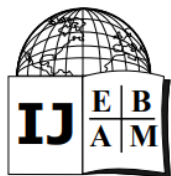


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## Business Plan and its Implementation on Bakery Business: A Case Study of Laziza Bakery

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ARTICLE INFORMATION	ABSTRACT
Section Business Design Articles	This research evaluates Laziza Bakery's performance compared to its initial business plan, with a focus on operational efficiency, market positioning, and strategic adaptation in Kebumen, Central Java, during January-June 2024. The analysis covered various aspects of the business, including financial performance, workflows, customer engagement, and market response. The results highlighted notable revenue growth, with an index of 198, and a growth rate of 8% in June 2024. Key successes included product innovation, effective customer relationship management, and improved workflow processes. The bakery's digital transformation also proved successful, with online engagement exceeding expectations by 25%. Customer satisfaction remained high (above 4,5 out of 5), while operational efficiency increased by 15%. Laziza Bakery achieved growth by diversifying its product offerings by 30% and increasing revenue by 25%. In conclusion, the bakery has established a sustainable growth model, driven by a broad product range, efficient distribution, and a robust digital presence.
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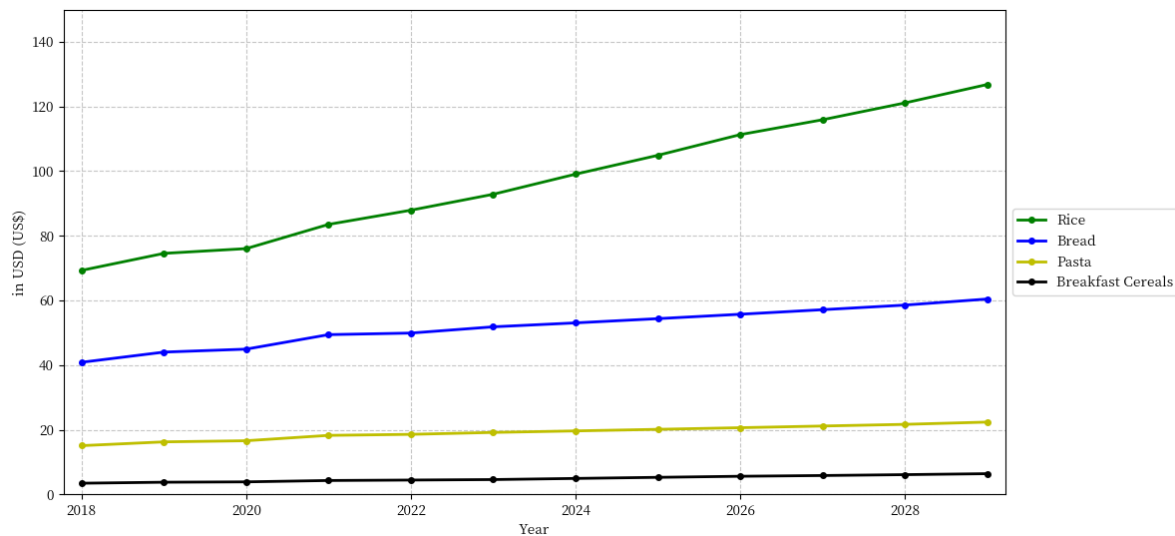
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## INTRODUCTION

The Indonesian food industry presents significant opportunities and challenges, particularly in the bakery sector. Bread has become Indonesia's third most consumed staple after rice and noodles, reflecting changing consumer preferences towards convenient or alternative food options.



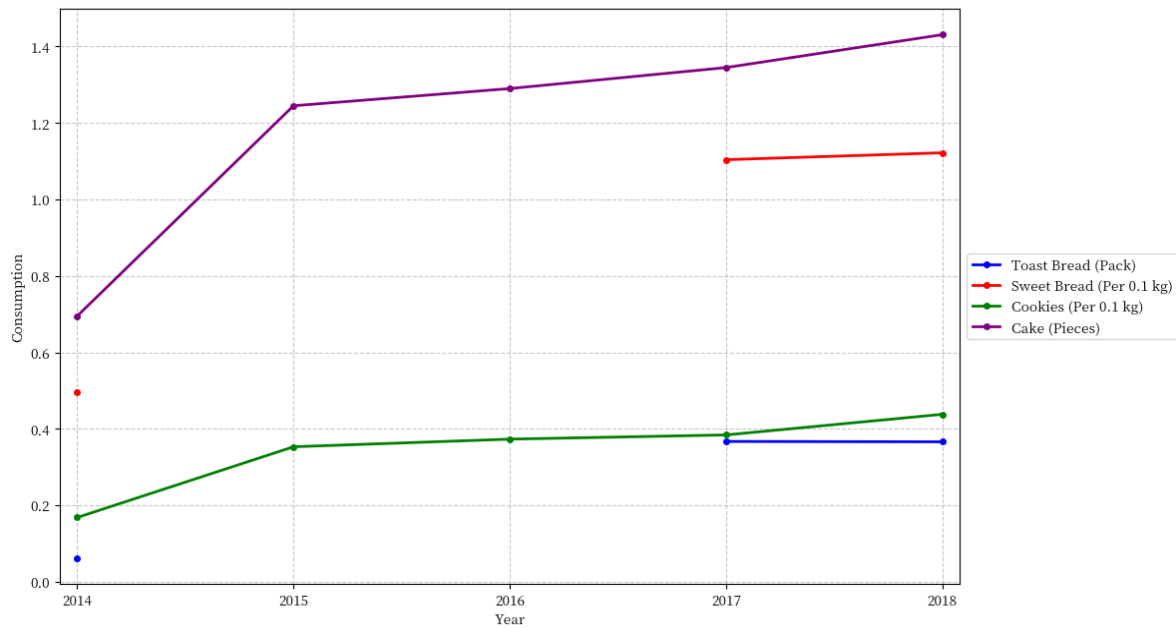
According to Statista (2024), Indonesia's bread and bakery products market is valued at US\$51,99 billion, with projections indicating it will grow at an annual rate of 4,84% (CAGR) through 2029. This growth is driven by urbanization, rising disposable incomes, and evolving dietary habits among the country's population. Statista reports that the market volume is expected to reach 40,51 billion kilograms by 2029, with a volume growth of 2,4% anticipated in 2025. This expansion reflects changing consumer preferences in Indonesia's populous market, where the average person is expected to consume 132,0 kg of bread and bakery products in 2024, generating a per person revenue of US\$185,80.



