

Empowering Culinary Businesses for Economic Improvement of GKI Pamulang Church Congregation

Prasasti Perangin Angin, Gidion Putra Adirinekso, Elita Jessamine Chandra*
Faculty of Economics and Business, Research Center of Entrepreneurship Activity and Development,
Universitas Kristen Krida Wacana, Jakarta, 11470, Indonesia

*Correspondence should be addressed to the Elita Jessamine Chandra; elita.chandra@ukrida.ac.id

(Received December 6, 2024; Revised March 18, 2025; Accepted March 20, 2025)

Abstract

GKI Pamulang, located in South Tangerang, Banten, formed a community of culinary entrepreneurs to help improve the economy of the congregation. Not only due to the pandemic, most of their congregations resorted to starting a culinary business due to the huge market opportunity and the ease of starting it. However, limited experience, knowledge, and low ecosystem support make community businesses stagnant. Through the identification of problems, it was found that business management, marketing and innovation strategies, and methods of increasing business income were not yet developed well by the community members. The structured mentoring method was carried out through assessment stages, early-stage presentations, early-stage interventions, advanced-stage presentations, and follow-up interventions. Through this stages, it was found that participants showed increased understanding and changes in knowledge, including market segmentation, customer persona, value proposition, marketing methods, and market expansion to increase revenue. The causality analysis method (cause-and-effect) was used to look at pre- and post-intervention changes using 6 themes of Bill Aulet's disciplined entrepreneurship indicators. It can be concluded that there has been a change in understanding, insight, and skills in business management, and the goals of the culinary business community for the economic improvement of the GKI Pamulang congregation can be achieved.

Keywords: church community, culinary entrepreneurship, SME

How to Cite:

Angin, P. P., Adirinekso, G. P., & Chandra, E.J. (2025). Empowering Culinary Businesses for Economic Improvement of GKI Pamulang Church Congregation. *Journal of Innovation and Community Engagement*, 6(2), 118-132.
<https://doi.org/10.28932/ice.v6i2.10453>

© 2025 The Authors. This work is licensed under a Creative Commons Attribution-Non-commercial 4.0 International License.



Introduction

The Indonesian Christian Church Pamulang (GKI Pamulang), located in West Pamulang, South Tangerang, Banten, Indonesia, has a vision to be a transformative church that addresses contemporary challenges. Among its initiatives for congregants is the establishment of a culinary entrepreneur community. This community functions as an integral component of the church's holistic ministry, designed to equip, accommodate, and provide training and financial assistance for the development of congregational culinary businesses.

The business assistance program involved 21 participants with 10 business ideas. Generally, most of these businesses were managed by husband-and-wife teams and featured a variety of culinary products. The range of products included chocolate milk, brownies, soy milk, snacks made from *ketapang* (a kind of almond), and other items, classifying these ventures as home industries. The development of most culinary business ideas stemmed from various factors, such as prior experience and skills in product creation, as well as economic constraints that necessitated establishing a business as a new or supplementary source of income. This type of business is particularly accessible for housewives seeking guidance to support their household economy (Teriasi et al., 2022). However, during the implementation, several factors were found that hindered the growth and development of the culinary business run by community members.

The initial challenge identified among the community members is a lack of comprehensive understanding of business principles, primarily due to their diverse educational backgrounds. Secondly, their varied work experiences are not typically within the fields of business or management. A final observation, in addition to the diverse educational backgrounds and work experiences, is that a significant portion of the businesses operated by these individuals were initiated without prior relevant experience.

Common issues faced by Small and Medium-sized Enterprise (SME) owners are also prevalent within this community. These include: limited capital, insufficient product innovation, inadequate product distribution channels, suboptimal online marketing, a lack of branding, and the absence of official business permits such as labels from *BPOM* (a food and drug administration institution in Indonesia) or *PIRT* (certificate issued by the Indonesian government for food or beverage products produced by home industries) labels on product

packaging (Sari et al., 2022). The majority of business operators in this community lack business licenses, struggle to identify opportunities, weak in designing products and packaging, and do not understand how to manage business expenditures and revenues. Furthermore, for some community members, these aspects are not prioritized as their business ventures are merely a side job.

