

**A BUSINESS DESIGN FINAL REPORT**

**ROTI GEMBONG GEDHE**

**A Final Report**



By:

Rifawan Pradipta Kusuma

Student Number: 18311322

**MANAGEMENT STUDY PROGRAM  
INTERNATIONAL UNDERGRADUATE PROGRAM  
FACULTY OF BUSINESS AND ECONOMICS  
UNIVERSITAS ISLAM INDONESIA  
YOGYAKARTA  
2022**

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Compiled and submitted to fulfill one of the requirements to achieve a bachelor's degree  
Management Study Program at the Faculty of Business and Economics UII

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**2022**

## DECLARATION OF AUTHENTICITY

"I hereby declare that in this Business Design and Build Final Report there is no work that has ever been submitted for a bachelor's degree at a tertiary institution, and to the best of my knowledge there are also no works or opinions that have been written or published by other people, except those that are expressly written referenced in this manuscript and mentioned in the references. If in the future it is proven that this statement is not true, then I am ready to accept any punishment/sanction in accordance with applicable regulations."

Yogyakarta, 11 April 2022

Writer,



Rifawan Pradipta Kusuma

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**Approved by:**

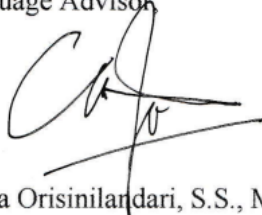
Content Advisor



Handrio Adhi Pradana, SE., M.Sc

May 12, 2023

Language Advisor



Cithra Orisinilandari, S.S., MA

June 18, 2023



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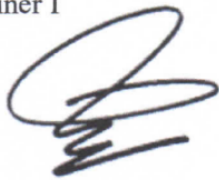
By:

Rifawan Pradipta Kusuma

Student Number: 18311322

Defended before the Board of Examiners  
on July 26, 2023 and Declared Acceptable

Examiner I



Handrio Adhi Pradana, SE., M.Sc

July 22, 2023

Examiner II



Andriyastuti Suratman S.E., M.M., CHRMP

July 26, 2023

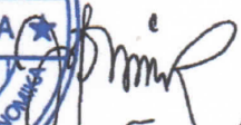
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Faculty of Business and Economics

Universitas Islam Indonesia

Dean



(Johan Arifin S.E., M.Sc., Ph.D., CFA, CertIPSAS)

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Even though it is far from perfect, the writer hopes that this Business Design Final Project can be useful for all readers.

Yogyakarta, 11 April 2022

Writer

## **MOTTO**

*“If you started to be scared, you are not performing anymore”*

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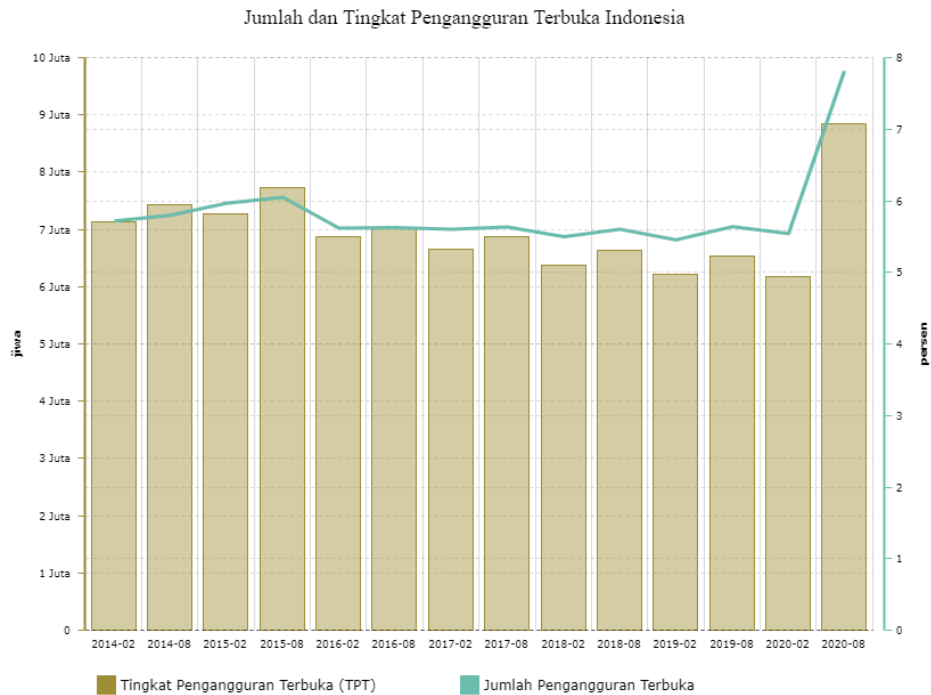
## **CHAPTER I**

### **INTRODUCTION**

#### **1.1 Background**

Since it first became infected at the end of December 2019 in Wuhan City, China, the Covid-19 virus has spread very quickly to almost all countries in the world, including Indonesia. According to Amani (2020), Indonesia is in 25th place out of 215 countries that have been exposed to Coronavirus. Apart from having a serious impact on health, the Covid-19 pandemic has also weakened the national and international economy so it has had an impact on Indonesia's employment. As stated by the Ministry of Manpower (2020), there were 1.4 million workers throughout Indonesia who had been directly affected by the Covid-19 outbreak. 41,876 formal sector companies laid off their workforce of 1,052,216 people and there were 36,298 informal sector companies that laid off their workforce of 374,851 people. This resulted in the Open Unemployment Rate (TPT) which had a significant increase of 1.84 percent compared to August 2019.





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**Figure 1.1: Number and Rate of Open Unemployment in Indonesia**

The increase in the number of unemployment is of course a concern of the government to strengthen the national economy, one of which is by strengthening the MSME sector which is the backbone of the Indonesian economy (Handayani, 2014). The existence of MSMEs must be supported by various programs, both from the government and the private sectors, including in the culinary sector. According to the Rusiawan (2019), the culinary sub-sector needs special attention because it was the largest contributor to Indonesia's tourism and creative economy sector. However, this sector is one of the sectors that was most affected by Covid-19. Many culinary businesses in the world have been forced to temporarily close their businesses or even go bankrupt (Gading 2020).

According to Ezizwita and Trisukma (2021), despite the difficulties in the culinary business during the pandemic, this sector also has several opportunities. People's current consumption behavior is starting to switch to take away and delivery orders to minimize direct contact (online and non-cash transactions). Consumers are now paying much more attention to health, including in terms of choosing food, so new market segments are opened for food that is packaged hygienically or frozen food. This is an opportunity and challenge for the culinary business during a pandemic, including how to establish good relationships with new customers and retain loyal customers to win the competition with similar businesses.

Based on these culinary business problems and opportunities, Roti Gembong Gedhe exists to provide Gembong bread that is always fresh, in good quality, and affordable so that it is popular among people from all walks of life. This business focuses on buying take-away and delivery orders to align with people's consumption patterns during the pandemic. In addition, the business concept is easily duplicated through partnerships, making this business grow quickly and can absorb a large number of workers. It is hoped that the existence of this business can help reduce unemployment in Indonesia so that it can increase the economic level and welfare of the people.

## **1.2 Problem Formulation**

Based on the background explained in the previous section, several problems can be drawn as follows:

1. The increasing number of unemployment is a concern of the government to strengthen the economy, especially the MSME sector which is the backbone of the Indonesian economy.
2. The culinary sub-sector is the biggest contributor to the tourism sector and Indonesia's creative economy but is one of the sectors most affected by Covid-19.
3. The Covid-19 pandemic is an opportunity and a challenge for the culinary business, so it needs the right strategy to create a culinary business that survives and is sustainable.

### **1.3 Objectives**

The purpose of making this business model is as follows:

1. Building a business model to help reduce unemployment, especially in the post-pandemic era.
2. Creating a local culinary business that provides quality and appropriate products.
3. Designing the right business strategy for a sustainable culinary business.

### **1.4 Benefits**

The benefits of making this business design are as follows:

1. This business design will be helpful to plan a business strategy in a systematic manner to reduce existing risks.
2. This business design will help formulate a business that suits consumer needs and help improve the economy of the Indonesian people.

3. This business design can be a source of information and additional knowledge for further research related to the culinary business.

### **1.5 Scope**

The scope discussed in writing the Roti Gembong Gedhe business model is limited in several scopes, as follows:

1. The Design and the Final Report are limited to the Gembong Gedhe Roti business in April 2022 with a total of 148 Branches spread across DIY, Central Java, East Java, and West Java.
2. The problem-solving in this report addresses issues with the highest priority scale in four management aspects.

## CHAPTER II

### GENERAL PLAN OF BUSINESS IMPLEMENTATION

#### 2.1 Business Profile

Roti Gembong Gedhe is an old school bread typical of Kutai Kartanegara which is usually eaten as a breakfast menu, at banquets for important guests, or served on royal holidays. According to the language, "gembong" comes from the Kutai language, meaning bulging, expanding, or bubbling. This word is appropriate to describe the shape of *kingbong* bread that the top layer looks "bloated". This old school bread has a soft texture with a fragrant buttermilk aroma. At that time, Roti Gembong Gedhe was modified with various kinds of fillings so that it was favored by various groups of people.

