based, and imported snack products. Therefore, selecting suitable retail partners and ensuring good product visibility are important to attract consumers.

CassCrunch's competitive advantage is also supported by its biodegradable stand-up pouch packaging. In addition to protecting the product, the packaging serves as a visual element that helps differentiate CassCrunch from competitors that still use conventional packaging.

Digital marketing is closely related to distribution activities. Promotional content on social media should be supported by product availability at retail stores to meet consumer demand. As a result, effective distribution can increase the impact of digital marketing efforts and support purchasing decisions.

Supply chain sustainability is also connected to distribution performance. A good distribution system helps ensure that products are consistently available at sales locations, which depends on stable raw material supplies and strong relationships with suppliers and retail partners.

Increasing brand awareness in consignment retail channels is another important distribution challenge. Limited control over product displays and shelf placement can reduce product visibility. Therefore, CassCrunch needs to select the right retail partners, secure better product placement, and improve product attractiveness at the point of sale.

Overall, CassCrunch's operational performance shows that the business has been able to support production and sales activities effectively. However, several challenges remain, including inconsistent raw material quality, simple inventory management, limited production capacity, and distribution processes that are not yet fully optimized. Despite these challenges, CassCrunch has adapted well throughout the implementation period. Improvements in production planning, inventory management, and resource utilization are expected to support more stable operations and sustainable business growth.

Table 2.3 Operational Performance Parameters

Parameter	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25
Number of Product Variants	4	4	4	4	4	8	4
Product Variants	Original, Cheese, Seaweed, Bbq	Original, Cheese, Seaweed, Bbq	Original, Cheese, Seaweed, Bbq	Original, Cheese, Seaweed, Bbq	Original, Cheese, Seaweed, Bbq	Original, Cheese, Seaweed, Bbq, Honey butter, Chicken garlic, salty and spicy, mie goreng	Original, Cheese, Seaweed, Bbq, Honey butter, Chicken garlic, salty and spicy, mie goreng
Distribution Channels	Instagram Whatsapp	Instagram Whatsapp	Instagram Whatsapp	Instagram Whatsapp	Instagram Whatsapp	Instagram Whatsapp	Instagram Whatsapp
Sales Type	Online Retailer	Online Retailer	Online Retailer	Online Offline Store Retailer	Online Offline Store Retailer	Online Offline Store Retailer	Online Offline Store Retailer
Number of Stores/Retailer	5	14	0	25	0	10	12
Unit Sold (Pcs)	35	113	0	227	9	475	427
Promotional Strategy	Social Media Marketing	Visual Marketing	0	Distribution Strategy	0	Building/Promotion	Social Media Marketing
Parameter	Nov-25	Des-25	Jan-26	Feb-26	Mar-26	Apr-26	
Number of Product Variants	8	8	8	8	8	8	
Product Variants	Original, Cheese, Seaweed, Bbq, Honey butter, Chicken garlic, salty and spicy, mie	Original, Cheese, Seaweed, Bbq, Honey butter, Chicken garlic, salty and spicy, mie	Original, Cheese, Seaweed, Bbq, Honey butter, Chicken garlic, salty and spicy, mie	Original, Cheese, Seaweed, Bbq, Honey butter, Chicken garlic, salty and spicy, mie	Original, Cheese, Seaweed, Bbq, Honey butter, Chicken garlic, salty and spicy, mie	Original, Cheese, Seaweed, Bbq, Honey butter, Chicken garlic, salty and spicy, mie	
Distribution Channels	Instagram Whatsapp	Instagram Whatsapp	Instagram Whatsapp	Instagram Whatsapp	Instagram Whatsapp	Instagram Whatsapp	
Sales Type	Online Retailer	Online Retailer	Online Retailer	Online Offline Store Retailer	Online Offline Store Retailer	Online Offline Store Retailer	
Number of Stores/Retailer	55	55	55	55	55	55	
Unit Sold (Pcs)	508	12	443	433	490	416	
Promotional Strategy	Social Media Marketing	Endorsement	Product Development	Distribution Strategy	Product Development	Product Development	

2.3. Marketing Performance

During the implementation period, CassCrunch focused on positioning itself as a modern cassava snack in a market dominated by potato-based, corn-based, and imported snack products. The marketing strategy emphasized that cassava-based snacks can be innovative, attractive, and suitable for modern consumer preferences. This approach helped create a positive perception of the brand and strengthen its differentiation in the market.

To improve product attractiveness and consumer trust, CassCrunch enhanced its packaging design and promotional content. These efforts helped the product stand out despite the business's limited production capacity as an MSME.

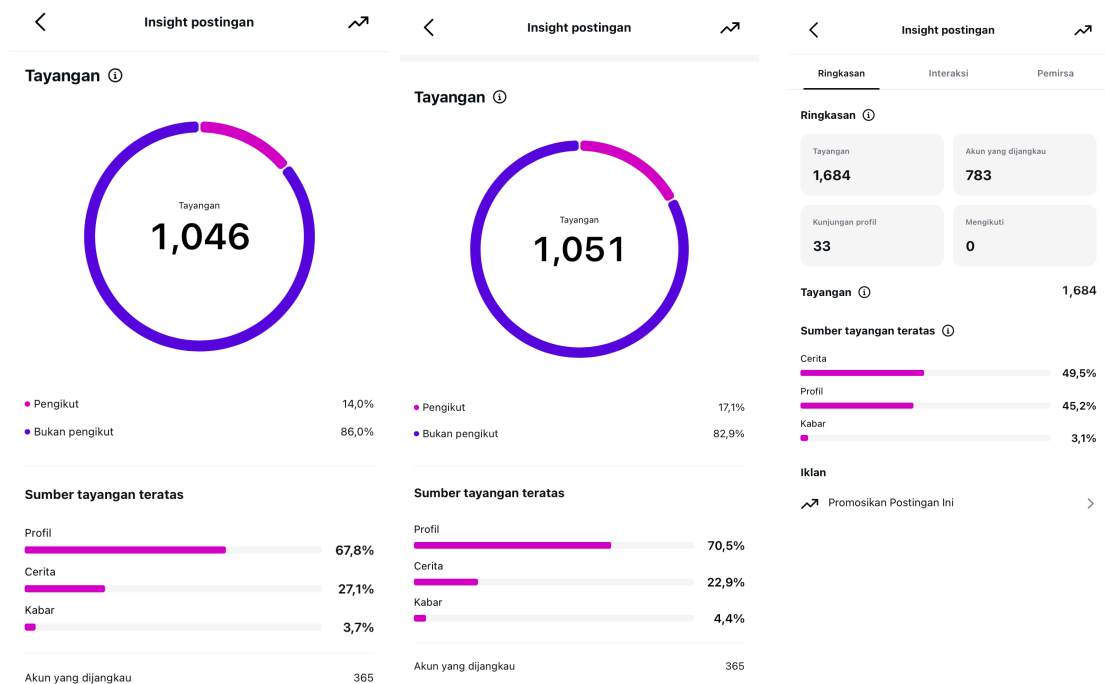
CassCrunch also used **biodegradable stand-up pouch packaging** as one of its key competitive advantages. Compared with conventional plastic packaging, biodegradable packaging offers additional environmental value because it is designed to break down more naturally under suitable conditions, thereby contributing to the reduction of plastic waste. Although the packaging material requires higher procurement costs, it strengthens CassCrunch's positioning as a modern local snack brand that integrates sustainability into its product offering. This differentiation is expected to create additional value for environmentally conscious consumers, particularly Generation Z and millennials, who increasingly consider sustainability in their purchasing decisions.

Digital marketing activities were mainly conducted through Instagram. The content focused on product visuals, brand storytelling, and sustainability messages to increase brand awareness and engage with the target audience.

Based on Instagram insights, educational content about environmental issues and eco-friendly lifestyles generated the highest engagement in terms of views, likes, and comments. This indicates that consumers were interested in the sustainability values promoted by CassCrunch.

Content featuring product flavors helped increase consumer interest and generated product-related questions and comments. Meanwhile, product showcase posts strengthened the brand’s visual appeal and professional image. Overall, the combination of educational content, product promotion, and attractive visuals helped improve brand visibility and audience engagement throughout the implementation period.

Figure 2.6 Instagram Insight

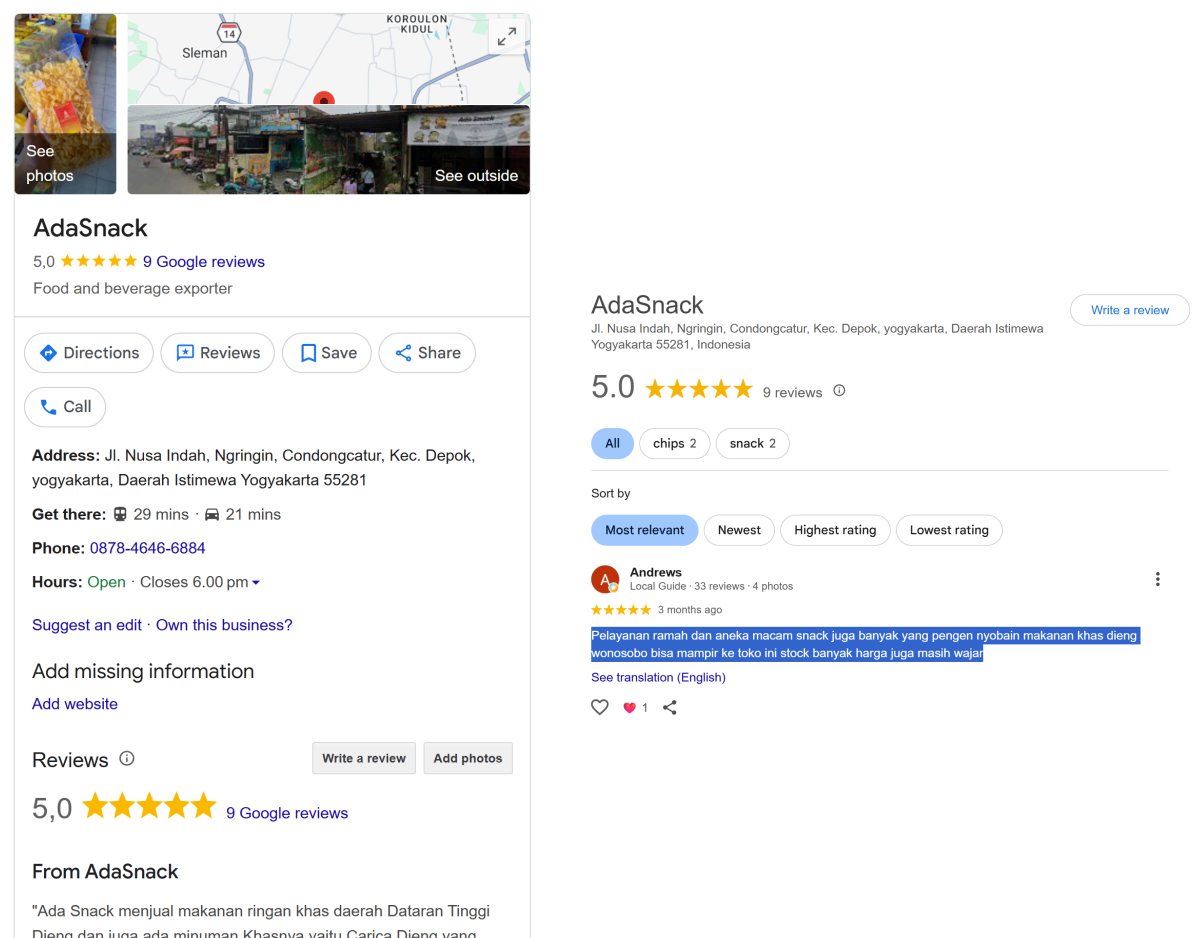


Finally, increasing brand awareness through consignment-based retail channels was also an important part of CassCrunch’s marketing evaluation. Although the product was distributed through several retail

locations, limited control over product displays and minimal promotional support from retail partners reduced product visibility. In addition, higher engagement on digital platforms did not always lead to increased sales, indicating a gap between consumer interest and actual purchasing decisions.

In addition to social media marketing, CassCrunch strengthened its marketing performance through **Google Maps** as part of its digital presence and local search visibility strategy. Having the business listed on Google Maps made it easier for consumers to find information about the product, business location, and customer reviews, particularly for consumers located near the distribution area. This helped improve brand accessibility and supported consumer awareness of the business.

Figure 2.7 Google Maps Performance



Performance

From Nov 2025 to Apr 2026

[See more](#)

498

Views

253

Interactions

50

Searches

Based on Google Maps performance data, user engagement increased, as reflected in the number of searches, business profile visits, and follow-up actions such as location direction requests and business contact clicks, totaling 253 interactions. This indicates that Google Maps serves not only as an information platform but also as an important touchpoint in the consumer decision-making process.

Overall, CassCrunch's marketing performance shows that the implemented strategies were successful in building brand awareness and attracting the attention of the target market, particularly through digital channels. However, the effectiveness of these marketing efforts in generating sales conversions and improving customer retention still needs improvement. Therefore, further optimization is required, focusing not only on increasing engagement but also on strengthening consumer trust, improving pricing strategies, and enhancing product visibility at retail locations. Through these improvements, CassCrunch's marketing activities are expected to contribute more significantly to sustainable business growth.

Table 2.4 Marketing Performance Parameters

Parameter		Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	
Total Sales	Offline	25	0	0	150	3,91	3	22	
	Online	10	0	0					
Amount of Content		2	1	0	1	0	2	0	
Post Format		Feeds Instagram	Feeds Instagram	0	Feeds Instagram Collabs	0	Feeds Instagram	0	
Data	Range	Impression	1,684	0	978	0	1,786	0	
		Reach	783	0	623	0	422	0	
	Profil Visit	31	33	0	30	0	17	0	
	Interaction	Like	6	0	20	0	10	0	
		Coment	0	0	0	2	0	0	0
		Share	3	2	0	8	0	2	0
		Save	0	0	0	0	0	0	0
	Total Spending Ads		0	0	0	0	0	0	0

Parameter		Nov-25	Des-25	Jan-26	Feb-26	Mar-26	Apr-26	
Total Sales	Offline	502	510	502	0	0	0	
	Online				0	0	0	
Amount of Content		0	1	0	0	0	0	
Post Format		0	Feeds Instagram collabs	0	0	0	0	
Data	Range	Impression	1,852	0	0	0	0	
		Reach	1,264	0	0	0	0	
	Profil Visit	0	27	0	0	0	0	
	Interaction	Like	19	0	0	0	0	0
		Coment	0	0	0	0	0	0
		Share	0	4	0	0	0	0
		Save	0	0	0	0	0	0
	Total Spending Ads		0	0	0	0	0	0

2.4. Human Resource Performance

During the implementation period, human resource (HR) management at CassCrunch remained relatively simple and informal. The operational team consisted of four core members: the business owner as the primary manager, one production worker, one store attendant at the Ada Snack outlet, and one delivery staff member responsible for distribution activities. In addition to these core team members, family members also provided informal support during production activities, although they were not classified as permanent employees.

This condition reflects CassCrunch's current position as an early-stage micro-enterprise, where human resource management remains flexible and is primarily focused on supporting daily business operations.

Table 2.5 CassCrunch Organizational Structure

No	Name/Role	Position	Main Responsibility	Description
1.	Avita Dwi Agustina	Owner / General Manager	Oversees all business operations, strategic decision-making, financial management, and digital marketing (social media).	Acts as the central coordinator and is directly involved in production activities when needed.
2.	Ibu Ummu Farhah	Advisor & Production Support	Provides informal guidance related to business operations and assists in the production process.	Not a permanent employee but plays an important role in supporting production activities.
3.	Ibu Niswatun Khasanah	Production Staff	Carries out production activities, including raw material processing, frying, and product packaging.	Focuses on daily production operations.

4.	Hayunah	Cashier & Marketing Support	Handles sales transactions, manages inventory, maintains product displays, and supports marketing activities through direct interaction with customers and social media.	Performs dual roles as cashier and marketing support staff.
5.	Rian Zafran	Delivery Staff	Distributes products to consignment-based retail partners and delivers products directly to customers.	Supports the B2B2C distribution system.

The product recipe and flavor development were initiated and supervised by the business owner through a series of product trials conducted together with the production team. Rather than employing a professional chef, CassCrunch adopted an iterative product development approach in which formulations were continuously refined based on internal evaluations and consumer feedback. The production staff was responsible for implementing standardized production procedures to ensure consistency in taste and product quality across all production batches.

Communication and coordination within the team are carried out directly and informally, allowing faster responses to operational needs. However, because the team is small, each member often handles multiple responsibilities, which can reduce efficiency when business activities increase.

Human resource performance can also be seen through consumer feedback. Based on social media interactions and observations at retail locations, most consumers responded positively to the product, especially its taste and environmentally friendly packaging. This suggests that the

team has been successful in maintaining product quality and building a positive brand image. However, some consumers considered the product price to be relatively high and noted limited product availability in certain locations, indicating the need for improvements in pricing and distribution strategies.

Overall, The main strengths in flexibility and adaptability, while the primary challenges are the limited number of employees and the high workload. Therefore, as the business grows, additional workforce and improved task allocation will be needed to enhance operational efficiency and support sustainable business growth

Table 2.6 Human Resource Performance Parameters

Parameter		Apr-25	May 25	June 25	July 25	August 25	Sep-25	October 25
Work Force Productivity	Number of Work Force Recruitment	1	0	1	1	0	0	0
	Number of Training and Development	1	0	1	1	1	1	0
	Training and Development Material	Basic Production SOP		Retail Coordination	Sales and Delivery SOP	Product Quality Control	Stock Management	
	Income	Rp 525.000	Rp 1.695.000	0	Rp 3.405.000	135.000	Rp 4.530.000	Rp 4.302.000
Work Force Productivity	Work Force	1	1	1	3	2	3	3
	Turn Over not Earned per Work Force	Rp 525.000	Rp 1.695.000	0	Rp 1.135.000	67500	Rp 1.510.000	Rp 1.424.000
Parameter		Nov-25	Des-25	January 26	February 26	March 26	Apr-26	
Work Force Productivity	Number of Work Force Recruitment	0	0	0	0	0	0	
	Number of Training and Development	0	1	2	0	1	0	
	Training and Development Material		Product Evaluation	Sales Communication		Work Coordination for Dissemination		
	Income	Rp 5.032.000	131.000	Rp 4.454.000	Rp 4.400.000	Rp 4.737.000	Rp 4.280.000	
Work Force Productivity	Work Force	3	2	3	3	3	3	
	Turn Over not Earned per Work Force	Rp 1.677.333	Rp 65.500	Rp 1.484.667	Rp 1.466.667	Rp 1.579.000	Rp 1.426.667	

2.5. Participation in Offline Events and Consumer Engagement

In addition to digital marketing, CassCrunch also promoted its products through several offline events. One of the most successful events was **NgabuburArt**, held at Pendhapa Art Space on March 8, 2026, during Ramadan. The event attracted many visitors, and CassCrunch operated its booth from 3:00 PM to 9:00 PM. During the event, CassCrunch sold 73 product units, indicating a positive response from consumers.

NgabuburArt provided an opportunity for CassCrunch to increase brand exposure, interact directly with consumers, and receive immediate feedback about its products. Visitors showed interest in the product's taste, packaging, and environmentally friendly concept.

CassCrunch also participated in the **BizDesign Showcase** at the Faculty of Business and Economics, Universitas Islam Indonesia. This event was held alongside the business pitching session and the presentation of CassCrunch's final implementation report. Through this event, CassCrunch received valuable feedback and suggestions regarding its products, marketing strategies, and business development plans.