Therefore, there is considerable potential for continuous improvement in the businesses within this community, particularly given the numerous missed opportunities. In the current era, the food sector is highly promising, characterized by dynamic consumer consumption patterns (Surya, 2021). The food or culinary sector, with its many SME participants, is quite popular among the public, being perceived as a relatively easy business to operate due to existing market demand and readily available raw materials. This is especially relevant in circumstances where culinary entrepreneurs need to support their families due to economic conditions or to supplement their primary income. However, initiating and consistently operating a business necessitates relevant experience and knowledge (Maq, 2022).

Some of the problems often faced by culinary entrepreneurs include a lack of knowledge about business management, limitations in implementing effective marketing strategies, lack of understanding to work on the market, and difficulties in developing innovative products that are per market tastes. This condition causes their culinary businesses to face problems in development, leaving the business stagnant or even decreasing income levels.

Recognizing these challenges, GKI Pamulang, in collaboration with the teaching team of the Faculty of Economics and Business UKRIDA, realize the need to provide intensive assistance for culinary business owners in the GKI Pamulang business community. Sari et al. (2022) mentioned that training, mentoring, and other assistance programs are needed to help manage business processes in SMEs.

This program is designed to provide training and assistance in business management, marketing strategies, and product innovation that can help increase the competitiveness and income of their culinary businesses. Not only will it provide theoretical knowledge, but this program also encourages participants to practice and get mentoring from other successful business owners to ensure that each participant can apply the received knowledge effectively

in their business (St-Jean & Tremblay, 2020). The target of this assistance is to increase the understanding and skills of community members in running a business more professionally and sustainably. Thus, the ultimate goal is to improve their economic welfare and provide a positive impact on community members.

The Kirkpatrick training evaluation model explains that for training to be practiced and well-absorbed, mentoring is also needed after the training or material is given. (Kurrohman et al., 2023) Kirkpatrick explained four evaluations after training: reaction (measuring participant satisfaction with the implementation of training including materials, facilities, consumption, and trainers), learning (measuring whether participants can pay attention and understand the material given by the training), behavior (to see whether knowledge, skills, and behavior are used and practiced in daily activities, and the last is the result to find out whether there is an increase in organizational performance as a group after the training is held (Kurrohman et al., 2023).

In this program, the teaching team of the UKRIDA Faculty of Economics and Business proposed an evaluation up to stage three, namely behavior. To ensure behavioral changes after the training was carried out, UKRIDA also collaborated with the *Tangan Di Atas* (TDA) community to provide mentoring for training participants. The TDA community is a community of entrepreneurs who share with other entrepreneurs and encourage their members to develop their businesses. In addition to seeing the importance of mentoring after training, the team also saw that mentoring from practitioners would enrich training participants in starting and running their businesses. Not only equipped with theory but training participants will also be enriched with mentoring by mentors from the TDA community. It has been tested that achieving success in acquiring the skills needed for successful business practices requires a strong foundation through mentoring (Nwanaka, 2023).

Business mentoring for culinary enterprise members was focused on the following stages. First, all members participated in business management training. This training encompassed aspects such as business legality, target market identification, refinement of business ideas, culinary business operations, human resource development, and business feasibility (including budgeting and business processes). Second, a marketing workshop was conducted. This was

deemed necessary due to the observation that the average business ideas of community members had previously only been able to reach a narrow target market.

Both activities were carried out by utilizing individual mentoring methods to adjust the businesses' management and marketing needs for each business. The third focus, community members, was further mentored by business practitioners from the TDA Community. At this stage, each member of the culinary business community was guided to follow up on their business according to the needs of the market segmentation that had been determined. Through individual mentoring, it is expected that the GKI Pamulang business community can demonstrate improved management and marketing skills, yield innovation in culinary products, and increase their business income.



