



PRODUCT STANDARDIZATION AT KRS (CASE: KRS)

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ABSTRAK

Di Indonesia, industri makanan merupakan salah satu sektor yang mendukung peningkatan nilai investasi nasional, Kementerian Perindustrian mencatat, sepanjang tahun 2018, industri makanan dan minuman dapat tumbuh 7,91% atau melampaui pertumbuhan ekonomi nasional sebesar 5,17%. Menurut Asosiasi Waralaba Indonesia, tren industri makanan ini seiring dengan meningkatnya minat waralaba. Terdorong untuk turut serta memajukan perekonomian Indonesia, KRS berupaya melakukan semua penawaran waralaba yang diajukan oleh pelanggan setia KRS. Ada 19 penawaran waralaba di seluruh Indonesia. Menerima tantangan dalam mengembangkan bisnis, KRS ingin memastikan produk-produk dari KRS terstandarisasi dengan baik sehingga tidak merusak citra prima yang telah dibangun KRS. Oleh karena itu, tujuan dari penelitian ini adalah untuk mengetahui dan menerapkan prosedur standarisasi produk untuk menjaga keseragaman kualitas dimanapun produk KRS dijual di seluruh Indonesia. Pendekatan yang akan digunakan dalam penelitian ini diawali dengan analisis internal yang terdiri dari VRIO Framework dan Value Rantai. Setelah melakukan analisis internal, penelitian akan dilanjutkan dengan menganalisis permasalahan eksternal yaitu gaya Porter 5 dan PESTLE. Matriks TOWS, Proposisi Nilai, dan SIPOC ke Lean Six Sigma dengan alat DMAIC sebagai kombinasi dari konsep Six Sigma dan Lean. Penyebab utama permasalahan yang dihadapi KRS adalah buruknya kinerja pekerja paruh waktu, distribusi informasi yang tidak efektif, serta proses administrasi dan proses yang sangat manual dan sangat tidak efektif dan efisien. Solusi dan perbaikan yang dapat diterapkan untuk meningkatkan efisiensi proses operasi adalah dengan dibuatnya aplikasi E-Operation, manfaat yang akan diperoleh antara lain peningkatan transparansi dan akuntabilitas, integrasi semua divisi yang terlibat dan pelacakan akses secara real-time. Pelatihan dan pengikatan kontrak dapat dilakukan untuk meningkatkan divisi sumber daya manusia, dan terakhir solusi yang ditawarkan untuk mengatasi masalah distribusi informasi adalah dengan mengisi posisi yang kosong yaitu koordinator yang menjadi penengah antara dapur pusat dan pekerja bagian.

Kata Kunci :

Proses operasi,
Lean Six Sigma,
E-Operation

ABSTRACT

In Indonesia, the food industry is one of the sectors that support the increase in the value of the national investment, the Ministry of Industry noted, throughout 2018, the food and beverage industry can grow 7.91% or exceed the national economic growth of 5.17%. According to the Indonesian Franchise Association, this food industry trend is in line with the increasing interest in franchising. Encouraged to participate in advancing the Indonesian economy, KRS seeks to undertake all franchise offers submitted by loyal KRS customers. There are 19 franchise offers throughout Indonesia. Accepting challenges in developing business, KRS wants to ensure that products from KRS are well standardized so that it does not damage the excellent image that KRS has built. Therefore, the purpose of this research is to know and implement standardization procedures for products to maintain uniformity of quality wherever KRS products are sold throughout Indonesia. The approach that will be used in this study begins with an internal analysis consisting of the VRIO Framework and Value Chain. After conducting an internal analysis, the research will proceed with analyzing external problems, namely Porter 5 forces and PESTLE. TOWS Matrix, Value Proposition, and SIPOC to Lean Six Sigma with DMAIC tools as a combination of Six Sigma and Lean concepts. The main causes of problems faced by KRS are the poor performance of part-workers, ineffective distribution of information, and very manual and administrative processes that are very ineffective and inefficient. Solutions and improvements that can be applied to improve the efficiency of the operation process are the creation of an E-Operation application, the benefits to be gained include increased transparency and accountability, integration of all the divisions involved and access tracking in real-time. Training and contract binding can be done to improve the human resource division, and finally, the solution offered to address the problem of information distribution is to fill vacant positions, namely the coordinator who mediates between the central kitchen and the part workers

Keywords :

**Operation
process,
Lean Six
Sigma, E-
Operation**

INTRODUCTION

The food industry trend is in line with the increasing interest in franchising. According to Andrew Nugroho, as Chairman of IFA "Every year there is an increase, transactions this year are estimated to total transactions of Rp 7.5 trillion." continues to increase by 15-25% per year. Also, According to Bekraf, Culinary also ranks first in the Franchise System in Indonesia.