Another event was the **Career Business Festival (CBF)** organized by the Management Study Program of Universitas Islam Indonesia. This event focused on business and entrepreneurship competitions, allowing CassCrunch to gain experience, expand its network, and introduce its products to students and young entrepreneurs.

Overall, participation in these offline events helped increase brand awareness, strengthen consumer relationships, and improve CassCrunch's image as a modern and environmentally friendly local snack brand. These activities also supported the implementation of experiential marketing by allowing consumers to interact directly with the product and brand.

Figure 2.8 CassCrunch Booth at the NgabuburArt Event



2.6. Product Development and CassCrunch Variant

During the implementation period, CassCrunch continuously developed its products to increase market appeal and meet diverse consumer preferences. These product development efforts were based on market observations, consumer feedback, and evaluations of sales performance throughout the business implementation period.

During the initial phase, from April 2025 to August 2025, CassCrunch offered four flavor variants: Original, Seaweed, Cheese, and Barbecue. These flavors were selected because they are widely recognized by consumers and have strong market acceptance within the snack category.

In addition to expanding flavor options, CassCrunch also introduced innovation in product packaging sizes. From April to August 2025, all products were available only in the Large (L) size. To meet

consumer demand for more flexible and affordable options, CassCrunch introduced the Small (S) size in September 2025. This new packaging size was intended to reach a broader market segment, particularly students and young consumers seeking a more economical purchasing option.

The development of both flavor variants and packaging sizes demonstrates CassCrunch’s commitment to adapting its products to changing consumer needs and preferences. Through these initiatives, CassCrunch aims to enhance product attractiveness, expand its market reach, and strengthen its position as a modern cassava snack brand that can adapt to developments within the snack industry.

The CassCrunch product variants marketed during the implementation period are presented in the following figure.

Figure 2.9 CassCrunch Flavor Variants



To evaluate market acceptance of each flavor variant, CassCrunch recorded product sales throughout the business implementation period. Sales data for each variant were analyzed to identify consumer preferences

and determine which flavors achieved the highest market acceptance. This information served as an important basis for product evaluation and future product development decisions.

Table 2.7 CassCrunch Sales Data by Product Variant and Packaging Size

Flavour Variant	Launch Period	Size	Unit Sold
Original (Classic Crispy)	April 2025	L	200
		S	284
Seaweed (Ocean Bites)	April 2025	L	193
		S	238
Cheese (Golden Cheeze)	April 2025	L	202
		S	254
Barbeque (Smoky Grill)	April 2025	L	165
		S	225
Honey Butter (Honey Butter)	September 2025	L	109
		S	276
Onion Chicken (Chicken Garlic)	September 2025	L	98
		S	259
Spicy (Spicy and Savory)	September 2025	L	92
		S	257
Fried Noodle (Mie Goreng)	September 2025	L	98
		S	256

CHAPTER III

APPROACH AND BUSINESS DEVELOPMENT FRAMEWORK

3.1. Analytical Approach

3.1.1. Approach Used

In the development of CassCrunch, a step-by-step validation approach was applied to ensure that the product met consumer needs and had strong market potential. This approach is aligned with the lean startup concept, which emphasizes the importance of continuously testing business ideas through direct interaction with consumers before launching products on a larger scale (Ries, 2011).

In addition, this validation approach is supported by the concept of value proposition design, which highlights the importance of developing products based on a deep understanding of consumer needs, preferences, and problems. As a result, the product is expected to deliver relevant value to its target market (Osterwalder et al., 2014).

Based on these concepts, CassCrunch adopted the **Seven Validation Toolset**, a set of validation tools used to evaluate product feasibility from various perspectives, ranging from consumer needs to market response. This approach enabled the product development process to be carried out systematically, data-driven, and consumer-oriented.

The validation stages applied in the development of CassCrunch are as follows:

1. Customer Interview

Customer interviews were conducted to identify the needs, preferences, and purchasing behavior of the target market. Through this method, CassCrunch obtained insights regarding preferred flavors, attractive packaging designs, and acceptable price ranges among Generation Z and millennial consumers.

2. Search Trend Analysis

Search trend analysis was used to identify market interest in snack products, particularly cassava-based snacks, environmentally friendly products, and healthy lifestyle trends. This approach helped ensure that the product remained relevant to current consumer needs and market trends.

3. Paper Prototype

An initial packaging prototype in the form of sketches was developed to test visual elements such as the logo, color combinations, and product information layout. This method enabled the team to receive feedback quickly before moving to the final design stage.

4. 3D Prototype Simulation

A three-dimensional packaging simulation was created to evaluate visual appearance, packaging size, and product suitability for retail shelf placement. This stage helped ensure that the packaging was visually appealing and suitable for distribution purposes.

5. Explainer Video

As an alternative to an explainer video, CassCrunch utilized Instagram feed content to communicate the product concept, the use of locally sourced cassava, environmentally friendly packaging, and the brand's value proposition. This content served as an initial communication tool to introduce the business concept and gather feedback on the clarity of the brand message from potential consumers.

6. Crowdfunding

The crowdfunding approach served as an early indicator of market interest through consumer support mechanisms such as pre-orders. The results of this method provided insights into consumers' willingness to purchase the product before its official launch.

7. Pop-Up Store

Pop-up stores were organized in strategic locations, such as university areas and public spaces, to observe consumer responses directly. Through this approach, CassCrunch was able to evaluate consumer reactions to product taste, pricing, packaging design, and overall sales potential.

Overall, the **Seven Validation Toolset** provided a comprehensive framework for the development of CassCrunch. This approach integrated various validation methods covering all aspects of product development, from identifying consumer needs and testing product designs to evaluating business feasibility and observing market behavior directly.

As a result, business decisions were based on empirical data rather than assumptions. This approach enabled CassCrunch to reduce business risks, improve product quality, and increase the likelihood of market acceptance among both end consumers and retail partners within the B2C and B2B2C business models.

3.1.2. Reason for Choosing the Approach

The selection of the **B2C Validation Toolset** approach in the development of CassCrunch was based on the characteristics of the business as a cassava-based snack product that emphasizes not only product quality and functionality but also aesthetic value through modern and environmentally friendly packaging.

This approach was chosen because:

1. Customer interview



DESIRABILITY · FEASIBILITY · VIABILITY

The selection of this toolset was based on its ability to validate both the VPC and the BMC. Specifically, it supports the validation of the Desirability aspect, including the VP, CR, CH, and CS, as well as the Viability aspect, particularly the CS and RS. Through this validation process, CassCrunch was able to assess whether the product offered value that matched customer needs while also ensuring that the business model had the potential to generate sustainable revenue.

Furthermore, the selection of this toolset was influenced by practical considerations during business implementation, including the following:



- a. Low implementation cost (2 out of 5).

Cost is relatively low as customers may not even need to be compensated. In general, remote video interviews have lower compensation than scheduled in-person interviews. B2B interviews are typically more expensive than B2C interviews, because the sample size is smaller and may have less free time.

- b. Quick preparation process (2 out of 5).

Setup time for customer interviews can be very short or take a few weeks, depending on where your customers are and how accessible they are. You will need to create a script, find your customers, and schedule the interviews.

- c. Limited strength of evidence (1 out of 5).

80% average accuracy ranking on top-3 customer jobs, pains, and gains. You want to be really dialed into your customer segment, so set the bar high.

d. Short implementation time (2 out of 5).

Run time for customer interviews is relatively short: they only take 15–30 minutes each. You will need to have a 15-minute buffer in between each one to recap your findings and make any edits you need to the script.

In addition, this tool has the capability to support the research function. Although customer interviews can be deceptively difficult to conduct effectively, the good news is that almost anyone can learn to do them through practice. Having a research background can be helpful, but it is not a requirement. In this process, researchers need to prepare interview scripts, recruit participants, conduct interviews, and synthesize the results. Having a partner can greatly simplify the entire process; otherwise, all interviews need to be recorded and reviewed again to ensure that the collected data can be analyzed properly.

2. Search Trend Analysis



DESIRABILITY · FEASIBILITY · VIABILITY

Search Trend Analysis is ideal for performing your own market research, especially on newer trends, instead of relying on third party market research data.

This toolset was selected because it enables the validation of both the VPC and the BMC. Specifically, it supports the validation of Desirability, including the VP, CR, CH, and CS, as well as Viability, particularly the CS and RS. Through this process, CassCrunch can evaluate whether the product meets customer needs and assess the sustainability of the business model.

The operational considerations for selecting this toolset are as follows:

      COST	      EVIDENCE STRENGTH
      SETUP TIME	      RUN TIME



CAPABILITIES *Marketing / Research / Data*

- a) Low implementation cost (1 out of 5).

Conducting Search Trend Analysis requires relatively low implementation costs, as several free and affordable tools are readily available. Google Trends and Google Keyword Planner, for example, can be accessed and utilized without additional charges.

- b) Quick preparation process (2 out of 5).

Setup Time to perform Search Trend Analysis is relatively short, from a few minutes to a few hours. You will need to define the criteria for your search and choose a tool.

- c) Moderate evidence strength (3 out of 5).

Search Volume varies across geographic location, time, and industry. You'll want to compare your results

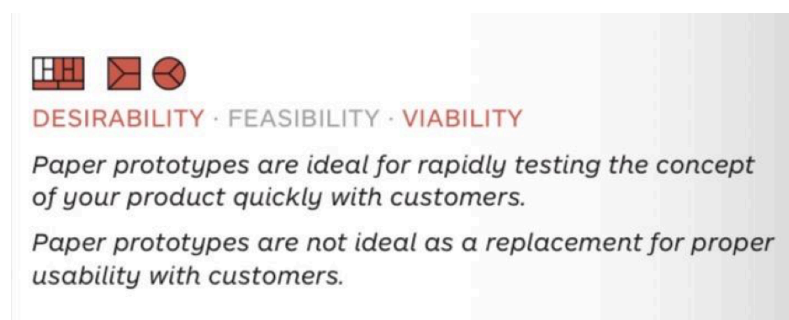
against the others to get an overall feel for the level of interest.

d) Short implementation time (2 out of 5).

The time to perform Search Trend Analysis is also relatively short, from a few hours to a few days. It largely depends on the number of topics and geographic locations you are exploring. The more you have, the longer it'll take to do well.

In addition, this tool has the capability to support the research function. Although customer interviews can be deceptively difficult to conduct effectively, the good news is that almost anyone can learn to do them through practice. Having a research background can be helpful, but it is not a requirement. In this process, the researchers need to prepare interview scripts, recruit participants, conduct interviews, and synthesize the results. Having a partner can greatly simplify the entire process; otherwise, all interviews need to be recorded and reviewed again to ensure that the collected data can be analyzed properly.

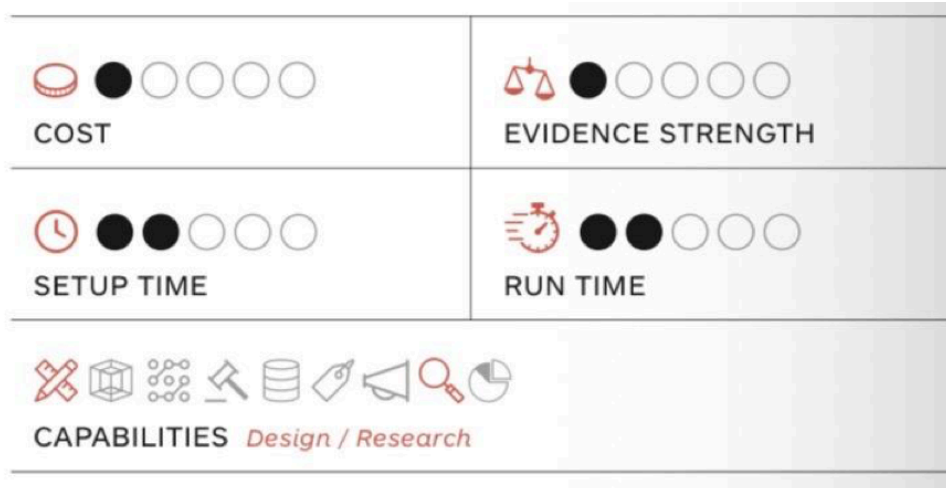
3. Paper Prototype



This toolset was selected because it enables the validation of both the VPC and the BMC. Specifically, it

supports the validation of Desirability, including the VP, CR, CH, and CS, as well as Viability, particularly the CS and RS.

This approach was chosen for the following reasons:



a) Low implementation cost (1 out of 5)

Paper prototypes are very cheap. You are sketching out what the solution could be and simulating the experience with paper. Your paper prototype should not be an expensive endeavor. If you purchase stencils or apps to assist in the process, it can add a small amount of cost.

b) Quick preparation process (2 out of 5)

Setup time for a paper prototype is relatively short. It should only take a few hours to a few days to create your paper prototype. It will most likely take you longer to find customers to test with than to create the paper prototype itself.

c) Moderate evidence strength (1 out of 5)

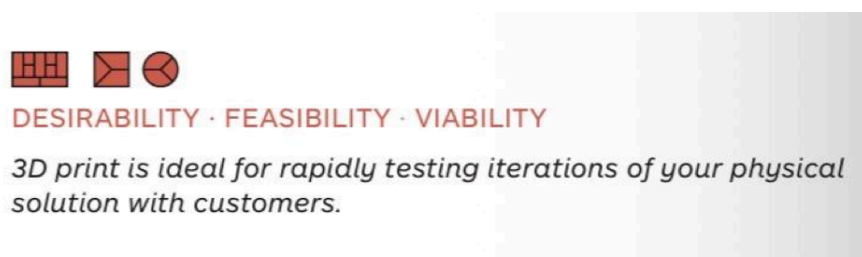
Manual task completion is not necessarily strong evidence, but it will provide glimpses into where customers could get confused.

d) Short implementation time (2 out of 5)

Run time for a paper prototype is also a few days to a week. You will want to rapidly test the paper prototype with target customers to get feedback on the value proposition and flow of the solution.

This tool has the capability to support both design and research functions. In addition to creativity and imagination, users also need design skills to visualize and sketch the product concept. Furthermore, it is important to prepare a coherent interview or testing script and document the sessions through recordings to support the evaluation and analysis process effectively.

4. 3D Print



This toolset was selected because it enables the validation of both the VPC and the BMC. Specifically, it supports the validation of Desirability, including the VP, CR, and CH Feasibility, including KA, Key KR, and KP as well as Viability, particularly the CS and RS.

This approach was chosen for the following reasons:

 ● ● ● ○ ○ COST	 ● ● ○ ○ ○ ○ EVIDENCE STRENGTH
 ● ● ● ○ ○ SETUP TIME	 ● ● ● ○ ○ RUN TIME
 CAPABILITIES <i>Design / Technology</i>	

a) Low implementation cost (3 out of 5)

3D prints are moderately cheap. If you are printing small, basic prototypes to test with customers, it can be less expensive. The more complex and larger the 3D print, the more costly it will be.

b) Quick preparation process (3 out of 5)

The setup time for a 3D print can take days or weeks, depending on your ability to model it out and your access to a printer.

c) Moderate evidence strength (1 out of 5)

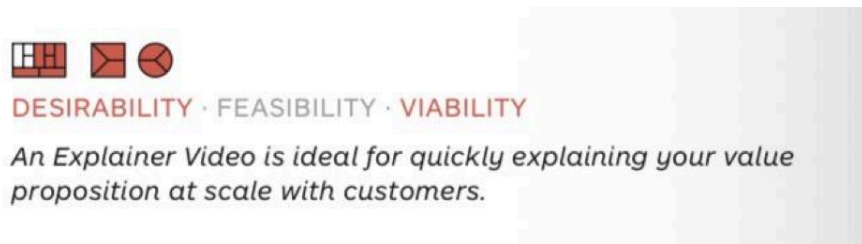
Customer jobs, pains, and gains, and how the prototype could solve for them. The evidence is relatively weak; they need to suspend belief and imagine using it in real-world scenarios.

d) Short implementation time (3 out of 5)

Run time for a 3D print is relatively short. You will want customers interacting with the prototype to better understand the fit between your value proposition and customer jobs, pains, and gains.

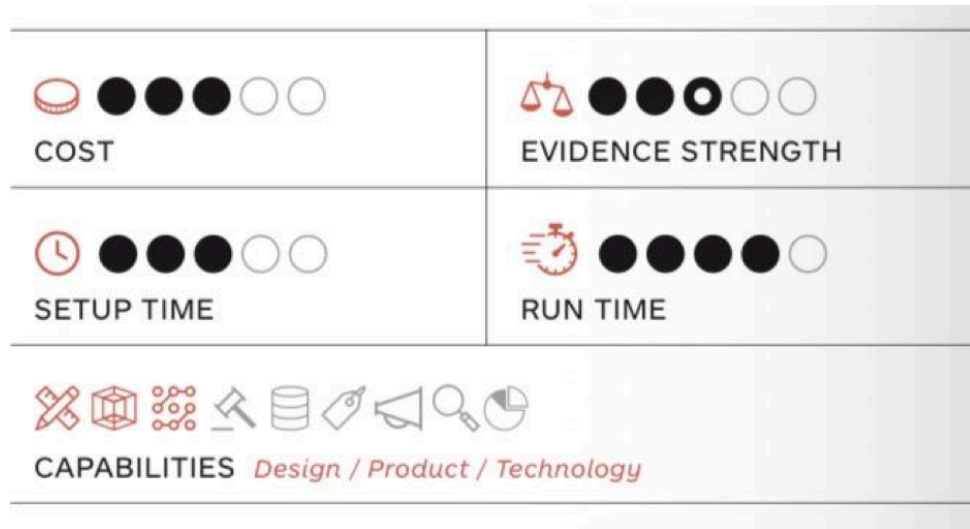
This tool has the capability to support both design and technology functions. Users need to be able to create 3D models using specialized software and then produce the prototype through a 3D printer. Some 3D modeling software may be easier to learn than others; however, the learning process can still be quite challenging, especially for individuals without a design background. Therefore, assistance from a 3D modeling expert is highly recommended. In terms of access to 3D printers, users are not advised to immediately purchase one, as maker spaces or workshops generally provide rental services for members who need facilities to create 3D print prototypes.

5. Explainer Video



This toolset was selected because it enables the validation of both the VPC and the BMC. Specifically, it supports the validation of Desirability, including the VP, CR, and CH; Feasibility, including KA, Key KR, and KP; as well as Viability, particularly the CS and RS.

This approach was chosen for the following reasons:



a) Low implementation cost (3 out of 5)

Developing Instagram feed content requires relatively low costs because it mainly involves graphic design, copywriting, and basic content creation tools. Compared to video production, Instagram feed posts are more affordable while still being effective for introducing the product and building brand awareness.

b) Quick preparation process (3 out of 5)

Instagram feed content can be prepared within a few days by designing visual materials, writing captions, and ensuring that the content clearly communicates the product's value proposition and brand identity.

c) Moderate evidence strength (3 out of 5)

The effectiveness of Instagram feed content can be evaluated through engagement metrics such as likes, comments, shares, saves, profile visits, and feedback from potential consumers. These indicators provide initial

evidence of consumer interest and message clarity but do not directly validate purchase intention.

d) Short implementation time (3 out of 5).

Once the visual design and captions are completed, the content can be published immediately through Instagram, making it a relatively fast validation tool for communicating the business concept.

In addition, this tool supports marketing and branding activities by communicating CassCrunch's product concept, brand identity, and value proposition through visually appealing content. Effective Instagram feed content should include consistent branding, clear product information, attractive visuals, and captions that encourage audience engagement and interest in learning more about the product.

