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Inbound Logistics, Conversion Operations And Outbound Logistics Activities at Kaledo instant, Palu city

Muh Rezki[1], Suryadi Hadi[2], Asngadi [3], Kadek Agus Dwiwijaya [4]
[1,2,3,4] Fakultas Ekonomi dan Bisnis, Universitas Tadulako, Indonesia
E-mail: rhezkyle6@gmail.com

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Abstract

This study aims to describe and analyze the inbound logistics, conversion operations, and outbound logistics activities of the Kaledo Instan MSME in Palu City. This study uses a descriptive qualitative approach with data collection techniques through observation, in-depth interviews, and documentation to gain a comprehensive understanding of the logistics process and production operations. The results show that inbound logistics activities rely on local raw material supplies through online ordering, direct quality checks, and independent transportation using private vehicles. On the conversion operations side, the production process applies a make-to-order system with stages including preparation, cleaning, boiling, using a pressure cooker, steaming, drying, cooling, and packaging. And on the outbound logistics side, Kaledo Instan implements a direct distribution system without the involvement of third-party logistics actors. The main obstacle faced is limited human resources which impacts production capacity and operational efficiency. This study recommends optimizing production schedules, expanding the distribution network through strategic partnerships, and adding a workforce to increase capacity and operational sustainability.

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in regional economies, particularly in driving economic growth, job creation, and preserving locally sourced products. One MSME that exemplifies this role is the Kaledo Instan MSME in Palu City, which has developed an innovative, ready-to-eat instant product, kaledo, a regional specialty. This innovation enables a local product with strong cultural value to be marketed more widely without compromising its original composition and flavor, while extending its shelf life through standardized packaging.

Despite its promising market potential, initial interviews with the business owner indicate that the Kaledo Instan MSME still faces various operational challenges that impact the smooth running of its production and distribution processes. The main challenges include limited human resources, leading to uncertain production times; the lack of safety stock implementation, which could potentially lead to stockouts; and limited access to a broader market. Of the five people involved in the business, some are still undergoing formal education, resulting in unstable operational workforce availability. This situation demonstrates that managing operational activities, particularly in logistics and production processes, is crucial for the MSME's sustainability.

In this context, understanding supply chain management is crucial. Logistics activities encompass the efficient and effective planning, implementation, and control of the flow of goods, services, and information from the point of origin to the point of consumption to meet customer needs (Komara, 2014). For MSMEs with limited resources, supply chain efficiency has the potential to be a strategic solution to reduce operational costs, maintain product quality,

and increase business competitiveness.

Conceptually, supply chain management consists of three main elements: inbound logistics, conversion operations, and outbound logistics. Inbound logistics deals with the management of the inflow of raw materials from suppliers to the production process, including procurement, transportation, and storage (Febriani et al., 2023). Effectiveness at this stage directly impacts input quality and production cost efficiency. Conversion operations are the process of transforming raw materials into finished products through a series of production activities involving resource utilization, quality control, and process stability (Bestari & Fatma, 2020; Heizer et al., 2017). Meanwhile, outbound logistics focuses on the distribution of finished products from the point of production to the end consumer through storage, packaging, and transportation activities to meet market demand (Simatupang & Miru, 2023).

For food MSMEs, managing these three elements is not merely theoretical but a practical necessity to ensure business continuity. Optimizing inbound logistics can reduce production costs, efficient conversion operations contribute to waste reduction and increased output capacity, while effective outbound logistics management plays a role in maintaining product quality, timely distribution, and customer satisfaction. However, various studies show that MSMEs still face internal and external challenges, such as managerial limitations, low technology adoption, limited market access, and dependence on limited internal resources (Hanif et al., 2023). Logistics and operations management issues become increasingly crucial in the food sector, which is highly sensitive to the quality and stability of supply.

Therefore, an integrated supply chain management approach is needed to provide comprehensive solutions to MSME operational problems. This approach views business activities holistically from upstream to downstream, with the goal of balancing supply and demand and sustainably improving operational performance (Rohaeni & Sutawijaya, 2020). Ineffective supply chain management has the potential to disrupt the flow of goods and information, increase costs, and decrease service quality and customer satisfaction. Although research on supply chain management in food MSMEs has been extensive, most studies still focus on modern processed products or medium-scale MSMEs. Empirical studies that comprehensively examine the relationship between inbound logistics, conversion operations, and outbound logistics in MSMEs based on regional specialty foods packaged in instant form are still relatively limited. Therefore, this research is novel in focusing its analysis on the Kaledo Instan MSME as a representative of a local wisdom-based food MSME, and mapping its logistics activities and production processes from an integrated supply chain perspective.