Due to its delicious taste at an affordable price, a student at the Islamic University of Indonesia, International Management Study Program named Rifawan Pradipta Kusuma brought the Roti Gembong Gedhe to Yogyakarta on July 15<sup>th</sup>, 2019, under the name of Roti Gembong Mokoh on Jalan Gejayan, Sleman, D.I. Yogyakarta. The product offered is soft kingpin bread with various flavors. The business concept from the start has focused on take-away and delivery orders with product designs that are easy to carry and outlets that do not provide dine-in facilities. In February 2020, when the Covid-19 virus was starting to be widely discussed in the media, Roti Gembong Mokoh took advantage of changes in people's consumption patterns which had shifted to being taken away and delivering orders (especially online purchases) by

opening a new outlet on Jalan Godean, Sleman, DI. Yogyakarta with a new brand, namely Roti Gembong Gedhe. The renewal of the brand aims to strengthen Yogyakarta's identity and make it easier for the public to remember, so that on July 15, 2020, Roti Gembong Mokoh (Outlet 001) changed its name to Roti Gembong Gedhe.

Quality products, affordable prices, and a business concept that is appropriate during a pandemic have made people's enthusiasm for Roti Gembong Gedhe increase rapidly. This attracted the attention of entrepreneurs who saw this business opportunity so a partnership system was formed so that the business could be duplicated in other cities with the same good quality and service standards. Currently, as of April 2022, Roti Gembong Gedhe has 148 partnerships across Java.

### **2.1.1 Vision and Mission**

Vision:

To make Roti Gembong Gedhe the Number 1 Roti Gembong Brand in Indonesia.

Mission:

1. To provide satisfaction to customers both walking guests and partnerships with a measurable and targeted system.
2. To become a bakery company that is consistent and innovative to keep up with developments in the culinary market.
3. To provide maximum satisfaction to customers by maintaining consistency in the quality of ingredients and taste.

### 2.1.2 Business Logo



**Figure 2.1: Logo of Roti Gembong Gedhe**

The Roti Gembong Gedhe logo consists of an image of the product, the inscription Brand Roti Gembong Gedhe, and the business tagline, namely "Unparalleled Enjoyment". The basic color of the logo was chosen based on color psychology according to Monica and Luzar (2011), the combination of red and orange is a flavor color that is often associated with food, because it has a psychological effect that can stimulate joy and appetite.

### 2.1.3 Business Location

In April 2022 Roti Gembong Gedhe has already had 148 outlets which are widely spread in DIY, Central Java, West Java, East Java, and the Greater Pantura. The outlet is a sales location as well as a production site with details of the location in Appendix 1. The location chosen by Roti Gembong Gedhe is based on the level of crowds, road access, and whether there are competitors in the area.

Roti Gembong Gedhe also has 5 warehouses for storing raw materials and facilitating the distribution of raw materials and marketing attributes to outlets. The following is a list of Gembong Gedhe Warehouses:

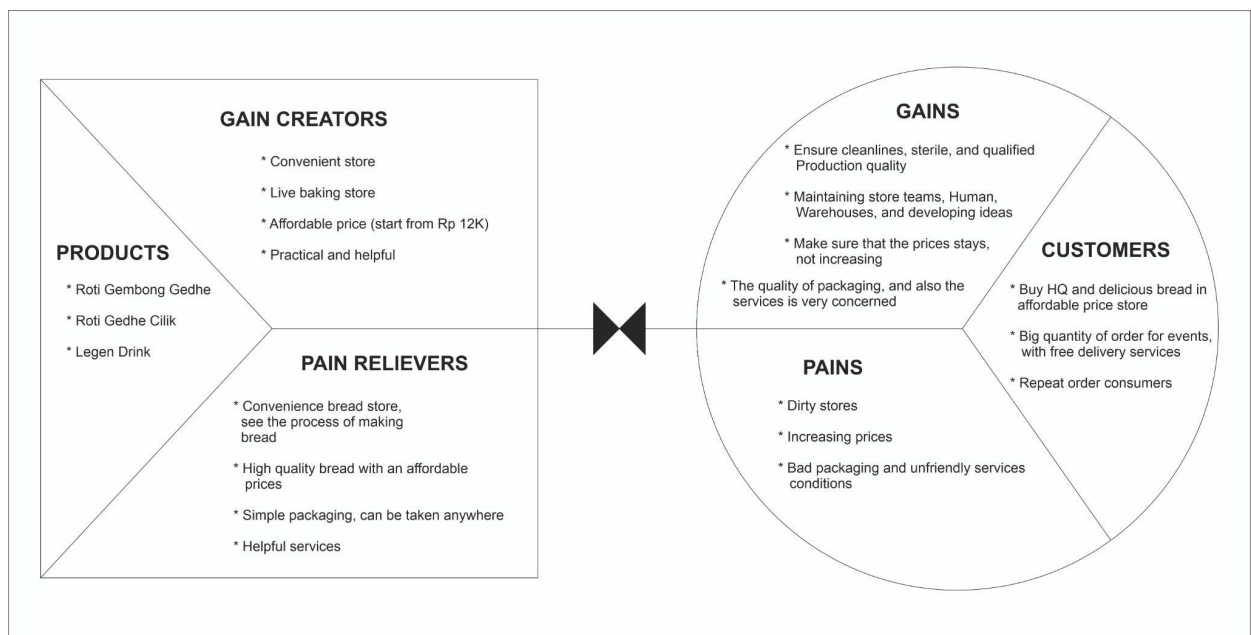
1. Yogyakarta
2. Subang
3. Semarang
4. Cilacap
5. Nganjuk

In addition, Roti Gembong Gedhe also has a head office on Jalan Tegal Mlati, Jombor Lor, Sleman, D.I. Yogyakarta for the coordination of management employees.

## 2.2 VALUE PROPOSITION CANVAS (VPC) & BUSINESS MODEL CANVAS (BMC)

There are many considerations when establishing Roti Gembong Gedhe (RGG) business, such as whether it fits for business or not, whether it related to the community, or Yogyakarta citizens' targets, and also buyer opportunities, and whether customers will continue to consume RGG every day or within a certain time frame. VPC is used as references, tools, and also a basic description of this business which will be moved in a brief direction to success as the main goal.

### A. VPC (Value Proposition Canvas)





**Figure 2.2: Value Proposition Canvas of Gembong Gedhe Bread**

According to Osterwalder (2010), if BMC focuses on how to create value for a business, VPC focuses on creating value for customers. The VPC itself is divided into 3 parts, namely the customer profile, value map, and fitting.

After studying the VPC of Gembong Gedhe Roti, it turns out that it focuses more on the quality of bread at a price that is relatively affordable for the community.

**B. BMC (Business Model Canvas)**

<p><b>KEY RESOURCES</b></p> <ul style="list-style-type: none"> <li>* Store team (Baker, Serving, Frontliner)</li> <li>* Warehouse teams (Pre-mix Maker, Inventories manager)</li> <li>* Marketing team, Finance team, HR team, and Operational team</li> </ul>	<p><b>KEY ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>* Sell Bread in offline stores</li> <li>* 3rd party as selling channel (Gojek, Grab, Shopee) to deliver bread to consumer</li> <li>* Make bread everyday</li> <li>* Managing inventories, HR, Financial, and Operations</li> </ul>	<p><b>VALUE PROPOSITIONS</b></p> <ul style="list-style-type: none"> <li>* Roti Gembong Gedhe as a no. 1 bread seller and brand for the public, who loves togetherness, momments of events, and complementary foods</li> </ul>	<p><b>CUSTOMER RELATIONSHIP</b></p> <ul style="list-style-type: none"> <li>* Social Media interractions</li> <li>* Interractions with buyer in offline stores</li> <li>* Open many stores in many city in java so many people can buy Roti Gembong Gedhe</li> </ul>	
	<p><b>KEY PARTNERS</b></p> <ul style="list-style-type: none"> <li>* Collata Indonesia</li> <li>* PT. Sriboga to supply Flour and Filling</li> </ul>		<p><b>CUSTOMER SEGMENTS</b></p> <ul style="list-style-type: none"> <li>* Housewives, People aged 25th+ , residential</li> </ul>	<p><b>CHANNELS</b></p> <ul style="list-style-type: none"> <li>* Offline stores</li> <li>* 3rd parties food seller</li> <li>* Customer services, Social media</li> </ul>
<p><b>COST STRUCTURE</b></p> <p>Fixed cost:</p> <ul style="list-style-type: none"> <li>* Inventory (Flour, Sugar, Filling, etc)</li> <li>* Space rent for stores yearly</li> <li>* Salary and wages</li> <li>* Marketing costs</li> <li>* Operating expenses</li> </ul>			<p><b>REVENUE STREAMS</b></p> <ul style="list-style-type: none"> <li>Source capital : Family</li> <li>Main income : Bread sales</li> </ul>	

**Figure 2.3: Roti Gembong Gedhe Business Model Canvas**

A business model is a model that describes how an organization creates, delivers, and obtains value (Chesbrough, 2002). In addition to value, the business model describes how the business can operate and move to a certain level. With a business model canvas, companies can evaluate traditional processes and provide innovation to existing business models [10].