Fig. 1. One of the participants presented the current situation of their business

Figure 1 shows the first business presentation by Mr. Satrija Sapt Rahardi, which was the third stage of the program, where Mr. Rahardi presented his current product, pricing, and target market. Based on his presentation, the teaching team found out what areas the business was lacking in and how to improve them.

Methods

Based on the background and context of the culinary business community of GKI Pamulang, the following problems can be formulated:

1. How to improve the culinary business management skills of the congregation of GKI Pamulang?
2. How to expand the knowledge of marketing strategies and culinary product innovation for the congregation of GKI Pamulang?
3. How to increase the income of culinary businesses for the congregation of GKI Pamulang?

The accompanying method was carried out in a structured manner following the following stages, as shown in Figure 2:

1. Needs assessment, where each business identifies needs, challenges, conditions, sales, and products;
2. Development of intervention plans, where the business teaching team develops topics considered relevant as general information for all business actors;
3. First business presentation, where all participants present their business ideas as they are, without format and guidance from the coaching team. At this stage, the teaching team wants to see the extent of understanding, creativity, and the reality of all participants' ideas.
4. Initial coaching intervention. At this stage, the teaching team provides intervention and elaborates on business conditions. The teaching team also provides a format for the second stage of business presentation emphasizing components: market segmentation, customer persona, problem identification, product value proposition, competitors, and promotion.
5. Second stage: business presentation. At this stage, all business ideas are presented according to the predetermined format, based on the understanding they have gained during coaching;
6. Continued coaching intervention. With the prepared presentation format, the teaching team can provide relevant interventions according to the context of the participants' business ideas by TDA Business Practitioner Community Coaching.
7. The final stage of coaching is that all community members would be assisted in following up on business development from the practical experiences of businesspeople from the TDA community.

The analysis method utilized is the causality (cause-effect) (Adil, 2023) method with the six themes of Disciplined Entrepreneurship indicators presented by Bill Aulet (Aulet, 2013)