**Figure 1.** Average Bread Revenue Per Capita

Source: Statista (2024)

Despite the promising market conditions, the bakery industry faces unique challenges, primarily due to the short shelf-life of its products (around 3-5 days). This necessitates efficient supply chain management and innovative sales strategies. According to Australian Export Grains Innovation Centre (2019), the market remains diverse, with small and medium enterprises dominating 68% of the market share, boutique bakeries accounting for 11%, and large-scale industrial enterprises comprising the remaining 19%. In this competitive landscape, success for new establishments depends on balancing product quality, meeting market demand, creating efficient distribution, and innovative marketing approaches. In this vast dynamic environment, bakery businesses must adapt to changing consumer preferences while addressing the industry's unique challenges (Loria, 2024).



**Figure. 2.** Growth of Bread Consumption in Indonesia for 2014-2018 (Per Capita)

Source: Australian Export Grains Innovation Centre (2019)

To analyze the bakery industry's landscape, Porter's Five Forces framework provides a comprehensive assessment of the industry's key factors shaping market dynamics (Porter, 1980). Laziza Bakery faces challenges from both local independent bakeries and larger chain bakeries, highlighting the market's competitive pressures.

**Table 1.** Similar Companies Competition Analysis

No	Indicator	Analysis	Conclusion
1	Number of Competitors (Local)	Banana Bread & Cakes, BreadLin, Adilla's Cake & Bakery, Purimas 3 Cake & Bakery, Dapur Maryam Bakery, Senorita Bakeshop, Tulip Stars, Aldillas, Papa Cookies, Alif Bakery, Bonita, Hanny Bakery, Queen Bakery	High competition
2	Number of Competitors (National)	J.Co, Holland Bakery, Roti Sari	Low competition
3	Competitors with selling price <50,000	Most local competitors have average product selling prices below IDR 50,000, making it a competitive price range for everyday bakery items.	High competition

No	Indicator	Analysis	Conclusion
4	Competitors with selling price >50,000	Few local competitors have products priced above IDR 50,000, mainly for specialty items or custom orders.	Low competition
5	Competitors with selling price >100,000	Very few local competitors have products priced above IDR 100,000, typically for custom cakes or large orders.	Low competition
6	Raw material differentiation	Competitors use a variety of raw materials, including local and imported ingredients	Moderate competition
7	Product type differentiation	Each competitor offers a unique range of products, from traditional breads and pastries to modern cakes and specialty items.	High competition

Source: Internal Primary Data Processed (2024)

## STRATEGIES

Laziza Bakery's strategic framework integrates multiple theoretical approaches to create sustainable competitive advantage. The foundation combines Blue Ocean Strategy by Kim and Mauborgne (2004), which fundamentally focuses on creating uncontested market space through four key actions including eliminate, reduce, raise, and create factors in the industry, with Resource-Based View by Barney, Wright and Ketchen (2001) - a framework that emphasizes identifying and leveraging VRIN (Valuable, Rare, Inimitable, Non-substitutable) resources for competitive advantage - while implementing Data-Driven Decision Making principles that promised 5-6% higher productivity rate. This multi-theoretical approach enabled the bakery to achieve a revenue index peak of 198,8 (table 2) through strategic value innovation, particularly in developing unique products like bakpia and bolu lapis legit (figure 11), while maintaining operational excellence through Total Quality Management (Oakland, 1989), a comprehensive quality management approach focusing on continuous improvement and customer satisfaction - and Six Sigma methodologies (Harry and Schroeder, 2000), a data-driven approach aimed at process improvement by reducing variations and defects.