### **2.2.1 Customer Interview**

1. What is the people's mind about Roti Gembong Gedhe?

From 50 respondents, it was agreed that the Roti Gembong Gedhe has a delicious taste, a smooth texture, and it has lots of variants

2. What are the downsides/weaknesses/flaws of Roti Gembong Gedhe?

From 50 respondents, only 7 thought that Roti Gembong Gedhe had flaws. These drawbacks include the jam that is too soft, too sweet, and the bread that is not big enough, it is not warm and the filling is not able to be mixed flavors in one loaf.

3. What are the suggestions for Roti Gembong Gedhe?

Most respondents suggest RGG to have more flavor variants, then the service could be improved, the prices could be lowered, the flavors could be mixed into one loaf, and have more advertisements & branches.

4. What is the most favorite flavor of Roti Gembong Gedhe?

Favorite flavor variants are dominated by chocolate with 16 respondents, tiramisu with 6 respondents, Oreo with 8 respondents, cheese with 6 respondents, green tea with 6 respondents, red velvet with 2 respondents, and

some respondents who do not have a special preference as many as 4 respondents.

5. When did you know about Roti Gembong Gedhe? (old/new)

30 customers are old customers and the remaining 20 are new customers.

### 2.2.2 Prototype testing

**Table 2.1**  
**Prototype Testing**

Taste	From 50 interviews, most said the taste of the bread was delicious, soft, and the bread was always fresh (produced every day) which made the taste always fluffy. However, there are also complaints that some variants are too sweet
Texture	The texture of RGG is soft, and the interviews yielded data that they said RGG was the best compared to other breads.
Filling	There are many fillings and various flavors, but there is also an answer that besides being too soft/watery, there is also an uneven filling. they also suggest that 1 Bread can be mixed with 2 flavors, in addition to adding new flavors

Packaging	The current plastic packaging that can make jam overflow is the answer from the interview, so the packaging should be replaced immediately so that it fits better and also matches the bread box.
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### **2.2.3 Advertising**

For advertisement, RGG made an Endorsement in collaboration with Farida Nurhan, an influencer and food celebrity on her Instagram account. The fee paid is 10 million rupiah for 1x Instagram video post. As a result of the advertisement, there were as many as 7760 people who liked the video, and there were 101 comments submitted. Some of them expect standardization for the filling flavored bread. Most of the comments are from those who still do not know RGG but they want to try it, while the rest of the comments are and customers of Roti Gembong Gedhe.

### **2.2.4 Pop-up store**

To hold a pop-up store as well as a sales test for a Sekaten festival, we managed to sell 188 boxes of bread within 1 month, from 15:00-19:00. In short, per day the bread that can be sold is 6 boxes of bread every day. The revenue from Sekaten is IDR 3,290K. Most of the buyers are those who already know RGG and they happened to be present at the event.

### **2.2.5 Time and place of conducting pop-up store**

The pop-up store was operated in conjunction with Sekaten festival at Perwita Regency, JL. Parangtritis, Km. 3, 7, Blok A1, Randubelang, Bangunharjo, Kec. Sewon, Bantul Regency, Special Region of Yogyakarta. We sell the bread at the event for 30 days (16 September-16 October) at 15-19:00 every day.

## 2.3 Operational / Production Aspect

### 2.3.1 Product Detail

Roti Gembong Gedhe provides bread with various flavors with a menu list and prices as seen in Figure 2.4. Every day each outlet produces bread so that the products sold are always new and fresh from the oven. It is the company's commitment not to sell leftover bread produced on the day before.

ROTI GEMBONG GEDHE	
Durian Real Fruit Cheese Sauce Beef/Chicken	Rp. 22.000
Spaghetti Beef/Chicken Blackpepper Beef/Chicken Barbeque Ori Beef/Chicken Barbeque Hot Beef/Chicken	Rp. 20.000
Abon Mayo Original / Pedas Nucomaltine Susu Keju Coklat Kacang	Rp. 19.000
Banana Milk Coklat Cappucino Macchiato Green Tea Oreo Red Velvet Sarikaya Tiramisu	Rp. 17.000
Blueberry Butter Cream Durian Strawberry Susu	Rp. 16.000
Original	Rp. 12.000

Pilih sendiri tambahan filling kesukaan anda  
Meses, keju atau Almond hanya dengan menambahkan Rp. 3000,-

[www.rotigembonggedhe.com](http://www.rotigembonggedhe.com)

Figure 2.4: List of menus and prices for Roti Gembong Gedhe

Products that are ready to be cooked are immediately covered with food grade plastic, put in the packaging and smeared with filling according to the buyer's request.



Figure 2.5: Packaging Design for Gembong Gedhe



Figure 2.6: Packaging Design for Gembong Gedhe (2)

### 2.3.2 Raw Materials

The raw materials for producing Gembong Gedhe Bread are obtained from several different suppliers. Cooperation is also carried out with suppliers to get the best

prices, simplify operations and maintain the availability of raw material stocks. The raw material suppliers for Gembong Gedhe Bread can be seen in Table 2.2.

**Table 2.2**

**Raw Material Suppliers for Roti Gembong Gedhe**

No	Supplier	Raw Materials	Delivery
1	PT. SARI JAYA	Flour, Sugar	All warehouses
2	Mitra Sukses Sejati	Filling Collata	All warehouses
3	Kusuma Jaya Masterindo	Filling Mero	All warehouses
4	Sinar Meadow	Margarine	All warehouses

The raw materials that have been ordered will be put together in advance at the Gembong Gedhe Warehouse which will be then packaged with a certain dosage to be sent to the outlet. In meeting the needs of raw material stocks every month, Roti Gembong Gedhe requires an average of 104 tons of flour and 23 tons of margarine.

### **2.3.3 Production Facility**

Production facilities to support the production process of Roti Gembong Gedhe are divided into two locations, namely Outlets, and Warehouses as follows:

1. Outlet

The production process of Gembong Gedhe is carried out every day at each outlet so that the company provides the following facilities:

**Table 2.3**

**Production Facilities of Gembong Gedhe Bakery Outlets**

No	Production Facility	QTY
1	Mixer	1
2	Proofer	1
3	Oven	1
4	Production Table	1
5	Packaging Table	1
6	Frontline Table	1

2. Warehouse

Roti Gembong Gedhe has three raw material storage warehouses to facilitate distribution to all outlets with the following facilities:

**Table 2.4**

**Production Facilities of Gembong Gedhe Warehouse**

No	Production Facility	QTY
1	Main Storage Room	1
2	Pre-Mix Room	1
3	Logistics Packing Room	1



4	Research Production Room	1
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#### **2.3.4 Production Process**

The production process carried out by Roti Gembong Gedhe consists of three stages, namely:

##### 1) Production Planning

Before carrying out the production process, the Gembong Gedhe Supervisor will cross-check the availability of raw materials and fillings at the outlet. If there is a shortage, an order will be placed immediately at the Gembong Gedhe Bakery Warehouse. The Offline Marketing Division will also conduct market research in advance to determine the quantity of bread to be produced later.

##### 2) Production Core Process

This stage is the core stage of the production process, namely the manufacture of products. This process is carried out by outlet employees in the morning shift including the process of making dough, proofing dough, baking in the oven, and packaging. The filling is done after the purchase according to the variant chosen, so that buyers can see this process firsthand.

##### 3) Production Quality Supervision

The management of Roti Gembong Gedhe will periodically monitor the quality of bread production at each outlet. This supervision is carried out by the

supervisor and auditor to maintain standardization of product quality at each outlet as well as the availability of raw materials which will affect the company's cash flow. The standardization of product quality is the level of ripeness and texture of the bread and the amount of filling that is spread.

### **2.3.5 Production Capacity**

The production capacity at each Roti Gembong Gedhe outlet varies depending on the number of workers and market demand which will continue to be controlled by the Offline Marketing Division. On average, Roti Gembong Gedhe produces 30,000 pcs per day.

## **2.4 Marketing Aspect**

### **2.4.1 Segmentation, Targeting, dan Positioning**

#### *1) Segmentation*

Segmentation is the activity of dividing the market into smaller groups with different needs, characteristics and behaviors (Kotler, 2012). The market segmentation targeted by Roti Gembong Gedhe is aged 13-55 years with middle to lower economic levels on the island of Java.

#### *2) Targeting*

Targeting is the activity of evaluating segments and then selecting one or more segments for the company to enter. Roti Gembong Gedhe divides the target

market specifically, namely all groups, both families, communities, and tourists who are interested in serving delicious and affordable snacks.

### 3) *Positioning*

Product placement (positioning) is the process of designing products and marketing mixes to create a certain impression in consumer memory (Lubis, 2004). Roti Gembong Gedhe wants to be a number 1 Roti Gembong in Indonesia, which produces various variants of quality and affordable bread. Roti Gembong Gedhe also opens business opportunities for anyone who wants to have a business but he/she does not have much time to manage it with a partnership system.

#### **2.4.2 Marketing Mix (4P)**

Marketing mix or marketing mix is a marketing strategy to achieve organizational and consumer goals. The marketing mix model has several factors commonly known as the 4Ps, namely: product, price, place and promotion (product, price, place, promotion). The marketing mix is a set of marketing tools that can be controlled and integrated by the company in producing the desired response in the target market (Kotler & Armstrong, 2012).

#### 1) *Product*

The product produced by Roti Gembong Gedhe is kingpin bread with various flavors.