1. Who is the customer?
2. What is to be done for the customers?
3. How does the customer acquire the product?

4. How to make money off the product?
5. How to design and build the product?
6. How to scale the business?

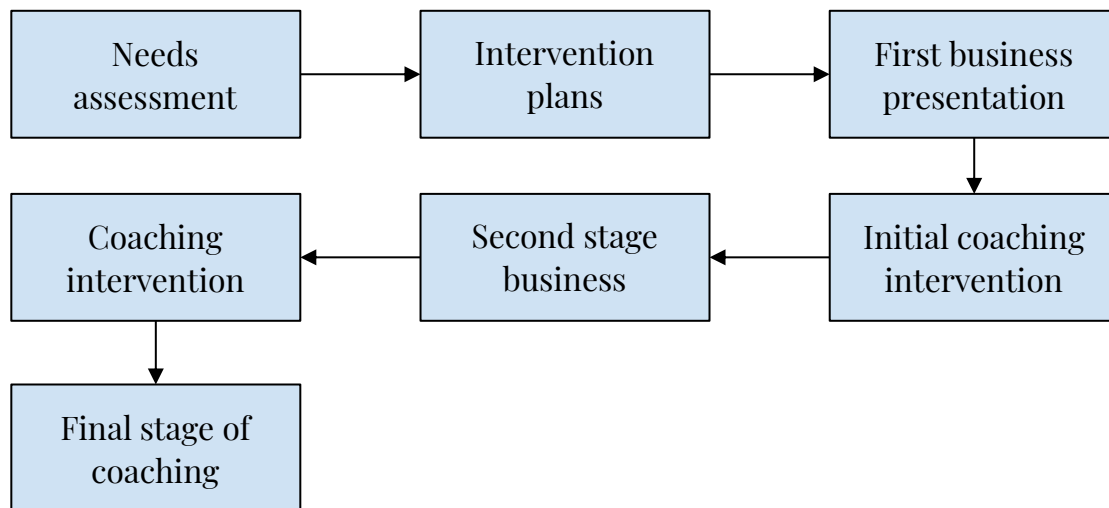


Fig. 2. Assistance methods

Pre-test and post-test were carried out, considering their importance as assessment tools to gauge the effectiveness of an intervention to improve the participants' learning. Using these assessment tools can be crucial to measure the baseline knowledge of the participants before the intervention is given and compare the difference in their knowledge after the intervention (Alam, 2019).



Fig. 3. Photo documentation of the teaching team and the participants

Figure 3 presents documentation photographs depicting the teaching team with the participants following the second stage of business presentations. These presentations, conducted after the initial intervention, involved participants explaining to their peers and the teaching team the changes they had implemented.

Results and Discussions

Results

The analysis method carried out is the causality analysis method, where the researcher wants to see changes from the interventions carried out.

Based on the indicators used, it can be defined as follows:

1. *Who is the customer:* Business actors need to know who their customers are to know exactly what customers want. In this point, business actors need to segment the market, choose a foothold to offer their products, create a customer persona, measure the total available market, profile the foothold market persona, and identify the next 10 customers.
2. *What is to be done for the customers?* In this point, business owners need to explain how customers hear, get, use, get value, pay, repurchase, and tell others about the products that business owners offer. Business owners also need to figure out what products customers like, measure the value proposition, determine the core of their business, and make comparisons with competitors.
3. *How does the customer acquire the product:* in this point, the business owner determines who is the decision-maker in purchasing the product and who will influence the decision-maker (*customer vs consumer*), maps the process of getting customers who are willing to pay for the product offered, and maps out the short-, medium-term, and long-term sales processes and strategies (Sari et al., 2022).
4. *How to make money off the product:* This point encourages businesses to design a business model that matches what they offer, determine the price for their product, calculate customer lifetime value, and calculate the cost of customer acquisition.
5. *How to design and build the product?* Entrepreneurs are encouraged to make and test key assumptions, such as whether customers want the value proposition offered. Business proprietors also need to test the system, where they make a minimum product that customers are willing to pay.

6. *How to scale the business?* In this section, businesses re-measure the total market available to the market after the foothold and develop a product plan.

The business groups that participated in the activity can be seen in Table 1 below.

Table 1. GKI Pamulang Community Culinary Business Group

Participants	Business	Product
Mr. Satrija Sapta Rahardi	Suukhi	Healthy drinks made from green beans
Mr. Dede Rering and Mrs. Olla Lawalata	Ice Milk Chocolate MantaapSoul!!	Iced chocolate milk
Mrs. Nindy	AA Juice & AA Snacks	Fresh fruit juice
Mrs. Uslik	(no particular name)	- Tilapia - Herbs from <i>sambiloto</i> extract
Ms. Agatha	(no particular name)	- Brownies - <i>Ketapang</i> seeds
Mrs. Endang	(no particular name)	Snack box
Mr. Budiman Sitorus	(no particular name)	- Fried bananas - Baked bananas
Mrs. Fifi	(no particular name)	- Frozen food - Chicken carcass - Snack souvenirs - Restaurant
Mrs. Tri Wahyuni	(no particular name)	<i>Gado-gado</i>
Mrs. Arini Setyowati	(no particular name)	Bread pudding

Discussions

Pre-Interventions: Business Presentation Phase I

From the phase 1 business presentation, the community business conditions are illustrated as follows:

1. *Who is the customer:* 9 out of 10 business ideas presented were not able to provide specifics of who, where, and personas of the targeted customer.
2. *What is to be done for the customer:* Most, 6 out of 10 businesses, were unable to demonstrate the product excellence of similar products.
3. *How does the customer acquire the product?* All businesses rely on only one channel to reach customers, namely with a network of friends and expect *word of mouth* (WoM). In fact, nowadays, digital marketing promotion is needed to reach the target market.