6. Crowdfunding



This toolset was selected because it enables the validation of both the VPC and the BMC. Specifically, it supports the validation of Desirability, including the VP, CR, CH, and CS, as well as Viability, particularly the CS and RS.

This approach was chosen for the following reasons:



a) Low implementation cost (5 out of 5)

Crowdfunding costs are typically focused on the video production, marketing, logistics, and length of the campaign. Even though there are crowdfunding platforms available, the fidelity needs to be high, or you will not garner interest from customers.

b) Quick preparation process (4 out of 5)

Crowdfunding campaigns can take a few weeks to a few months to put together. It is not trivial to produce a compelling, high-quality video, create content that conveys the Value Proposition, and structure the pricing tiers and perks for your customers.

c) Moderate evidence strength (5 out of 5)

Where your visitors are coming from online and how they interact with your campaign. Views, comments, and shares are all relatively weak evidence but good for qualitative insights.

d) Short implementation time (4 out of 5)

Run time typically takes 30-60 days for a crowdfunding campaign to run its course. This is not to say you will not be wildly successful and fund it in less; just be aware that those funded in a few days are the exceptions.

In addition, this tool has the capability to support design, product, marketing, and finance functions. The increasing popularity of crowdfunding has encouraged the growth of various crowdfunding platforms, allowing businesses to create campaigns without requiring a full development team. However, users still need to design authentic and attractive campaigns by offering appealing rewards or perks while simultaneously building market awareness. The design aspect plays an important role because the campaign must appear professional in order to avoid false negative responses toward the proposed value proposition. Furthermore, the finance aspect is equally significant, as users need to determine appropriate pricing tiers and reward structures to support the creation of a sustainable business through the crowdfunding campaign.

7. Pop-Up Store



This toolset was selected because it enables the validation of both the VPC and the BMC. Specifically, it supports the validation of Desirability, including the VP,

CR, and CH; Feasibility, including KA, KR, and KP; as well as Viability, particularly the CS and RS.

This approach was chosen for the following reasons:



a. Low implementation cost (4 out of 5)

Pop-up stores are generally small, but they will still cost more money than low-fidelity experiments. Much of the cost is leasing the space and advertising, which can vary depending on the location and access to the store. You can bring costs down if you can find an owner to give you extra space in their existing store for the experiment. Additional costs may include licenses, permits, and insurance required to conduct business transactions.

b. Quick preparation process (3 out of 5)

Setup time for a pop-up store can take days or weeks, depending on what locations are available. It will need to look professional, which requires having the right people and appearance for the store. You will also need to

create demand using ads, unless it is a very high-traffic area with your target customers.

c. Moderate evidence strength (3 out of 5)

It is a conversion rate of people who visited and provided their email addresses.

d. Short implementation time (2 out of 5).

Run time for a pop-up store is generally short, from a few hours to a few days. The intent here is to learn quickly, synthesize the results, and move on.

In addition, this tool has the capability to support design, product, legal, sales, and marketing functions. To establish and operate a pop-up store, users require legal knowledge related to licensing, permits, leasing agreements, and insurance contracts. Furthermore, online marketing skills are needed to promote the store effectively, while sales capabilities are important to manage customer interactions directly at the store.

Moreover, this approach is also relevant to businesses that are still in the early stage, as it enables a testing process that is flexible and adaptive in responding to market feedback and changing customer needs.

3.2. Data Collection and Analysis Techniques

3.2.1. Data Collection Methods

This study uses primary data collected directly from the main sources through several data collection techniques tailored to the research objectives. A mixed-methods approach was applied, combining qualitative and quantitative methods to provide a more comprehensive understanding of consumer behavior, market perceptions, and the market acceptance potential of CassCrunch products.

3.2.1.1. Primary Data

1. Explainer Session with retail partners (Qualitative)

Explainer sessions were conducted through direct presentations and discussions with store owners and managers using a business proposal prepared by CassCrunch. The proposal contained information about the product concept, the advantages of locally sourced cassava from Dieng, environmentally friendly biodegradable packaging, flavor variants, target market, pricing strategy, and the consignment distribution system. The purpose of the session was to introduce the business concept and communicate the value proposition of CassCrunch to potential retail partners.

Through these sessions, initial feedback was gathered regarding product attractiveness, pricing suitability, sales potential, and the willingness of retail partners to stock the product. The data collected were qualitative in nature, consisting of perceptions, opinions, suggestions, and direct responses from the

informants. This method was used to evaluate retail partners' understanding and acceptance of the CassCrunch business concept and value proposition within the B2B2C distribution model.

2. Direct Observation (Quantitative)

Direct observation was conducted through interactions with owners and managers of **55 retail partner stores** where CassCrunch products were sold on a consignment basis. Information was gathered from their daily observations of consumer behavior when selecting products from retail shelves. The observed aspects included consumer attention toward the product, verbal responses, and product turnover rates.

Based on sales and inventory records, CassCrunch achieved an average sell-through rate of more than **60%** across its retail partners, indicating a generally positive market response. Store owners or personnel responsible for managing consignment products were selected as key informants because they monitored product sales, managed inventory, and frequently interacted with consumers regarding the products.

The 55 retail partners consisted of various types of local businesses, including souvenir stores, local minimarkets, snack stores, coffee shops, gift shops, campus canteens, and small grocery stores located in Yogyakarta and Central Java. These retail partners were selected based on their suitability with CassCrunch's target market, product category, and willingness to

implement a consignment system. Their diverse business characteristics enabled CassCrunch to observe consumer responses across different retail environments while expanding product accessibility to various customer segments.

Table 3.1 Percentage Retail Observation

Observation Question	Number of Stores	Positive Response (%)
Do consumers pay attention to CassCrunch products on the shelf?	35/55	58%
Do consumers show interest in the packaging design?	38/55	69%
Do consumers ask questions about the product before purchasing?	34/55	62%
Do consumers consider eco-friendly packaging attractive?	32/55	64%
Do consumers repurchase the product after trying it?	42/55	76%
Is the product turnover considered satisfactory?	44/55	80%
Do consumers perceive CassCrunch as different from other snacks?	39/55	71%
Do consumers consider the selling price acceptable?	37/55	67%
Are consumers interested in the available flavor variants	34/55	62%
Would the store recommend continuing to stock CassCrunch?	43/55	78%

3. Consumer Interaction through Social Media (Qualitative and Quantitative)

Primary data were also collected through the analysis of consumer interactions on CassCrunch's Instagram account. This approach was used to obtain direct insights into consumer perceptions, preferences, and interest in the products offered.

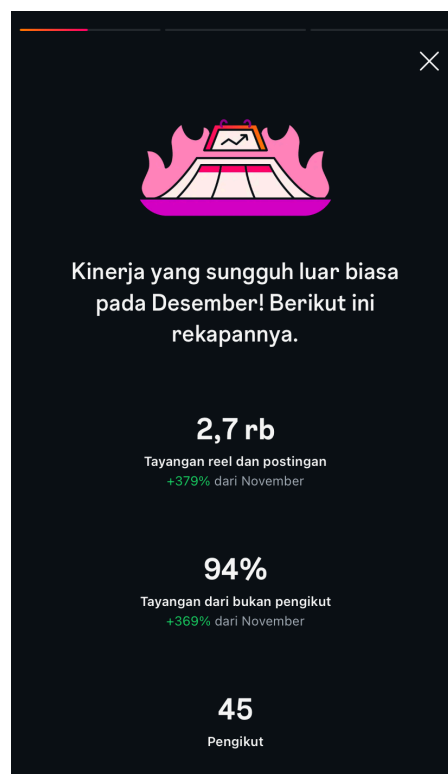
Consumer comments on Instagram indicated several positive perceptions regarding CassCrunch products. Many consumers appreciated the crispy texture, attractive packaging design, affordable pricing, and the unique use of cassava sourced from the Dieng Highlands. Several comments also described the packaging as modern and visually appealing, making the product suitable not only for personal consumption but also as a gift or souvenir. These positive responses supported CassCrunch's value proposition as a modern local snack with competitive product quality.

In addition to positive responses, several consumers also provided constructive feedback through Instagram comments and direct messages. Some consumers suggested stronger seasoning for certain flavor variants, while others recommended improving the packaging by making it easier to open and increasing its durability during shipping. A few consumers also requested additional flavor variations and wider product availability at retail locations. This feedback became an important source of evaluation for

continuous product improvement and future business development.

One of the most successful Instagram posts reached **2,700 views**, indicating a relatively high level of audience interest and helping increase brand awareness. The Instagram Story polling and question box features were also used to gather direct feedback regarding consumer preferences, flavor interests, and purchase intentions.

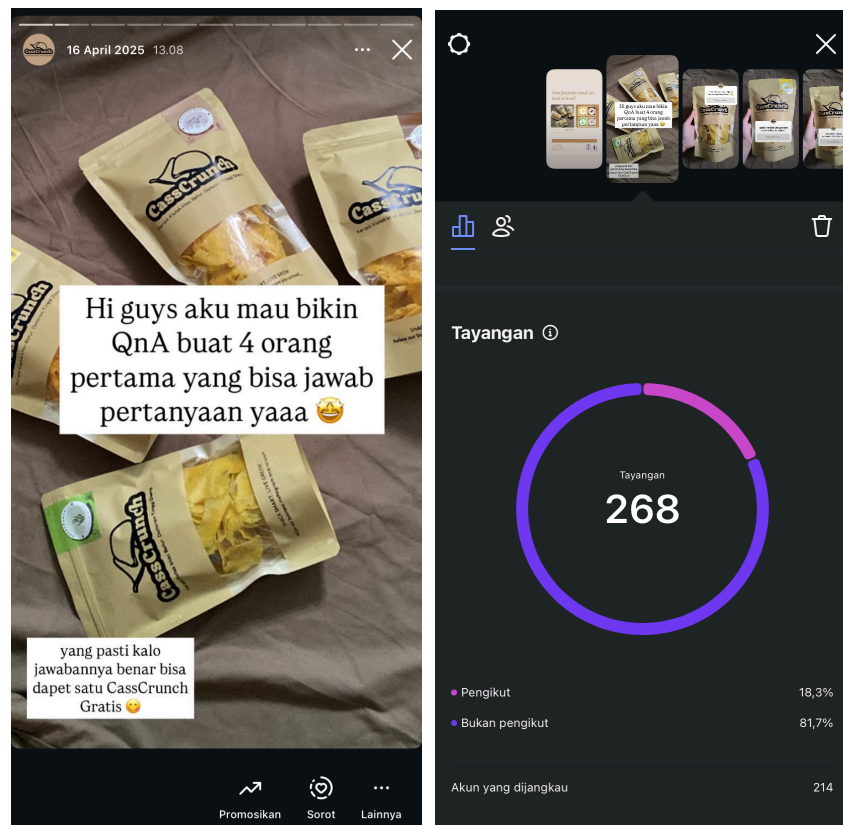
Figure 3.1 Instagram Content with the Highest Reach



Furthermore, consumer responses collected through Instagram Story polls and question boxes provided valuable insights into consumer preferences and perceptions of the product. These interactions

allowed CassCrunch to better understand consumer expectations and identify areas for product improvement.

Figure 3.2 Consumer Responses through Instagram Question Box



In addition, consumer reviews, comments, and direct messages provided qualitative feedback regarding product taste, packaging design, and the environmentally friendly concept promoted by CassCrunch. These responses helped evaluate consumer satisfaction and overall market acceptance of the product.

Figure 3.3 Consumer Reviews and Feedback on Instagram



All collected data were documented through screenshots as empirical evidence for the study. This approach enabled the researcher to analyze consumer behavior within a digital marketing context in a way that was current, contextual, and relevant to the operational conditions of the business.

3.2.1.2. Secondary Data

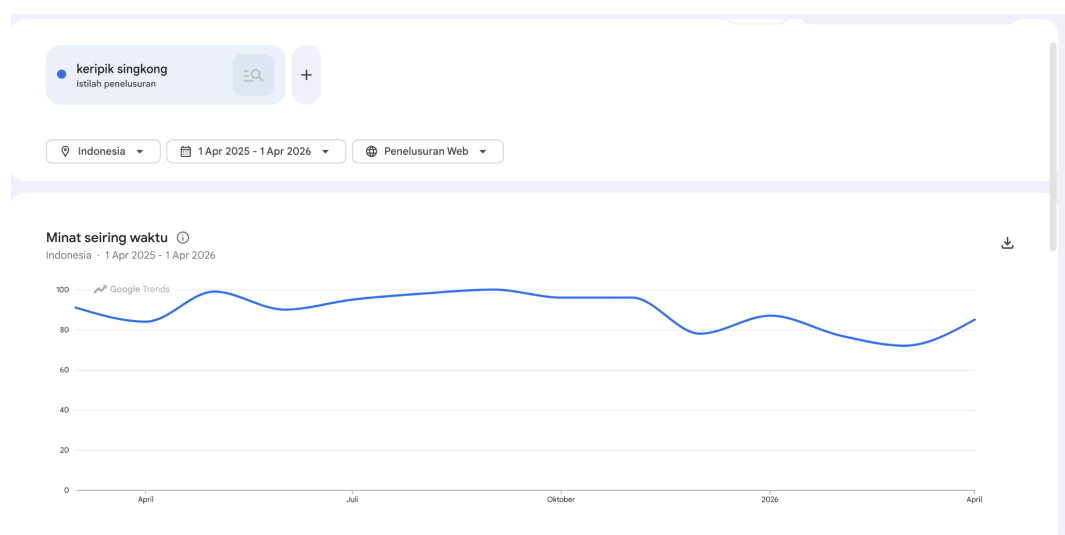
a. Cassava Chips Consumption Trends in Indonesia

Digital search trend analysis was conducted to assess market interest in cassava chips as a product category relevant to CassCrunch. Based on Google Trends data in Indonesia from April 2025 to April 2026, searches

for the keyword “**Cassava Chips**” showed a relatively stable trend, fluctuating within an index range of **70-100**. Although there were periods of increase and decline, search interest remained at a moderate to high level, indicating that cassava chips continue to attract consumer interest and remain relevant in the market.

This pattern suggests that consumer demand for cassava chips is relatively consistent and not highly dependent on seasonal factors. The stability of the search trend indicates ongoing market demand for cassava-based snack products. These findings provide evidence that CassCrunch has growth potential, particularly by offering added value through diverse flavor variants, environmentally friendly packaging, and marketing strategies that align with modern consumer preferences.

Figure 3.4 Cassava Chips at Google Trend



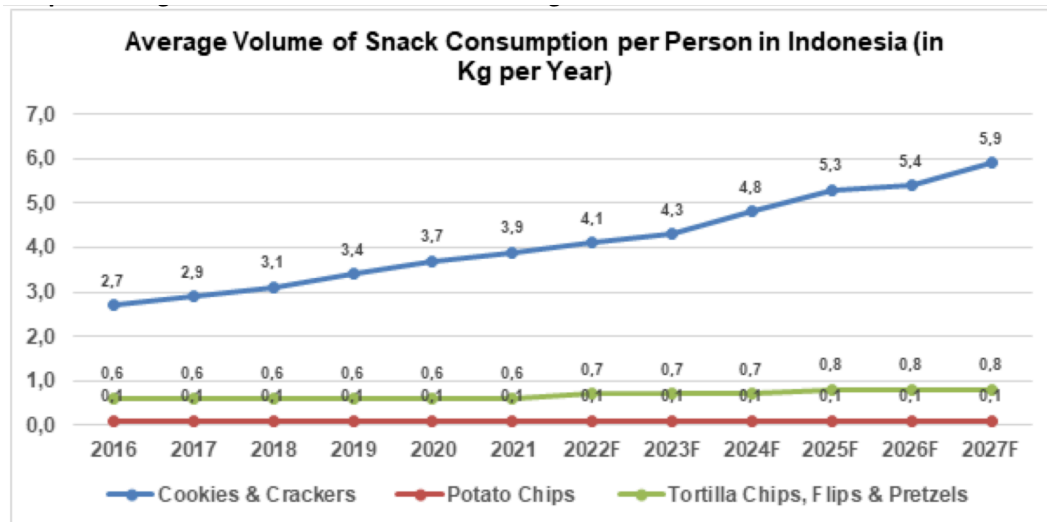
b. Snack Consumption Trends in Indonesia

Secondary data on snack consumption trends in Indonesia were obtained from Statista (2022). The data show a steady increase in average snack consumption per person from 2.7 kg in 2016 to approximately 4.8 kg in 2024, and it is projected to reach 5.9 kg by 2027. This indicates growing consumer demand for snack products in Indonesia.

Among the various snack categories, cookies and crackers account for the highest consumption volume, while products such as tortilla chips, flips, and pretzels also show strong market demand. These findings suggest that snack products have become an important part of consumers' daily lifestyles, especially among Generation Z and millennials.

For CassCrunch, this trend represents a promising market opportunity. The increasing demand for snacks creates potential for new products that offer unique value. Through its use of locally sourced cassava, diverse flavor variants, and environmentally friendly packaging, CassCrunch has the opportunity to compete and grow in the Indonesian snack market.

Figure 3.5 Snack Consumption Trends in Indonesia



Source: Statista, 2022

c. Growth of Cassava Processing Production in Indonesia

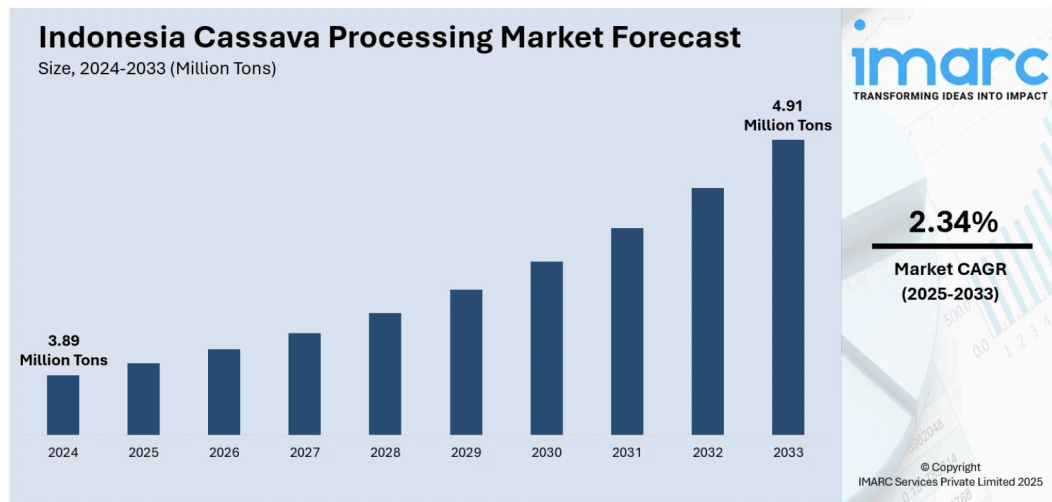
According to IMARC Group (2025), Indonesia's cassava processing industry is expected to grow steadily between 2024 and 2033. The market volume reached approximately 3.89 million tons in 2024 and is projected to increase to 4.91 million tons by 2033, with a CAGR of 2.34% during the forecast period.

This growth indicates increasing demand for cassava-based products and highlights the potential of cassava as a sustainable raw material for the food industry. For CassCrunch, this trend provides a positive opportunity, as the business relies on cassava as its main ingredient.

In addition, cassava sourced from the Dieng Highlands is known for its high starch content and good tuber quality, which supports product consistency. Therefore, the stable growth of the cassava processing

industry and the availability of quality raw materials provide a strong foundation for the future development of CassCrunch.