This study uses a qualitative approach with data collection techniques in the form of in-depth interviews, direct observation, and documentation. The objectives of this study are to: (1) analyze the management of inbound logistics at the Kaledo Instan MSME; (2) analyze the implementation of conversion operations in the production process; (3) analyze the management of outbound logistics in supporting product distribution and marketing; (4) identify operational constraints faced in managing logistics and production activities; and (5) analyze the role of integrated supply chain management as an effort to improve the operational performance of the Kaledo Instan MSME.

LITERATURE REVIEW

Logistics activities

Logistics activities are a series of interconnected activities to ensure the efficient flow of goods and information within the supply chain (Nurdin et al., 2024). This series includes planning, implementation, and monitoring during the movement process from the point of origin to the delivery destination (Zai et al., 2022). In supply chain management, many parties

are involved in fulfilling consumer demand, both directly and indirectly (Syamsuddin et al., 2024). Some important aspects of logistics include inventory management, warehousing management, transportation, route planning, and suppliers. The logistics function is part of a business organization and has a strong relationship with other functional areas to improve performance (Hadi & Parubak, 2016). If logistics is well organized and managed, efficiency and effectiveness will certainly be achieved, which will bring significant profits to the company or at least avoid losses (Muslim et al., 2021).

Inbound Logistics

*Inbound logistics*Inbound logistics is the process of managing the inflow of raw materials or goods from suppliers to a company. Inbound logistics refers to all movements of incoming materials originating from suppliers, which then enter the factory and are then processed into a product (Febriani et al., 2023). The main focus of inbound logistics is ensuring the availability of materials needed by the production or operational process, with appropriate quality, in the right quantities, and at the planned time. Raw material procurement is the first step in the inbound logistics process, which involves suppliers and the company and has a significant impact on the company's operational efficiency. Operational performance drives improvements in daily operations to achieve daily operational targets (minimum number of defects, inventory management, supplier relationship management, order fulfillment, total production, quality assurance and control) (Mubaraq et al., 2019).

Inbound logistics planning encompasses all inbound logistics processes and the resources required (Knoll et al., 2016). Receiving and inspecting incoming raw materials is a critical step in ensuring quality and conformance to required specifications. Raw material inventory management involves material requirements planning, stock management, and inventory level optimization to ensure smooth operations without excess stock, which can lead to waste, or stock shortages, which can hinder production and minimize costs.

Conversion Operations

*Conversion operations*Conversion operations are the process of moving raw materials or materials within a business, aiming to transform these inputs into finished products through various stages. Conversion operations encompass the movement of products within a factory or warehousing facility, demonstrating how goods and materials move between company facilities (Bestari & Fatma, 2020). Through conversion operations, raw materials with no market value can be transformed into products with market value.

*Conversion operations*The aim is to create added value in raw materials through a series of production activities (Heizer et al., 2017). In an operational context, conversion operations act as a link between inbound and outbound logistics, ensuring that inputs received from suppliers can be processed into outputs that meet market needs. The production process of goods is essentially the utilization of resources (human, material, financial, and information), especially raw materials, in the manufacture of finished products (Nur et al., 2017).

Outbound Logistics

*Outbound Logistics*Outbound logistics is the final stage in the supply chain, which aims to distribute finished goods through transportation and storage activities, from the point of production to the hands of consumers in an effort to meet market demand (Simatupang & Miru, 2023). After the production process and quality control are complete, outbound logistics is responsible for distributing the finished goods. This process begins with the goods being

removed from the factory or warehouse, followed by their journey through distribution channels, until they arrive at their final destination, such as retailers, distributors, or end consumers. The scope of inbound logistics activities also includes order management, distribution transportation management, delivery schedule planning, final product storage, and material handling activities. Implementing solutions that optimize distribution flows has the potential to reduce operational costs and minimize inefficiencies in the supply chain.
Modern transportation management systems (TMS) integrate real-time data on vehicle tracking, capacity, and customer demand to create optimal delivery schedules. Outbound logistics is the frontline connecting products to customers, and this process directly impacts a company's customer experience and business reputation.