4. *How to make money off the product?* All businesses rely solely on the margin of cost of goods sold with gross revenue from sales.
5. *How to design and build the product:* All products were developed based on personal experience and developed on a self-taught basis. The product had not been creatively and attractively packaged.
6. *How to scale the business?* All businesses had not been able to show a plan to grow their businesses.

It can be concluded that the understanding and capacity in managing the culinary business of the GKI Pamulang congregation is still lacking and the congregation's business requires further intervention and assistance.

Post-Intervention: Phase II Business Presentation

After describing the basic management of a culinary business, it can be seen that there was a change in understanding and increased capacity to present their business ideas.

1. *Who is the customer:* 9 out of 10 businesses can detail and describe the target market, persona, strategic location, and the targeted customer life cycle. Aulet (2013) said that the most basic thing in business is who the customer is. The main requirement for business feasibility to be developed is to have customers who are willing to buy the business product (*paying customers*) (Aulet, 2013).
2. *What is to be done for the customer:* 9 out of 10 businesses that presented have been able to see the competitive advantages that differentiate the products offered, both in terms of price, quality of raw materials, and differentiators of products from other similar products.
3. *How does the customer acquire the product?* After mentoring, 9 out of 10 businesses stated that businesses need to promote through digital platforms such as IG, TikTok, and the like.
4. *How to make money off the product:* 8 out of 10 businesses make their business revenue sources only by referring to the margin of production and sales costs, and they did not see further opportunities to increase revenue from the products sold. There were only two products that seem to have opportunities to increase revenue by integrating them into government programs such as free lunches and stunting prevention.
5. *How to design and build the product:* Most products (9 out of 10) did not have a creative product design concept. Product design affects the profitability of a product (Purnaningrum et al., 2022).

6. *How to scale the business*: 9 out of 10 businesses can describe business expansion opportunity through product development and market segmentation expansion.

Culinary business mentoring and intervention provided new insights and skills for the GKI Pamulang culinary business community. Entrepreneurial discipline is needed to find potential paying customers and has been significantly illustrated by the intervention carried out in business assistance by the Faculty of Economics and Business teaching team. The results of this assistance were also developed by statistical tests with paired t-tests (Field, 2024). To see the average change in mentoring from pre-intervention to post-intervention, the data is presented in Table 2. Numbers from 1 to 21 indicate the changes related to the pre-test and post-test activities carried out during the training.

Table 2. Pre-test and post-test items

No.	Test Items	Correlation	Sig.	Test t	Sig
1	The biggest obstacle	0.223	0.389	0.203	0.842
2	Shortages experienced	0.621	0.008	0.324	0.750
3	Ever course	0.789	0.000	-1.461	0.163
4	Business challenges	0.000	0.000	0.000	0.000
5	Risk	0.000	0.000	0.000	0.000
6	Globalization and challenges	0.685	0.002	-1.000	0.332
7	Globalization and competition	-0.063	0.812	0.000	1.000
8	Ability to analyze information	-	-	-	0.332
				1.000	
9	Willing to invest for greater revenue	0.783	0.000	1.461	0.163
10	Capital adequacy	0.887	0.000	-	0.332
				1.000	
11	Too little capital	0.022	0.935	-	0.029
				2.400	
12	Product plan	0.433	0.082	0.000	1.000
13	Target market plan	0.344	0.176	3.347	0.004
14	Sales Plan	0.742	0.001	0.000	1.000
15	Have a vision and mission	-	-	-2.582	0.020
16	Ready to fail and rise	-	-	1.000	0.332
17	Able to avoid fear	-	-	3.347	0.004
18	Able to manage time and money	0.289	0.278	1.732	0.104
19	Have a financial strategy	0.764	0.000	0.000	1.000
20	Confident in the efforts	-	-	1.000	0.332
21	Learning from failure	-	-	1.000	0.332

The test items include the biggest obstacles experienced by entrepreneurs who participate in the training. Some of the preparations or conditions of entrepreneurs, for example, have taken

certain courses with their business activities. Some of the interesting things are related to business challenges, risks faced, challenges or competition, the ability to analyze useless information, and capital adequacy. These ten things mean that they are aware of the conditions of doing business. Statistically, this proves that the insignificant value of the t-test is carried out as shown in Table 3.

