

Enhancing Product Excellence and Business Growth Approaches for Small and Medium-Sizes Pastry and Bakery Enterprises: A case of Widhy's Cake and Bakery Lampung

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Abstract

This research aims to comprehensively assess the production facilities, production performance, operating income, the marketing mix, supporting services, and strategy development within Small and Medium-Sized Enterprises (SMEs) in the pastry and bakery industry. The study includes 41 respondents, comprising business owners, seven employees, 30 consumers, and three expert chefs in the pastry and bakery field. A mixed-method approach, combining descriptive qualitative and quantitative analyses, was employed. The research involved both qualitative exploration of respondents' perceptions and quantitative measurements of production performance and marketing effectiveness. Findings revealed satisfactory product quality, yielding profitable results from an average daily production of 100 bread loaves and 32 cakes. While the overall marketing mix was effective, the promotional aspect was identified as an area requiring enhancement. Supporting services were underutilized, suggesting opportunities for improvement, particularly in optimizing raw material utilization to heighten productivity and income while ensuring superior product quality. The study underscores the need for strategic enhancements in promotional efforts and the maximization of supporting services to align with the already satisfactory product quality. Furthermore, it emphasizes the significance of leveraging raw materials effectively to augment productivity and profitability in the SMEs pastry and bakery sector. Enhancing promotional strategies and optimizing supporting services are crucial for SMEs in the pastry and bakery industry to strengthen market positioning. Additionally, future research endeavors should delve deeper into the impact of optimized raw material utilization on productivity and income within this sector, thereby fostering sustained growth and competitiveness.

Keywords: Production facilities, Production performance, Business support services, Pastry and bakery SMEs, Business development strategies

A. INTRODUCTION

Culinary is one tourist attraction and become one of the supporting sectors of the growth of the economy in Lampung Province. According to Badan Pusat Statistik provinsi Lampung, (2021) the growth of Lampung Province's Gross Regional Domestic (GDP) in 2020 is related to expenditures on food. Spending per capita per week in Lampung Province for material food increased from IDR 111,639 per week in 2020 to IDR 117,594 or grew by 5.33 per cent. Processed food and drink, like pastry and bakery, favoured many people, from children to adults. Pastry and bakery are easy and practical to serve and consume. Besides that, pastry and bakery also have various shapes and tastes. According to BPS Lampung Province 2021, the number of expenditures for pastry and bakery in Lampung Province from 2018 to 2019, has increased by 6.16 percent, and from 2019 to 2020, it increased by 3.99 percent. It describes enhancement requests to pastry and bakery, which is an opportunity for pastry and bakeries industry. Moreover, the expenditure on food and beverages is much more significant than spending on grains. Processed food and beverages, like pastry and bakery products are easy and practical to be served and consumed. Moreover, pastry and bakery products also have various shapes and tastes.

Based on data from the Dinas Koperasi dan Usaha Mikro Kecil Kota Bandar Lampung (2021) regarding Small and Medium-Sized Enterprises (SMEs) growth in Bandar Lampung City

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per sub-district Month December 2018, District Kemiling are in order the second with a total of 2,746 SMEs units after district Tanjung Karang Center with a total of 2,992 SMEs. The number of SMEs that continue to increase in district Kemiling has good potential for SMEs development. Pastry and bakery are one of the home-based growing SMEs. Various pastry and bakery produced by SMEs made from flour and chocolate-based ingredients.

In district Kemiling, there is one SMEs focus on their business in pastry and bakery product called the Widhy's Cake and Bakery (WCB), which has stood since 2012 and now has already 5 outlets in Lampung area. The owner of WCB is Yussy Akmal, he said that pastry and bakery SMEs could still develop well in Bandar Lampung. WCB still needs to develop well in Bandar Lampung because it can only produce 100 pieces at a time and twice per day, so the performance from WCB does not yet meet the maximum. The problem is that the procurement of ingredients is essential because this could determine the success of SMEs Pastry and bakery's availability of ingredients. Proper standard time, place, quality, quantity, type and price will influence the performance of SMEs pastry and bakery owners.