#### 2) *Price*

Gembong Gedhe sets the same price for all outlets, starting from IDR 12,000 to IDR 22,000. This price is obtained using a pricing policy strategy using the cost plus pricing method. In this method, the producer will set a selling price for one unit of goods from the cost of producing one unit of goods added a certain amount to cover the cost of production and achieve the desired selling price.

### 3) *Place*

Gembong Gedhe is sold offline at outlets and online through the Go Food, Grab Food, and Shopee Food applications.

### 4) *Promotion*

The promotion strategy carried out by Roti Gembong Gedhe to get new customers and retain old customers are divided into two, namely offline and online strategies, as follows:

#### a) *Offline*

Offline promotion is done by making billboards with attractive designs at the best points in certain cities. The design on the billboard is not only promotional material but also the identity of Roti Gembong Gedhe which is distinctive, vintage, and easy to remember by anyone who sees it. Apart from that, cooperation is also carried out with various parties such as providing Gembong Gedhe Roti on the PT KAI website, making Eid hampers with Kaktus Coffee, and sponsoring certain events.

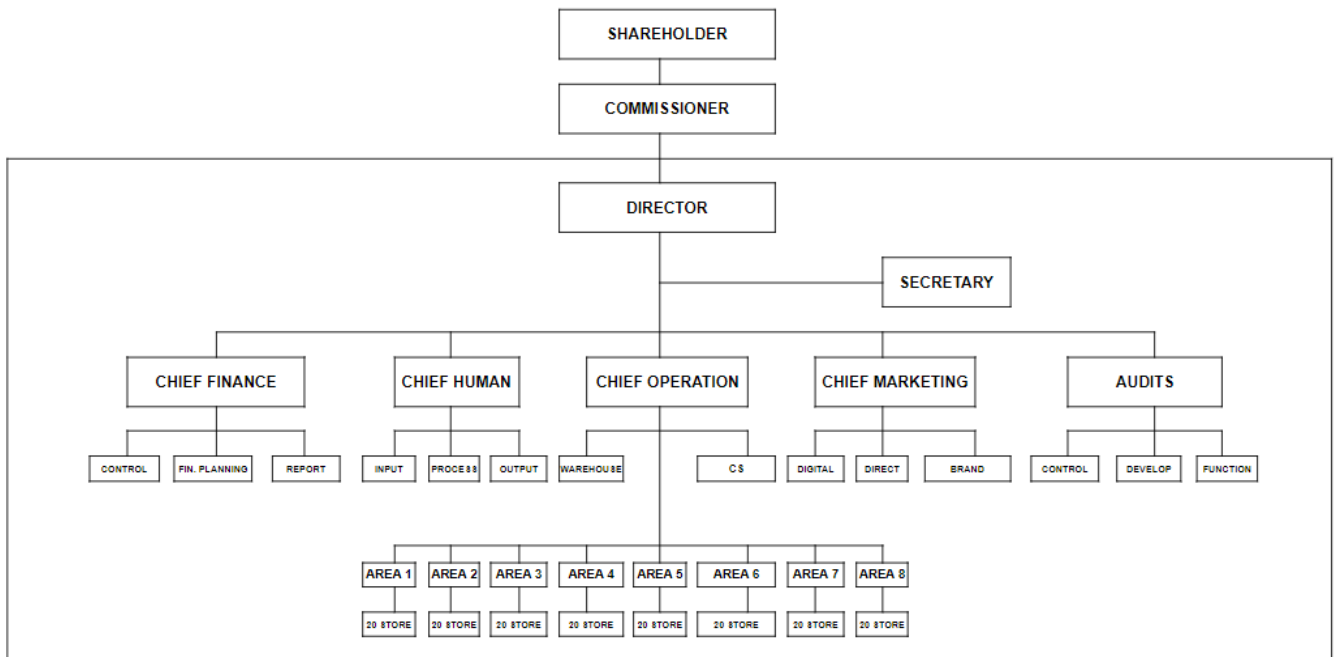
## b) Online

Online media is one of the effective ways to build relationships and communication with the public. Kotler defined public relations and publicity as a program designed in various ways to promote and maintain the image of the company or its products (in Endang, 2013). Roti Gembong Gedhe also utilizes online media for promotion because it has proven to be low-cost, but it has high impact to increase brand awareness and maintain engagement with customers. The public relations that RGG has built are: First, being active on social media Instagram, and Facebook with regular content. The content created does not only contain promotions or product information but also giveaways, quizzes with prizes, challenges, and creative videos. This is intended so that followers do not get bored and build engagement between brands and followers. Second, Roti Gembong Gedhe also uses an endorsement strategy to increase customer trust in the brand and support certain campaigns. Endorsements are carried out regularly in collaboration with local and national influencers depending on the target market. Third, Roti Gembong Gedhe also routinely makes digital advertisements, especially Instagram and Facebook Ads for certain campaigns so that they are targeted at specific targets.

## **2.5 Organization and HR Aspect**

### **2.5.1 Managerial Structure**

The organizational structure according to Robbins (2014) is an organizational recognition of the need to formally coordinate the interaction patterns of organizational members. The following is the organizational structure chart of Roti Gembong Gedhe:



**Figure 2.7: Organizational Structure of Roti Gembong Gedhe**

### 2.5.2 Job Description

A job description is a list of duties, responsibilities, report relationships, working conditions, concern for the responsibilities of a position, as well as the product of job analysis (Dessler, 2010). The followings are the job descriptions at Roti Gembong Gedhe, namely:

**Table 2.5**

**Job Description of Roti Gembong Gedhe**

<b>No.</b>	<b>Position</b>	<b>Job Description</b>
1	Commissioner	<ul style="list-style-type: none"><li>• Supervise each section under it as a bridge between the structure and the shareholders</li><li>• Monitor every ongoing program or project</li><li>• Provide advice before the project runs</li></ul>
2	Director	<ul style="list-style-type: none"><li>• Responsible for the implementation of the company's vision and mission</li><li>• Monitor the business situation and develop strategies</li><li>• Conduct regular company evaluations</li><li>• Appoint people who are capable of leading within the company</li></ul>
3	Chief Marketing Officer	<ul style="list-style-type: none"><li>• Conduct market research to develop a marketing strategy</li><li>• Supervise and manage the marketing team in achieving campaign or promotion targets</li><li>• Trend and competitor analysis</li><li>• Evaluate sales targets regularly</li><li>• Create a marketing budget and resource requirements</li></ul>
4	Secretary	<ul style="list-style-type: none"><li>• Create and organize documents and maintain a filing system</li><li>• Carry out administrative records</li><li>• Communicate to internal and external parties</li><li>• Maintain company schedule</li><li>• Ensure legality and legal requirements</li></ul>

5	Chief Operating Officer	<ul style="list-style-type: none"> <li>● Implement overall company planning</li> <li>● Organize and supervise the management</li> <li>● Together with executives, evaluate the company's performance</li> <li>● Become a communication link between executives and management</li> </ul>
6	Chief Finance Officer	<ul style="list-style-type: none"> <li>● Make a company financial plan</li> <li>● Develop the company's financial budget policies</li> <li>● Manage finances from outlets, management, to profit sharing with partners</li> <li>● Make financial reporting</li> </ul>
7	Warehouse	<ul style="list-style-type: none"> <li>● Check demand and maintain the availability of raw materials</li> <li>● Communicate with suppliers regarding shipments and invoices</li> <li>● Schedule and ensure raw materials are delivered on time</li> <li>● Maintain communication with warehouse staff to ensure proper work order</li> <li>● Review bills, invoices, and purchase orders</li> </ul>
8	Audit Manager	<ul style="list-style-type: none"> <li>● Test and evaluate the implementation of internal control and risk management systems by company policies</li> <li>● Examine and evaluate the efficiency and effectiveness in operations, finance, accounting, human resources and other activities</li> <li>● Provide suggestions for improvement and other objective information relating to the activities being examined at all levels of management as needed</li> </ul>



9	Chief Human Resource	<ul style="list-style-type: none"> <li>● Carry out the recruitment and selection of new employees</li> <li>● Manage onboarding, training, learning and development to maximize work performance</li> <li>● Obtain and retain potential employees</li> <li>● Manage employee compensation and benefits</li> <li>● Monitor and evaluate employee performance</li> </ul>
10	Area Manager	<ul style="list-style-type: none"> <li>● Schedule and coordinate the team in operational activities</li> <li>● Improve the operational effectiveness of the company</li> <li>● Supervise the supply of distribution goods, service providers, and the location of operational facilities</li> <li>● Represent management in constructive communication with partners related to operational unit production and distribution activities</li> </ul>
11	Chef	<ul style="list-style-type: none"> <li>● Create a new product development plan</li> <li>● Create new recipes and plan production</li> <li>● Maximize capital and use of raw materials</li> <li>● Coordinate with managers for the preparation of new product documents and specifications</li> <li>● Create and supervise production SOP</li> </ul>
12	Setting dan Maintenance	<ul style="list-style-type: none"> <li>● Control the layout and function of production equipment in each outlet</li> <li>● Manage the availability of goods and production process equipment</li> <li>● Make planning distribution of raw materials and production equipment</li> <li>● Care and maintenance of all production machines and equipment</li> </ul>