Safety Stock

Safety stock serves as a buffer for companies in maintaining the smooth availability of goods, ensuring that needs can be optimally met without the risk of excess or shortage of inventory. In logistics management, safety stock is used to maintain production process stability and ensure a consistent level of customer service. In MSMEs, safety stock implementation is generally based on business experience, previous production patterns, and market demand estimates. Therefore, implementing safety stock can prevent stockouts or product shortages when market demand increases.

Partnership

A partnership is a formal, mutually beneficial business collaboration between small and medium-sized or large businesses to achieve a common goal based on mutually agreed principles. Partnership and collaboration theories in logistics emphasize the importance of cooperative relationships between businesses and other parties in the supply chain, such as suppliers, distributors, and marketing partners. Therefore, logistics partnerships or collaborations are a crucial strategy for MSMEs to overcome limited market access.

Resource Based View

Resource Based View(RBV) views a company as a collection of resources and capabilities that form the basis of competitive advantage. These resources are not only physical and financial assets, but also include human resources, knowledge, experience, reputation, and the company's network of relationships. In the context of MSMEs, RBV is very relevant because MSMEs generally have limited capital, human resources, and technology, but are able to survive through optimal utilization of internal resources. Limited workforce can be overcome through this RBV theory because of the ability of MSMEs to manage raw materials and maximize limited workforce.

METHODS

The method applied in compiling this research is a qualitative descriptive research method, namely the research aims to describe, depict, and explain the condition of the object being studied based on facts found directly in the field. This research has the aim of narrating a phenomenon, event, or thing obtained through written data, after which it is compiled into written form so that it can be read and concluded (Subandi, 2011). This research applies a data collection approach through observation, in-depth interviews, and documentation studies. Interviews were conducted with the owner of the Kaledo Instan (IR) business as the main informant. The research location is Jalan Mutiara No. 27, North Birobuli, South Palu District, Palu City. The object of study is the Kaledo Instan MSME, which operates in the frozen food

culinary sector. This research focuses on describing inbound logistics activities, conversion operations, and outbound logistics, as well as analyzing the role of logistics management in maintaining business operational efficiency. The research data consists of primary data and secondary data. Primary data were obtained from in-depth interviews with informants directly involved in the inbound and conversion operations of the Kaledo Instan MSME in Palu City. Secondary data included relevant internal operational documents of the Kaledo Instan business. These secondary data served as a complement to support and strengthen the findings from the primary data. This study used data collection techniques such as in-depth interviews, direct observation, and documentation. The study focused on four main aspects. First, a description of inbound logistics activities, including the procurement, receipt, and initial handling of raw materials. Second, an explanation of the conversion operations mechanism as the process of transforming raw materials into final products. Third, a description of outbound logistics activities, including finished product management, distribution systems, and marketing mechanisms to end consumers. Fourth, an analysis of the role of logistics management in maintaining operational efficiency through coordination, activity control, and resource management. The integration of these four aspects allows this study to provide a comprehensive picture of the effectiveness of logistics practices at the Kaledo Instan MSME and its contribution to improving sustainable operational performance.

RESULTS AND DISCUSSION

Figure 1. Word Cloud: Dominant Themes of Kaledo Instan's MSME Logistics Activities

Initial Thematic Overview of Kaledo Instant MSME Logistics Activities

Before discussing inbound logistics, conversion operations, and outbound logistics activities in detail, this study first presents an initial thematic overview based on interviews and field observations. This visualization is presented in the form of a word cloud that represents the frequency of occurrence of keywords from informant narratives and observation notes. This word cloud shows that terms such as raw materials, production, market, processing, packaging, and distribution are the most dominant themes in the operational activities of the Kaledo Instan MSME. The dominance of these words indicates that managing the flow of raw materials, production processes, and product distribution are the main focuses in the business's logistics practices. This visualization also provides initial context for further discussion regarding the relationship between inbound logistics, conversion operations, and outbound logistics activities in supporting the operational performance of the Kaledo Instan MSME.