Figure 3.6 Growth of Cassava Processing Production in Indonesia



d. Sustainable Packaging Trends

Secondary data on sustainable packaging trends were obtained from a study by Sofiani (2024), which examined the impact of environmentally friendly food and beverage packaging on consumer perceptions. The study found that sustainable packaging positively influences consumer satisfaction and creates a more favorable perception of products and brands.

The findings suggest that environmentally friendly packaging is not only viewed as a way to reduce environmental impact but also as an indicator of product quality and brand responsibility. As a result, consumers tend to respond more positively to products that use sustainable packaging materials.

For CassCrunch, these findings support the use of eco-friendly standing pouch packaging as a relevant strategy for attracting consumers, particularly younger generations who are increasingly aware of environmental issues. In addition to supporting sustainability, the packaging also helps strengthen product differentiation and enhance the overall value of the brand in the snack market.

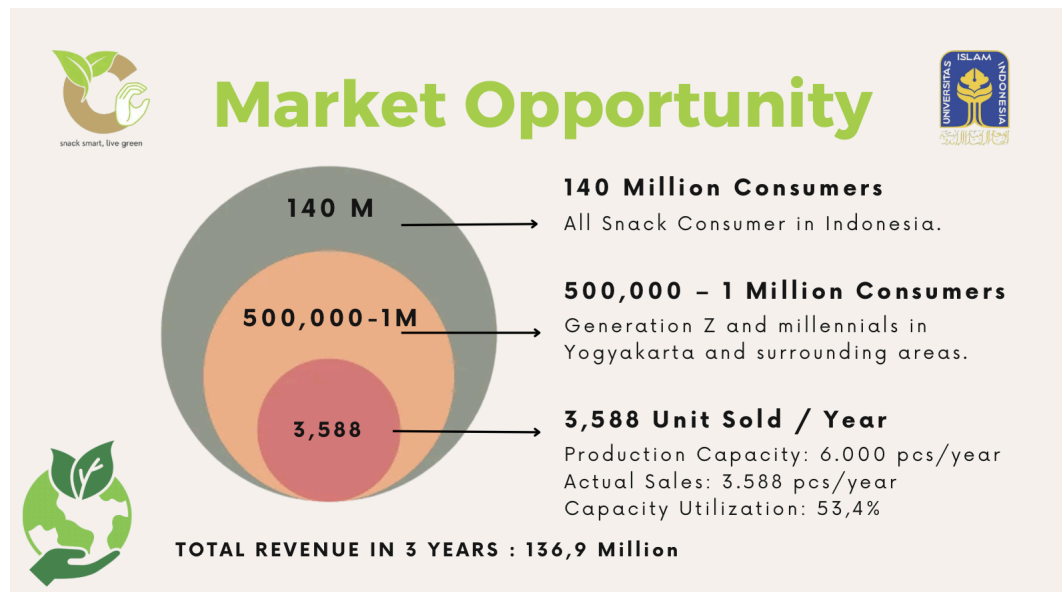
e. Cassava Chips Market Size

The TAM, SAM, and SOM framework was used to estimate the market potential of CassCrunch in a structured manner. Total Available Market (TAM) represents the overall snack market in Indonesia, which is estimated to consist of approximately 140 million consumers. This figure reflects the broad market opportunity available for snack products without considering specific market limitations.

Serviceable Addressable Market (SAM) narrows the focus to consumers who match the characteristics of CassCrunch's target market, particularly Generation Z and millennials in Yogyakarta and surrounding areas. This segment is estimated to include approximately 500,000 to 1 million consumers who can potentially be reached through CassCrunch's current distribution channels.

Meanwhile, Serviceable Obtainable Market (SOM) represents the market that CassCrunch can realistically serve in the short term. Based on the company's current production capacity, product demand, and distribution network, CassCrunch is estimated to reach approximately 3,500-5,000 consumers per year.

Figure 3.7 TAM SAM SOM Analysis of CassCrunch



Overall, the TAM-SAM-SOM analysis provides a clear picture of CassCrunch's market opportunity and supports the development of realistic and sustainable business growth strategies.

3.2.2. Data Analysis Techniques

a. Customer Interview

The data collected from the customer interviews were analyzed using a qualitative descriptive approach. The analysis focused on identifying common themes, consumer preferences, and recurring response patterns related to cassava chips and the proposed CassCrunch product concept. The interview covered several aspects, including snack consumption behavior, taste preferences, price perception, packaging attractiveness, eco-friendly packaging, purchase behavior, product improvement, and purchase intention.

The analysis aimed to gain a comprehensive understanding of consumer needs, expectations, and purchasing considerations. The interview findings were used to identify preferred flavor variants, acceptable price ranges, consumer perceptions of product packaging, interest in environmentally friendly packaging, purchasing habits, product improvement priorities, and consumers' intention to purchase CassCrunch. These insights served as the basis for evaluating market acceptance and supporting product development and marketing strategies.

Table 3.2 Data Primary Analysis

No	Aspects Analyzed	Interview Objectives	Question Indicators	Expected Outputs
1	Snack Consumption Behavior	To identify consumers snacking habits and familiarity with cassava snacks	Do you usually consume snacks when hungry or bored? Are you familiar with cassava-based snacks?	Consumer profile and awareness of cassava snacks
2	Taste Preferences	To identify consumers preferred flavors for cassava chips	What flavors do you expect to be available for cassava chips?	Preferred flavor variants and product development opportunities
3	Price Perception	To determine consumers' acceptable price range	What price do you consider ideal for cassava chips?	Acceptable selling price range
4	Packaging Attractiveness	To evaluate consumer perceptions of product packaging	What do you dislike about current cassava chip packaging? What packaging characteristics do you prefer?	Packaging improvement recommendations
5	Eco-Friendly Packaging	To assess consumer interest in	Would you be more interested in	Consumer acceptance of

		environmentally friendly packaging	purchasing cassava chips with eco-friendly packaging?	eco-friendly packaging
6	Purchase Behavior	To understand consumers purchasing habits and decision factors	How often do you buy snacks? What is your main reason for choosing a snack? Where do you usually buy cassava chips?	Consumer purchasing behavior and buying channels
7	Product Improvement	To identify consumer concerns and expectations regarding cassava chips	What do you dislike about existing cassava chips? What concerns do you have when purchasing snacks?	Product improvement priorities
8	Purchase Intention	To measure consumers' willingness to purchase CassCrunch	Based on the product concept, would you be interested in purchasing CassCrunch? Why?	Level of purchase intention and factors influencing purchase decisions

b. Search Trend Analysis

Data analysis in this study was conducted using a trend analysis approach to identify developments in the snack industry, the growth of the cassava processing market, and trends in sustainable packaging. This approach utilized secondary data from industry reports, statistical publications, and academic studies relevant to the research objectives.

Data from Statista showed a consistent increase in per capita snack consumption in Indonesia over time, indicating that snack products have become an important part of modern consumer lifestyles. In addition, reports from IMARC Group

demonstrated steady growth in Indonesia's cassava processing industry through 2033, highlighting the long-term potential of cassava-based products.

Furthermore, studies on sustainable packaging, including research by Sofiani (2024), suggest that environmentally friendly packaging positively influences consumer perceptions and product attractiveness. This finding indicates that sustainability has become an increasingly important factor in consumer purchasing decisions, particularly among younger consumers.

Through trend analysis, this study identified CassCrunch's position within the evolving snack industry. The findings suggest that CassCrunch has significant growth potential by leveraging the increasing demand for snack products, the availability of cassava as a raw material, and growing consumer interest in environmentally friendly packaging. Therefore, trend analysis provides an important foundation for developing data-driven and market-oriented business strategies.

Table 3.3 Monthly Search Trend of the Keyword “Cassava Chips”

No	Date	Keywords	Result
1.	April 2025	Cassava Chips	84
2.	May 2025	Cassava Chips	100
3.	June 2025	Cassava Chips	91
4.	July 2025	Cassava Chips	94
5.	August 2025	Cassava Chips	95
6.	September 2025	Cassava Chips	98
7.	October 2025	Cassava Chips	98
8.	November 2025	Cassava Chips	95
9.	December 2025	Cassava Chips	77
10.	January 2026	Cassava Chips	87
11.	February 2026	Cassava Chips	77
12.	March 2026	Cassava Chips	72
13	April 2026	Cassava Chips	76

c. Paper Prototype

Based on consumer observations, feedback from retail partners, and audience responses on social media, CassCrunch developed a paper prototype as an initial step in visualizing the product concept. This stage aimed to create a packaging design that not only protects the product but also represents CassCrunch’s identity as a modern and environmentally friendly snack brand.

During the development process, CassCrunch changed its packaging design vendor to achieve a visual appearance that better matched the brand identity and target market. The initial design

focused on providing basic product information but was considered less effective in reflecting the modern and aesthetic image of the brand. As a result, a second design was developed with a more attractive visual approach, stronger color combinations, and design elements that better aligned with the preferences of Generation Z and millennial consumers.

Through the paper prototype and 3D packaging visualization, CassCrunch was able to evaluate the packaging design, product information layout, color composition, and shelf appeal before moving to the production stage. This process played an important role in refining the product's visual identity and ensuring that the packaging effectively communicated the brand concept to consumers.

Figure 3.8 Paper Prototype Design 2 Eco-Friendly Packaging

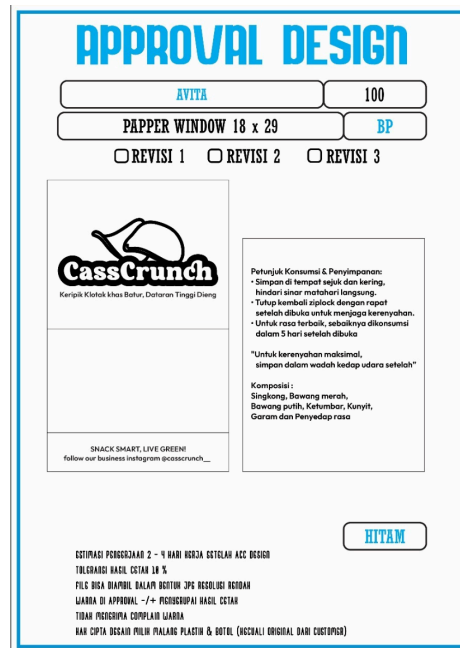
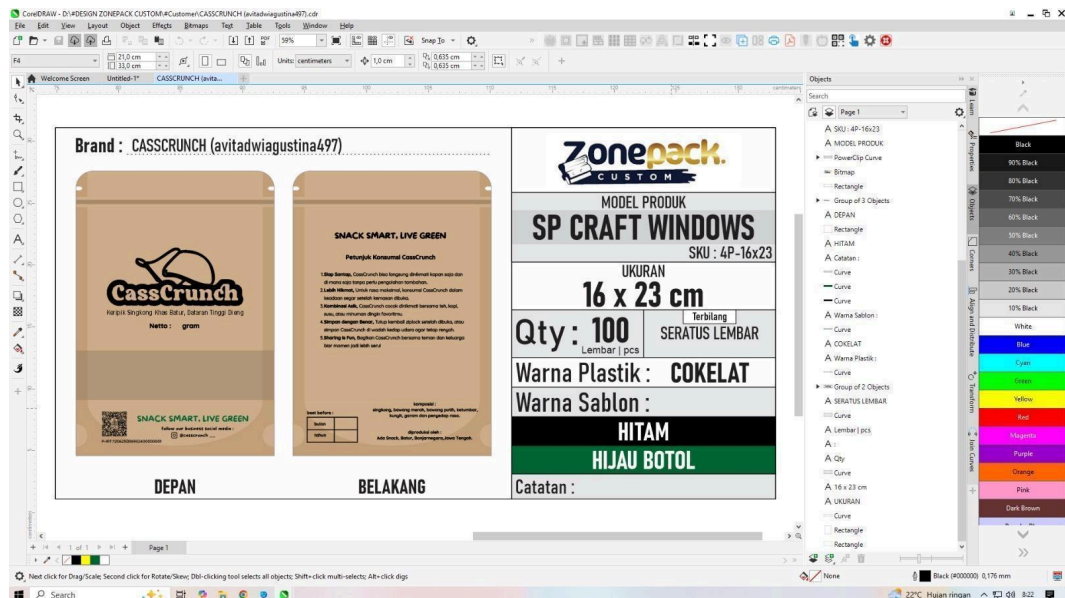


Figure 3.9 Paper Prototype Design 2 Eco-Friendly Packaging



d. 3D Prototype

After completing the paper prototype stage, CassCrunch continued the packaging development process through a 3D packaging visualization to obtain a more realistic representation of the product before production. This stage was used to evaluate various packaging design elements, including color composition, logo placement, label size, and the overall product appearance.

Through this visualization, CassCrunch was able to assess whether the packaging design aligned with the brand identity and target market. In addition, evaluations were conducted based on feedback from consumers and retail partners regarding the visual attractiveness of the packaging when displayed on retail shelves.

The results showed that the second design had a more modern and appealing appearance and was better suited to the preferences of Generation Z and Millennial consumers compared to the previous design. Therefore, this design was selected as the basis for the final CassCrunch packaging before production and market launch.

Figure 3.10 3D Prototype CassCrunch Design 1



Figure 3.11 3D Prototype CassCrunch Design 2



e. Explainer Video

At this stage, CassCrunch did not utilize a formal explainer video or professional advertising content. Instead, product information was communicated through simple promotional videos recorded at the Ada Snack store, featuring CassCrunch product displays and packaging. The videos highlighted key product attributes, including packaging design, flavor variants, and product presentation within the retail environment. Through this content, audiences were introduced to CassCrunch's visual identity as a modern snack brand with an environmentally friendly concept.

The promotional videos were then published on Instagram to observe initial audience responses. Validation was conducted by analyzing engagement metrics such as views, likes, comments, and other interactions. These responses provided preliminary insights into consumer interest in the product and its visual presentation, serving as an initial evaluation before implementing broader promotional activities.

f. Crowdfunding

For CassCrunch, the crowdfunding approach was implemented in a simple form through a pre-order system and initial sales to nearby consumers before the product was distributed more widely. This approach was used to assess market interest in the product, including consumer responses to its taste, packaging, and environmentally friendly concept.

The implementation was carried out through promotions on Instagram and direct offers to friends, university communities, and potential consumers. Interested consumers were able to place orders before larger-scale production was conducted. Through this

process, CassCrunch was able to gather initial market feedback and identify the most preferred product variants.

In addition to serving as a form of market validation, the pre-order system helped reduce the risk of overproduction and excess inventory during the early stages of business development. Revenue generated from these initial sales was then reinvested to support production activities and the gradual growth of the business.

g. Pop Up Store

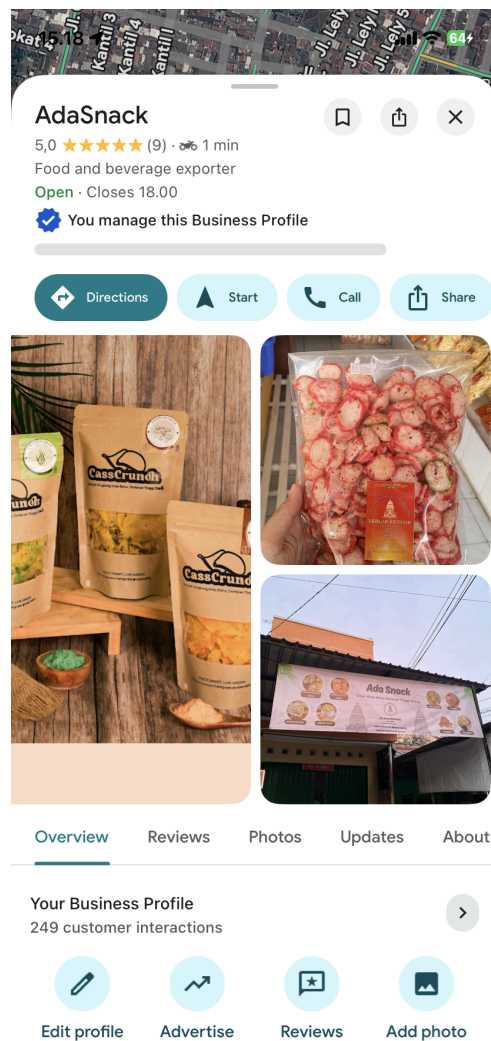
The CassCrunch pop-up store was conducted through product sales at the Ada Snack Oleh-Oleh Khas Dieng store. This approach was used as a direct market test to observe consumer responses to the product in a retail environment. Through this activity, CassCrunch evaluated consumer reactions to product taste, pricing, packaging design, and overall product appeal when displayed alongside other snack products.

In addition, the store provided feedback from store managers regarding product turnover, consumer interest, and purchasing behavior. These insights helped CassCrunch better understand market potential and product performance in a retail setting.

Overall, the Seven Validation Toolset provided a structured approach for developing CassCrunch. The framework combined several validation methods, including customer feedback, packaging design testing, digital marketing evaluation, and direct observation through retail sales and offline events.

As a result, the development of CassCrunch was based on real market feedback and practical experience rather than assumptions alone. This approach helped reduce business risks, improve product quality, and increase market acceptance among both consumers and retail partners.

Figure 3.12 Pop-Up Store at Condong Catur



CHAPTER IV

ENVIRONMENTAL ANALYSIS

This chapter analyzes the internal and external factors that influence the development of CassCrunch. The analysis is based on the company's business implementation and operational experience. It is also linked to the Sustainable Development Goals (SDGs), particularly Goal 12: Responsible Consumption and Production. The results of this analysis provide the foundation for developing business strategies discussed in the next chapter.

4.1. Internal Environmental Analysis

Internal environment analysis was conducted to identify the strengths and weaknesses of CassCrunch based on its operational, production, and marketing activities throughout the business implementation period.

4.1.1. SWOT Analysis

a. Strengths

One of CassCrunch's main strengths is its use of eco-friendly standing pouch packaging. During the implementation period, around 80% to 90% of snack products sold in retail stores and consignment outlets still used conventional plastic packaging because it is cheaper and easier to obtain. As a result, CassCrunch stands out visually when displayed alongside competing products.

Consumer interactions also showed that around 60% to 70% of buyers were initially attracted to the packaging before considering the taste. In addition, approximately 30% to 40% of consumers stated that the environmentally friendly packaging was one of the reasons they decided to try the product. This indicates

that packaging serves not only as product protection but also as an important factor in purchasing decisions.

The use of biodegradable packaging reflects CassCrunch's commitment to SDG 12: Responsible Consumption and Production. Therefore, this strength provides both a competitive advantage and added value for consumers who are increasingly concerned about environmental issues.

Figure 4.1 Sustainable Development Goals



b. Weaknesses

Despite its product differentiation advantages, CassCrunch still faces several internal limitations. First, production costs are relatively high, mainly due to the use of biodegradable packaging, which is more expensive than conventional plastic packaging. Specifically, the packaging cost for the L size (19 × 28 cm) is approximately Rp1,920 per unit, while the S size (16 × 24 cm) costs around Rp1,220 per unit. These costs significantly increase

the fixed cost component per unit. As a result, profit margins are more limited, and pricing flexibility is reduced, particularly when competing with similar products that use lower-cost plastic packaging.

Production capacity remains limited, with an average output of fewer than 500 units per month. This is because production still relies on limited labor and semi-manual processes, making it difficult to meet larger market demand.

Brand awareness in consignment retail stores is still relatively low. Product placement is often not fixed and depends on available shelf space, reducing product visibility compared to competing brands. As a result, sales performance varies across the 55 retail partner stores. Therefore, the following Table 4.1 presents the sales percentage of CassCrunch products in each retail outlet as empirical evidence of market absorption.