Procurement of raw materials in the WCB is still lacking, it can be seen from the amount of maximum material standard used always Not yet in accordance with the amount needed. It resulted in the number of products produced and the maximum profits earned. Activity-appropriate processing with Standard Operational Procedure (SOP) will create good quality of pastry and bakery product. According to Kotler & Keller (2014), there are nine indicators of quality product which are form, features, quality performance, impression of quality, condition, durability, convenience, style, and design. With exemplary quality, will get high income so that produce maximum profit. Moreover, marketing is a role that is necessary in the growth of the of pastry and bakery. WCB has done marketing with conventional and digital methods with applied mix marketing consisting of product, price, place, and promotion. However, WCB marketing activity is still using traditional ways when we compared to digital marketing, information given is very limited.

According to Gaol (2014), performance is something where circumstances appear in a manner above the company during a period of time, and it is results or achievement affected by the activity of the operational company in utilising their owned resources. For the pastry and bakery company, performances standard can be defide from three activities namely procurement material raw materials, processing, and marketing. Procurement material raw become important, because if procurement material raw in accordance with need of production, the whole activity business will run smoothly. WCB yet own significant growth in production capacity and number of outlet locations. However, effort in managing production activities from upstream until downstream is need to be improved. Therefore, the aim of this study is to analyze raw procurement material, performance production (quality and profit), marketing mix, and service-related supporters for WCB pastry and bakery SMEs in Kemiling district, Lampung.

B. LITERATURE REVIEW

Product quality

In the pastry and bakery industry, product quality plays a vital role in maintaining brand reputation, retaining customers, and differentiating products in a competitive market. A number of literatures have highlighted the key factors that influence product quality in this sector. One of the key factors is the raw materials used. Research by Kim and Kim (2021) highlighted that the quality of raw materials such as flour, sugar, and other additives affect the sensory characteristics and final texture of bakery products. Likewise, research by Overbosch and Blanchard (2023) emphasized that strict control of raw material quality, including regular testing for consistency and hygiene, is key to ensuring consistent and reliable product quality. In addition, production process factors are also a major concern. Research by Longoria-García et al. (2018) highlighted that factors such as temperature, time, and baking technique play an

important role in determining the characteristics of the final product, including taste, color, and tenderness. They also asserted that the use of modern technologies in the production process, such as proper automation, can significantly improve the consistency of product quality.

In addition to raw materials and production processes, quality management plays an undeniable role in controlling product quality. According to research conducted by Chen et al. (2021), the implementation of strict quality management systems, such as ISO standards and the application of controlled manufacturing practices, has been shown to contribute greatly to improving product quality in the food industry, including cakes and breads. The use of statistical analysis tools for process monitoring and improvement is also a major focus in achieving quality consistency. In addition, the hygiene and sanitation aspects of production facilities have been emphasized by many studies as crucial in ensuring safe and high-quality products. The study by Brown et al. (2019) highlighted that the maintenance of good hygiene and the application of food safety principles play a key role in preventing contamination, thereby maintaining the quality of products produced by pastry and bakery companies.

Production facilities and Production performance

Production facilities and production performance play a crucial role in determining the efficiency, consistency, and ability of a pastry and bakery company to compete in the market. A number of studies have highlighted that the design and efficiency of production facilities have a significant impact on a company's operational performance. The study by Tufano et al. (2018) emphasized that a good facility layout can improve production flow, reduce production cycle time, and optimize space usage, all of which contribute to increased productivity and cost control. Furthermore, a study by Liang et al. (2018) highlighted the importance of investing in advanced production equipment and adequate technology in achieving high production efficiency as well as reducing human errors that might affect product quality. The use of automation technology has also been shown to increase the level of precision in the production process, resulting in products with more consistent quality.

In addition, production performance is an important measure to evaluate the effectiveness of production facilities in the baking and bread industry. Various studies have shown that production performance metrics such as output, capacity utilization rate, failure or reject rate, as well as efficiency level are key indicators that affect a company's competitiveness. Research by Hung and Sung (2011) highlighted that accurate output measurement and proper monitoring of production levels can help companies to identify and address problems that may occur in the production process. In addition, effective management of waste management is also a major concern in an effort to improve production performance (Anggrainingsih et al. 2022). Analysis by Kumar et al. (2022) shows that proper practices in production waste management such as reuse of leftover materials and environmentally friendly waste management can help improve efficiency and reduce production costs, while supporting corporate environmental responsibility.