From this data, KRS is considering to utilize the opportunity to develop a food business that can accommodate demands in Indonesia and Yogyakarta as its focus. KRS offers snacks of the shell. The product has unusual ingredients and the selection of quality materials, even though the price is affordable, which comes to the market to fulfill the needs of people who are seeks for homemade and freshly seafood. KRS's market is dominated by young people, students, office workers. in the six branches of KRS still uses the takeaway system, but seeing the behavior of young people who tend to chit chat in a cozy place, make our company get inspired to open a restaurant with a comfortable concept.

BUSINESS ISSUE

Since 2018, KRS face many problems, one of them is the lack of supply of raw materials, while the demand over time has greatly increased dramatically because

the opening of branches is always close to each other within one year. By the initial desire to build this business that can empower women, especially members of the Family Welfare Empowerment. KRS offers part time (housewives) to remove bones in shells and wash raw materials. With different rewards according to the running batch program. However, due to lack of attachment, the company does not use formal ways in recruitment so that these housewives become not disciplined, thus disrupting the supply of shellfish and other seafood that will be deposited at the outlet. The presence of these part time workers is also very dependent on the rewards that company offer.

Due to KRS's good business performance, it has generated enthusiasm from customers to offer cooperation in the form of a franchise, the company decided to accept it. However, KRS wants to maintain quality. Although there are already processes that are carried out every day by the kitchen, product standardization has never been done by the company. Therefore product standardization is needed so that wherever the outlet is opened, the taste of the product will not be different.

BUSINESS SOLUTION

In order the company can choose the right strategy, In order the company can choose the right strategy, this research proposes several problems that must be immediately resolved by KRS.

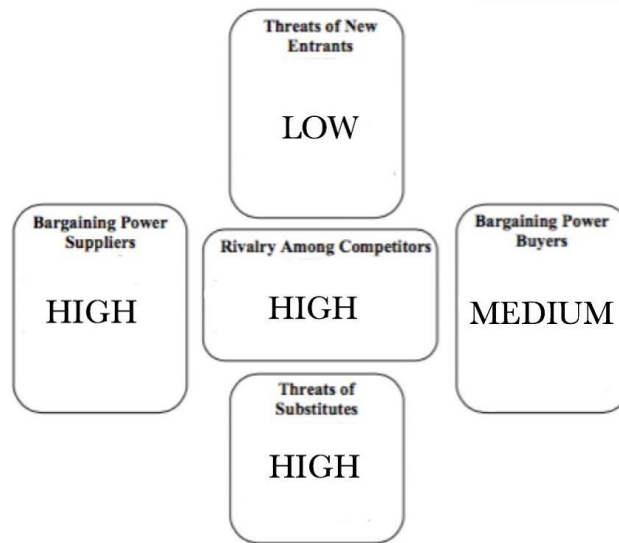
The root causes that must be resolved so that the company's KRS performance is getting better are: Bad performance (part time workers), incomplete information and manual administrative work.

Eksternal Analysis

PESTLE Anaylsis

Based on PESTLE analysis, which covers political, economic, sociocultural, technology, law, and environmental aspects for SME in Indonesia, especially KRS, it is summarized that the SME's business environment has many opportunities. In economic, in politic, The government, through President Jokowi, issued many policies that alleviated SME actors. One of which is facilitation programs for Intellectual Property Rights (IPR) and synchronizing regulations in the creative economy. In the economy, the economy is stable, with the increasing per capita of Indonesia. In a sociocultural aspect, which comprises of a large portion of the productive population and Increasing interest in entrepreneurship in Indonesian society, so it also has an impact on increasing franchise in Indonesia. The prominent of growing of IT technologies like Go-food makes it easy for customers to buy food and also drive thru systems that have not been rife in Indonesia become an opportunity for KRS to be destined to experience technological advances in purchasing food for customers. The government through the ministries and trade services makes it easy for entrepreneurs who want to register their franchise business. That's the benefit gained by KRS in the legal sector. Finally, The preservation of the earth is essential. Therefore many people are starting to campaign for excessive use of plastic; therefore, along with the ongoing campaign, the use of plastic in food packaging for takeaway is replaced with paper. that's from the environment sector.