Table 4.1 Percentage of Sales Performance Across Retail Partners

No	Retailer Name	Product sold/Stock Product	Sales Percentage
1	Amikom Canteen	74/104	71%
2	FIP UNY Canteen	63/80	78%
3	Toko Pojok Babarsari	61/80	76%
4	Toko Fatimah	86/108	79%
5	FIAI UII Canteen	66/69	68%
6	Warung Okik	53/72	73%
7	FBE UII Canteen	68/100	68%
8	UAD 1 Canteen	69/100	69%
9	UAD 4 Canteen	56/72	77%

10	UST Mart	56/72	77%
11	Beta Mart	71/100	71%
12	R.A Mart	66/100	66%
13	Indonesia Mart	52/72	72%
14	Toko Rahmat	66/100	66%
15	Toko Reza	56/72	77%
16	Toko Buah Segar	63/100	63%
17	O Mart	70/100	70%
18	Tifa Mart	72/100	72%
19	Warung Bu Agus	66/92	71%
20	Toko Fatih	62/92	67%
21	Toko AR	68/92	73%
22	Toko Awa Sembako	63/92	68%
23	Toko Bunga Padi	54/64	84%
24	Toko Harapan Jaya	65/92	70%
25	Marem Jaya Kelontong	62/92	67%
26	GSMR	68/92	73%
27	Warung Sinar Jaya	49/64	76%
28	Warung Harid	69/92	75%
29	Warung Syaikh Ipung	63/92	68%
30	Toko Ikhlas	63/92	68%
31	Toko Devano Jaya	50/64	78%

38	Toko Putra Pandu	63/84	75%
39	Toko Aroma	41/56	73%
40	Toko Bu Moyo	59/84	70%
41	Toko Ceria 1	59/84	70%
42	Toko Rizqi	62/84	73%
43	Toko Sembako Wahid	42/56	75%
44	Toko Bu Anna	36/48	75%
45	Toko Bu Atun	50/72	69%
46	Toko Hayati	47/72	65%
47	AM Barokah	37/48	77%
48	Kelontong Bahagia	46/72	63%%
49	FEB UAD Canteen	52/72	72%
50	FTI UAD Canteen	54/72	75%
51	FKM UAD Canteen	52/72	72%
52	FISHUM UIN Canteen	48/72	66%
53	FEBI UIN Canteen	54/72	75%
54	FH UMY Canteen	40/48	83%
55	FEB UMY Canteen	31/48	64%

Table 4.2 Sales Percentage of Inactive Retail Partners

56	Ritzuka Mart	11/16	68%
57	Toko Laris Manis	0/8	0%
58	Toko Dua Saudara	2/8	25%
59	CWM mgl	6/8	75%
60	Punokawan	9/16	56%

c. Opportunities

CassCrunch has strong growth opportunities through its eco-friendly packaging and product innovation. Based on consumer interactions, around 30-40% of consumers were interested in the product because of its environmentally friendly packaging. In addition, the increase in flavor variants from 4 to 8 options helps attract a wider range of consumers.

However, these opportunities have not been fully optimized. Although CassCrunch has distributed its products to 55 retail stores, sales performance varies across locations. Some stores show good product turnover, while others record low or no sales, indicating the need for better distribution and product placement strategies.

From a marketing perspective, Instagram content has reached more than 2,700 views, showing positive audience interest. However, this engagement has not yet translated into higher sales, creating an opportunity to improve conversion-focused marketing strategies.

Production capacity also remains limited due to the use of semi-manual equipment. Therefore, improving production efficiency and focusing distribution on high-performing stores can help support future business growth.

d. Threats

Despite its opportunities, CassCrunch faces several external threats. Competition in the snack industry is relatively high, as reflected by the variation in sales performance across retail stores, ranging from below 50% to above 80%. In some stores with lower

sell-through rates (25%-50%), CassCrunch struggles to compete with products that have better visibility and stronger promotional support.

Another challenge is consumer price sensitivity. Based on customer interviews, price remains an important factor in purchasing decisions. This is particularly challenging because the use of biodegradable packaging, which costs approximately Rp1,220-Rp1,920 per unit, makes CassCrunch relatively more expensive than similar products using conventional packaging.

From an operational perspective, inconsistent cassava quality from suppliers may affect product taste and texture, potentially reducing consumer satisfaction if not properly managed.

In addition, the consignment distribution system limits control over product placement in stores. Field observations showed that CassCrunch products are often placed in non-strategic locations depending on available shelf space, resulting in lower visibility and differences in sales performance between stores.

From the perspective of SDG 12: Responsible Consumption and Production, these challenges show that sustainable business practices are influenced not only by product innovation but also by market conditions and consumer behavior. Therefore, CassCrunch needs adaptive and data-driven strategies to address these external threats.

Figure 4.2 Analisis SWOT Based SDG'S No 12



4.2. External Environmental Analysis

The external business environment was analyzed using the 7P Marketing Mix framework to evaluate the marketing activities implemented by CassCrunch. This analysis focuses on seven key elements: product, price, place, promotion, people, process, and physical evidence. The objective is to assess how each element contributes to the development and competitiveness of CassCrunch in the snack industry.

a. 7P Marketing Mix

Analysis of CassCrunch was conducted using the **7P Marketing Mix** framework to evaluate the suitability of its marketing strategy with external conditions and business implementation experience. This approach includes seven main elements: product, price, place, promotion, people, process, and physical evidence, all of which directly influence marketing performance.

Product (Sustainability-Based Product Development)

In terms of product, CassCrunch develops cassava chips as a local snack with a modern touch, combined with sustainability values through the use of environmentally friendly packaging. Based on operational experience, the product's advantage lies not only in its taste but also in its eco-friendly concept. Consumer responses indicate that products with a strong sustainability identity have greater appeal than conventional snacks. This suggests that the product strategy is aligned with consumption trends that support **SDG No. 12**.

Price (Value-Based Pricing)

From a pricing perspective, CassCrunch applies a strategy that balances production costs and product value. The use of biodegradable packaging results in a relatively higher selling price compared to similar products. In practice, some consumers are willing to pay more because they understand the sustainability value offered, although certain consumer segments remain price-sensitive. This condition indicates the need to adjust pricing strategies to remain competitive without reducing product differentiation.

Place (Distribution and Market Access)

In terms of distribution, CassCrunch utilizes a consignment system in several retail outlets as well as direct sales through digital channels. Field experience shows that retail distribution helps expand market reach but has limitations in controlling product displays and promotions. As a result, product visibility must compete with larger brands. Therefore, optimizing distribution strategies is important to improve competitiveness.

Promotion (Effectiveness of Digital Marketing Strategies)

In the promotion aspect, CassCrunch relies on social media platforms such as Instagram as its primary channel. Implementation data

show that content highlighting sustainability, product visuals, and production processes generates higher engagement than direct promotional content. This confirms that storytelling and soft-selling approaches are more effective in building brand awareness, although conversion into purchases still needs improvement.

People (Human Resources)

From a human resources perspective, CassCrunch operations are managed by a relatively small team with flexible task allocation. The direct involvement of the owner in various business functions provides strong quality control but also increases workload. These human resource limitations affect operational efficiency and production capacity, making them a challenge for business growth.

Process (Operational Efficiency and Standardization)

In terms of process, production activities are still simple and semi-manual. This condition allows direct quality control and minimizes production errors. However, the lack of optimal standardization may hinder future capacity expansion. Therefore, the development of a more structured and efficient operational system is necessary.

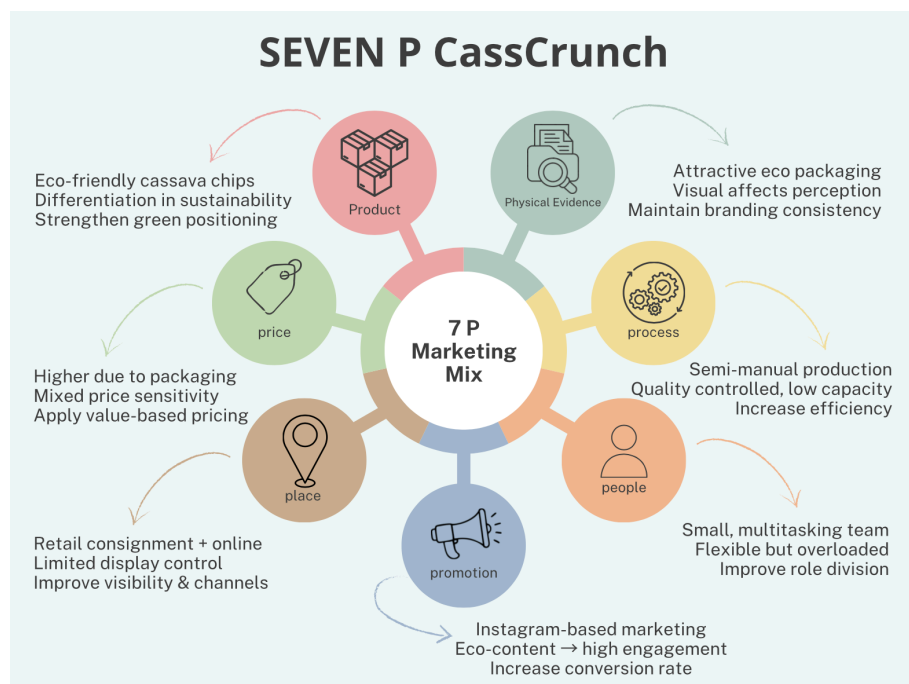
Physical Evidence (Product Visual Identity)

From the physical evidence aspect, product packaging is the main element in building brand identity. The use of environmentally friendly standing pouch packaging with an attractive design enhances product appeal, both on social media and on retail shelves. Observations indicate that product visuals play an important role in shaping consumer perceptions of quality and value.

Overall, CassCrunch has successfully integrated sustainability values into its marketing activities, particularly through the use of

environmentally friendly packaging and the promotion of responsible consumption. However, several challenges remain, including price sensitivity, distribution limitations, and limited operational capacity. Therefore, stronger and more integrated strategies are needed to improve competitiveness and maximize market opportunities.

Figure 4.3 7P Market Mix CassCrunch



CHAPTER V

STRATEGY FORMULATION AND BUSINESS DEVELOPMENT

6.1. Development Strategy Identification

CassCrunch is currently in the development and marketing stage, where the product has been launched and marketed through social media and consignment sales in retail stores. Based on the Company Life Cycle concept, this position falls within the development or early growth phase, where the main focus is on strengthening operations and expanding the market rather than creating a new product (Blank & Dorf, 2012).

However, the implementation results indicate that CassCrunch still faces several challenges, particularly in maintaining stable monthly production and consistent sales performance across retail partners. This suggests that the operational and distribution systems have not yet been fully optimized to support business growth.

During the early implementation period, it was found that cassava chips have a shelf life of up to four months, but products were not always sold within that period. This condition reflects an imbalance between production capacity and market demand, which may lead to inventory buildup and operational inefficiencies (Heizer & Render, 2015).

To address this issue, CassCrunch implemented regular sales monitoring and restocking schedules across its retail partners. This strategy aimed to improve distribution control, monitor product turnover, and support more efficient inventory management.

Overall, the development strategy focuses not only on increasing sales but also on strengthening operational systems to become more efficient and adaptive to market conditions. This approach supports

sustainable business growth and aligns with the principles of SDG 12: Responsible Consumption and Production.

6.1.1. Theoretical Foundation

The formulation of CassCrunch’s business development strategy is based on the integration of three main theoretical approaches: Company Life Cycle, Differentiation Strategy, and the Ansoff Matrix, to ensure that strategic decisions align with actual business conditions. First, based on the Company Life Cycle concept, CassCrunch is currently in the development or early growth stage. This is supported by financial data from April 2025 to April 2026, which show that the business has moved beyond the launch stage, generating total revenue of Rp37,626,000 and selling 3,588 units of products. At this stage, the business focus shifts from product creation to strengthening and stabilizing business operations, particularly production and distribution management.

Figure 5.1 Start-Up Life Cycle of CassCrunch



ed through a differentiation approach that emphasizes the product’s unique characteristics. In practice, CassCrunch uses environmentally friendly paper craft standing pouch packaging and locally sourced cassava from the Dieng Highlands. Empirical data show that this

strategy is effective, as approximately 60% to 70% of consumers were initially attracted to the packaging before considering the product's taste. In addition, the use of biodegradable packaging reflects the implementation of SDG 12: Responsible Consumption and Production. Although the packaging cost is relatively high, reaching Rp1,920 per unit for the large size, it provides added value and differentiates CassCrunch from competing products.

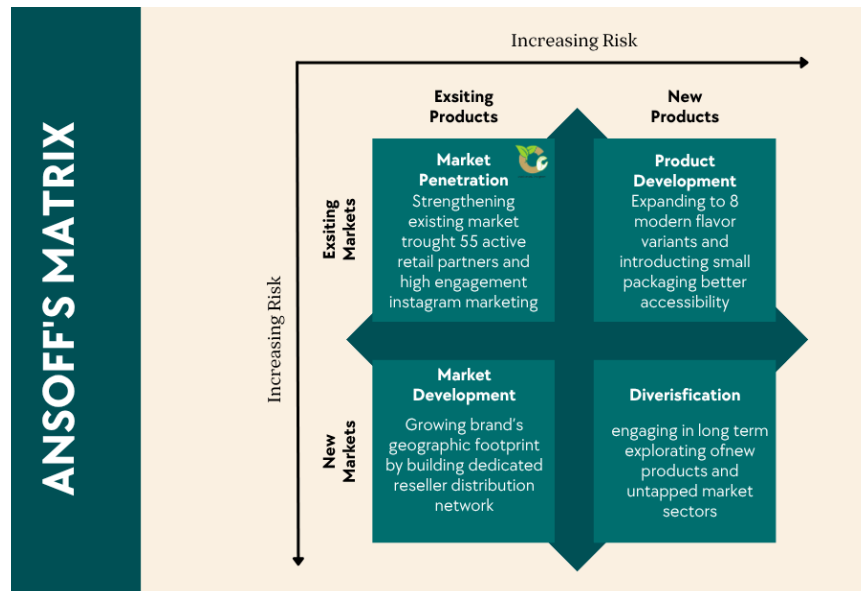
Figure 5.2 Paper Craft Standing Pouch



Finally, CassCrunch applies the Ansoff Matrix, particularly the market penetration strategy, to improve performance within its existing market. This strategy is implemented through the optimization of distribution across 55 retail partners and the strengthening of digital marketing activities. The results show positive progress, with 253 interactions on Google Maps and Instagram content reaching up to 1,046 views, particularly for environmental education content. Currently, the focus remains on strengthening CassCrunch's position in the existing market through

operational stability and regular restocking schedules to maintain the trust of both retail partners and consumers.

Figure 5.3 Ansoff Matrix CassCrunch



The combination of these three theoretical foundations provides a comprehensive framework for CassCrunch to achieve sustainable growth. By integrating the Company Life Cycle, Differentiation Strategy, and Ansoff Matrix, CassCrunch is able to develop strategies that align with its current business stage, leverage its unique competitive advantages, and strengthen its position in the existing market. This approach ensures that business development is supported by clear market data and practical implementation experience.

6.1.2. Formulation of a Development Strategy

The formulation of CassCrunch's development strategy is based on the results of internal and external environment analyses as well as the actual business conditions during the implementation period from April 2025 to April 2026. During this period, CassCrunch sold 3,588 products, generated total revenue of

Rp37,626,000, and partnered with 55 retail outlets. Therefore, the development strategy focuses on operations, marketing, finance, and resource management.

From an operational perspective, the strategy focuses on stabilizing production to match market demand and the company's production capacity, which remains below 500 units per month. To maintain efficiency and avoid excess inventory, CassCrunch set production targets of 10 kg per month for the offline store and 15 kg per month for retail distribution.

From a marketing perspective, the strategy emphasizes optimizing existing distribution channels. Although CassCrunch has worked with 55 retail partners, greater attention is given to stores with stronger sales performance to improve monitoring and restocking efficiency. In addition, digital marketing continues to be strengthened, with one Instagram post reaching 2,700 views.

From a financial perspective, the strategy focuses on cost efficiency while maintaining product value. During the implementation period, CassCrunch generated a net profit of Rp8,952,882 from total revenue of Rp37,626,000. Cost control remains important because environmentally friendly packaging costs Rp1,920 for the large size and Rp1,220 for the small size.

From a resource management perspective, CassCrunch seeks to maintain product quality through the implementation of production SOPs and the use of locally sourced cassava from the Dieng Highlands. This approach supports operational consistency and long-term product quality.

Overall, CassCrunch's development strategy is designed gradually, focusing on improving operational efficiency, marketing effectiveness, and business sustainability to support future growth.

6.2. Resource Mapping and Requirement

6.2.1. Resource Requirement Analysis

To support the implementation of its development strategy, CassCrunch requires various resources, including human resources, financial resources, technology, and raw materials. These requirements are identified based on the current business conditions and the challenges faced during the early growth stage.

From a human resource perspective, CassCrunch requires personnel to support production, packaging, marketing, and distribution activities. Given the limited workforce, clear and efficient task allocation is necessary to ensure that business operations run effectively.

From a financial perspective, CassCrunch requires operational funds for cassava procurement, environmentally friendly packaging, production activities, and marketing efforts. Based on cost evaluations, Eco-Friendly packaging represents one of the largest components of production costs. Therefore, financial management must balance production costs, selling prices, and product value.

From a technology perspective, CassCrunch utilizes simple production equipment suitable for its business scale and relies on social media as its primary marketing and communication channel. This approach is considered cost-efficient and appropriate for a micro-enterprise.

In addition, locally sourced cassava is a critical resource that requires careful management. Consistent quality and reliable supply are important factors that directly affect the quality of the final product. Therefore, raw material management is a strategic aspect of maintaining production continuity.

6.2.2. Resource Management Plan

CassCrunch's resource management plan is implemented gradually and in line with business capacity and market demand. This approach aims to ensure that resources are utilized efficiently and effectively.

Human resource management at CassCrunch is organized through clearly defined roles and responsibilities. The production team is responsible for manufacturing activities in Dieng, while marketing, distribution, and retail partnership management are handled in Yogyakarta. This division of responsibilities allows each team to focus on its specific functions, resulting in more effective and well-coordinated business operations while maintaining a simple organizational structure appropriate for the current scale of the business.

From a financial perspective, production volumes are adjusted according to actual sales performance. This strategy helps maintain cash flow stability and reduces the risk of excess inventory. Priority spending is directed toward essential needs such as raw materials and packaging rather than high-cost promotional activities.

From a technology perspective, CassCrunch maximizes the use of social media as its primary marketing tool without relying heavily on paid advertising. This allows the business to reach consumers at a relatively low cost.

Meanwhile, in managing raw materials, CassCrunch maintains relationships with several local cassava suppliers and conducts regular quality checks. This strategy helps ensure raw material consistency and reduces the risk of production disruptions caused by dependence on a single supplier.

6.3. Product Development and Value Creation

6.3.1. Product Innovation Concept

CassCrunch's product development focuses on creating added value that goes beyond taste and includes the overall product concept offered to consumers. This approach is intended to strengthen the product's competitiveness in the highly competitive snack industry.

One form of innovation is the gradual development of flavor variants. This strategy aims to maintain consumer interest, expand product choices, and reduce market saturation. Based on marketing experience, flavor variety is one of the factors that can encourage repeat purchases, especially among younger consumers.

In addition to flavor innovation, CassCrunch creates added value through the use of environmentally friendly packaging as its main differentiation factor. The packaging not only protects the product but also communicates sustainability values and

strengthens the brand identity. In modern marketing, packaging plays an important role in shaping consumer perceptions of product quality and value.