Business support services

Business support services are becoming a key element in the overall operation of pastry and bakery companies, especially in maintaining customer satisfaction and maintaining competitiveness. A number of studies have highlighted that good customer service has a significant impact on customer loyalty and company brand image. The study by Yang and Yang (2019) emphasizes that prompt response to customer requests, effective communication, and good handling of complaints are important aspects in building long-term relationships with customers. In the food industry, including cakes and breads, customer trust in product safety and quality is crucial. Research by Panghal et al. (2018) highlights that providing clear

information about the ingredients used, the production process, and food safety standards can increase customer trust in the products produced, thereby increasing the attractiveness of the product and the company's brand.

Supply chain management is also an integral part of business support services in the baking and bread industry. The study by Oltra-Mestre et al. (2021) highlights that the availability of timely and quality raw materials is essential in maintaining the smooth production process. Effective supply chain management can reduce the risk of late delivery of raw materials and ensure consistency in product quality. In addition, collaboration with reliable suppliers who have high quality standards is also a key factor in ensuring a smooth supply chain. The study by Goryńska-Goldmann et al. (2020) highlights that good cooperation with suppliers can help improve the efficiency and reliability of the supply chain, thus having a positive impact on operational performance as well as the quality of products produced by pastry and bakery companies.

Business Development Strategies for Small and Medium Enterprises (SMEs)

The pastry and bakery industry highlights several approaches that are crucial to improving competitiveness and business growth. Product and process innovation is one important aspect that is often highlighted. Research by Letunovska et al. (2021) confirms that innovation in creating products that are unique, healthy, and in line with market trends can increase consumer interest and differentiate products from competitors. In addition, improving operational efficiency through better technology and production processes is a major focus. Research by Isma and Alisyahbana (2023) showed that the integration of information technology in inventory management, production, and distribution can improve the operational efficiency of pastry and bakery SMEs, enabling them to better match market demand.

Marketing and market expansion are also important strategies in the business development of pastry and bakery SMEs. The study by Oji et al. (2017) highlights that the right marketing strategies, including the use of social media and smart promotions, can help SMEs to reach more potential customers. Market expansion can also be done through product diversification or penetration of new markets. However, there are also challenges to be faced, such as maintaining product quality and consistency when expanding. A study by Tiep Le et al. (2023) shows that SMEs must remain focused on product quality when expanding market coverage to maintain customer trust.

In conclusion, from the critiqued literature review, a holistic and integrated business development strategy is required for pastry and bakery SMEs. Through product and process innovation, improved operational efficiency, effective marketing strategies, and continuous market expansion, SMEs can increase their competitiveness in a competitive industry. However, keep in mind that the implementation of these strategies must go hand in hand with consistent maintenance of product quality and constant attention to customer satisfaction to maintain sustainable business growth for pastry and bakery SMEs.

C. RESEARCH METHODS

The method used in this study is a case study (Arikunto, 2004). The research was conducted at WCB located in Kemiling District, Bandar Lampung City, Lampung Province. The type of data used consists of primary and secondary data. Respondents in study This includes 1 owner and 7 employees, 3 experts for know quality products produced, and 30 consumers by accidental sampling (Sugiyono 2013). The data analysis method used in this research is descriptive qualitative and quantitative analysis. For material procurement analysis, a descriptive qualitative approach was applied using six criteria: timeliness, appropriateness, type, quality, quantity, and price (Soekartawi, 2000). Quantitative descriptive analysis evaluated product quality and profits, employing a Likert scale ranging from 1 to 5.

Profit calculations involved subtracting total costs (raw materials, direct labor, and overhead) from total revenue, utilizing Lipsey economic formula (Lipsey in Kalagie et al., 2022).

Additionally, a quantitative descriptive analysis appraised the 4P marketing mix (Product, Price, Place, Promotion) using Likert scales to ensure validity and reliability of the questionnaire (Lukyta et al., 2022). Validity and reliability tests in table 1 indicated that all indicators were above the acceptable threshold (>0.60) for product quality, price, location, and promotion. These validated and reliable indicators were then used for data grouping. Table 1 showed validity test results that mark all indicators r_{count} greater than $r_{table} = 0.306$ thus it can be said that all questions regarding the product, price, place and promotion of the pastry and bakery valid. Based on the results of the reliability test scores (table 2) product = 0.814, price = 0.757, place = 0.820, and promotion = 0.774. Therefore it can be concluded from the results of the reliability test on the indicator product bakeries, prices bakeries, products cakes, price cake, place and promotion, have value > 0.60. It can be concluded that all product score question items, pastry and bakery prices, location and promotion are reliable. because whole valid and reliable indicators so questionnaire can used for grouping data. Descriptive analysis qualitative used for analyze service service supporters. Analysis This includes any services that participate in facilitating WCB activities.