Figure 2. Mind Map of logistics flow at Kaledo Instan, Palu City

Inbound Logistics

*Inbound logistics*Inbound logistics encompasses all raw material movement activities from suppliers to production facilities, which are then processed into final products. At Kaledo Instan, the raw material flow process begins with the ordering process from suppliers until the materials are received and distributed to the production facility for immediate processing. Furthermore, inbound logistics aims to ensure the smooth procurement of raw materials from suppliers, ensuring timely production and meeting market demand.

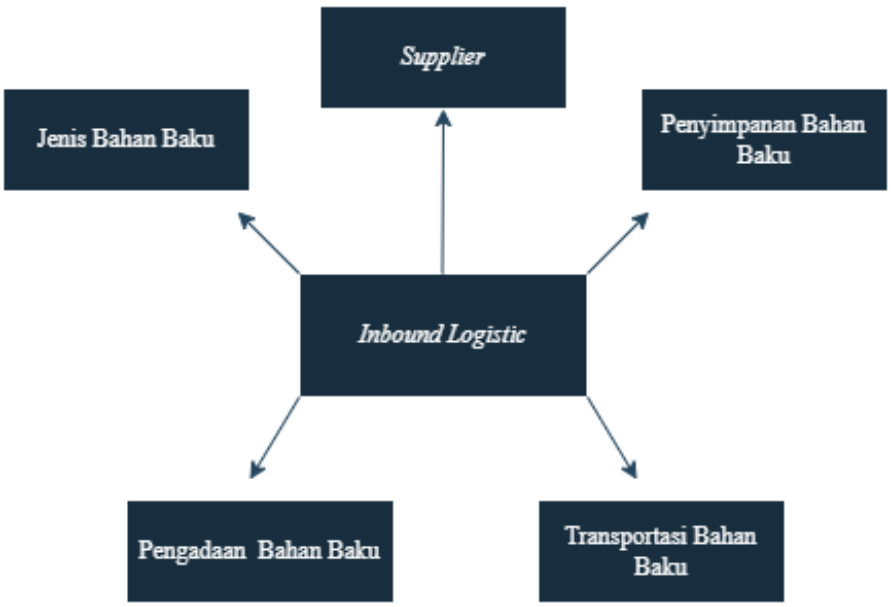

Figure 3. Mapping of Inbound Logistics Results

Based on Figure 3, the mapping of inbound logistics activities at the Kaledo Instan MSME includes five main interrelated elements that support a smooth production process. One key element in this activity is supplier management, which plays a role in ensuring the availability of raw materials. Interview results indicate that the Kaledo Instan MSME consistently prioritizes the use of local raw materials obtained from traditional markets in Palu City, particularly the Inpres Market. This commitment to empowering local suppliers is demonstrated through the business owner's direct involvement in the raw material selection process, allowing for optimal quality control from the initial stage. To maintain supply continuity, the business does not rely on a single supplier, especially for critical raw materials, thus minimizing the risk of production disruptions. The ordering process is generally conducted online, followed by in-person quality checks at the supplier's location before the purchase is made. As stated by an informant:

"We always try to use local raw materials. We usually go directly to the market to find good raw materials," (IR).

The raw materials used are traditional components in making kaledo, consisting of beef feet as the main protein source and special spices such as chili, tamarind, and salt. All of these ingredients are obtained from local markets in Palu City, in line with efforts to maintain product authenticity while also ensuring cost efficiency. The selection of raw materials is carried out selectively, especially the beef bones and spices, considering their role in determining the distinctive taste of Instant Kaledo. This was confirmed by an informant who stated:

"The main ingredients are the same as kaledo in general, namely cow's feet, chilies, tamarind, and salt" (IR).

In terms of procurement, raw material requirements are carefully planned, taking into account the planned production volume for the day of production. This approach is predictive and measurable, aiming to prevent excess stock, which could lead to waste, or raw material shortages, which could hinder the production process. Raw material orders are placed online or via text messaging, followed by in-person visits to suppliers to ensure the quality of the materials before purchasing. The informant explained that:

"Order the raw materials online first or via WhatsApp, then go to the location to check the raw materials directly" (IR).