Furthermore, CassCrunch creates added value through a product storytelling approach reflected in its brand identity and product packaging. The storytelling emphasizes the use of locally sourced cassava from the Dieng Highlands and the brand's commitment to environmental sustainability through the tagline **"Snack Smart, Live Green."** This approach aims to provide added value for consumers while strengthening CassCrunch's image as a modern and sustainable local snack brand.

Therefore, CassCrunch's product innovation is focused not only on improving physical product quality but also on creating symbolic and emotional value that aligns with current consumer preferences. This approach supports the company's differentiation strategy and strengthens its position in the market.

6.4. Key Performance Indicators (KPI's)

a. Performance Measurement

CassCrunch's performance is measured using simple and measurable Key Performance Indicators (KPIs) that align with the scale of the business. These indicators are used to evaluate the effectiveness of the development strategies that have been implemented.

1. Financial Aspect

From a financial perspective, the KPIs focus on increasing sales, improving cost efficiency, and maintaining business

profitability. Based on CassCrunch's operational experience, expenses still fluctuate, particularly due to raw material purchases and the higher costs associated with environmentally friendly packaging.

Therefore, one KPI is to improve raw material cost efficiency by at least 10% through better production planning and inventory management. In addition, increasing sales by 25-30% is a key indicator of the success of the business development strategy.

Another important KPI is increasing repeat orders from retail partners by at least 25%, which indicates stable demand and sustainable distribution partnerships. To maintain competitiveness, CassCrunch also aims to sustain a profit margin of at least 20%, ensuring that the use of environmentally friendly packaging does not reduce overall profitability.

Furthermore, from a digital marketing perspective, increasing sales conversion from online channels by at least 15% is an important indicator that digital marketing activities contribute directly to business revenue.

Table 5.1 Financial Aspect

Financial Indikator	Current Condition	KPI Target	Notes
Monthly Sales	Fluctuating	↑ 25-30%	Impact of positioning and distribution strategies
Profit Margin	± 15-20%	≥20%	Cost efficiency and pricing improvements
Raw Material Cost Efficiency	Unstable	↑ 10% efficiency	Improved inventory and

			stock planning
Repeat Orders	Inconsistent	↑ 25%	Indicator of stable demand
Digital Sales Konvensional	Low	↑ 15%	Effectiveness of digital marketing activities

2. Operational Aspect

From an operational perspective, the KPIs focus on production efficiency, product quality consistency, and distribution effectiveness, which support product positioning, sustainability, and brand awareness.

Based on current conditions, CassCrunch's production process is still semi-manual, which may lead to inconsistent output. Therefore, the KPIs include maintaining raw material quality consistency at a minimum of 90% and reducing the defect rate to a maximum of 5%. These indicators are important for maintaining product quality and competitiveness.

In terms of distribution, increasing the number of product display points by at least 50% is used as an indicator of improved product visibility. In addition, increasing the number of active retail partners by at least 20% indicates broader market coverage and easier consumer access to the product.

To support its competitive advantage, maintaining 100% use of environmentally friendly packaging across all products is also an important operational KPI, as it reflects the sustainability of CassCrunch's differentiation strategy.

Overall, operational KPIs help ensure that business strategies are implemented effectively and consistently in daily operations.

3. Marketing Aspect

From a marketing perspective, the KPIs focus on increasing brand awareness, strengthening product positioning, and improving digital marketing performance. Since CassCrunch still has relatively low brand awareness, one KPI is to increase brand recognition by at least 30%.

In digital marketing, CassCrunch aims to increase its number of followers by at least 50% and achieve an engagement rate of at least 5%, indicating higher consumer interest and interaction.

In addition, retail sales are targeted to increase by at least 30% as an indicator of stronger market awareness. Consumer satisfaction with the environmentally friendly packaging is also targeted to reach at least 70%, reflecting the success of the product's differentiation strategy.

Overall, these KPIs are used to measure how effectively CassCrunch's marketing strategies improve visibility, consumer perception, and purchasing decisions.

CHAPTER VI

BUSINESS DEVELOPMENT BLUEPRINT

CassCrunch business development blueprint was prepared as a strategic guide to ensure business sustainability in the short to medium term. This strategy was developed based on the results of the environmental analysis in Chapter IV and the strategy formulation in Chapter V, making the business development direction more structured, measurable, and adaptive to market dynamics. Through this blueprint, CassCrunch is expected to achieve sustainable growth while maintaining its competitive advantages.

6.5. Short-Term Development Plan (6-12 Months)

6.5.1. Theoretical Foundations

CassCrunch's short-term development plan is based on the Growth Strategy concept, which emphasizes that businesses in the early stage should maximize the potential of their existing market before pursuing broader expansion (Ansoff, 1957). In this context, the most relevant strategy is market penetration, which focuses on increasing sales through the optimization of distribution and marketing activities within existing markets.

In addition, this strategy is linked to CassCrunch's position in the Startup Life Cycle, where it is currently in the development or early growth stage. At this stage, the primary focus is on building operational stability, strengthening distribution systems, and improving sales consistency rather than undertaking large-scale expansion.

Empirically, CassCrunch still faces challenges related to production and distribution stability, indicating that strengthening the business foundation should remain the main priority. Therefore,

the short-term strategy focuses on optimizing existing processes to establish a strong foundation before entering the growth phase.

The strategy management process also refers to the basic management functions of planning, implementation, and control (Terry, 2014). This approach is used to ensure that each development initiative can be implemented systematically and evaluated on a regular basis.

Figure 6.1 Start-Up Life Cycle of CassCrunch



6.5.2. Concrete Action Step

The implementation plan for CassCrunch's strategy is developed based on the growth strategy concept, which emphasizes strengthening the existing market before pursuing broader expansion. This approach is considered the most suitable for CassCrunch, which is currently in the early growth stage. Therefore, the main focus is directed toward operational stabilization, improving marketing effectiveness, and strengthening the distribution system.

Based on this foundation, the strategy implementation focuses on concrete actions that can be carried out gradually and systematically to ensure effective and sustainable business development.

1. Production Operational Stabilization

The first step focuses on improving the production system to make it more structured and consistent. CassCrunch will develop a simple Standard Operating Procedure (SOP) covering raw material selection, processing, and product packaging. In addition, production will be scheduled regularly each month based on previous sales data, allowing production volume to be adjusted according to market demand.

This implementation also includes product quality control through inspections of taste, texture, and packaging before distribution. Through this approach, CassCrunch can reduce the risk of overproduction, maintain product quality, and improve overall operational efficiency.

2. Strengthening Distribution Retail Sales

In terms of distribution, the strategy focuses on strengthening the management of existing retail partners. CassCrunch will regularly record sales performance for each store to evaluate the effectiveness of each sales location. This information will then be used to determine more appropriate and consistent restocking schedules.

In addition, retail partners will be evaluated, particularly stores with low sales performance. If necessary, CassCrunch may

replace or reduce cooperation with less productive stores, making product distribution more efficient and targeted.

3. Digital Marketing Optimization

The marketing strategy will be implemented through more structured social media management. CassCrunch will develop a weekly content plan that includes content types, posting schedules, and key messages to be communicated to consumers.

Priority content will include product visuals, consumer reviews, and product storytelling that highlights the use of local cassava and environmentally friendly concepts. Consumer interaction will also be strengthened through active responses to comments and messages, as well as the use of interactive features such as polls and question boxes.

This approach aims to increase engagement, expand market reach, and strengthen brand awareness continuously.

4. Financial Efficiency and Strengthening

From a financial perspective, CassCrunch will begin implementing more systematic financial recordkeeping, even in a simple format. All expenses and revenues will be recorded regularly to monitor cash flow and ensure financial sustainability.

In addition, the production cost structure will be evaluated, particularly the use of environmentally friendly packaging, which represents a relatively high cost component. Adjusting production volumes according to demand is also part of the financial strategy to avoid waste and maintain a balance between costs and revenue.

5. Supply Chain Strengthening

In terms of raw materials, CassCrunch will strengthen relationships with local cassava suppliers through more intensive communication and long-term cooperation. Regular quality inspections will also be conducted to ensure product consistency.

As a preventive measure, CassCrunch will begin identifying alternative suppliers to reduce dependence on a single source. This strategy aims to maintain a stable supply of raw materials and minimize the risk of production disruptions in the future.

6.6. Long-Term Development Plan (1-5 Years)

6.6.1. Theoretical Foundations

CassCrunch's long-term development plan is based on the concept of competitive advantage, which emphasizes that a business must possess unique value that differentiates it from competitors in order to survive and grow in the long term (Porter, 1985). In this context, CassCrunch relies on a differentiation strategy through the use of environmentally friendly packaging and locally sourced cassava as the product's core identity. These values not only serve as market differentiators but also provide the foundation for building a sustainable brand image.

In addition, the long-term development plan is supported by the Resource-Based View (RBV) approach, which states that a business's competitive advantage is determined by its ability to manage and utilize internal resources effectively (Barney, 1991). In this case, CassCrunch possesses several key resources that can be further developed, including product quality, digital marketing capabilities, and collaborative relationships with retail partners and raw material suppliers.

By integrating these two approaches, CassCrunch's long-term development strategy focuses on strengthening its existing internal advantages. This enables the business not only to compete in the short term but also to establish a strong foundation for sustainable growth in the future.

6.6.2. Financial Project and Expansion

Based on its financial performance from April 2025 to April 2026, CassCrunch has demonstrated promising business growth and the ability to generate sustainable profits. During this period, the business generated total revenue of Rp37,626,000 and a net profit of Rp8.952.882 from the sale of 3,588 products. These results indicate that CassCrunch has the ability to create economic value while maintaining operational sustainability. The increase in revenue observed during several periods also reflects growing market acceptance of the product. Therefore, future financial projections focus on gradually increasing revenue through more efficient cost management, optimized distribution, and improved inventory control.

In the short term, within the next 1-2 years, business development will focus on strengthening the existing market. This will be achieved by expanding cooperation with high-performing retail partners, optimizing the consignment system, and increasing sales contributions from the Ada Snack store. In addition, digital platforms such as Instagram and WhatsApp Business will continue to be utilized to reach a broader consumer base with relatively low marketing costs. This strategy is considered appropriate for the current business condition because it allows sales growth without requiring significant additional operational investment. As a result,

revenue growth can be achieved gradually while maintaining business profitability.

Meanwhile, in the 3-5 year period, CassCrunch is expected to expand its market coverage through the development of reseller networks and distribution partnerships. This approach is chosen because it can broaden market reach with lower risk and operational costs compared to opening new branches. As production and sales volumes increase, the business is expected to achieve greater cost efficiency per unit, improving both competitiveness and profitability. In addition, product innovation through new flavor variants, additional packaging sizes, and packaging design improvements is planned to attract a wider range of consumer segments and strengthen CassCrunch's position in the snack industry.

6.7. Risk Management

6.7.1. Risk Identification

During the business development process, CassCrunch faces various potential risks that may affect business sustainability. Risk identification is carried out by categorizing risks into several key aspects to provide a more comprehensive analysis and facilitate the formulation of risk management strategies (Hill & Jones, 2012).

a. Operational Aspect

Operational risks at CassCrunch are mainly related to production activities, inventory management, and product distribution to retail partners. One of the main risks is the mismatch between production volume and market demand, which may result

in either excess or insufficient inventory during certain periods. As the business is still in the early growth stage, CassCrunch relies on production planning based on demand estimates and previous sales performance.

In addition, the quality of cassava obtained from suppliers is not always consistent, which may affect the final product's taste, texture, and crispiness. Another operational risk comes from the consignment distribution system used with retail partners. Through this system, stock movement and sales cannot be monitored in real time, creating the possibility of delayed restocking or excess inventory at certain distribution points. Therefore, stronger inventory control, regular sales evaluations, and more consistent operational standards are needed to maintain product quality and distribution efficiency.

b. Financial Aspect

From a financial perspective, CassCrunch faces risks related to production, distribution, and operational costs. Based on financial reports from April 2025 to April 2026, CassCrunch generated total revenue of Rp37,626,000 with total expenses of Rp28,673,118, consisting of production and operational costs of Rp23,135,118, sales fees of Rp1,788,000, and rental expenses of Rp3,750,000. After deducting these costs, CassCrunch achieved a net profit of Rp8,952,882 with a profit margin of 23.79%.

In addition, the consignment sales system means that part of the revenue is only received after products are sold by retail partners. This condition may affect cash flow because CassCrunch must cover production and distribution costs in advance. Therefore, effective cost and cash flow management are required to maintain financial stability and support future business development.

c. Human Resource Aspect

The primary human resource risk at CassCrunch relates to its limited workforce. Although roles and responsibilities have been clearly assigned according to each team member's function, the small number of personnel means that business operations still rely heavily on a few key individuals. This situation may create operational challenges if product demand increases significantly or if key personnel become unavailable. Therefore, expanding the workforce and continuously improving employee competencies are important long-term strategies to support business growth and operational sustainability.

d. Supply Chain Aspect

Supply chain risks are related to the availability and quality of cassava as the primary raw material. Dependence on certain suppliers may become a challenge if supply disruptions or quality declines occur. In addition, fluctuations in cassava prices may directly affect production costs. Inconsistent raw material quality may also impact the quality of the final product, requiring stricter quality selection procedures. These conditions highlight the importance of supplier relationship management and supply source diversification.

e. Market and Competition Aspect

From a market perspective, CassCrunch faces risks arising from intense competition within the snack industry. The presence of many similar products, offered by both SMEs and large brands, provides consumers with numerous alternatives. In addition, changing consumer preferences, particularly among Generation Z and Millennials, may affect product demand. Consumer price

sensitivity is also an important factor, considering the availability of substitute products at more competitive prices. These conditions require CassCrunch to continuously maintain product differentiation and market relevance.

f. Digital marketing Aspect

Low engagement may reduce the reach of digital content and product visibility among potential consumers, thereby limiting the overall effectiveness of promotional activities. Therefore, CassCrunch needs to implement a more consistent and well-planned content strategy while exploring additional digital marketing channels to strengthen its online presence.

g. Regulatory and Environmental Aspect

Risks in the regulatory and environmental aspect relate to compliance with food safety standards, product labeling requirements, and sustainability issues. Changes in food-related regulations may affect production and distribution processes. In addition, increasing attention to environmental issues requires CassCrunch to consistently implement environmentally responsible practices. If not properly managed, this may create reputational risks, particularly if eco-friendly claims are not aligned with actual business practices.

6.8. Risk Mitigation Strategies

Based on the identified risks across various business aspects, systematic and adaptive mitigation strategies are required to minimize potential negative impacts and maintain business sustainability. These strategies are developed by considering risk

management principles that emphasize prevention, control, and the enhancement of the business's adaptive capacity.

a. Operational Aspect

To reduce operational risks, CassCrunch needs to align production planning with sales data and market demand so that production volumes match actual needs. Inventory should be monitored regularly to avoid overstocking or stock shortages at retail outlets. In addition, the use of quality raw materials and consistent production procedures is important to maintain product quality. Regular evaluations of retail partner sales are also necessary to improve distribution and restocking effectiveness.

b. Financial Aspect

To manage financial risks, CassCrunch should maintain regular financial records and monitor cash flow consistently. Production and distribution costs must be controlled to maintain profitability despite potential increases in raw material or operational costs. Furthermore, more accurate production planning can help reduce excess inventory and improve the efficiency of working capital utilization.

c. Human Resource Aspect

To mitigate human resource risks, CassCrunch assigns clear roles and responsibilities to each team. The production team is responsible for manufacturing activities in Dieng, while the marketing and distribution team manages promotional activities and product distribution in Yogyakarta. In addition, employee competencies will be continuously improved, and additional personnel will be recruited gradually as the business grows.

d. Supply Chain Aspect

To reduce supply chain risks, CassCrunch should maintain relationships with multiple suppliers to avoid dependence on a single source of raw materials. Supplier diversification allows operations to continue even if disruptions occur with one supplier. In addition, stricter raw material selection standards should be implemented to maintain product quality. CassCrunch may also purchase raw materials when prices are relatively stable to anticipate price fluctuations. Simple inventory management practices, such as the First In, First Out (FIFO) system, are also important for maintaining quality and efficiency.

e. Market and Competition Aspect

Risk mitigation in the market aspect focuses on strengthening product differentiation and understanding consumer behavior. CassCrunch should consistently emphasize its unique value proposition, such as environmentally friendly packaging and its positioning as a modern snack brand that aligns with the lifestyle of Generation Z consumers. Regular product and flavor innovations can also help maintain consumer interest. To address price sensitivity, CassCrunch may offer different packaging sizes at various price points to reach a wider market segment. Continuous monitoring of market trends and competitor activities is also necessary to maintain competitiveness.

f. Digital Marketing Aspect

To mitigate digital marketing risks, CassCrunch should implement a well-planned and consistent content strategy by developing a weekly or monthly content calendar. The content should not only focus on product promotion but also include

educational and interactive materials to increase audience engagement. Diversifying digital channels, such as utilizing Instagram, WhatsApp Business, and other digital platforms that align with the business's needs, can reduce dependence on a single platform. In addition, social media analytics should be used regularly to evaluate content performance and continuously improve marketing strategies.

g. Regulatory and Environmental Aspect

Risk mitigation in the regulatory aspect involves ensuring that all production and distribution activities comply with applicable food safety standards, including complete product labeling requirements. CassCrunch should actively monitor regulatory developments related to the food industry and SMEs. From an environmental perspective, the consistent use of environmentally friendly packaging should be supported by transparency toward consumers to avoid negative perceptions. The implementation of sustainability practices, such as reducing production waste, can strengthen the brand's positive image and minimize reputational risks.

Overall, the integrated implementation of these risk mitigation strategies will help CassCrunch strengthen its business resilience and support long-term business sustainability.

6.9. Business Process Blueprint

6.9.1. Blueprint Description

The CassCrunch business process blueprint is designed to illustrate an integrated operational workflow from upstream to downstream activities. Each stage is structured not only to improve

efficiency but also to support the implementation of previously identified risk mitigation strategies.

1. Cassava Raw Material Procurement

This stage is the starting point of CassCrunch's operational process and focuses on ensuring the availability of high-quality and sustainable raw materials. Raw material management is conducted selectively to maintain product quality and minimize supply disruption risks.

- Identifying production requirements based on weekly production plans and estimated market demand
- Selecting suppliers based on cassava quality (firm texture, free from spoilage, and low moisture content) and competitive pricing
- Diversifying suppliers to reduce dependence on a single source
- Purchasing raw materials according to production needs
- Conducting quality inspections upon raw material receipt (initial quality control)
- Storing raw materials under appropriate conditions to maintain freshness before processing

2. Production Planning

Production planning is carried out to ensure operational efficiency and balance production volume with market demand.

- Analyzing previous sales data to estimate demand
- Determining production volume to avoid overproduction and underproduction

- Adjusting production capacity according to raw material availability and workforce capacity
- Scheduling production activities systematically
- Preparing equipment and materials before production begins

3. Production Process

The production stage is the core operational activity that determines the quality of CassCrunch products. The process is standardized to maintain consistency in taste and texture.

- Peeling and washing cassava to ensure cleanliness
- Cutting cassava into the desired size and shape
- Frying at controlled temperatures to achieve a crispy texture
- Draining excess oil to maintain product quality and shelf life
- Applying seasonings according to flavor variants with consistent measurements
- Implementing Standard Operating Procedures (SOPs) throughout the production process

4. Product Packaging

Packaging serves not only to protect the product but also as part of CassCrunch's differentiation strategy through the use of environmentally friendly packaging.