13	Supervisor	<ul style="list-style-type: none"> <li>• Bridge communication between outlet management and employees</li> <li>• Solve daily problems at outlets with/without a supervisor role</li> <li>• Submit customer complaints from outlet employees to be submitted to the manager</li> <li>• Enforce the rules set by the company</li> <li>• Carry out work control and evaluation</li> </ul>
14	Digital Marketing	<ul style="list-style-type: none"> <li>• Make a campaign plan and company promotion</li> <li>• Maintain and increase brand awareness and engagement with old and new customers</li> <li>• Create concepts and design the distribution of content marketing campaigns on social media</li> <li>• Design strategies to increase sales online</li> </ul>
15	Offline Marketing	<ul style="list-style-type: none"> <li>• Recap the sales results in each outlet</li> <li>• Develop a sales strategy</li> <li>• Analyze market behavior and its impact on sales at each outlet</li> <li>• Cooperate and collaborate with external parties to expand the market</li> </ul>
16	IT	<ul style="list-style-type: none"> <li>• be responsible for the administration of online sales through the application</li> <li>• Control online data such as Google Maps outlets, cashier systems, company applications, and other external applications</li> <li>• keep facilities and infrastructure in good condition, especially management technology equipment, and outlets</li> </ul>

17	Graphic Designer	<ul style="list-style-type: none"> <li>• Conceptualize and communicate verbal information into visuals</li> <li>• Make creative and communicative designs that still fit the brand</li> <li>• Make all print designs and online flyers needed by the company</li> <li>• Together with the marketing team, make creative contents for promotional media</li> </ul>
18	Photo & Videographer	<ul style="list-style-type: none"> <li>• Make documentation of company campaigns, events, and promotions</li> <li>• Together with the marketing team, create creative content for promotional media</li> <li>• Take product photos and update them regularly</li> <li>• Create photo and video concepts to support company campaigns and promotions</li> </ul>

### 2.5.3 Selection Qualification

The recruitment and selection process aims to get the right job candidates for the desired job qualifications. According to Manularang (2011), qualifications that can be used as the basis for the selection process include expertise, experience, age, gender, education, physical condition, talent, and character.

### 2.5.4 Recruitment and Selection Process

Employees are a valuable asset for the company to achieve organizational goals. Therefore, to find and determine employees who fit the company's needs, a recruitment and selection process is carried out. Recruitment is the process of

finding, holding, finding, and attracting applicants to be employed in the company (Sutrisno, 2011). Meanwhile, selection is the process of selecting individuals who have relevant qualifications to fill positions in an organization (Sudiro, 2011).

Roti Gembong Gedhe conducted recruitment to find management employees and employees working at outlets. The management employees who go through the recruitment process will occupy positions as Finance Admin, Logistics Admin, HRD, Chef, Setting and Maintenance, Supervisor, Digital Marketing, Offline Marketing, as well as Graphic Designer and Photo/Videographer. Meanwhile, the outlet employees will occupy the positions of baker and cashier.

The recruitment is carried out by posting job vacancy pamphlets on job vacancy accounts available on Facebook and Instagram social media. All the job application files containing a job application letter, CV, and Portfolio (specifically for Marketing Team vacancies) must be emailed to [hrd.gedhemargogandum@gmail.com](mailto:hrd.gedhemargogandum@gmail.com). The next step is screening the CV and Portfolio and followed by interviews. The interviews were conducted twice, first with HRD and if the applicants passed to the next stage, there will be a direct interview with the User (Manager or other position that will work directly with the candidate). The final stage of selection, namely HRD will contact by telephone or text message to notify applicants who have passed the selection to become employees and are asked to sign a work contract. All management and outlet employees have a training period of three months before finally becoming permanent employees.

### **2.5.5 Performance Appraisal System**

Employee performance appraisal is a formal system for reviewing and evaluating the performance of individuals or teams in carrying out their duties (Mondy, 2008). Conducting performance appraisals with clear standards and procedures can have an impact on improving employee performance.

Roti Gembong Gedhe uses the Management by Objective (MBO) method in assessing employee performance. This method contains a set of standards that have been set by each manager or coordinator of each division which is mutually agreed upon with employees to become achievement targets within a certain period. This standard is the company's assessment for measuring employee performance and motivating employees to achieve these standard targets. Roti Gembong Gedhe provides bonuses other than salary as an appreciation if the employees' performance reaches or even exceeds the set target.

## **2.6 Financial Aspect**

### **2.6.1 Capital Requirements**

In running its business, one Roti Gembong Gedhe Outlet requires capital with the following details:

**Table 2.6**  
**Capital Requirements for Purchase of Gembong Gedhe Equipment**

<b>No</b>	<b>Equipment</b>	<b>QTY</b>	<b>Price</b>
1	Spiral Mixer Fomac	1	Rp 23.000.000,-
2	Proofer 2 Deck Fomac	1	Rp 13.000.000,-
3	Oven 2 Deck Fomac	1	Rp 18.500.000,-
4	Production Table	2	Rp 5.000.000,-
5	Loyang Beki	32	Rp 5.600.000,-
6	Loyang Roti	320	Rp 3.200.000,-
7	Frontliner Table	1	Rp 7.500.000,-
8	Chair	6	Rp 1.800.000,-
9	Gas cylinders	1	Rp 300.000,-
10	Gas Regulator	1	Rp 100.000,-
11	Portable Gas Stove	1	Rp 400.000,-
12	Filling storage	22	Rp 2.640.000,-
13	Filling spoon	24	Rp 1.920.000,-
14	Bread Knife	2	Rp 240.000,-
15	Bread Brush	2	Rp 80.000,-
16	Grated cheese	1	Rp 25.000,-
17	Small Mixer	1	Rp 380.000,-
18	Cashier Phone	1	Rp 2.500.000,-
19	Cashier Printer	1	Rp 320.000,-
20	Freezer	1	Rp 2.900.000,-
Total			Rp 89.405.000,-

**Table 2.7**  
**Capital Requirements for Space Rental and Operational Activities**

<b>No</b>	<b>Requirements</b>	<b>QTY</b>	<b>Price</b>
1	Space Rent	1 Year	Rp 50.000.000,-
2	Bread Packaging	2500 pcs	Rp 2.125.000,-
3	Filling	1 month	Rp 13.500.000,-
4	Bread Pre Mix	150 pcs	Rp 10.200.000,-
5	Operational opening of outlets fee	1 Month	Rp 3.600.000,-
<b>Total</b>			Rp 79.425.000,-

Table 2.7 shows that the cost required to open a Roti Gembong Gedhe outlet is 168 million rupiah, with each detailed allocation. These costs do not include other costs such as the start of marketing, other unexpected costs such as risk management, or reserved cash.

### **2.6.2 Source of Capital**

Sources of funds were obtained from Mr. Ery Julianto Kusumo and Mrs. Fajar Astuti as the CEOs of Roti Gembong Gedhe.

### **2.6.3 Investment Feasibility Assessment**

To assess the feasibility of a business, it can be done using the Payback Period (PP) method so that the writer and his family are confident to run the Gembong Gedhe business.

#### **2.6.4 Payback Period**

The technique of assessing the period of return on investment of a business which is by calculating the equation of estimated income per day with the total capital allocation that has been invested. Roti Gembong Gedhe has a target of one year and six months to return the investment value. The writer has an assumption that within six months the outlet that opens Roti Gembong Gedhe can get 150 buyers daily with an average order of two pieces of bread per buyer for IDR 15.000,- per piece of bread.

Starting capital = Rp 168.830.000,-

Daily cash flow = (bread price x QTY) x number of buyers

= (15.000 x 2) x 150



= Rp 4.500.000,-

Annual cash flow = Rp 1.620.000.000,-

PP = (initial capital/cash inflow per year) x 12 months

PP = (168.830.000/1.620.000.000) x 12 months

PP = 8 Months 15 Days

### **CHAPTER III**

#### **BUSINESS ACTIVITIES IMPLEMENTATION REPORT**

For more than four years since Roti Gembong Gedhe opened its first outlet on Jalan Affandi Yogyakarta, the development of this business has been massive and fast. Indeed, in business practice, it takes seven months to ensure that our products are fit for the market, and it is proven that Roti Gembong Gedhe has been accepted and can build this business to the next level. In the second year (2020), RGG was able to open its 57<sup>th</sup> branch, in Semarang. Yogyakarta area is the starting city since the founding of Roti Gembong Gedhe has had 25 branches spread across most of the popular streets in Yogyakarta, for example, Jalan Kusumanegara, Jalan Laksda Adisucipto, Jalan Kaliurang, Jalan Bantul and so on. In the second year (2021), Roti Gembong Gedhe opened its first outlet in Bandung, West Java, precisely on Jalan Sarijadi and Jalan Ujung Berung. The number of outlets in 2021 will reach 79 at the end of the year. RGG Management is more focused on recruiting employees who will fill Bandung and Semarang warehouses. The peak year for adding RGG outlets is in 2022, with the opening of the 100th outlet in Demak, which is surrounded by the enthusiasm of the people waiting for RGG to be present in their cities. With the opening of the 188<sup>th</sup> outlet, in Condet, East Jakarta at the end of 2022, this will be the last point for Roti Gembong Gedhe to temporarily pause adding outlets, because the management realizes that there is the lack of business fundamentals to manage 188 outlets in the 4th year since this business was created. In 2023, the CEO of Roti Gembong Gedhe decided to improve the RGG's management capabilities in preparation for even higher achievements in the following years.