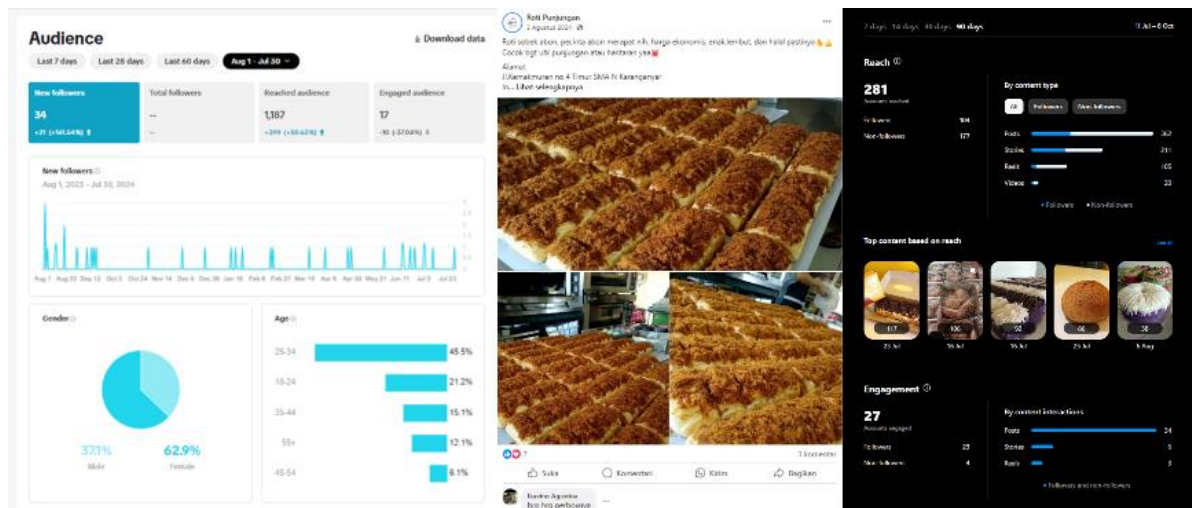
The implementation also leverages Omnichannel Marketing theory (Verhoef, Kannan and Inman, 2015) and Innovation Diffusion Theory (Rogers, 2003) to integrate traditional operations with digital platforms, supported by Working Capital Management principles (Richards and Laughlin, 1980) for efficient resource allocation. This theoretical integration manifests in practical outcomes through Customer Relationship Management (Payne and Frow, 2005), enabling personalized customer experiences and community engagement. The strategy's success is evidenced by consistent profit margins ranging from 24,76% to 36,97% (table 2), demonstrating effective alignment between theoretical frameworks and market execution, particularly in balancing traditional values with modern quality standards.



**Figure. 3.** Store Front

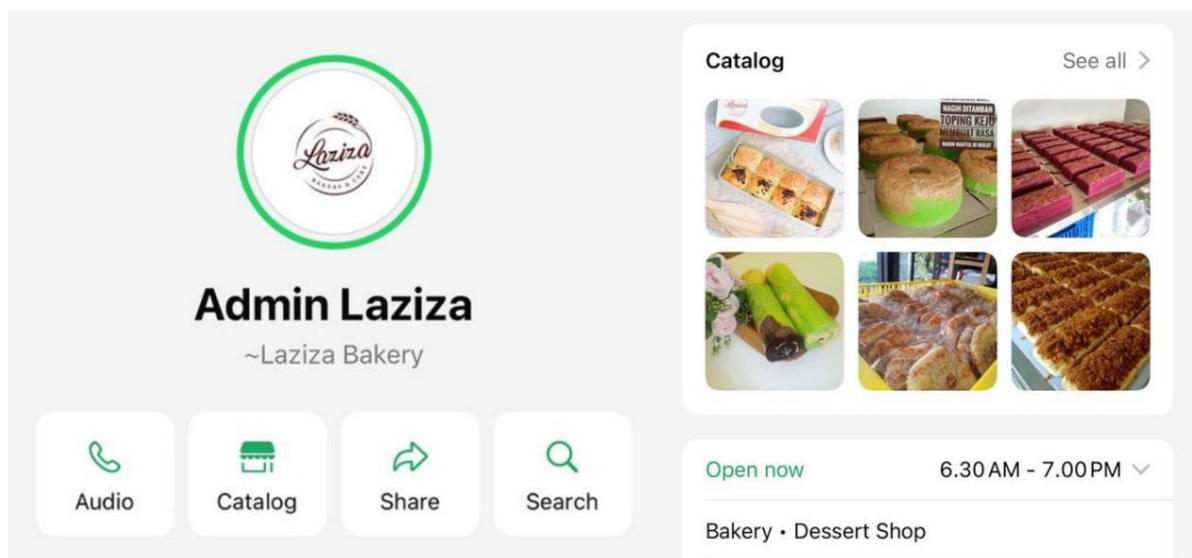
Source: Laziza Bakery Social (2024)

The practical application in marketing exemplified through laziza bakery's omnichannel strategy, which integrates social media development, whatsapp business integration, and data-driven customer engagement (Verhoef, Kannan and Inman, 2015). This approach enables the bakery to maintain consistent brand presence across multiple platforms while gathering valuable customer insights through DDDM methodologies. The social media strategy encompasses strategic content across facebook, instagram, and tiktok, supported by whatsapp business's streamlined order management, demonstrating the practical implementation of Digital Transformation Principles (Westerman, Bonnet and McAfee, 2014) in a real-world business context. This integrated approach aligns with Customer Relationship Management (CRM) Theory (Payne and Frow, 2005) and Innovation Diffusion Theory (Rogers, 2003), facilitating the adoption of new digital platforms while maintaining meaningful customer relationships across all channels.