- Cooling products before packaging

- Packing products using EcoPack packaging according to standard size and weight specifications
- Applying product labels containing brand identity and product information
- Conducting final inspections to ensure there are no defective products
- Adjusting packaging appearance to enhance visual appeal

5. Inventory Storage and Management

This stage aims to maintain product quality and ensure stock availability for distribution.

- Storing products in clean and dry conditions
- Applying the FIFO (First In, First Out) system to prevent product expiration
- Recording incoming and outgoing inventory regularly
- Monitoring product conditions during storage
- Adjusting inventory levels based on sales performance

6. Product Distribution

Distribution activities ensure that products reach consumers effectively through multiple sales channels.

- Direct sales through social media and marketplaces
- Managing orders from confirmation to delivery
- Distributing products to retail partners through a consignment system

- Recording product quantities placed at each retail partner
- Monitoring and evaluating product turnover at retail locations
- Retrieving unsold products after a specified period

7. Marketing and Promotion

Marketing plays an important role in increasing brand awareness and product competitiveness.

- Developing structured content plans
- Creating promotional content such as photos, videos, and customer testimonials
- Scheduling content uploads consistently
- Actively engaging with consumers through comments and direct messages
- Utilizing insight features to evaluate content performance
- Adjusting marketing strategies based on market trends and consumer preferences

8. Financial Management

Financial management is conducted to maintain cash flow stability and business sustainability.

- Recording all income and expenses systematically
- Separating business and personal finances
- Calculating production costs and profit margins
- Monitoring cash flow regularly

- Evaluating operational cost efficiency

9. Evaluation and Control

The evaluation stage ensures that all business processes operate according to plans and targets.

- Conducting regular sales evaluations (weekly/monthly)
- Analyzing marketing strategy effectiveness
- Assessing distribution performance and retail partner performance
- Monitoring product quality based on consumer feedback
- Identifying operational challenges
- Developing corrective actions to improve business performance

CHAPTER VII

CONCLUSIONS AND RECOMMENDATIONS

7.1. Conclusions

7.1.1. Summary and Key Findings

This final project aimed to analyze the implementation of CassCrunch's business development strategy in terms of product positioning, competitive advantage, digital marketing, supply chain management, and retail distribution.

The results show that CassCrunch has established a clear positioning as an environmentally friendly cassava chip product. During the implementation period, CassCrunch sold 3,588 products, generated Rp37,626,000 in revenue, and partnered with 55 retail stores. The product's main competitive advantage lies in its biodegradable packaging and the use of local cassava from the Dieng Highlands. Around 60-70% of consumers showed initial interest in the packaging, while 30-40% stated that the eco-friendly concept influenced their purchase decision.

In digital marketing, CassCrunch successfully increased brand awareness, with Instagram content reaching 2,700 views and Google Business Profile generating 253 interactions. However, the impact on sales conversion remains limited. In addition, sales performance across retail partners varied significantly, indicating that distribution management and product visibility still require improvement.

Overall, the findings indicate that CassCrunch's strongest aspect is its product differentiation, while digital marketing effectiveness and retail distribution remain the main areas for further development.

7.1.2. Reflections and Implemented Strategy

Based on the implementation results, several strategies applied by CassCrunch have shown positive outcomes and can support future business growth.

The differentiation strategy was the most successful, supported by findings that 60-70% of consumers were initially attracted by the packaging and 30-40% considered the eco-friendly concept as a reason for purchasing the product.

The supply chain strategy was also effective in supporting production activities, enabling CassCrunch to sell 3,588 products during the implementation period. However, maintaining consistent raw material quality remains a challenge.

In digital marketing, Instagram and Google Business Profile helped increase brand awareness, generating 2,700 views and 253 interactions, respectively. Nevertheless, their contribution to direct sales growth is still limited.

Meanwhile, partnerships with 55 retail stores successfully expanded market reach, although sales performance varied between outlets due to differences in product visibility and consumer demand.

Overall, CassCrunch has built a strong foundation through product differentiation and operational performance, while digital marketing and retail distribution still require further improvement to support sustainable business growth.

7.2. Recommendations

Based on the results of the implementation and evaluation of CassCrunch's business strategy, the recommendations focus on digital marketing and retail distribution areas that still require further development to support more optimal business growth.

7.2.1. Practical Recommendations

a. Strengthening Product Positioning Communication

This recommendation is based on findings showing that 60-70% of consumers were initially attracted by the packaging and 30-40% considered the eco-friendly concept as a purchasing factor. Therefore, CassCrunch should communicate its positioning more consistently by highlighting local Dieng cassava, biodegradable packaging, and sustainability values across all marketing channels.

b. Improving Digital Marketing Consistency

Although Instagram content reached 2,700 views and Google Business Profile generated 253 interactions, these results did not consistently increase sales. Therefore, CassCrunch should implement a structured weekly content plan consisting of educational content, product promotions, customer testimonials, and interactive content to improve engagement and conversion rates.

c. Optimizing Retail Distribution

This recommendation is based on the finding that sales performance varied significantly across 55 retail partners, with some stores achieving sell-through rates above 80% while others remained below 50%. Regular performance evaluations should be

conducted to identify high-performing outlets and improve distribution efficiency.

7.2.2. Long-Term Recommendations

a. Developing Stronger Brand Identity

Since the eco-friendly concept has become one of CassCrunch's strongest competitive advantages, the company should continue investing in branding activities that reinforce its identity as a sustainable snack brand rather than merely a cassava chip product.

b. Diversifying Digital Marketing Channels

Given that Instagram has demonstrated the ability to generate audience reach, CassCrunch should expand to additional platforms such as TikTok, marketplaces, and collaborations with micro-influencers to increase market exposure and reach new consumer segments.

7.2.3. Resource Management Recommendations

a. Establishing Clearer Task Allocation

With a core team of four members, CassCrunch has established clear roles and responsibilities across production, distribution, administration, and digital marketing. This organizational structure supports operational efficiency and ensures that daily business activities are carried out effectively according to each team member's responsibilities.

b. Utilizing Data for Decision-Making

This recommendation is based on the availability of business performance data, including 3,588 product sales, retail

partner performance, and social media metrics. Regular use of these data sources can improve marketing decisions, inventory planning, and future business development strategies.

7.3. Applications of Management Theories

7.3.1. Applications of Management Theories

The theoretical foundations in this study were used to provide a conceptual basis for the development recommendations proposed for CassCrunch. The selected management theories help explain the relationship between business conditions, market dynamics, and the most appropriate strategic actions for future growth.

1. Ansoff Matrix (Business Growth Strategy)

The Ansoff Matrix was used to determine CassCrunch's growth direction. During the implementation period, CassCrunch sold 3,588 products, generated Rp37,626,000 in revenue, and distributed products through 55 retail partners. These results indicate that the most suitable strategy is market penetration, focusing on strengthening the existing market through improved digital marketing and more effective retail distribution. In addition, the expansion of product variants from 4 to 8 flavors reflects a product development strategy aimed at increasing product attractiveness and reaching a wider range of consumer preferences.

2. SWOT Analysis

SWOT analysis was used to identify CassCrunch's strengths, weaknesses, opportunities, and threats. The findings show that CassCrunch's main strength is its environmentally friendly packaging, which attracted the initial attention of 60–70%

of consumers. However, the business still faces challenges, including production capacity below 500 units per month and relatively high packaging costs of Rp1,920 for size L and Rp1,220 for size S. Therefore, recommendations such as implementing production SOPs, evaluating retail partners, and improving operational management were formulated to strengthen internal capabilities and support future growth.

3. Product Differentiation Strategy

The differentiation strategy explains how CassCrunch creates a competitive advantage in the snack industry. Differentiation is achieved through the use of local cassava from the Dieng Highlands, biodegradable packaging, and multiple flavor variants. The implementation results show that environmentally friendly packaging became one of the main factors attracting consumer interest. Therefore, recommendations such as strengthening product storytelling, maintaining consistent branding, and communicating sustainability values are important to preserve CassCrunch's competitive advantage and build long-term consumer loyalty.

7.3.2. Justification of Recommendation

The recommendations proposed for CassCrunch are based on the evaluation results of operational, marketing, financial, and distribution activities during the implementation period from April 2025 to April 2026. During this period, CassCrunch sold 3,588 products, generated Rp37,626,000 in revenue, and distributed products through 55 retail partners. Although these results indicate positive business growth, several challenges were identified that require further improvement.

The recommendation to implement production SOPs is based on findings that production capacity remains below 500 units per month and that the quality of cassava raw materials is not always consistent. These conditions may affect product quality and operational efficiency. Therefore, a more structured production system is needed to maintain consistency and support future business growth.

The recommendation to strengthen digital marketing is based on the finding that Instagram content reached 2,700 views and Google Business Profile generated 253 interactions. While these results indicate growing brand awareness, they have not yet translated into significant sales growth. Therefore, a more consistent content strategy and communication plan are needed to improve engagement and conversion rates.

The recommendation to evaluate retail partners is based on the finding that sales performance varied significantly across the 55 retail stores. Several outlets achieved high sell-through rates, while others recorded relatively low sales. This indicates that distribution effectiveness and product visibility remain inconsistent across locations. As a result, regular retail performance evaluations are necessary to optimize distribution activities.

In addition, production planning based on actual demand is recommended because product sales were not evenly distributed across all retail partners. Better alignment between production volume and market demand can help reduce excess inventory, improve cash flow, and increase operational efficiency.

Overall, these recommendations focus on strengthening areas that still require improvement, particularly digital marketing, retail distribution, and operational standardization. By

implementing these improvements, CassCrunch can utilize its resources more effectively and support sustainable business growth.

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APPENDICES



PEMERINTAH REPUBLIK INDONESIA

PERIZINAN BERUSAHA BERBASIS RISIKO NOMOR INDUK BERUSAHA: 1206250069324

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 | : AVITA DWI AGUSTINA |
| 2. Alamat | : BATUR, BANJARNEGARA, JAWA TENGAH, Desa/Kelurahan Batur, Kec. Batur, Kab. Banjarnegara, Provinsi Jawa Tengah |
| 3. Nomor Telepon Seluler | : |
| Email | : avitadwiagustina04981@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 kepastian, pendaftaran kepesertaan jaminan sosial kesehatan dan jaminan sosial ketenagakerjaan, serta bukti pemenuhan laporan pertama Wajib Laporan Ketenagakerjaan di Perusahaan (WLKP).

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

NIB ini merupakan perizinan tunggal yang berlaku sebagai:

1. Persetujuan penggunaan tanda Standar Nasional Indonesia (SNI) berdasarkan pernyataan mandiri pelaku usaha dan setelah memperoleh pembinaan dan/atau pendampingan dari Pemerintah Pusat dan Pemerintah Daerah; dan
2. Sertifikasi jaminan produk halal berdasarkan pernyataan mandiri pelaku usaha dan setelah memperoleh pembinaan dan/atau pendampingan Proses Produk Halal (PPH) dari Pemerintah Pusat dan Pemerintah Daerah, sesuai dengan 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 BSSN.
4. Data lengkap Perizinan Berusaha dapat diperoleh melalui sistem OSS menggunakan hak akses.



Appendix 1 Business Legality (NIB)



PEMERINTAH REPUBLIK INDONESIA

**PERIZINAN BERUSAHA BERBASIS RISIKO
LAMPIRAN
NOMOR INDUK BERUSAHA: 1206250069324**

Lampiran berikut ini memuat daftar bidang usaha untuk:

No.	Kode KBLI	Judul KBLI	Lokasi Usaha	Tingkat Risiko	Perizinan Berusaha		
					Jenis	Status	Keterangan
1	10794	Industri Kerupuk, Keripik, Peyek Dan Sejenisnya	Batur, batur, banjarnegara, jawa tengah, Desa/Kelurahan Batur, Kec. Batur, Kab. Banjarnegara, Provinsi Jawa Tengah Kode Pos: 53456 Usaha Mikro berjalan sejak: Maret 2025	Rendah	NIB	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.

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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 BSI-E-BSSN.
4. Data lengkap Perizinan Berusaha dapat diperoleh melalui sistem OSS menggunakan hak akses.



Appendix 2 Business Legality (NIB)



REPUBLIK INDONESIA
(REPUBLIC OF INDONESIA)

جمهورية إندونيسيا

SERTIFIKAT HALAL
(HALAL CERTIFICATE)

شهادة الحلال

Nomor Sertifikat
Certificate Number

ID33410027317630925

رقم الشهادة

Berdasarkan keputusan komite fatwa produk halal nomor :
Based on the decree to stipulating halal products of fatwa committee :
على قرار مجلس الفتوى لوزارة الشؤون الدينية لجمهورية اندونيسيا.

KF-SD-202509374457 Tanggal 03 September 2025

Jenis Produk Type of Product	Makanan ringan siap santap	نوع المنتج
Nama Produk Name of Product	-Terlampir / As Attached-	اسم المنتج
Nama Pelaku Usaha Name of Company	AVITA DWI AGUSTINA	اسم الشركة
Alamat Pelaku Usaha Company's Address	BATUR, BANJARNEGARA, JAWA TENGAHBatur, BANJARNEGARA, JAWA TENGAH, -,	عنوان الشركة
Diterbitkan di Jakarta pada Issued in Jakarta on	04 September 2025	أصدرت الشهادة بجاكرتا في

Telah memenuhi ketentuan perundang-undangan
Has complied with the provision of laws and regulations
قد استوفت أحكام التشريع

KEPALA
BADAN PENYELENGGARA JAMINAN PRODUK HALAL
HEAD OF HALAL PRODUCT ASSURANCE BODY
رئيس وكالة ضمان المنتجات الحلال



Ahmad Haikal Hasan

Dokumen ini telah ditandatangani secara elektronik menggunakan sertifikat elektronik
yang diterbitkan oleh Balai Sertifikasi Elektronik, BSSN



Appendix 3 Halal Certification CassCrunch



REPUBLIK INDONESIA
(REPUBLIC OF INDONESIA)

جمهورية إندونيسيا

LAMPIRAN SERTIFIKAT HALAL
(THE ATTACHMENT OF HALAL CERTIFICATE)

مرفقة لشهادة الحلال

Nomor Sertifikat
Certificate Number

ID33410027317630925

رقم الشهادة

Nama Pelaku Usaha
Name of Company

AVITA DWI AGUSTINA

اسم الشركة

Jenis Produk
Type Product

Makanan ringan siap santap

نوع المنتج

Alamat Pabrik
Factory's Address

CassCrunch
Batur RT 003/ RW 001, Banjarnegara, Jawa Tengah, BANJARNEGARA,
JAWA TENGAH, 53456, Indonesia

عنوان المصنع

Daftar Produk / Product Name

No	Nama Produk/ Product Name
1	Kripik Klathak CassCrunch

Hal 1 / Total Produk: 1

Diterbitkan di Jakarta pada
Issued in Jakarta on

04 September 2025

أصدرت الشهادة بجاكرتا في

KEPALA
BADAN PENYELENGGARA JAMINAN PRODUK HALAL
HEAD OF HALAL PRODUCT ASSURANCE BODY
رئيس وكالة ضمان المنتجات الحلال



Ahmad Haikal Hasan

Dokumen ini telah ditandatangani secara elektronik menggunakan sertifikat elektronik yang diterbitkan oleh Balai Sertifikasi Elektronik, BSSN



Appendix 4 Halal Certification CassCrunch



PEMERINTAH REPUBLIK INDONESIA

**PERIZINAN BERUSAHA UNTUK MENUNJANG KEGIATAN USAHA
SERTIFIKAT PEMENUHAN KOMITMEN PRODUKSI PANGAN OLAHAN
INDUSTRI RUMAH TANGGA (SPP-IRT)
LAMPIRAN PB-UMKU: 120625006932400000001**

- | | |
|-----------------------------------|--|
| 1. No. Pendaftaran | : P-IRT 3113304020450-30 |
| 2. Nama IRTP | : AVITA DWI AGUSTINA |
| 3. Nama Pemilik | : AVITA DWI AGUSTINA |
| 4. Alamat | : Batur, batur, banjarnegara, jawa tengah |
| 5. Provinsi | : JAWA TENGAH |
| 6. Kabupten/Kota | : KAB. BANJARNEGARA |
| 7. Kecamatan | : Batur |
| 8. Desa | : Batur |
| 9. Jenis Produk Pangan | : Hasil olahan biji-bijian, kacang-kacangan, dan umbi |
| 10. Nama Jenis Pangan | : Keripik Singkong |
| 11. Nama Produk / Branding Pangan | : Keripik singkong / CassCrunch |
| 12. Komposisi | : Singkong, bawang merah, bawang putih, ketumbar, kunyit, garam dan penyedap rasa |
| 13. Kemasan Primer | : Karton / Kertas |
| 14. Masa Berlaku Sertifikat | : 16-06-2030 |
| 15. Komitmen | : |
| a. | Mengikuti Penyuluhan Keamanan Pangan. |
| b. | Memenuhi persyaratan cara Produksi Pangan Olahan yang baik untuk IRTP atau higiene, sanitasi, dan dokumentasi. |
| c. | Memenuhi ketentuan label pangan olahan. |
| d. | Memenuhi persyaratan keamanan dan mutu Pangan Olahan termasuk persyaratan penggunaan BTP dan cemaran sesuai dengan ketentuan peraturan perundang-undangan. |
- Akan dipenuhi dalam waktu 3 bulan

1. Dokumen ini diterbitkan sistem OSS berdasarkan data dari Pelaku Usaha, tersimpan dalam sistem OSS, yang menjadi tanggung jawab Pelaku Usaha.

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3. Data lengkap Perizinan Berusaha dapat diperoleh melalui sistem OSS menggunakan hak akses.