Kaledo Instan MSMEs do not store raw materials in warehouses or freezers. Received raw materials are processed immediately in the production room without delay, eliminating the need for short-term storage. This practice aims to maintain smooth production while avoiding additional costs due to stockpiling, in line with the principle of operational efficiency (Ningsih & Pratama, 2022). All initial processing is carried out at room temperature, indicating that the raw materials used do not require short-term refrigeration. This operational pattern reflects the implementation of a make-to-order system, where production is based on actual consumer demand (Wilson, 2018). This was confirmed by an informant who stated:

"After the raw materials arrive at the production site, we immediately process the raw materials at room temperature, nothing is stored for the next production" (IR).

In terms of transportation, raw material delivery from suppliers to production sites is managed internally using private vehicles, such as motorcycles and cars. This approach provides flexibility in scheduling raw material pickups and allows for a faster response to production needs without relying on third parties. The Inpres Market serves as the primary

supplier, indicating that the raw materials used are fresh and highly accessible. This strategy not only supports raw material freshness but also strengthens MSME engagement within the local business ecosystem. An informant stated:

"We transport our raw materials using private vehicles such as motorbikes or cars from the Inpres Market" (IR).

Conversion Operations

*Conversion operations*Conversion operations are a series of processes that transform raw materials into finished products through various production stages within a company's operational facilities. This process reflects the movement of materials and products within the production area, demonstrating how inputs are distributed and processed to achieve economic value (Bestari & Fatma, 2020). Through conversion operations, raw materials that initially had no sales value are transformed into marketable products.

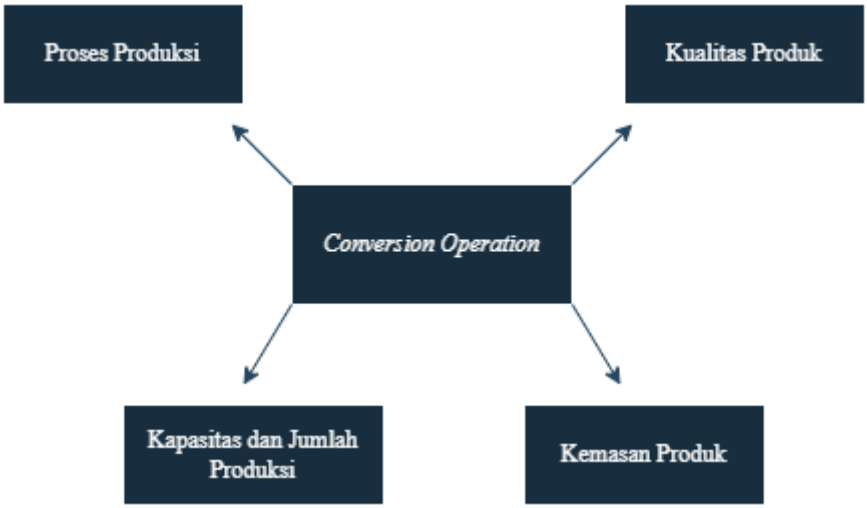

Figure 4. Mapping Conversion Operations Results

Conceptually, conversion operations aim to create added value through a series of planned and coordinated production activities (Heizer et al., 2017). In the context of operational management, this stage serves as the primary link between inbound and outbound logistics, ensuring that input quality meets standards before entering processing. The production process essentially involves the integrated utilization of resources, including labor, materials, capital, and information, to produce finished products (Nur et al., 2017). Based on observations and interviews, a mapping of conversion operations activities at the Kaledo Instan MSME is presented to illustrate the transformation process from raw materials to finished products.

The Kaledo Instant production process begins with the preparation stage of raw materials obtained directly from local markets, ensuring their freshness before entering the

processing stage. Upon arrival at the production site, the raw materials are first thoroughly cleaned to ensure product cleanliness and safety. The next stage is the core of conversion operations, namely the processing process carried out in stages and sequentially. This process begins with boiling, then continued with the use of a pressure cooker to soften the raw materials and optimally extract the flavor in a more efficient time. After that, the product undergoes a steaming process before entering the drying stage.

Drying is a crucial step in the production process because it plays a role in increasing product stability and extending shelf life (Asiah & Djaeni, 2021). The dried product is then cooled to room temperature before entering the packaging stage. Packaging is carried out using primary and secondary packaging. Primary packaging serves as the primary protective layer because it comes into direct contact with the product, while secondary packaging acts as an additional protective layer that encloses the primary packaging without making direct contact with the product (Sophia et al., 2022). This aligns with the informant's statement that "after purchasing raw materials at the market, the materials are cleaned, then enter the processing stage which includes boiling, pressure cooking, steaming, drying, and cooling before finally being packaged" (IR).