Five Porter's Analysis



Overall, the porter is in a high enough position. By examining the five sectors, it can be concluded that it is essential to maintain customer trust, the quality of cuisine, and good relations with suppliers given the very high bargaining of suppliers. By knowing the conclusions of the porter, the company will increasingly focus on the quality of taste so that the company will survive and even grow.

Internal Environmental Analysis

Internal analysis provides a valuable insight into an organization's resources which may result in strategies that build on an organization's strength, minimize weakness and identify capabilities that could result in a competitive advantage. The primary data uses an interview with the management of KRS to support Value Chain Analysis and VRIO analysis.

VRIO Framework Analysis

The competitive advantages of KRS are empowering part time workers and students, fruitful relations with shellfish fisherman, and customer experience. Based on research conducted in 165 Taiwan's firm, it is concluded that firms with a stronger market position can only attain a better outcome of temporary competitive advantage by possessing a superior position in technological resources or capabilities that can achieve a better result of sustainable competitive advantage (Huang, 2015). As it was explained above, There are many temporary advantages that can be developed into sustainable competitive advantages so that companies can raise their status to a superior position in the market by maintaining the previously established sustainable competitive advantage.

Business Analysis

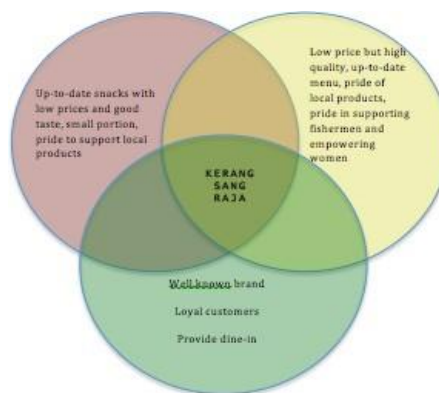
TOWS Matrix

Through this matrix, KRS sees that there are two sectors that really need to be improved so as not to hamper business progress and development. First, there is no well-

organized standardization and quality control. Second, streamlining the supply is by improving the performance of housewives. However, challenges and weaknesses can be a counterweight or strategy that needs to be considered by this business.

Value Proposition

The value that the company wishes to convey is to support and empower housewives. Whether it's in the franchise or stall or restaurant that the company runs itself. In addition, another point is to maintain the quality of food, even at low prices. Therefore, in this thesis, research will focus on improving the performance of housewives because, after all, the idealism of the company is to prosper and empower housewives. And of course, maintaining the quality of taste requires product standardization and quality control so that wherever the franchise will be opened, the sense will always be with the center (Yogyakarta).



Value Proposition for KRS

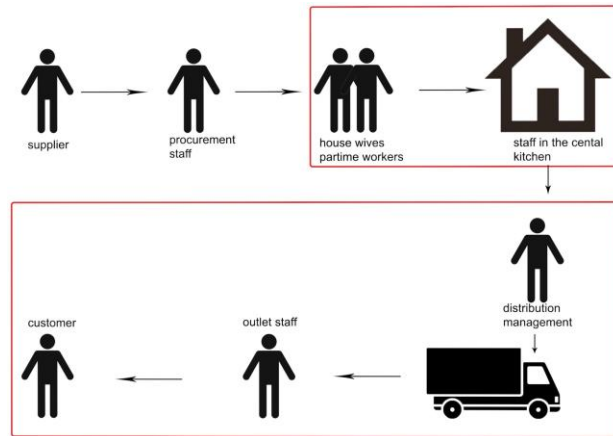
Proposed New Efficient Operation System to Produce Standardized Products

Lean Six Sigma

Lean Six Sigma is an operational management concept that is a synergy of Lean and Six Sigma. With Lean Six Sigma, companies can get the "speed" that Lean has and the "quality" that Six Sigma has. This methodology directs companies to eliminate seven wastes that occur in manufacturing or service processes and to obtain quality on outputs that minimize the creation of defective products. The goal is to increase company profits, provide the ability to survive (sustainability), and provide added value for customers. Lean Six Sigma uses the concept of the DMAIC phase in the process, as is the case in pure Six Sigma. DMAIC is the phases that must be passed in undergoing any improvement project, which stands for Define-Measure-Analyze- Improve-Control. In each stage, different activities will be carried out according to conditions that occur during the project