**Figure. 4.** Social Media Engagement Development

Source: Laziza Bakery Social (2024)



**Figure. 5.** Whatsapp Business Integration

Source: Laziza Bakery Social (2024)

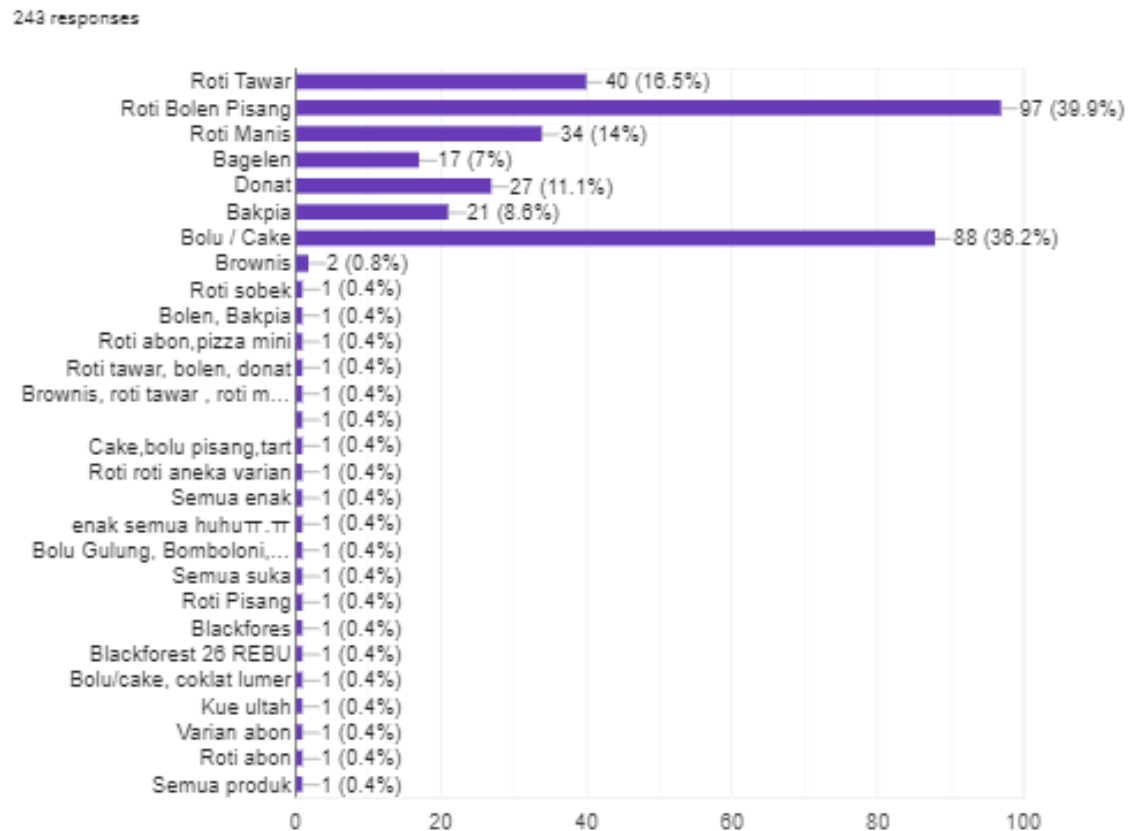


Figure 6. Favorite Products Survey Result

Source: Internal Primary Data

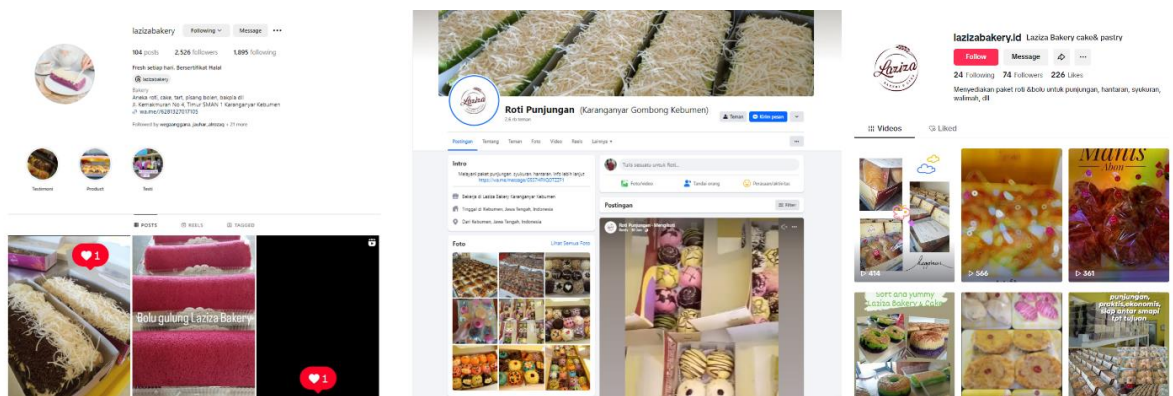


Figure 7. Instagram, Facebook, and TikTok presence

Source: Laziza Bakery Social (2024)