Table 3. Paired t-test results

No.	Correlation	Sig.	Test t	Sig
1	0.223	0.389	0.203	0.842
2	0.621	0.008	0.324	0.750
3	0.789	0.000	-1.461	0.163
4	0.000	0.000	0.000	0.000
5	0.000	0.000	0.000	0.000
6	0.685	0.002	-1.000	0.332
7	-0.063	0.812	0.000	1.000
8	-	-	-	0.332
			1.000	
9	0.783	0.000	1.461	0.163
10	0.887	0.000	-	0.332
			1.000	
11	0.022	0.935	-	0.029
			2.400	
12	0.433	0.082	0.000	1.000
13	0.344	0.176	3.347	0.004
14	0.742	0.001	0.000	1.000
15	-	-	-2.582	0.020
16	-	-	1.000	0.332
17	-	-	3.347	0.004
18	0.289	0.278	1.732	0.104
19	0.764	0.000	0.000	1.000
20	-	-	1.000	0.332
21	-	-	1.000	0.332

In general, they already understood topics related to capital adequacy, product plans, and sales plans for their business. Their readiness to fail and rise was already there. It is also related to being able to manage time and money, having a financial strategy, and even being confident in the business he is building. The test results show that they are already aware and have a certain level of business acumen.

Interestingly, the intervention that had been conducted has had a significant impact. For example, they start putting aside a little capital, planning the target market, having a vision and mission, and avoiding the fear of experiencing significant differences. They also realized that

a business could be started from existing (limited) capital and continue to increase as the business progresses. Understanding the target market is equally important. They cannot just sell their products, they must define a clear target market. This will impact their results in the form of business development.

Their initial perception was that their businesses were still small, hence the lack of need for a specific vision and mission in their businesses. However, this has changed significantly after they understood the importance of having a clear vision and mission for their business. Being able to avoid fear is a process that they are only aware of and understand correctly. Their efforts will not progress if there is excessive fear. For this reason, they need to manage it well and innovate (Prasatya et al., 2018).

Conclusion

Based on the changes and interventions that had been carried out by the mentors, the impact felt by the participants can be summarized. The first impact is the improvement of understanding of business management in general, starting from customer determination, product legality, packaging, price determination, promotion channels, and others. The researchers realized that the assistance provided could not change the overall business managerial process of community members due to factors such as educational background, business focus, and competencies possessed by community members, which will greatly affect the success of the culinary business development they are engaged in.

However, from the analysis that has been carried out, this assistance has had a significant impact on changing mindsets, insights, knowledge, and experience in the development of a culinary business. Participants were able to map market segmentation and personas of the targeted target market. As Aulet (2013) said, the main problem of a business is, “who is the customer”.

Suggestion

At this stage, the GKI Pamulang business community needs to continue to dig deeply through market research to find out the needs of the market segment. Participants can build a product value proposition. This is illustrated by the fact that each business idea has uniqueness,

differentiators, and product innovation. Participants can create promotional methods by utilizing digital media such as content on IG or TikTok as well as sustainable product brand development.

Acknowledgements

The authors would like to express their sincere gratitude to Universitas Kristen Krida Wacana (UKRIDA) for the academic support and institutional resources that made this research possible. We are also deeply thankful to GKI Pamulang for their warm welcome, valuable collaboration, and for providing access to the community that became an essential part of this study.