SIPOC

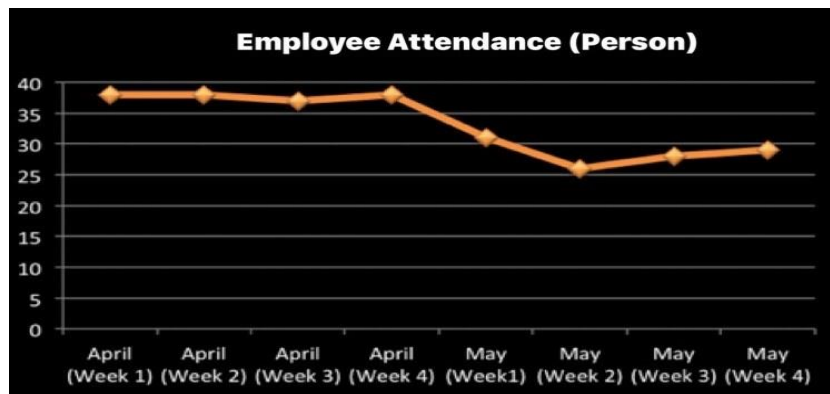
At the SIPOC stage, a complete flow is written. Starting from suppliers to the preparation process such as boil and cleaning shells by part time workers, to distribution to outlets and to the hands of customers. Not everything described in SIPOC will be discussed and examined further so that this research is more focused and not widened. Which will be discussed by the author, as follows:



SIPOC for KRS

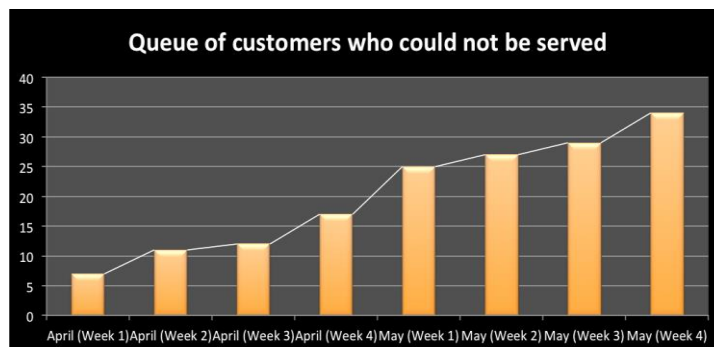
Measure Phase

The measure phase starts with an initial meeting that is inversely proportional to the demand report at the outlet. During a trial in April, that gave a 0.5 gram gold prize for every 25kg of shells that were washed. In contrast to the second month's trial, May offered a class 1 BPJS payment for the whole family every 25kg of washed shells and meat separated from the shells. Can be seen in the table below:



Employee Attendance of part time workers in KRS

While demand at outlets is very high from month to month, the staff at outlets noted how many visitors (see the queue number) who did not have the chance to be served because of the stock of shells that were used up. This stock runs out because of a lack of central kitchen supply due to the number of part time workers who are not present when on schedule.



Queue of customers who could not be served in Blok O Outlet

It can be seen from the figure above that there is a very significant comparison between April to May. Where in fact, in April, it also had customers who could not be served, which means resources in the central kitchen must be added because of the lack of raw materials that must be distributed to outlets immediately. May has a great distance to April, which can be seen from the graph that the customer queue is longer and leads to rejection. It was highly criticized by customers and made customers not want to come back again, not a few who complained to Whats app and social media that KRS has. Wasting customers' time is a significant pain.

Analysis Phase

Waste Analysis

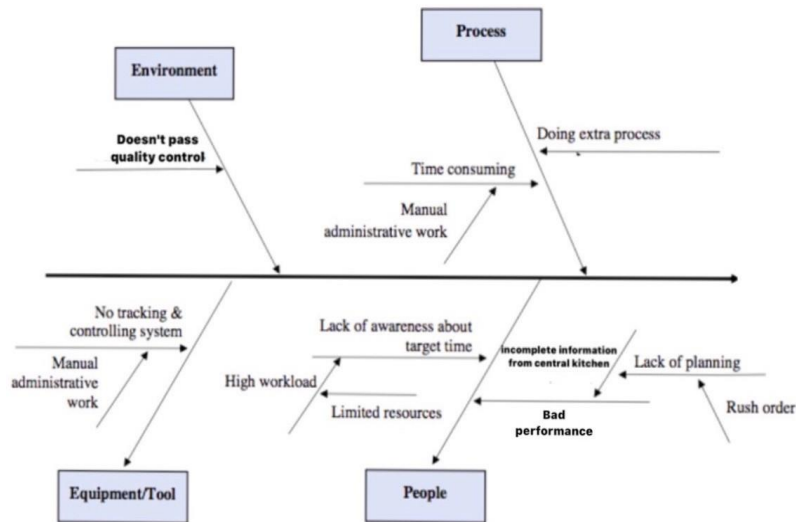
Further analysis is carried out to find waste that occurs along with the flow of the operation process in KRS. The table below depicts the waste identification.