Community engagement and local partnerships also form a crucial component of the bakery's strategic approach. Through collaborations with educational institutions and participation in local events, Laziza Bakery has established strong community ties, aligning with Resource-Based View theory (Barney, Wright and Ketchen, 2001) which emphasizes leveraging unique local resources and relationships as competitive advantages. The strategy includes hosting events and maintaining presence at public space locations such as Kebumen

Park, demonstrating the bakery's commitment to local market and community integration. This approach is supported by Innovation Diffusion Theory (Rogers, 2003), facilitating the spread of the bakery's brand and values through community networks, while Customer Relationship Management Theory (Payne and Frow, 2005) guides the development of meaningful community relationships through strategic engagement initiatives.



**Figure 8. Central Park Opening**  
Source: Laziza Bakery Social (2024)



**Figure 9. Event Kiosk**  
Source: Laziza Bakery Social (2024)



**Figure 10.** Partnership With Local Influencer

Source: Laziza Bakery Social (2024)

Product innovation serves as another cornerstone strategy, applying the Resource-Based View framework (Barney, Wright and Ketchen, 2001), where Laziza leverages its VRIN resources particularly in unique recipe knowledge and local market understanding. The bakery has successfully developed signature products such as bakpia, bolen, and bolu lapis legit, also customizable cake for special occasions, which cater to local needs for traditional preferences with modern tastes (Nielsen, 2024). This product strategy is supported by Total Quality Management (Oakland, 1989) and Six Sigma methodologies for comprehensive quality control measures and standardized production processes to ensure consistency across all offerings (Harry and Schroeder, 2000). The approach aligns with Data-Driven Decision Making principles guide product development based on customer preferences and market trends.



**Figure 11.** Bakpia, Lapis Legit, Custom Cakes

Source: Laziza Bakery Social (2024)

Operational excellence is achieved through the integration of Resource-Based View (Barney, Wright and Ketchen, 2001) and Total Quality Management (Oakland, 1989). The

bakery's operational capabilities are enhanced by structured processes from ingredient sourcing to final product delivery. This operational strategy ensures careful supplier selection through Working Capital Management principles (Richards and Laughlin, 1980), while Lean Accounting practices guide cost-effective operations (Shank and Govindarajan, 1983). The implementation of these frameworks enables the bakery to maintain high standards while managing costs effectively (Christol, 2024), as evidenced by the stable profit margins (table 2).



**Figure 12.** The Packaging of The Products

Source: Laziza Bakery Social (2024)

Financial sustainability is achieved through strategic cost management and revenue optimization (Shank and Govindarajan, 1983). The bakery's growth trajectory shows positive performance metrics, with revenue indices reaching 198,8 (table 2) by June 2024. This financial strategy balances competitive pricing with profitability through Lean Accounting principles and Working Capital Management (Richards and Laughlin, 1980), ensuring sustainable business operations while maintaining market competitiveness. The implementation of DDDM methodologies has further enhanced financial performance by enabling for more accurate strategic resource. This approach aligns with Strategic Cost Management theory's emphasis on using cost information across all stages of strategic management, from formulation to performance monitoring (Shank and Govindarajan, 1983).

**Table 2.** Growth Trajectory

Month	Revenue Index	Expenses Index	Profit Ratio	Margin Trend
Jan	100,0	100,0	100,0	Base (20,7%)
Feb	102,7	100,8	109,9	+1,46
Mar	112,7	113,9	108,3	-0,81
Apr	167,7	155,7	213,6	+5,66
May	136,0	132,1	151,1	+2,30
Jun	198,8	185,9	248,4	+5,16
Jul	139,5	128,4	182,3	+6,34

Source: Internal Primary Data Processed, Base: January 2024=100 (2024)

This case study demonstrates the successful integration of multiple theoretical frameworks in a small-scale bakery context. By applying Blue Ocean Strategy (Kim and Mauborgne, 2004) and Resource-Based View (Barney, Wright and Ketchen, 2001), Laziza Bakery created uncontested market space while leveraging its VRIN resources, particularly in recipe knowledge and local market understanding. The implementation of Data-Driven Decision Making (DDDM), while Total Quality Management (Oakland, 1989) and Six Sigma methodologies (Harry and Schroeder, 2000) ensured consistent product quality and operational excellence.