### **3.1.1 Review of Production / Operational Aspects**

Initially, Roti Gembong Gedhe sold 20 choices of flavors or fillings to consumers, but after conducting research on the Pareto Theory, 80% of Gembong Gedhe's sales were based on Chocolate, Nucomaltine, Tiramisu and Cappuccino variants. This means that RGG does not have to sell other product variants which can increase the risk to the quality and condition of the bread sold to buyers. Some other fillings such as Spaghetti, Black Pepper, for example, are delicious bread fillings, but they have a risk of temperature resistance and storage that are more vulnerable than other variants. We received several complaints from buyers because the quality of the stuffing sold to buyers was in poor condition. In fact, this incident was a significant blow to the management, because they have to ensure that all the quality and condition of the bread sold to all people is in the best condition.

The packaging has so far been under controlled conditions, almost all consumers and buyers of Gembong Gedhe Roti are satisfied with the quality and condition of RGG packaging. In fact, some buyers from certain areas such as East Java, still keep the RGG packaging after the bread has been consumed, because they feel the packaging is still very decent and good. The packaging that we sell as bread wrappers is indeed of very good quality, with a thickness of 1 mm. It is indeed very strong and resistant to piles as well as light to carry anywhere.

The raw materials that have been produced in the warehouse are in the form of Pre-Mix that are also very safe to control because the special Pre-Mix plastic that is used is hygienic and strong. There was only one obstacle faced during the operational process of raw material production, namely the increase in the price of flour, imported margarine, and filling which was quite difficult to control. This price increase is not a reason to lower the quality of the raw materials, but it means that the profit has definitely been decreased. Cooperation contracts and negotiations with vendor suppliers at certain times are a solution to keep getting prices that are cheaper than market prices, even though the difference is not as much as before the price increase.

From the aspect of bread production at each outlet, our biggest obstacle is ensuring that all outlets meet the minimum standards. For example, the minimum bread height is 19 cm, while the shape of the loaf per piece must also be straight, the ripeness must also be brown according to the color that has been specified. Several outlets had just been opened, but the demands are much greater than the outlets in other areas, for example, Tegal, Brebes, and also Slawi, that could produce 720 loaves per day at each outlet. It was our challenge to ensure all the conditions and quality being sold meet the minimum standards

### **3.1.2 Marketing Aspect**

Roti Gembong Gedhe segmentation was specifically aimed at students, private and state employees, residents, and a few school students. Indeed, this segmentation design has been agreed upon by the management because the initial business location was on Jalan Affandi, which is fulfilled all of the market segments mentioned. Once, RGG was in a period of quite a lot of sales, which is 800 boxes of bread from each outlet per day, when this segment bought RGG products, but now the target segment is more specific and less than the previous market segment, namely class B-C, that is, the buyers are residents Housewives and the users are children. This segment corresponds to sales data from each outlet, which shows 80% of sales comes from that category.

The application of 4P Marketing mix strategies (Product, Price, Place, Promotion), starting from the product, Roti Gembong Gedhe is a pioneer brand that was the first to sell bread by offering more than 20 choices of fillings. It has made the hearts of the people of Yogyakarta and its surroundings happy and they buy RGG every day. The reason why they buy RGG products is none other than the quality of the bread produced in contrast to the low price offered. The price set is also very acceptable, even bringing this business to continue to grow from time to time. Product Fit was achieved in the first four months after RGG opened its first outlet. The places of outlets were also very affordable in terms of location, wherever buyers passed through the major roads in Yogyakarta, there were always RGG outlets. Promotional techniques used at the beginning of building the RGG brand were mostly word of mouth techniques, especially when RGG generously distributed unsold bread of that day to the people of Yogyakarta. So, along with maintaining product quality, RGG also directly promotes products and brands to the public.

Apart from distributing products to the public for a certain period of time, RGG also carries out direct promotions with thematic themes by renting billboards in very attractive locations and reaching a large number of people. By using a promotional method by hiring a Billboard, it turns out that more and more people are familiar with the Roti Gembong Gedhe brand. This thematic promotion is carried out at the same time as a recall test or to remind the public that the RGG brand is on the rise. Not only direct promotion in the field, but the RGG team also advertises and disseminates information about the brand to the wider public on social media such as Instagram, Google, and Facebook Advertising or paid advertising to communicate with the public in online networks. By doing so, more and more people know and are starting to understand the RGG brand, and some of them also eventually join and order our products.

### **3.1.3 Organizational and HR Aspects**

Organizationally, Roti Gembong Gedhe was in the form of a CV at first, but over time it switched to PT. At first, RGG only consisted of family members who jointly founded the business that grew so quickly to become a mid-sized company in just three years. Meanwhile, the form of organizational structure chosen and used by Roti Gembong Gedhe is Lean and Mean, which means it tends to widen with as few bosses as possible. This means that the bureaucratic process within the company can be carried out quickly, but the leader or manager in charge must also be qualified to coordinate each section. Indeed, in the early days when RGG was formed, the bureaucratic process felt slow and long to get to the top position. The management realized this after working with Bisnis.id as the company's advisor.

Political thinking in the Roti Gembong Gedhe organization is also paternalistic, which means that subordinates and superiors are very different and bureaucratically distant. Indeed, based on data, most companies located on the island of Java, especially in the Special Region of Yogyakarta, the political thinking that is formed is paternalistic, in contrast to developed countries whose political thinking is egalitarian. However, currently Roti Gembong Gedhe continues to improve its organizational structure, filling parts of the organization with human resources who are more capable and have management expertise for every aspect of the organization.

The recruitment and selection process that has been carried out so far is still 60% of the ideal process. This happened because after the assessment process for the core employees of Roti Gembong Gedhe, the average score obtained was still in the range of 60 out of 100. It was realized that the recruitment and selection process is a vital part in the company, because these two processes filter or select candidates who deserve to work and build the company. However, this filtering process occurred and resulted in less than ideal results due to the reason for the fast development of the Roti Gembong Gedhe business. In the mid of 2021-2022, Roti Gembong Gedhe opened 10-12 outlets in several areas each month. This means additional employees can reach 50-70 employees per month, not including the core management team at the head office.

After the assessment process was carried out in early 2023, together with an independent agent, the management realized that the very urgent thing that Roti Gembong Gedhe had to fix was the people or human resources within the organization which had to be updated immediately.

#### **3.1.4 Financial Aspect**

In May 2019, the Founder of Roti Gembong Gedhe took the initiative to build a business or small business in the form of a Roti Outlet which is planned to be located on Jalan Affandi Gejayan Yogyakarta. At that time, it also coincided with the writer's initial studies at the Islamic University of Indonesia, which was entering its 2nd year. Discussing the initial capital or funding, of course, comes from the Founders of Roti Gembong Gedhe, who are the writer's father and mother. A total of IDR 170 million was invested in the form of rent for a place and building, a set of standard bakery machines, furniture and cooking utensils, initial raw materials and other equipment. The turnover obtained in the first month of moving business reached IDR 41 million (15-31 August 2019). The writer feels very convinced and confident that this business will be fit and able to develop properly. With an average turnover of IDR 68 million in the 3rd and 4th quarters of 2019, the Roti Gembong Gedhe business at that time was certain to be fit for the market.

At the beginning of 2020, along with the pandemic that hit the world, the income from Roti Gembong Gedhe experienced a significant decline. In January 2020, the turnover obtained was IDR 53 million, followed by February with IDR 49 million. All members of the business at that time could only realize and accept the circumstances that occurred. Luckily, at that time RGG was still able to sell bread every day without any holidays as usual. A big thing happened in March, the founder decided to open their first branch located at Godean Street. The capital and inventory set at that time were relatively the same as the first outlet. At that time, the revenue of the Godean outlet was not as good as that of the Gejayan outlet at the start, which was IDR 38 million in March. The surge or increase in turnover actually occurred in April, which reached an average of IDR 60 million for the two outlets. This happened because a large number of Jogja people had started to recognize RGG.



Entering June, the founder decided again to open a second branch which is located on Jalan Monjali Yogyakarta. The Monjali outlet is one of the many RGG outlets which, at the beginning of the opening, received a satisfactory turnover and net profit. Monjali outlet turnover in June reached IDR 83 million, while Gejayan and Godean outlets also did not differ much in turnover, around IDR 80 million. With a net income percentage of 27%, it was truly an exciting time for the founders and the writer, to feel very lucky. While most people are confused about facing a pandemic, Roti Gembong Gedhe is experiencing very good progress. In July 2020 or the first year after RGG opened its outlets, there were also other RGG branches in Jogja, namely on Jalan Tajem, Bantul, Gedongkuning, Jalan Kaliurang, etc. RGG branch outlets after Monjali outlets are outlets that were established based on a business agreement between the Partners and the RGG Founder. With an outlet capital of IDR 185 million, at that time many prospective Partners wanted to register to join the Roti Gembong Gedhe family.

Roti Gembong Gedhe's financial performance experienced growth from the first to the third year. With an average growth of 6.7% for each outlet every month, the Gembong Gedhe Roti Business, which was originally an SME business, has now transformed into a medium-scale business. The founders and their families actually do not really believe in this situation, considering that RGG's business growth has just entered its 4th year. With a sizeable number of assets, starting from outlet assets, warehouses, material inventory, office assets, human resources, vehicles, the distribution channel, along with the Brand value of Roti Gembong Gedhe have made the founders even more confident that the RGG business can be a strong business for quite a long time.