Process	Potential Waste	Classification
Washing shells, remove bones	Unclear information from staff in the central kitchen	Waiting and ineffective
Collection of raw materials to the central kitchen	Staff in central kitchen protests and does not match hygiene standards	Defect, extra processing and waiting
The process of calculating goods (distribution management to drivers)	Lengthy time to evaluate, evaluation mistake (human error)	Waiting and ineffective
The process of calculating goods (drivers to outlet staff)	Lengthy time to evaluate, evaluation mistake (human error)	Waiting and ineffective
Signature document acceptance	Lengthy time	Waiting and ineffective

Waste Identification of Operation Process

The potential waste that occurs is the first time when washing shells and remove bones, sometimes when demand is unexpected, staff from outlets expect to be sent raw materials immediately, but because there is no staff specialized to oversee work from housewives to the kitchen center and intermediaries between the central kitchen and part time workers, often messages from outlet staff are not delivered to part time workers, so that part time workers work with targets that have not been updated. Due to the absence of controlling the work of housewives, often, the washing process must be repeated all, because clean shells have been mixed with shells that are still dirty that do not fit KRS central kitchen standards. So, this process is very ineffective and leads to a longer time. The process of calculating goods both from distribution management to outlets is very manual, so it is time-consuming and highly inefficient. Finally, there is the signing of the document of the goods delivery, although it takes only one minute. This process is repeated many times so that it would be better if it could cut the process.

Finding on Root Cause of Problems



Cause and Effect Diagram Analysis

Bad performance shown by part time workers has a significant impact on the whole system, in the category of limited resources the process is also affected by the bad performance of part time workers because when demand is high but many part time workers do not come to work on schedule resulting in a decrease in resources. Still, in the same category that is the process category, doing extra process because the performance of part time workers is very volatile, if in the reward program workers want, workers will work in a hurry and put aside the quality because they want to immediately meet the target. So the results of the work must be repeated because it is not in accordance with central kitchen standards, because doing this extra process, is also closely related to time consuming.

Rush orders from the staff outlets cannot be predicted so they cannot be entered into the root cause (uncontrollable condition). Incomplete information is very closely related to rush orders from the outlet staff. The founder then asks the goods distribution manager whether raw materials are on their way to the outlet; otherwise, the founder will check the central kitchen if there are any obstacles. However, if there are obstacles in the part time workers who are not present according to the schedule so that the target is not reached, there is no coordinator that mediates the delivery of the new target information due to urgent order conditions for part time workers so that information about many sudden orders at the outlet stops at central kitchen, and part time workers work with targets that have not been updated, it also results in a lack of awareness about target time. The high workload is caused by a lack of awareness about the target time in part time workers. As explained by the human resource manager of KRS.

Proposed Solution – Improve Phase

1. Develop Human Resources Management

Part time workers who 'underperformance' can cause a decrease in productivity and company performance. Employees who are not ready, not focused, and not performing well or underperform can destroy the life of a business. When arranged properly, employees can be the best assets in a company. But if on the

contrary, they can actually pull the company to the brink of failure. There are some agendas that KRS can do to overcome part time workers who are 'underperforming' such as: Give feedback, listen to the opinions of part time workers, reward programs that employees want, make performance goals together, orientation, onboarding training and work agreement.

2. Add a new position

The coordinator who becomes the intermediary (between the central kitchen and part time workers) must be added immediately because it turns out that with this vacancy, there is miscommunication from the central kitchen with part time workers. It is expected that with the addition of this coordinator can make the operation process run more smoothly.