The bakery's digital transformation aligns with Omnichannel Marketing theory (Verhoef, Kannan and Inman, 2015) and Innovation Diffusion Theory (Rogers, 2003), as evidenced by its successful integration of traditional operations with modern delivery methods and digital platforms. This strategic approach is supported by Working Capital Management principles (Richards and Laughlin, 1980) and Customer Relationship Management theory (Payne and Frow, 2005), enabling efficient resource allocation and strong customer relationships. The implementation demonstrates how traditional businesses can maintain their core identity while embracing modern innovations, achieving a revenue index peak of 198,8 (base: January 2024=100) through this theoretical framework integration

## **HYPOTHESIS**

The integration of traditional recipes with modern business approaches at Laziza Bakery is hypothesized to create sustainable competitive advantage in the Kebumen market. This hypothesis is supported by several market indicators and industry research. According to Statista (2024)I, ndonesia's bread and bakery products market, valued at US\$51,99 billion with a projected CAGR of 4,84% through 2029, demonstrates strong growth potential for businesses that effectively combine traditional and modern approaches. This aligns with DéliFrance (2024) key trend, where bakeries successfully blending traditional values with contemporary innovations show higher customer engagement rates. The hypothesis is further strengthened by DPO International (2023) market analysis, indicating that small and medium enterprises dominate 68% of the Indonesian bakery market share, suggesting significant opportunities for local bakeries that can differentiate themselves through authentic offerings and modern operational excellence.

Additionally, bakery trend analysis by Nielsen (2024) indicates that bakeries combining traditional recipes with modern twists are capturing consumer interest, particularly as consumer preferences increasingly favor authentic nostalgic experiences enhanced by contemporary flavors. This is supported with nostalgia with a twist trend, where classic menu are being reinvented for today's market, with presentations appealing to younger demographics. This strategic positioning, supported by Laziza Bakery's performance metrics showing a revenue index peak of 198,8 (base: January 2024=100) in June 2024, suggests that the hypothesis of combining traditional authenticity with modern business practices can lead to sustainable market success.

## **METHODOLOGY**

This study utilizes the Business Model Canvas (BMC) framework to comprehensively analyze Laziza Bakery's business operations, ensuring all critical aspects are addressed for sustainable

growth and market competitiveness (Osterwalder and Pigneur, 2010). The BMC encompasses nine interconnected components:

1. Laziza Bakery targets customer segments including families, workers, students, and organizations, offering high-quality, customizable bakery products that blend traditional Indonesian culinary elements with contemporary innovations—a concept referred to as ‘Newstalgia’ (Délifrance, 2024). The value proposition focuses on delivering premium bakery experiences at competitive prices by combining traditional recipes with modern twists, creating a distinctive and authentic customer experience.
2. The bakery employs a multichannel distribution strategy, combining physical retail locations, online platforms, and direct distribution to maximize market reach and convenience. Physical stores and branded kiosks in high-foot-traffic areas like Kebumen Park showcase products, while online platforms allow customers to browse, place orders, and schedule deliveries or pickups.
3. Customer relationships are managed through active engagement across multiple channels, including social media platforms like instagram, facebook, and tiktok. Utilizing analytics tools to monitor interaction metrics and collecting feedback through surveys. Community engagement is enhanced through partnerships with educational institutions and local influencers, hosting workshops and training programs that foster community ties and promote sustainability.
4. Key resources encompass skilled bakers and industry experts, along with essential operational infrastructure such as mixers of various sizes, professional baking equipment, temperature-controlled storage facilities, and quality control tools. These resources support medium-scale production with a daily processing capacity of at least fifteen kilograms of wheat, sufficient for regional market coverage.
5. Key activities include standardized production processes to maintain operational excellence and product consistency, monitored through performance metrics with documented revenue growth. Marketing strategies leverage social media and customer feedback to refine approaches and enhance market presence.
6. Key partnerships involve both local and notable suppliers, allowing the bakery to secure high-quality materials at favorable rates while supporting regional economic development. The low bargaining power of suppliers is evidenced by readily available alternatives and minimal switching costs (Porter, 2008). Educational collaborations extend the partnership framework beyond ingredient sourcing, facilitating community programs and enhancing the bakery's social responsibility. Supplier relationship analysis was conducted to understand the bargaining power dynamics in the supply chain.