Our heartfelt thanks go to *Komunitas Tangan Di Atas* (TDA) for their openness and participation, helping the participants to broaden their understanding on the real-life conditions of entrepreneurial activities. Lastly, we also extend our appreciation to all participants who generously shared their time, experiences, and insights during the course of this research. Their contributions were vital in enriching our findings and ensuring the relevance of our work.

References

- Adil, A. (2023). *Metode penelitian kuantitatif dan kualitatif: Teori dan praktik*. Get Press Indonesia.
- Alam, T. G. M. R. (2019). Comparative analysis between pre-test/post-test model and post-test-only model in achieving the learning outcomes. *Pakistan Journal of Ophthalmology*, 35(1). <https://doi.org/10.36351/pjo.v35i1.855>
- Aulet, B. (2013). *Disciplined entrepreneurship 24 steps to a successful startup*. John Wiley & Sons.
- Field, A. (2024). *Discovering statistics using IBM SPSS Statistics*. Sage Publications Limited.
- Kurrohman, T., Utomo, K. W., & Widokarti, J. R. (2023). The influence of e-learning and in house training on employee performance with evaluation of Kirkpatrick training model as a moderation variable. *Enrichment: Journal of Management*, 13(4), 2576–2588.
- Maq, M. M. (2022). Program pendampingan kewirausahaan kecil menengah pada usaha makanan ringan di desa leuwimunding. *Jurnal Pengabdian Masyarakat Bestari*, 1(6), 493–498. <https://doi.org/10.55927/jpmb.v1i6.1295>
- Nwanaka, C. (2023). Stimulating positive entrepreneurial consciousness in business education

- graduates through mentoring towards sustainable economic development in Nigeria. *Innovative Journal of Business Education and Management*, 7(2), 85–95.
- Prasatya, F. A., Muhandri, T., & Cahyadi, E. R. (2018). Faktor keberhasilan usaha UMKM jajanan asing kaki lima di Kota Serang. *Manajemen IKM: Jurnal Manajemen Pengembangan Industri Kecil Menengah*, 12(2), 187-193. <https://doi.org/10.29244/mikm.12.2.187-193>
- Purnaningrum, E., Rafikayati, A., & Dyatmika, S. W. (2022). Peningkatan profitabilitas wirausaha disabilitas di era digital dengan ketrampilan desain produk dan pemasaran pada e-commerce. *Aksiologi: Jurnal Pengabdian Kepada Masyarakat*, 6(1), 32-38. <https://doi.org/10.30651/aks.v6i1.4006>
- Sari, W. S., Sari, C. A., Setiadi, D. R. I. M., Susanto, A., & Rachmawanto, E. H. (2022). Internet marketing dan social networking untuk media promosi produk kuliner UMKM “DJOKOWI.” *Abdimasku: Jurnal Pengabdian Masyarakat*, 5(1), 8-14. <https://doi.org/10.33633/ja.v5i1.265>
- St-Jean, É., & Tremblay, M. (2020). Mentoring for entrepreneurs: A boost or a crutch? Long-term effect of mentoring on self-efficacy. *International Small Business Journal: Researching Entrepreneurship*, 38(5), 424–448. <https://doi.org/10.1177/0266242619901058>
- Surya, A. (2021). Analisis faktor penghambat UMKM di Kecamatan Cileungsi. *Jurnal Ekobis: Ekonomi Bisnis & Manajemen*, 11(2), 342–350. <https://doi.org/10.37932/j.e.v11i2.354>
- Teriasi, R., Widyasari, Y., Supardi, J. S., Merdias, D., Apand, C., & Sepniwati, L. (2022). Pendampingan ekonomi kreatif bagi komunitas ibu rumah tangga. *Jurnal Pengabdian Masyarakat (Abdira)*, 2(4), 1–9. <https://doi.org/10.31004/abdira.v2i4.174>.