Table 1. Validity test results

Variables	r value count					Value r table
	Q1	Q2	Q3	Q4	Q5	
Product	0.752	0.777	0.839	0.809	0.529	0.306
Price	0.792	0.707	0.759	0.740	0.669	0.306
Place	0.714	0.722	0.784	0.760	0.850	0.306
Promotion	0.690	0.816	0.799	0.666	0.691	0.306

Source: Primary data processed, 2022

Pastry and Bakeries Product

- Q1: Do the products offered by WCB exhibit favorable taste characteristics?
- Q2: How diverse is the range of cake and bakery products available at WCB?
- Q3: Are the visual aspects of products from WCB appealing and captivating?
- Q4: Is the shelf life of the purchased pastry and bakery products sufficient?
- Q5: What is the general perception of the taste profile offered by WCB 's products?

Pastry and Bakery Prices

- Q1: Are the prices of pastry and bakery products aligned with the quality they offer?
- Q2: Are the prices of cakes and bakery items affordable across different consumer segments?
- Q3: How competitive are the prices of cakes and bakery products in comparison to similar offerings?
- Q4: Do the prices of cakes and bakery items match your expectations regarding their respective qualities?
- Q5: How influential are the pricing factors in your decision-making process when purchasing cakes and bakery items?

Place

- Q1: Does WCB provide a comfortable physical environment?
- Q2: Is the premises of WCB consistently clean and well-maintained?
- Q3: Is the location of WCB easily accessible by various modes of transportation?
- Q4: Is the available parking space at WCB adequate to accommodate visitors?
- Q5: Does WCB have visible signage or billboards for easy identification?

Promotion

- Q1: Does WCB actively engage in promotional activities?
Q2: How engaging or interesting are the promotional initiatives undertaken by WCB?
Q3: To what extent do the promotional promises made by WCB align with reality?
Q4: Are the terms and conditions attached to the promotions provided by WCB clear?
Q5: How easily accessible is information about promotions on social media platforms such as Instagram, Grab, or Gojek?

Table 2. Reliability Test

Variables	Cronbach's Alpha	N of Items
Products	0.814	5
Prices	0.757	5
Place	0.820	5
Promotion	0.774	5

Source: Primary data processed, 2022

Respondents Characteristics

Characteristics respondent seen based on age, education and occupation. Respondents shared become three group among them group First owners and employees with range age 17-45 years and background education background Junior High School (SMP) to Bachelor (S1). Group the second is consumers of WCB totaling 30 people. Consumer youngest 17-year-old and consumer oldest 55 years old with an average age 24 yearold consumer. By 77 percent age consumer are in a group 17 years old up to 25 years. Background behind education customer is Senior High School (SMA), Bachelor (S1), and Master degree (S2) besides that background behind work as following: Employees, civil servants, housewives' stairs, student and student. Selected consumers are ever consumer or currently buy product pastry and bakery in WCB. Group to three is an expert made as respondents in research quality product amount three people who are member of ICA (Indonesian Chef Association) with range 26 years old up to 55 years with age youngest was at 31 years old and the oldest is at the age of 45 years. As much as 67 percent expert age ranges from 39 to 55 years. The education of the expert is undergraduate (S1) and postgraduates (S2).

D. RESULTS AND DISCUSSION

Procurement Raw Materials in WCB

Material The raw material used by WCB is flour flour, eggs, sugar, and margarine. Result of analysis right in procuring raw materials yet in accordance including: materials raw eggs and margarine yet can be provided in a manner appropriate time because ordered material need time in delivery. Material raw egg Not yet appropriate place because ordered eggs direct from breeder Not yet can fulfil need from party. The price given by the supplier is partial is price not in accordance with hope that is price flour flour, margarine and sugar. This finding is different from what Aldhariana et al, (2016) result where there is no precise in aspect place and time.