3. Implementation of E-operation system

Manual administrative work should be overcome by implementing an electronic operation system or E- operation. The term E-operation relates to the automatic operation process in KRS. E-operation system is used to integrate all processes in KRS. The benefits of implementing these E-Operation are as follows:

- a. Increase the level of efficiency of the operation process
- b. Meet the real time access to information needs
- c. Support the real time access to information needs
- d. Increase accountability

Dimensions of Operation Integration	Contribution of E-Operation
Information Integration	With the presence of this, E-Operation information from each division can be integrated in real time. It is expected to make the distribution of information more effective and efficient.
Operation synchronisation	This system can synchronize the operation process because every progress that occurs from each division can be tracked and every document / data that has been verified by the coordinator can be accounted for
Workflow coordination	This automation system through E-Operation facilitates the founder to be able to coordinate easily with each division and save time because it is not done manually like before

Control Phase

Impact of E-operation on Operation Integration

This is the final phase of the DMAIC concept, which focuses on ensuring that the improve phase can be appropriately implemented and can be maintained. The table below depicts the control plan for the implementation of the improvement phase

Control Factor	Control Methods	Correction Action
Time completion	Tracking progress	Review system
Information accuracy	Monitoring	Alert to update data

Control Plan

Progress tracking makes it easy for the founder to track down where there are problems and obstacles, if something goes wrong the founder can also immediately review it in real time, this tracking is designed to control the completion time. Accurate information can also be done by monitoring the operational processes that occur and which divisions involved in the operation are running; each division in charge is required to update their work data. Otherwise, alerts will appear.

CONCLUSION

Solutions and improvements that can be implemented to improve KRS performance before deciding to the franchise, KRS has to develop human resources management by providing feedback, listening to the opinions of part time workers, providing rewards that are needed, and making performance goals together. Orientation and onboarding training can also be scheduled because this has never been done by the human resources division. Incomplete information can be answered by hiring a coordinator as an intermediary for the central kitchen with part time workers, so that every time the target is updated, part time workers can respond immediately. The solution offered for the administrative work manual is to develop the E-Operation application so that coordination, tracking, and validation can be in real time, expected to be a more efficient and effective solution for the company.

ACTION PLAN

The timeline for the action plan proposed by researcher for KRS will implement in 2020. All action plans will run based on the timeline. By using this action plan timeline, KRS expects to help create standardized products for the development of the company.

Agenda & Activities	Januari'20	February'20	March'20	April'20	May'20	June'20	July'20	August'20	September'20	October'20	November'20	December'20
E-Operation												
Identify process	█	█										
Prepare design system		█										
Technical requirement			█	█	█	█						
Data migration						█						
Verify E-Operation module							█					
Perform integration test								█				
System simulation									█			
Feedback & evaluation										█		
System enhancements											█	
System performance monitoring												█
Human Resources Management												
Training Foodizz	█	█										
Prepare training agenda			█									
Feedback session				█								
Opening coordinator recruitment	█											
Select prospective coordinator		█										
Sign the contract coordinator			█									

Table Action Plan

After proposed the timeline for this company, KRS custom requires a cost plan that will be incurred over the next year. Following is the cost plans required by KRS.

Agenda & Activities	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
	Price	QTY	Total Prize	Price	QTY	Total Prize	Price	QTY	Total Prize	Price	QTY	Total Prize
E-Operation												
Identify process	IDR500,000	1	IDR500,000									
Prepare design system	IDR500,000	1	IDR500,000									
Technical requirement	0											
Data migration	IDR1,000,000	1	IDR1,000,000	IDR1,000,000	2	IDR2,000,000						
Verify E-Operation module				0								
Perform integration test							IDR2,000,000	1	IDR2,000,000			
System simulation							IDR2,000,000	1	IDR2,000,000			
Feedback & evaluation							IDR2,500,000	1	IDR2,500,000			
System enhancements							IDR2,500,000	1	IDR2,500,000	IDR2,500,000	1	IDR2,500,000
System performance monitoring										IDR1,000,000	2	IDR2,000,000
Human Resources Management												
Training Foodizz	IDR9,500,000	2	IDR19,000,000									
Prepare training agenda	500,000	1	IDR500,000									
Feedback session	IDR500,000	1	IDR500,000									
Opening coordinator recruitment	0											
Select prospective coordinator	0											
Sign the contract coordinator	IDR2,000,000		IDR2,000,000									
Total			IDR24,000,000			IDR2,000,000			IDR9,000,000			IDR4,500,000
Total Budget Estimation												IDR39,500,000

Table Proposed Budget

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