Appendix 5 PIRT CassCrunch

CassCrunch Laporan Laba Rugi dan Saldo Laba Per April 2025	
<i>Keterangan</i>	<i>Rupiah</i>
PENGHASILAN	
Penjualan	Rp525,000
Penghasilan Lain	Rp0
Jumlah penghasilan	Rp525,000
BEBAN	
Beban Bahan Material	Rp0
Beban Tenaga Kerja	Rp100,000
Beban Sewa	Rp0
Beban Transportasi	Rp100,000
Beban Bahan Bakar	Rp10,000
Beban Listrik	Rp10,000
Beban Air	Rp10,000
Beban Telepon	Rp0
Beban Penyusutan	Rp0
Beban Umum dan Administrasi	Rp0
Beban Lain	Rp0
Beban Bunga	Rp0
Jumlah beban	Rp230,000
Laba (Rugi)	Rp295,000
Saldo Laba (Rugi) Awal	Rp0
Penarikan Oleh Pemilik	Rp0
Saldo Laba (Rugi) Akhir	Rp295,000

Appendix 6 April 2025 Profit and Loss Report

CassCrunch Laporan Laba Rugi dan Saldo Laba Per Mei 2025	
<i>Keterangan</i>	<i>Rupiah</i>
PENGHASILAN	
Penjualan	Rp1,605,000
Penghasilan Lain	Rp0
Jumlah penghasilan	Rp1,605,000
BEBAN	
Beban Bahan Material	Rp0
Beban Tenaga Kerja	Rp200,000
Beban Sewa	Rp0
Beban Transportasi	Rp100,000
Beban Bahan Bakar	Rp20,000
Beban Listrik	Rp20,000
Beban Air	Rp20,000
Beban Telepon	Rp0
Beban Penyusutan	Rp0
Beban Umum dan Administrasi	Rp0
Beban Lain	Rp0
Beban Bunga	Rp0
Jumlah beban	Rp360,000
Laba (Rugi)	Rp1,245,000
Saldo Laba (Rugi) Awal	Rp295,000
Penarikan Oleh Pemilik	Rp0
Saldo Laba (Rugi) Akhir	Rp1,540,000

Appendix 7 May 2025 Profit and Loss Report

CassCrunch Laporan Laba Rugi dan Saldo Laba Per Juli 2025	
<i>Keterangan</i>	<i>Rupiah</i>
PENGHASILAN	
Penjualan	Rp3,390,000
Penghasilan Lain	Rp0
Jumlah penghasilan	Rp3,390,000
BEBAN	
Beban Bahan Material	Rp0
Beban Tenaga Kerja	Rp300,000
Beban Sewa	Rp375,000
Beban Transportasi	Rp150,000
Beban Bahan Bakar	Rp30,000
Beban Listrik	Rp60,000
Beban Air	Rp0
Beban Telepon	Rp0
Beban Penyusutan	Rp0
Beban Umum dan Administrasi	Rp0
Beban Lain	Rp0
Beban Bunga	Rp0
Jumlah beban	Rp915,000
Laba (Rugi)	Rp2,475,000
Saldo Laba (Rugi) Awal	Rp1,540,000
Penarikan Oleh Pemilik	Rp0
Saldo Laba (Rugi) Akhir	Rp4,015,000

Appendix 8 July 2025 Profit and Loss Report

CassCrunch Laporan Laba Rugi dan Saldo Laba Per Agustus 2025	
<i>Keterangan</i>	<i>Rupiah</i>
PENGHASILAN	
Penjualan	Rp135,000
Penghasilan Lain	Rp0
Jumlah penghasilan	Rp135,000
BEBAN	
Beban Bahan Material	Rp0
Beban Tenaga Kerja	Rp100,000
Beban Sewa	Rp375,000
Beban Transportasi	Rp0
Beban Bahan Bakar	Rp0
Beban Listrik	Rp0
Beban Air	Rp0
Beban Telepon	Rp0
Beban Penyusutan	Rp0
Beban Umum dan Administrasi	Rp0
Beban Lain	Rp0
Beban Bunga	Rp0
Jumlah beban	Rp475,000
Laba (Rugi)	-Rp340,000
Saldo Laba (Rugi) Awal	Rp4,015,000
Penarikan Oleh Pemilik	Rp0
Saldo Laba (Rugi) Akhir	Rp3,675,000

Appendix 9 August 2025 Profit and Loss Report

CassCrunch Laporan Laba Rugi dan Saldo Laba Per September 2025	
<i>Keterangan</i>	<i>Rupiah</i>
PENGHASILAN	
Penjualan	Rp4,678,000
Penghasilan Lain	Rp0
Jumlah penghasilan	Rp4,678,000
BEBAN	
Beban Bahan Material	Rp0
Beban Tenaga Kerja	Rp400,000
Beban Sewa	Rp375,000
Beban Transportasi	Rp400,000
Beban Bahan Bakar	Rp40,000
Beban Listrik	Rp40,000
Beban Air	Rp40,000
Beban Telepon	Rp0
Beban Penyusutan	Rp0
Beban Umum dan Administrasi	Rp0
Beban Lain	Rp0
Beban Bunga	Rp0
Jumlah beban	Rp1,295,000
Laba (Rugi)	Rp3,383,000
Saldo Laba (Rugi) Awal	Rp3,675,000
Penarikan Oleh Pemilik	Rp0
Saldo Laba (Rugi) Akhir	Rp7,058,000

Appendix 10 September 2025 Profit and Loss Report

CassCrunch Laporan Laba Rugi dan Saldo Laba Per Oktober 2025	
<i>Keterangan</i>	<i>Rupiah</i>
PENGHASILAN	
Penjualan	Rp4,270,000
Penghasilan Lain	Rp0
Jumlah penghasilan	Rp4,270,000
BEBAN	
Beban Bahan Material	Rp0
Beban Tenaga Kerja	Rp500,000
Beban Sewa	Rp375,000
Beban Transportasi	Rp0
Beban Bahan Bakar	Rp0
Beban Listrik	Rp0
Beban Air	Rp0
Beban Telepon	Rp0
Beban Penyusutan	Rp0
Beban Umum dan Administrasi	Rp0
Beban Lain	Rp0
Beban Bunga	Rp0
Jumlah beban	Rp875,000
Laba (Rugi)	Rp3,395,000
Saldo Laba (Rugi) Awal	Rp7,058,000
Penarikan Oleh Pemilik	Rp0
Saldo Laba (Rugi) Akhir	Rp10,453,000

Appendix 11 October 2025 Profit and Loss Report

CassCrunch Laporan Laba Rugi dan Saldo Laba Per November 2025	
<i>Keterangan</i>	<i>Rupiah</i>
PENGHASILAN	
Penjualan	Rp4,903,000
Penghasilan Lain	Rp0
Jumlah penghasilan	Rp4,903,000
BEBAN	
Beban Bahan Material	Rp0
Beban Tenaga Kerja	Rp500,000
Beban Sewa	Rp375,000
Beban Transportasi	Rp250,000
Beban Bahan Bakar	Rp50,000
Beban Listrik	Rp50,000
Beban Air	Rp50,000
Beban Telepon	Rp0
Beban Penyusutan	Rp0
Beban Umum dan Administrasi	Rp0
Beban Lain	Rp0
Beban Bunga	Rp0
Jumlah beban	Rp1,275,000
Laba (Rugi)	Rp3,628,000
Saldo Laba (Rugi) Awal	Rp10,453,000
Penarikan Oleh Pemilik	Rp0
Saldo Laba (Rugi) Akhir	Rp14,081,000

Appendix 12 November 2025 Profit and Loss Report

CassCrunch Laporan Laba Rugi dan Saldo Laba Per Desember 2025	
<i>Keterangan</i>	<i>Rupiah</i>
PENGHASILAN	
Penjualan	Rp131,000
Penghasilan Lain	Rp0
Jumlah penghasilan	Rp131,000
BEBAN	
Beban Bahan Material	Rp0
Beban Tenaga Kerja	Rp100,000
Beban Sewa	Rp375,000
Beban Transportasi	Rp0
Beban Bahan Bakar	Rp0
Beban Listrik	Rp0
Beban Air	Rp0
Beban Telepon	Rp0
Beban Penyusutan	Rp0
Beban Umum dan Administrasi	Rp0
Beban Lain	Rp0
Beban Bunga	Rp0
Jumlah beban	Rp475,000
Laba (Rugi)	-Rp344,000
Saldo Laba (Rugi) Awal	Rp14,081,000
Penarikan Oleh Pemilik	Rp0
Saldo Laba (Rugi) Akhir	Rp13,737,000

Appendix 13 December 2025 Profit and Loss Report

CassCrunch Laporan Laba Rugi dan Saldo Laba Per Januari 2026	
<i>Keterangan</i>	<i>Rupiah</i>
PENGHASILAN	
Penjualan	Rp4,093,000
Penghasilan Lain	Rp0
Jumlah penghasilan	Rp4,093,000
BEBAN	
Beban Bahan Material	Rp0
Beban Tenaga Kerja	Rp500,000
Beban Sewa	Rp750,000
Beban Transportasi	Rp250,000
Beban Bahan Bakar	Rp50,000
Beban Listrik	Rp50,000
Beban Air	Rp50,000
Beban Telepon	Rp0
Beban Penyusutan	Rp0
Beban Umum dan Administrasi	Rp0
Beban Lain	Rp0
Beban Bunga	Rp0
Jumlah beban	Rp1,650,000
Laba (Rugi)	Rp2,443,000
Saldo Laba (Rugi) Awal	Rp13,737,000
Penarikan Oleh Pemilik	Rp0
Saldo Laba (Rugi) Akhir	Rp16,180,000

Appendix 14 January 2026 Profit and Loss Report

CassCrunch Laporan Laba Rugi dan Saldo Laba Per Februari 2026	
<i>Keterangan</i>	<i>Rupiah</i>
PENGHASILAN	
Penjualan	Rp4,360,000
Penghasilan Lain	Rp0
Jumlah penghasilan	Rp4,360,000
BEBAN	
Beban Bahan Material	Rp0
Beban Tenaga Kerja	Rp500,000
Beban Sewa	Rp750,000
Beban Transportasi	Rp0
Beban Bahan Bakar	Rp0
Beban Listrik	Rp0
Beban Air	Rp0
Beban Telepon	Rp0
Beban Penyusutan	Rp0
Beban Umum dan Administrasi	Rp0
Beban Lain	Rp0
Beban Bunga	Rp0
Jumlah beban	Rp1,250,000
Laba (Rugi)	Rp3,110,000
Saldo Laba (Rugi) Awal	Rp16,180,000
Penarikan Oleh Pemilik	Rp0
Saldo Laba (Rugi) Akhir	Rp19,290,000

Appendix 15 February 2026 Profit and Loss Report

CassCrunch Laporan Laba Rugi dan Saldo Laba Per Maret 2026	
<i>Keterangan</i>	<i>Rupiah</i>
PENGHASILAN	
Penjualan	Rp4,697,000
Penghasilan Lain	Rp0
Jumlah penghasilan	Rp4,697,000
BEBAN	
Beban Bahan Material	Rp0
Beban Tenaga Kerja	Rp500,000
Beban Sewa	Rp750,000
Beban Transportasi	Rp0
Beban Bahan Bakar	Rp0
Beban Listrik	Rp0
Beban Air	Rp0
Beban Telepon	Rp0
Beban Penyusutan	Rp0
Beban Umum dan Administrasi	Rp0
Beban Lain	Rp0
Beban Bunga	Rp0
Jumlah beban	Rp1,250,000
Laba (Rugi)	Rp3,447,000
Saldo Laba (Rugi) Awal	Rp19,290,000
Penarikan Oleh Pemilik	Rp0
Saldo Laba (Rugi) Akhir	Rp22,737,000

Appendix 16 March 2026 Profit and Loss Report

CassCrunch Laporan Laba Rugi dan Saldo Laba Per April 2026	
<i>Keterangan</i>	<i>Rupiah</i>
PENGHASILAN	
Penjualan	Rp4,217,000
Penghasilan Lain	Rp0
Jumlah penghasilan	Rp4,217,000
BEBAN	
Beban Bahan Material	Rp0
Beban Tenaga Kerja	Rp500,000
Beban Sewa	Rp750,000
Beban Transportasi	Rp0
Beban Bahan Bakar	Rp0
Beban Listrik	Rp0
Beban Air	Rp0
Beban Telepon	Rp0
Beban Penyusutan	Rp0
Beban Umum dan Administrasi	Rp0
Beban Lain	Rp0
Beban Bunga	Rp0
Jumlah beban	Rp1,250,000
Laba (Rugi)	Rp2,967,000
Saldo Laba (Rugi) Awal	Rp22,737,000
Penarikan Oleh Pemilik	Rp0
Saldo Laba (Rugi) Akhir	Rp25,704,000

Appendix 17 April 2026 Profit and Loss Report



Appendix 18 Semi-Manual Production Process



Appendix 19 Semi-Manual Production Process



Appendix 20 Packaging Size



Appendix 21 Coordination with LPH Banjarnegara for the Halal Certification Process of CassCrunch



Appendix 23 CassCrunch Booth at Career Business Festival



Appendix 24 CassCrunch Booth at NgabuburArt Space



Appendix 25 CassCrunch at Retail Store

SURAT PERJANJIAN KERJA

Nomor : 02/SPK-ADASNACK/11/2025

Pada hari ini Selasa, tanggal 11 November 2025, telah dibuat dan disepakati perjanjian kerja antara:

Nama : Avita Dwi Agustina

Jabatan : Pemilik Usaha Ada Snack Oleh Oleh Khas Dieng

Alamat : Jl. Nusa Indah, Ngringin Condong Catur, Sleman, Yogyakarta

Dalam hal ini bertindak untuk dan atas nama usaha **Ada Snack**, selanjutnya disebut sebagai **Pihak Pertama**.

Dengan

Nama : Hayunah

Tempat/Tanggal Lahir : Indramayu, 24 September 2000

Alamat : Singaraja, Indramayu, Jawa Barat

Dalam hal ini bertindak atas nama pribadi, selanjutnya disebut sebagai **Pihak Kedua**.

Kedua belah pihak sepakat untuk mengikatkan diri dalam suatu perjanjian kerja dengan ketentuan sebagai berikut:

PASAL 1

KETENTUAN UMUM

1. Pihak Pertama memiliki kewenangan penuh dalam mengatur kebijakan operasional usaha.
2. Pihak Kedua bersedia bekerja sebagai **Kasir Toko**.
3. Pihak Kedua wajib menaati seluruh peraturan dan SOP yang berlaku dalam usaha Ada Snack .

PASAL 2

MASA BERLAKU KONTRAK

Perjanjian kerja ini berlaku sejak tanggal 11 November 2025 sampai dengan 11 November 2026, dan dapat diperpanjang berdasarkan kesepakatan kedua belah pihak.

https://drive.google.com/file/d/1EXYAS4g-Y7Avs8V1frOwEZ5w6DjvCljS/view?usp=drive_link

Appendix 26 Employment Contract

LETTER OF INTENT (LOI)

Kerjasama Penitipan Produk (Consignment Agreement)

Nomor: 013/LOI/CC/2026

Pada hari ini, Rabu 15 April 2026, kami yang bertanda tangan di bawah ini:

PIHAK PERTAMA

CassCrunch Usaha makanan ringan keripik singkong ramah lingkungan yang beralamat di Yogyakarta.

Diwakili oleh:

Nama : Rian Zafran

Jabatan : Staff Delivery

Selanjutnya disebut PIHAK PERTAMA.

PIHAK KEDUA

Nama Toko : Indonesia Mart

Alamat : Yogyakarta

Pemilik/Pengelola : Budi Laksana Wira

Selanjutnya disebut PIHAK KEDUA.

MAKSUD DAN TUJUAN

Surat Pernyataan Minat (Letter of Intent) ini dibuat sebagai bentuk kesepakatan awal antara PIHAK PERTAMA dan PIHAK KEDUA untuk menjalin kerja sama pemasaran dan penjualan produk CassCrunch melalui sistem titip jual (konsinyasi).

RUANG LINGKUP KERJA SAMA

1. PIHAK PERTAMA akan menitipkan produk CassCrunch kepada PIHAK KEDUA untuk dipasarkan dan dijual kepada konsumen akhir.

2. Produk yang dititipkan meliputi CassCrunch Size S (75 gram), CassCrunch Size L (125 gram), serta varian rasa yang tersedia.
3. Jumlah produk yang dititipkan disesuaikan dengan kebutuhan penjualan dan kesepakatan kedua belah pihak.

SISTEM PENJUALAN

4. Kerja sama dilakukan menggunakan sistem konsinyasi (titip jual).
5. PIHAK KEDUA hanya membayar produk yang telah terjual kepada konsumen.
6. Produk yang belum terjual dapat ditarik kembali atau diganti oleh PIHAK PERTAMA sesuai hasil evaluasi stok.
7. Pelaporan penjualan dilakukan secara berkala sesuai kesepakatan kedua belah pihak.

HAK DAN KEWAJIBAN PIHAK PERTAMA

8. Menyediakan produk dalam kondisi layak jual dan sesuai standar kualitas.
9. Melakukan pengiriman produk sesuai jadwal yang disepakati.
10. Memberikan informasi produk yang diperlukan untuk membantu proses penjualan.
11. Melakukan pengecekan stok dan evaluasi penjualan secara berkala.

HAK DAN KEWAJIBAN PIHAK KEDUA

12. Menyediakan tempat display yang layak untuk produk CassCrunch.
13. Menjaga produk selama berada di lokasi penjualan.
14. Melakukan pencatatan penjualan secara jujur dan transparan.
15. Memberikan informasi mengenai kondisi stok dan perkembangan penjualan.

JANGKA WAKTU

LOI ini berlaku sejak tanggal ditandatangani sampai dengan adanya perjanjian kerja sama yang lebih rinci atau sampai salah satu pihak menyatakan penghentian kerja sama secara tertulis.

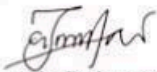
KETENTUAN PENUTUP

LOI ini merupakan pernyataan kesediaan kedua belah pihak untuk menjalin kerja sama dan bukan merupakan perjanjian yang mengikat secara penuh.

Yogyakarta, 15 April 2026

PIHAK PERTAMA

CassCrunch



Avita Dwi Agustina

Owner CassCrunch

PIHAK KEDUA

Nama Toko

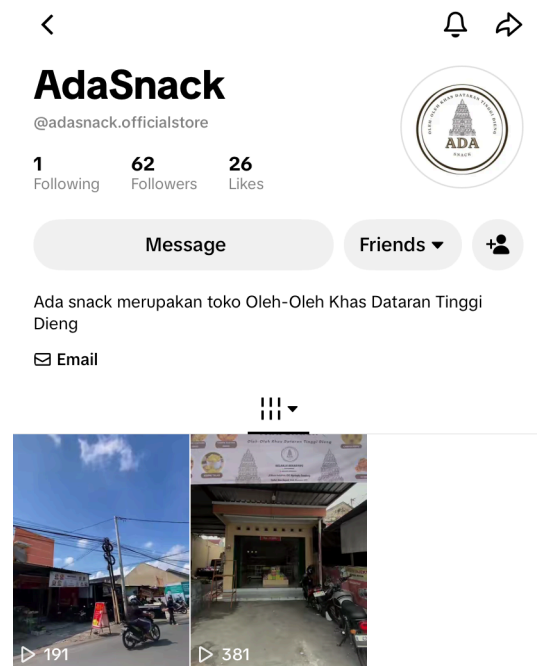
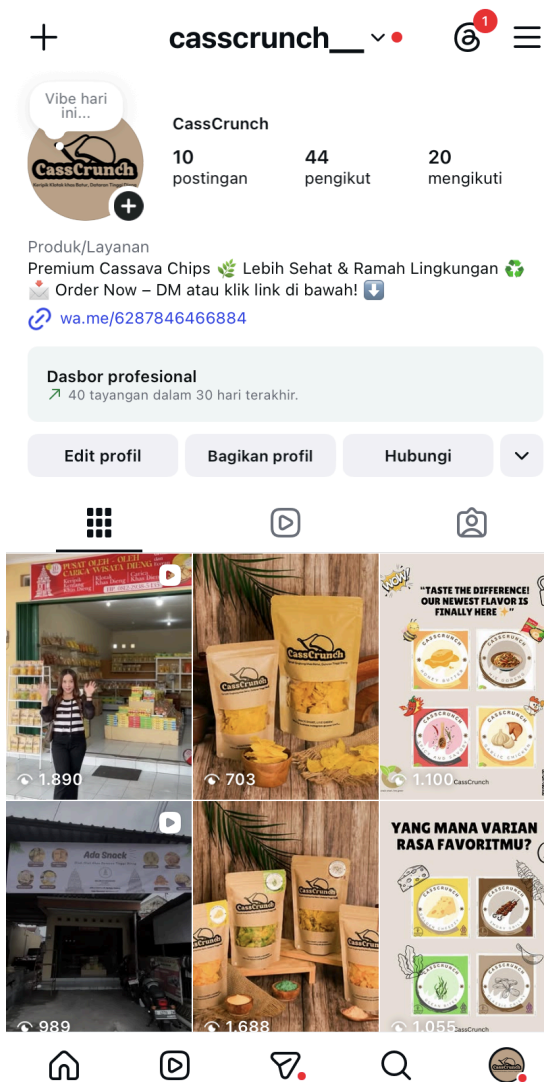


Budi Laksana Wira

Pemilik/Pengelola

<https://drive.google.com/drive/folders/11A0f0MBDP9pmoe7Kj2eFfRrSDTsojDxS>

Appendix 29 One of CassCrunch's retail Partner Letter of Intent



Appendix 30 Social Media CassCrunch