Currently, the Finance team from Roti Gembong Gedhe is focusing on performance to develop and improve better cash flow, management, and financial planning to bring the company to a better level, inseparable from the obligations of daily tasks.

## **CHAPTER IV**

### **IDENTIFICATION AND PROBLEM SOLVING**

#### **4.1 Problem Identification**

Businesses both SMEs and large companies are never apart from problems and obstacles in its implementation,. Weaknesses faced by MSME entrepreneurs in improving business capabilities are very complex and include various indicators which are interrelated with one another, including; lack of capital both in quantity and sources, lack of managerial ability and operational skills in organizing and limited marketing (Rahman, 2021). Problems and obstacles occur at various levels or scales, ranging from

small-scale problems that can be resolved quickly and do not involve many parties, to large-scale problems that require a long time, a lot of money, and involve many parties in solving the problem. These problems are inseparable from the four aspects of the management function, namely: HR, Operations, Marketing, and Finance, each of which has its own way or solution in solving the problem.

In carrying out its business, Roti Gembong Gedhe is also inseparable from business problems and obstacles. Even though Roti Gembong Gedhe faces various problems and obstacles in running its business, there are only a few main problems which are the main issues and are reviewed from the four management functions, with the following details:

**Table 3.1**  
**Problems or Barriers to the Gembong Gedhe Roti Business Based on 4**  
**Management Aspects**

<b>Function</b>	<b>Problems or Obstacles</b>	<b>Priority Scale</b>
HRD	Some outlet employees cheated by tricking purchase receipts.	1
Financial	The increase in raw material prices resulted in a decrease in company turnover.	2

Operations	The fluctuating availability of raw materials with Roti Gembong Gedhe outlets that are widespread has hampered the production process.	3
Marketing	The weakening of Roti Gembong brand “Gedhe” was due to the emergence of very similar new competitors.	4

Based on the mapping of business problems and obstacles, Roti Gembong Gedhe has four problems in each management function with different priority scales. Chapter 4 will discuss issues with the highest priority scale, namely several outlet employees who commit fraud by tricking purchase receipts (fraud corruption). In this case, the product entered in the cashier system does not match the product purchased by the customer, then a purchase receipt is given to the customer for various reasons. This price difference is used by unscrupulous employees to reduce the daily deposit and taking part of the money for personal purposes.

This is certainly detrimental to the company both in the short and long term. Therefore, we need the right solution so that the problem is resolved immediately and does not recur.

## **4.2 Theoretical Review**

Fraud is still an issue that often occurs in companies, with motives and methods that also evolve with the times. The Association of Certified Fraud Examiners (ACFE) classifies fraud into three types, namely fraud in financial statements, misuse of assets

and corruption (Surjandari & Martaningtyas, 2015). In the Roti Gembong Gedhe problem, the fraud that occurred was a corrupt practice. To solve this problem, the theory of the Analytical Hierarchy Process (AHP) can be applied.

The AHP method was chosen to formulate a fraud prevention strategy in corporate financial management because the AHP method is easy to explain the decision-making process and can be described graphically. This will help the company to see more clear, and focused to the actors, and solutions of the fraud problem that occurs at Roti Gembong Gedhe.

The AHP structure used in this discussion consists of 5 (five) levels, namely focus, factors, actors, constraints, and strategy. The factors used in preparing the hierarchy are factors that influence fraud in financial management, namely the effectiveness of the internal control system, organizational ethical culture, and individual morality. The actors used in compiling the hierarchy are those who have the authority to control the driving factors for fraud, namely directors, auditors, the Head of Store, and supervisors at each outlet or SPV. Obstacles that become a priority scale in the preparation of the hierarchy are obstacles that are considered to influence actors in efforts to prevent fraud. These constraints are individual aspects, organizational aspects, and regulatory aspects. The last level in preparing the strategy is the alternative strategies chosen to prevent fraud at Roti Gembong Gedhe.

### **4.3 Troubleshooting**

#### **a) Role of Factors in Overcoming Fraud Roti in Gembong Gedhe**

From the AHP hierarchy, the priority for fraud prevention factors at Roti Gembong Gedhe is the effectiveness of the internal control system. According to Mulyadi (2001), the internal control system includes organization, methods, and measures that are coordinated to maintain organizational wealth, check the actualization of financial reports, and encourage efficiency and management policies. An effective system will eliminate opportunities for employees to commit fraud. The next priority is the ethical culture of the organization. Organizational culture is the values developed in the organization as a guide in behavior. Organizational culture can prevent fraudulent behavior in organizations (Wicaksono & Urumsyah 2016). An organization that has a high ethical culture will pressure its members not to commit deviant acts. The last priority is individual morality. Subagio (2016) stated that the root cause of fraud is a lack of individual integrity, where integration contains moral qualities and attitudes that are honest, wise, and fair to do the right thing in all situations. Therefore, to prevent fraud in an organization, it is necessary to encourage the strengthening of individual morale.

#### **b) Role of Actors in Counter against Roti Gembong Gedhe Fraud**

The results of processing using the AHP method shows comparisons between elements of the "Actor" fraud prevention strategy Roti Gembong Gedhe, and the Auditor is the priority. The auditor is considered to have the greatest priority because it functions as an internal supervisor of the implementation of organizational duties and to ensure and provide assurance that activities have been carried out in accordance with the established benchmarks effectively and efficiently. In addition, the Auditor also has

a function as a consultant in the establishment of the company's internal control system by providing advice to the CEO, managing director and marketing, or the subordinates of the managers. This allows internal auditors to design, build and develop a company's internal control system to be more effective and efficient.

The second priority is the Operations Manager, this position has a function in policy making, oversight, and is the main actor responsible for the company's operational activities and internal control along with the position under it. The concept of operational management is a company's activities in creating goods and services that the company offers to consumers. With the concept of operations management, all company income will be integrated to produce output that has added value, be it final goods, semi-finished goods or services (Faiq, 2021).

Operations Manager is a party directly related to internal control activities. The Operations Manager is also the party that makes policies related to the company's operations, such as making SOPs, operational reporting policies, and internal control systems and tools within the company, assisted by internal auditors. The Operations Manager is also the party responsible for providing a training platform for employees or staff of the Roti Gembong Gedhe outlet employees. Therefore, the Operations Manager can become the second priority actor in the efficiency of the company's internal control system and the establishment of an ethical culture within the company's organization. This ethical culture can be formed through the creation of a supportive corporate culture.

This can be created by designing and implementing SOPs that uphold ethical values and are supported by a reward and punishment system provided by HRD. Punishment will be given when unexpected behavior is performed by the person concerned or the person concerned does not respond or does not perform the expected behavior (Ayu, 2019). Provision of SOP materials as well as an introduction to the reward and punishment system can be carried out through employee training forums that become the policy programs created by the Operations Manager.

The last priority is HRD, that is responsible for recruiting and terminating employment relations between companies and employees. HRD can help screen out the best employees with good moral standards, thereby reducing the risk of fraud at the outset by applying good and measurable company recruitment standards. In addition, HRD is also responsible for designing and implementing a reward and punishment system within the company, so that there are real rewards in every good and bad action that has been carried out by employees. This system is also able to limit the risk of fraud by motivating employees to contribute more to the company through a reward system and preventing employees from behaving badly through a punishment system. Enforcement of the reward and punishment system is the responsibility of HRD and this system will be a tool for the company to prevent and deal with acts of fraud within the company.

### **c) Role of Constraints in Overcoming Fraud in Roti Gembong Gedhe**



When comparing the elements of "Constraints" it shows that the first rank is the individual aspect. Constraints on individual aspects, namely constraints that come from within or are under the control of the individual, for example limited human resources (incompetent and do not understand the rules), indifference, assuming fraudulent acts are commonplace, or not daring to report behavior and incidents of fraud that occurred in the work environment. The second priority is the regulatory aspect. Regulatory constraints are the inadequate quality of regulations, the imposition of sanctions that are too light, the application of inconsistent and indiscriminate sanctions, and the weak field of evaluation and revision of regulations. The last priority is the organizational aspect. Obstacles in organizational aspects, namely the absence of role models and commitment from leaders so that leaders have not become good role models for employees in their efforts to prevent fraud.

#### **d) The Level of Role of Strategy in the Prevention of Roti Gembong Gedhe Fraud**

Comparison between elements of "Strategy" shows that the priority to prevent fraud in financial management is improving the monitoring and control system (0.200), the second priority is improving organizational culture (0.171), the third priority is formulating anti-fraud values in the organization ( 0.166) and the application of a strict reward and punishment system (0.166). The next priority is anti-fraud socialization for employees (0.155) and finally the formation of agents of change (0.142). Respondents considered that the strategy that needs to be prioritized is the improvement of the monitoring and control system. With a good system implemented within the X1

Agency, it will be able to minimize and eliminate employee motivation and opportunities to commit fraud.

#### **4. Problem Solving**

In an effort to resolve and solve the problems that are being faced, Roti Gembong Gedhe divides problem solving by implementing policies as explained below:

##### **4.4.1. Improvement of Monitoring and Control System**

The concept of improving organizational control according to The Institute of Internal Auditors (2013) relates to the division of roles and responsibilities for implementing risk management and internal control into 3 (three) lines within the organization.