Quality Products and Benefits

The products produced by WCB are product pastry and bakery Where product cake own three type size that is size cakes small diameter of 10 cm, medium diameter of 15 cm and large diameter of 20 cm. Product bakery It has 5 flavors viz chocolate, cheese, cheese chocolate, cheese sausages, and srikaya. Indicators that are measured on quality product pastry and bakery that is size, aroma, taste, texture and appearance. Table 3 shows the results analysis product quality . Product Cake big with a diameter of 20 cm has mark quality Better when compared to with product other with average value of

4.0 and the total percentage by 80 percent. Product bakery content brown, have the average value is 3.9 and the percentage is 77 percent. this compared reverse on the product bakery content srikaya Where product the own percentage Lowest compared to with other products with a total percentage by 71 percent so that needed supervision in matter quality for increase quality more product Good again. Study This in line with research conducted by Yana (2015) namely bread from Nusa Indah Bakery company own good quality, with pay attention to the indicators viz size, aroma, taste, texture and appearance. Table 3 also showed the quality of the products produced value given by the expert could stated that product filled pastry and bakery chocolate, cheese chocolate, cheese sausages and cheese served has a distinctive aroma and taste, smooth texture and packaging or interesting view. But on the srikaya bread have less value on the indicator design.

Table 3. Quality WCB Products

Type Product	Question					Results	
	P1	P2	P3	P4	P5	Average	%
Small Size Cake (D10 Cm)	3,7	4.0	4.0	3,7	3,7	3,8	76
Medium Size Cake (D 15 cm)	4.0	3,7	4.0	4.0	3,7	3,9	77
Large Cake Size (D 20 Cm)	3,7	4.0	4.0	4.0	4,3	4.0	80
Chocolate Bread	4.0	3,3	4.0	4.0	4.0	3,9	77
Cheese Bread	3,7	3.0	3,3	4.0	4.0	3,6	72
Chocolate Cheese Bread	3.0	3,7	4.0	3,7	3,7	3,6	72
Sausage Cheese Bread	3,3	3,7	3,7	3,7	3,7	3,6	72
Srikaya Bread	3,3	3,7	4.0	4.0	2,7	3,5	71

Source: Primary data processed, 2022

Revenue and Cost of Production

Based on results calculation, the monthly income earned by WCB is shown in Table 4. Total income during One month in the amount of IDR 93,150,000.00 with details as following total revenue bakery is IDR 10,650,000 and total revenue cake of IDR 82,500,000.00.

Table 4. WCB Monthly Income

Product Name	Number of Sold	Unit Price (IDR)	Total Revenue (IDR/month)
Chocolate Bread	900	3,500	3,150,000
Chocolate Cheese Bread	900	3,500	3,150,000
Sausage Cheese Bread	300	4,000	1,200,000
Srikaya Bread	600	3,500	2,100,000
Cheese Bread	300	3,500	1,050,000
Small Cake (D10cm)	360	25,000	9,000,000
Medium Cake (D15cm)	1200	50,000	60,000,000
Large Cake (D20cm)	180	75,000	13,500,000
Total			93,150,000

Cost production is costs incurred by the company during processing with objective to produce ready product marketed. Counting cost production start from the beginning of raw processing. This consists of cost of raw material, labor cost, and overheads costs. There are several raw materials used by WCB, namely flour, margarine, sugar and eggs. The total of costs materials consumed incurred by the WCB is IDR 29,964,000 per month. Therefore the gross profit that WCB obtain per month is IDR 63,186,000. Cost of labor is also an important factor in activity production. Manpower hired by WCB comes from five employees with each employee get salary of IDR. 1,500,000 per month. Overhead costs consist of fixed and variable costs with

total of IDR 22,136,500 per month. Based on data in table 5 the total of cost expenditure overall is IDR 59,600,500 per month so this generates a profit of IDR 33,549,500 per month. This results in line with study Syaputra et al. (2018).

Table 5. WCB Monthly Net Income

Account	(IDR/ month)
Total Revenue	93,150,000
Cost of raw materials	<u>29,964,000</u>
Gross Profit	63,186,000
Labor Costs	7,500,000
Overheads Cost	<u>22,136,500</u>
Net Income	33,549,500

Marketing Mix

The marketing mix based on Table 6 shows the results from the consumer's perspective that there are two indicators that have a mode value of 3 (sufficient) on the promotion indicator provided which is easy to obtain and the promotional information provided is easy to obtain on social media. However, so far promotional information provided through online media has not run optimally. It can be conclude that consumers find it difficult to get information about the promos offered by WCB. In other words, WCB have not implemented online promotions so it is difficult for consumers to get information about promotions.