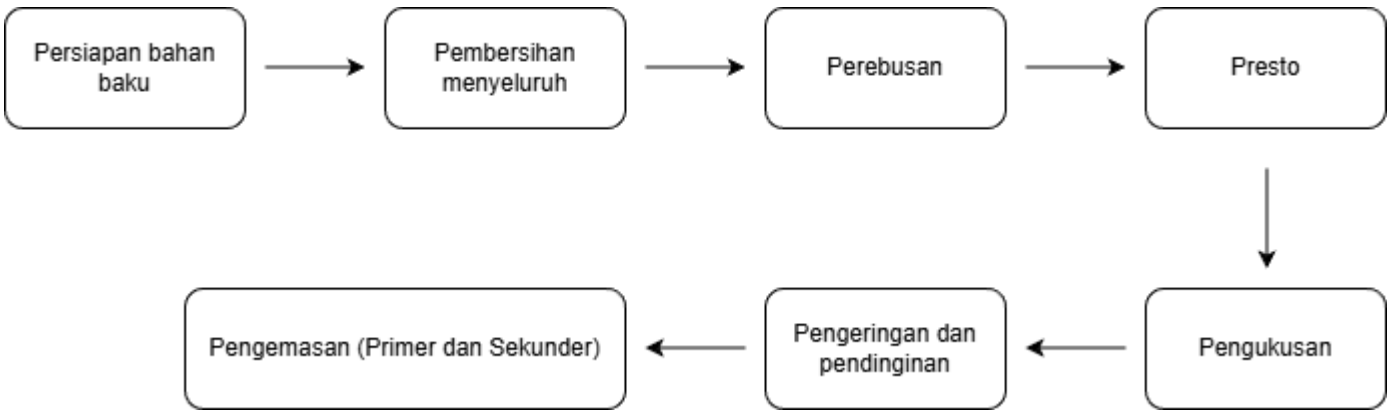

Figure 5. Production Process Flow Diagram

The production process flowchart shown in Figure 5 systematically illustrates the production stages of Kaledo Instant, from raw material preparation to final product packaging. Each stage in the diagram aligns with the previously outlined production process narrative. The process begins with the preparation and cleaning of raw materials, followed by the processing stage, which includes boiling, pressure cooking, and steaming. After heating, the product enters the drying and cooling stages until it reaches a packaging-ready state. Finally, the product is packaged using primary packaging as the primary protection and secondary packaging as additional protection. This flowchart facilitates a visual and structured understanding of the interrelationships between production stages.

Operationally, one Kaledo Instant production cycle takes approximately 11 hours, starting at 8:00 a.m. WITA with preparation of tools and materials, and ending at approximately 7:00 p.m. WITA. In one production cycle, the team is able to produce approximately 50 packages of ready-to-sell products. Production frequency is flexible, generally carried out once or twice a month, depending on the availability of team members' time and the level of market demand. An informant explained that "production hours start from eight in the morning until nine at night. One production run can produce approximately 50

pieces, and the production frequency is usually twice a month, depending on the team members' time" (IR). Although production capacity has the potential to be increased if market demand increases, the current production process is still limited by the limited number of production actors, as all operational activities still rely on the core team without additional labor.

Facing these human resource limitations, increasing production capacity doesn't always require additional manpower, but rather can be achieved by strengthening existing internal capabilities. This approach aligns with the Resource-Based View (RBV), which emphasizes optimal utilization of internal resources to increase efficiency and operational excellence. By maximizing the skills, experience, and coordination of existing teams, Kaledo Instan MSMEs have the opportunity to improve production performance despite the limited number of business actors.

To maintain consistent product quality, supervision is carried out directly during the production process (in-process control). This supervision aims to ensure that each stage of production meets established standards before proceeding to the next stage. After the production process is complete, the product is packaged using packaging techniques that meet food safety standards. The final stage of quality control is carried out through product testing, one of which is a taste test carried out in accordance with standard operating procedures. To date, the Kaledo Instan team stated that they have never experienced any failed or rejected products, which is linked to the consistent implementation of SOPs at each stage of production. Informants emphasized that "one of the main parameters in assessing product quality is taste testing carried out in accordance with established SOPs" (IR).