**Table 3.** Supplier Bargaining Power Indication

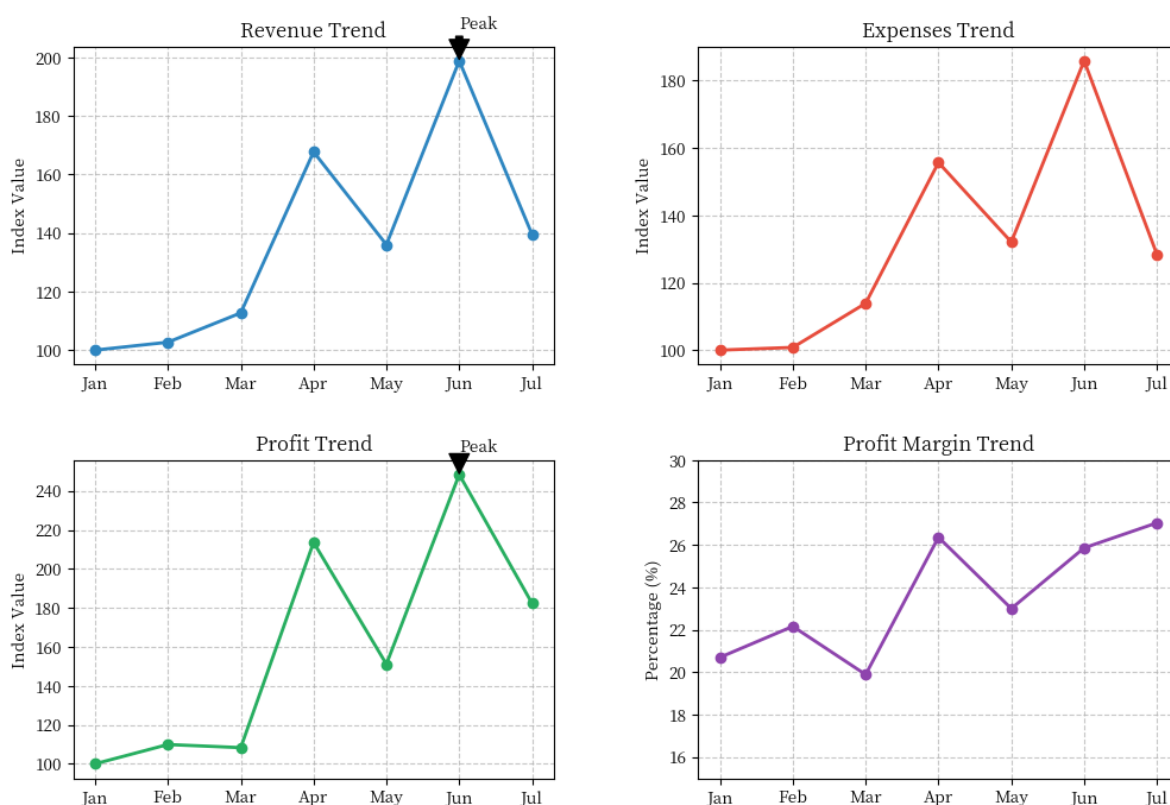
No	Indicator	Analysis	Conclusion
1	Level of Supplier Domination	Not dominated by 1 supplier.	Low
2	Alternative Suppliers	Readily available alternatives.	Low
3	Product Quality Level	Multiple suppliers can meet our quality standards.	Low
4	Supplier Competition	High market competition.	Low
5	Switching Costs	Low bargaining power as switching costs are minimal	Low

Source: Internal Primary Data Processed (2024)

The cost structure is carefully managed, with raw materials constituting 19,05% of total expenses, employee salaries at 18,15%, operational costs at 3,70%, packaging at 5,81%, rent and depreciation at 6,54%, and others comprising 46,75%. This distribution prioritizes cost efficiency to maintain competitive pricing while ensuring profitability.

Financial analysis reveals strong market performance (table 2), with revenue indices peaking at 198,8 (base: January 2024 = 100) in June 2024 and an average profit margin of 24,03% across the period. The positive trajectory, particularly in the second quarter, is attributed to the implementation of multiple revenue channels—including retail sales, online orders, catering services, and strategic partnerships—which contribute to sustainable growth in the dynamic bakery industry.

## DATA COLLECTION & ANALYSIS



**Figure 13.** Monthly Performance Metrics

Source: Internal Primary Data Processed (2024)

Data collection and analysis form the cornerstone of strategic decision-making at Laziza Bakery, providing crucial insights for business optimization and growth planning. The systematic approach to data gathering and interpretation enables evidence-based operational improvements and market responsiveness. Laziza Bakery's financial performance records remarkable growth throughout early 2024, as evidenced by their comprehensive index-based tracking system. Using January 2024 as the baseline (Index=100), the revenue showed consistent upward momentum, reaching its peak at 198,8 index points in June 2024. This growth trajectory was particularly notable in April, where the revenue index hit 167,7,

accompanied by a strong profit ratio of 213,6. The profit ratio continued to strengthen, ultimately achieving its highest point at 248,4 in June, demonstrating the bakery's successful market performance and operational efficiency.

The expense of operational costs showcases raw materials formed a significant portion at 19,05% of total expenses, while employee salaries constituted 18,15%. Operational costs remained relatively modest at 3,70%, with packaging and rent & depreciation accounting for 5,81% and 6,54% respectively. A substantial portion categorized as "others" comprised 46,75% of total expenses, indicating potential areas for future cost optimization and management scrutiny. In terms of operational performance, Laziza Bakery success to maintain production that align with market demand. The facility operates with a daily production capacity of up to 1,000 bread loaves, 100 cakes, and 2,000 pastries/cookies. This production volume enables the bakery to meet diverse customer needs while maintaining product quality and freshness standards. Operational efficiency remains a key focus, with continuous improvements in production processes and resource utilization. Strategic partnerships form a crucial component of the business model not only strengthen the bakery's market position but also reinforce its role as an integral part of the local business community.

## PROBLEM IDENTIFICATION

Problem identification form critical components of business optimization at Laziza Bakery. Through systematic analysis and strategic implementation of solutions, the bakery addresses various operational challenges while maintaining its commitment to quality and customer satisfaction.

In the dynamic landscape of bakery business management, Laziza Bakery require systematic analysis and resolution. Key operational challenges have been identified and prioritized based on their impact on business performance. The analysis reveals that marketing limitations, particularly concerning brand awareness and competition from larger chains, represent a critical priority (scale: 5/5), alongside financial planning deficiencies that require immediate attention. Human resource challenges, notably in career growth opportunities and competition from larger establishments, emerge as significant concerns (scale: 4/5), while technological infrastructure gaps and data management limitations pose substantial operational challenges. The systematic evaluation of these challenges provides a foundation for developing targeted solutions aligned with Laziza Bakery's strategic objectives and market position.