Table 6. WCB Marketing Mix (Product, Price, Place, and Promotion)

Variables	Question				
	1	2	3	4	5
Product	4	4	4	5	4
Price	4	4	4	4	4
Place	4	4	4	4	4
Promotion	4	4	4	3	3

Source: Processed data

Supporting services are a subsystem in agribusiness that is important in the smooth running of a cake and bakery business. Good development and sustainability of a business can be obtained by having a good role from companion institutions in an area and being utilized by parties. Based on the results of interviews with WCB that the production facility shops located around provide benefits in procuring raw materials where wholesalers provide services in sending the required materials, so this makes it very easy for pastry and bakery SMEs to produce cakes and bakery products. However, there are still a number of supporting services that have not been utilized properly, one of which is a research institute, in this case the research institute in question is the University of Lampung and the Lampung State Polytechnic where these supporting institutions can help to optimize the quality of the products they have so that they can be better in terms of input and output produced.

Based on the research results seen from consumer perspective was obtained that the products sold by WCB have good quality, and the prices provided are very affordable (good) by consumers. On components promotion there are two indicators that have (sufficient) value, namely the fulfillment of terms and conditions and the ease of obtaining promotional information. In other words, WCB has not implemented online promotions so that it is difficult for consumers to get information about promotions. The WCB only utilizes its location to make

sales, without entrusting bakery products to stalls, schools or the like. So that marketing using conventional methods is still not optimal.

Support Services

Based on the results of the research that has been done, it is found that five supporting services have been utilized by the WCB, namely financial institutions, government policies, access roads, markets, and production facilities stores. There is one supporting service that has not been utilized properly, namely research and educational institutions. The research and educational institutions in question are the University of Lampung and the Lampung Polytechnic where these supporting institutions can help to optimize quality product owned, and training in the fields of finance, marketing, information technology, and operations, so that it can be better in terms of input and output produced.

E. CONCLUSION

Product quality plays an important role in the bakery and pastry industry, influencing brand reputation, customer retention, and differentiating products in a competitive market. Raw material quality, production process factors, and quality management are critical factors in ensuring consistent product quality. Research has highlighted that strict control over the quality of raw materials and production processes as well as the implementation of a rigorous quality management system are instrumental in ensuring reliable and safe product quality. It is important to pay attention to the quality of raw materials such as flour, sugar and other additives that affect the sensory characteristics of the final product. Strict control over the quality of raw materials is necessary to ensure product consistency. The hygiene aspect of production facilities is also a major concern in maintaining high product quality. Companies can work more closely with suppliers to ensure quality and timely raw materials.

Good production facility design and operational efficiency have a significant impact on the performance of a bread and pastry company. Investment in state-of-the-art production equipment, efficient use of automated technology, and monitoring of production performance are key in improving efficiency and consistency of product quality. Factors such as temperature, time, and baking techniques affect the characteristics of the final product. The application of modern technology in the production process can improve the consistency of product quality. A good facility layout can improve production flow and efficient use of space, contributing to increased productivity. Investment in advanced production equipment and automation technology can improve efficiency and consistency of product quality.

Innovations in products and production processes, improved operational efficiency through better technology and production processes, and appropriate marketing strategies can increase the competitiveness of pastry and bakery SMEs. However, constant attention to product quality and customer satisfaction must be maintained in every step of the business strategy. WCB is advised to collaborate with educational and research institutions to improve product quality, employee training, and further development in specific areas such as finance, marketing, and information technology. Overall, a continuous focus on improving product quality, operational efficiency and effective marketing strategies will help WCB improve its competitiveness and business growth in a competitive market.

Moreover, good customer service and effective supply chain management are key elements in the operations of a bakery and pastry company. Customer confidence in product quality and safety is greatly influenced by clear communication about raw materials, production processes, and food safety standards. Effective supply chain management can reduce the risk of late delivery of raw materials and ensure consistency of product quality.

Further research can be conducted to analyze production performance parameters such as output, capacity, and efficiency, and how to reduce production waste. Research can be focused on finding alternative sources of quality and eco-friendly raw materials to improve product quality. Other studies can focus on the effectiveness of different marketing strategies such as online campaigns or collaborations with social media influencers can be useful for pastry and bakery SMEs. Another potential for collaboration with educational institutions to improve employee training and qualifications as well as research on improving product quality. Collaboration with educational institutions and further research could bring additional benefits in business development with a focus on improving product quality, operational efficiency, and effective marketing, bakery and cake SMEs can secure their position in a competitive industry.

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