Each pack of Kaledo Instant has a net weight of 200 grams and consists of bones, meat, and marrow, and is equipped with additional seasonings that can be adjusted to consumer tastes. In terms of shelf life, the product has a shelf life of approximately four days at room temperature, and can last up to two months when stored frozen. The aspect of food safety is also a primary concern, which is reflected in the use of packaging that meets safety standards and has official certification from the Food and Drug Monitoring Agency (BPOM) of the Republic of Indonesia. This certification is proof that the product has met safety, quality, and consumption suitability requirements before being distributed to the public. The informant said that "in one package there are 200 grams, consisting of bones, meat, and marrow, with additional seasonings. The product only lasts four days at room temperature, but can last up to two months in the freezer, and already meets BPOM food safety standards" (IR).

\Outbound logistics

*Outbound logistics*is a series of activities that manage the flow of finished products from the production site to the hands of the end consumer. At the Kaledo Instan MSME, this activity plays a strategic role in ensuring that products that have gone through all stages of processing are received by consumers in a timely manner, in a safe condition for consumption, and in accordance with market preferences. In practice, Kaledo Instan implements a direct distribution system without involving intermediary logistics parties. This distribution pattern is supported by online ordering and direct interaction between producers and consumers through social media, such as Instagram and WhatsApp, as well as the use of e-commerce platforms such as Shopee. As stated by an informant, "Kaledo Instan products can be ordered through social media such as Instagram and WhatsApp, as well as through e-commerce platforms such as Shopee" (IR).

The implementation of a direct distribution system offers the benefits of cost efficiency and flexibility in responding to dynamic market demand. However, the still-limited distribution reach indicates the need for further strategic development, particularly through partnerships with reputable souvenir shops and broader marketing networks in Palu City. This partnership approach has the potential to expand market access and enhance the competitiveness of Kaledo

Instant products.

Packaged products are stored temporarily to support short-term distribution, given the relatively limited shelf life of the product when stored at room temperature. Therefore, coordination between production and distribution schedules is carefully designed to avoid stock buildup and minimize the risk of product quality degradation. In terms of market reach, Kaledo Instant distribution currently covers not only the Palu City area but also several areas outside the region, such as Makassar, Yogyakarta, Balikpapan, Kalimantan, Jakarta, and Surabaya. This was confirmed by an informant who stated, "The packaged product is stored first for immediate distribution because at room temperature it only lasts four days. For distribution areas, the product has been sent to Makassar, Jogja, Balikpapan, Kalimantan, Jakarta, and Surabaya" (IR).

Conclusion and Suggestion

Conclusion

This study shows that the management of inbound logistics, conversion operations, and outbound logistics at the Kaledo Instan MSME has established a relatively efficient and adaptive operational pattern within the context of small-scale local food businesses. The use of local suppliers, a structured production process, and a direct distribution strategy contribute to the creation of added value, quality control, and flexibility in responding to market demand. However, this study also identified several operational limitations, particularly in the aspects of human resource availability, the lack of safety stock implementation, and limited distribution reach. These findings emphasize the importance of strengthening logistics capabilities through the use of digital technology, the development of a simple cold chain system, and improving human resource competencies to enhance the resilience and competitiveness of local food MSMEs. Theoretically, this study enriches the MSME supply chain management literature by highlighting the role of local resource-based logistics strategies in supporting the sustainability of traditional food businesses. Practically, the results of the study provide implications that the implementation of integrated supply chain management can be a strategic approach for MSMEs to overcome structural limitations. The limitation of this study, which only focuses on one MSME unit, opens up opportunities for further research to conduct comparative studies and explore broader logistics collaboration models.

Suggestion

The author's suggestion for business sustainability is to optimize the production process by developing a more structured production schedule based on market demand analysis. Distribution expansion should also be carried out by partnering with leading souvenir shops in Palu City. Limited product stock is also an obstacle, therefore it is necessary to implement safety stock to avoid stock shortages if there is an increase in market demand. In line with this, future research can develop several study agendas, including: 1) conducting comparisons between MSMEs with similar food product categories to analyze a more comprehensive logistics model; 2) evaluating the application of information technology in the integration of MSME logistics systems; and 3) examining the potential for logistics collaboration and cluster-based supply chains in expanding regional and international marketing access.

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