**Table 4.** Problem Priority Analysis

Function	Problem	Priority (Scale: 1-5)
Marketing	Limited marketing budget and brand awareness compared to larger chains.	5
Finance	Lack of robust financial planning.	5
Human Resource	Limited career growth opportunities and competition from larger establishments.	4
Operational	Insufficient investment in technology and data.	4
Marketing	Lack of expertise in digital marketing and e-commerce platforms.	3
Operational	Variability in production processes and potential staff training gaps.	3
Finance	Lack of sophisticated forecasting management tools.	2

Source: Primary Data Processed (2024)

## **PROBLEM SOLVING**

The theoretical foundation for addressing Laziza Bakery's operational challenges encompasses multiple contemporary management theories and methodologies. Blue Ocean Strategy (Kim and Mauborgne, 2004) proposes creating new market spaces rather than competing in existing ones, while Resource-Based View emphasizes sustainable competitive advantage through valuable, rare, inimitable, and non-substitutable resources. The integration of Data-Driven Decision Making demonstrates empirically proven productivity improvements of 5-6% over competitors.

Total Quality Management and Six Sigma methodologies provide frameworks for enhancing quality and reducing process variability. Omnichannel Marketing (Verhoef, Kannan and Inman, 2015) and Digital Transformation concepts guide the coordinated management of multiple channels and customer touchpoints. Working Capital Management and Cash Conversion Cycle theories (Richards and Laughlin, 1980) inform financial stability optimization, while Customer Relationship Management Theory (Payne and Frow, 2005) emphasizes strategic customer interaction management. Innovation Diffusion Theory (Rogers, 2003) provides insights into technology adoption patterns across the organization.

Implementation strategies for Laziza Bakery encompass several key areas, prioritized based on immediate needs and long-term sustainability. Digital transformation initiatives include implementing an integrated POS system, digital inventory management, and online order processing automation. Marketing enhancement involves social media content optimization, customer engagement metrics tracking, and targeted digital advertising campaigns. Financial controls comprise real-time financial monitoring, cash flow optimization systems, and budget tracking and forecasting tools. Human resource development includes structured training programs, performance evaluation systems, and career development pathways. Lastly, quality control standardization involves establishing Standard Operating Procedures (SOPs), quality metrics monitoring, and product consistency checks.

## **DISCUSSION**

This research provides substantial validation of various theoretical frameworks within the context of small-scale bakery operations, offering valuable insights into practical application. The implementation of Blue Ocean Strategy proved particularly effective, as Laziza Bakery successfully created market differentiation through a unique fusion of traditional and modern elements. This approach aligned with Nielsen (2024) observations regarding nostalgia with a twist trend, where consumers increasingly value traditional elements presented in contemporary formats. The strategy's effectiveness in the local market demonstrated how theoretical frameworks could be successfully adapted to specific market conditions. The digital transformation journey of Laziza Bakery supported Délifrance (2024) predictions regarding the essential role of digital integration in modern bakery operations. The business achieved engagement rates, particularly through its implementation of an omnichannel strategy that integrated various customer touchpoints. This digital success validated the importance of technological adoption in food businesses, even in local market settings.

Financial performance showed promising results, with profit margins ranging from 24,76% to 36,97% throughout the measured period. This performance suggests that the business strategies implemented were effective for a small-scale bakery operation. The success can be attributed to careful product diversification, as suggested in Christol (2024) industry analysis, and practical application of basic business principles in the local market context. This

study makes contributions to the existing knowledge in small-scale bakery management and digital transformation literature. By developing and implementing practical frameworks specifically for small-scale Indonesian bakeries, the research provides guidance for similar establishments seeking to modernize their operations. The research validates various theoretical frameworks within the local market context, demonstrating adaptability and effectiveness in Indonesian business settings.

## CONCLUSION

Laziza bakery has demonstrated operational improvements driven by data-based decision making. The integration of digital platforms, particularly social media channels and whatsapp business, has enhanced customer engagement and order processing. Financial management shows balanced expense distribution across raw materials (19,05%), employee salaries (18,15%), and other operational costs (46,75%), indicating areas for optimization while maintaining profitability.

The bakery's differentiation strategy against chain competitors has proven effective through product customization and personalized service. Quality control implementation, including standardized procedures and monitoring processes, has successfully addressed consistency challenges. Market expansion through partnerships with educational institutions and local retailers has broadened the customer base while maintaining operational stability.

Laziza bakery has established a distinctive market position by implementing traditional values with modern quality standards. Financial analysis shows strong performance, with revenue indices reaching 198,8 (base: January 2024=100) in June 2024, maintaining profit margins between 24,76% and 36,97%. The multi-channel distribution strategy has successfully expanded market reach, while the diverse product portfolio demonstrates market adaptability. Cost management priorities have enabled competitive pricing, with major components in raw materials (19,05%) and employee salaries (18,15%). Standardized procedures and digital systems have improved product consistency and working capital efficiency.

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