##### **1) First Line of Defense**

###### **A. Head of Store**

The Head of Store has a role to communicate directly with the employees of the Roti Gembong Gedhe outlet and ensure that all SOPs for the outlet are carried out by all employees. This is then submitted to the Supervisor (SPV) through outlet operational reports in the form of: sales reports, incoming goods reports, stock taking, attendance reports, damage reports, and other reports

related to outlet operations to SPV. Each Gembong Gedhe Roti shop has one Head of Store.

#### B. SPV

Each SPV in the Roti Gembong Gedhe management structure is responsible for 15-18 Roti Gembong Gedhe outlets and is responsible for reading and analyzing each operational report provided by the Head of Store. The information from the report is then combined with the information from the operational reports of other outlets that are the responsibility of the SPV. This information is then submitted to the Operations Manager who will then provide a response in the form of a policy or decision based on that information.

### 2) Second Line of Defense

#### A. Operational Manager

The Operations Manager is responsible for monitoring and maintaining compliance with the implementation of internal controls and providing input to the first line of defense. The Operations Manager receives and processes information received from the SPV and then provides solutions in the form of decisions or company policies on the information that has been identified through the SPV report.

#### B. Human Resource Department (HRD)

HRD's role is to respond to reports on the actions of the employees or staff who violate SOPs or values upheld by the company by giving punishment based

on regulations or policies from the company's top management. HRD also plays a role in responding to reports on the performance of company staff and employees which, if deemed good, will be rewarded based on regulations or policies from the company's top management.

### 3) Third Line of Defense

#### A. Internal Auditor

Internal auditors are responsible for providing objective monitoring, supervision, and evaluating the effectiveness of internal control. An efficient and effective system, protecting assets and data integrity can only be achieved if the management establishes a good internal control system. The role of internal audit can assist management in preventing irregularities or fraud (Ety, 2015). Internal auditors are also formed with the intent and purpose of controlling fraud within the company. Assessment and monitoring carried out by the auditor is the last line of defense in the company's internal control process. In addition, the auditor is also responsible for recording and reporting findings from data, events and calculations that are not in accordance with the SOP. The results of these findings and assessments are then reported to the Main Director who is then forwarded to the main management within the company. In addition, the internal auditor is also assigned to give advice to the Operations Manager and other managers so they are able to improve or strengthen the control system within the company.

#### **4.4.2 Improvement of Organizational Culture**

There are some strategies to improve an organizational culture that is aligned with anti-fraud programs that can be carried out within the scope of the Gembong Gedhe Management, namely:

1) Demonstrate exemplary leadership Behavior

Subordinates are a reflection of the behavior of their leaders. If the leader promotes good behavior, the subordinates will imitate, and vice versa (Wicaksono & Urumsah 2016). Leadership commitment is needed in an effort to prevent fraud. Commitment can be expressed in the form of exemplary behavior supported by the provision of adequate human resources, funds, facilities, and infrastructure (Wiratna, 2015).

2) Creating a positive work environment.

Someone will tend to adjust to what has become a habit in the work environment. A good work environment will increase creativity, ethical behavior, and performance which will be a barrier to fraud (Wicaksono & Urumsyah 2016). Efforts to create a positive work environment include realistic budget absorption targets, clear division of authority and responsibility, good communication between employees and superiors, and simple and unpretentious behavior.

3) Obvious Reward and Punishment system

Both reward and punishment systems are needed to stimulate employees to improve their work quality. Rewards are applied to motivate employees to work more optimally in carrying out their responsibilities. Meanwhile, punishment is imposed on employees who make mistakes and violations so that they are motivated to stop deviant behavior and direct positive behavior (Suherman, 2017). In addition to rewards in the form of performance allowances, rewards that can be given to employees include providing opportunities to improve abilities according to areas of expertise through training, promotions, and continuing education. Strict sanctions must also be imposed on employee violations based on Government Regulation of the Republic of Indonesia Number 53 of 2010 concerning Discipline for Civil Servants and withholding performance allowances based on the Regulations Concerning Procedures for Providing Performance Allowances to Employees within Ministry X.

#### 4) Anti-Fraud Socialization

Anti-fraud socialization and education aim to strengthen each individual in making decisions that are ethical and with integrity, as well as creating a culture of zero tolerance against fraud. Anti-fraud socialization for employees is not only carried out in the form of education and training but also through exemplary leadership (Wiratna, 2015). Fraud-related education and training can be carried out at the time of recruitment of new employees (induction training) and it must be continued to carry out periodically after becoming an employee. Ethical seminars and training are used to reinforce values, guide organizations, explain acceptable and unacceptable practices, and deal with ethical dilemmas that may arise. Ethical training is a tool to understand and explore the

meaning of ethos, values, norms, ethics, integrity, and standards of behavior set out in the rules of conduct in the organization (codes of conduct). Anti-fraud education through anti-fraud promotions can be continuously carried out to increase awareness of fraud risks. Anti-fraud education can be through print or electronic media in the office environment. Apart from indirect communication, anti-fraud education can also be carried out through anti-fraud appeals at every opportunity to all employees, for example at meetings and ceremonies.

## **CHAPTER V**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Conclusions**

The conclusions that were successfully obtained from the Gembong Gedhe Bakery business in this final report are:

##### **5.1.1 The operational aspect**

Roti Gembong Gedhe is a pretty great company from an operational standpoint because based on observations, there are not many businesses in Indonesia, especially in the FnB (Food and Beverages) category that can grow so quickly, reaching 188 outlets in the second year after starting their business. Indeed, on the way to the 188 outlets, it can be stated that the aspects of maintenance and supervision of product quality and qualifications as well as final services are quite weak. The reason for this aspect is that the RGG operational team only focuses on surveying locations and also setting outlets to hasten their opening.

##### **5.1.2 The Human Resources aspect**

Aspects of human resources (HR) are also considered quite weak in this company. The total number of RGG employees, as of February 15, 2023, was 1187 people. This number consists of the majority of outlet employees in the form of bakers, cashiers, and also frontliners. Meanwhile, the rest are employees with warehouse management jobs, pre-mix mixers, distribution teams, and also managerial structures in the office. The HR aspect of Roti Gembong Gedhe is



also considered weak because during the three years the operation, 70% of the focus has been on recruitment and meeting the needs of outlet employees, so that process and output produced are not balanced with the inputs implemented by this company.

### **5.1.3 The Financial aspect**

Gembong Gedhe Company is stated to be quite good in its financial management. There is as much as 60% of the profit from this business is allocated to purchase assets in the form of property and land whose value is very good. In addition, RGG also has no liabilities or debts to third parties such as raw material providers, vendors, or other parties who work with this business. The mechanism for distributing salaries to employees, and the company's profit sharing given to shareholders has also been well recorded so far. However, a special planning team and a more comprehensive financial examiner are needed, starting from the outlet to the office, so that financial effectiveness can increase, besides that the financial planning team is also expected to be able to increase the level of efficiency of each financial post carried out in this business.

### **5.1.4 The Marketing aspect**

Roti Gembong Gedhe does marketing which is only necessary for this business to keep going. The standard for assessing the level of marketing is not satisfactory, because the percentage value of the allocation of funds for marketing this business only reaches <10% of the revenue that goes into the company. Maybe the value can also be stated less to guarantee better marketing

of RGG. Apart from that, better and more powerful marketing should be done so that this company is better known by the people of Indonesia.

## **5.2 Recommendations**

The culinary business is one of the many types of businesses that are highly recommended to be tried and implemented, especially for the younger generation and the Yogyakarta region. There are many FnB (Food and Beverages) business examples that require very little capital that does not even reach millions of rupiah, In Yogyakarta, people can sell instant drinks and buy raw materials easily from grocery or online shops. Yogyakarta is also a highly recommended area to start this business because all kinds of needs, snacks, salary costs, transportation, and the cost of renting a place to start a business are also very affordable when compared to other big cities.

Similar to the Roti Gembong Gedhe business, which started 3 years ago on Jalan Affandi Gejayan Yogyakarta. The writer is confident to start this business in that location because the place is very crowded and densely populated, there are many segments of society are mixed in this popular. Over time, because of the results of tenacity and hard work together, this business can achieve success very quickly and easily, but there are still many shortcomings and gaps in this business that needs to be fixed immediately. Issues around the quality of human resources, operational aspects ranging from assessment, monitoring, and supervision, the quality level of marketing, and financial planning are very complex and much need to be improved. It is

undeniable that RGG's business can grow so fast, with a strong business fundamental that is only strong enough to support the opening of new outlets, but weak enough to manage outlets that have already been operating and selling bread every day.

Business fundamental improvements are still being implemented in the form of short-term projects in this business. RGG is also working with Business Advisor, Biznis.id under the leadership of Budi Isman as one of the parties observing the progress of this company's improvement. Managing 1000+ employees, like one of the problems that became the background for Gembong Gedhe, in the end, together we can help reduce the unemployment rate caused by the pandemic. Even though these employees are scattered in several areas on the island of Java, this shows the contribution of Gembong Gedhe. Moreover, distribution of materials, meaningful marketing, operational control, and management of partners at one time are things that are quite complex and require special skills. As a recommendation, the company should review the principle of organization, the company's vision and outline the mission to achieve it, make observations on the management cycle that moves within the company, and supervise all employees continuously. Suggestions for other business people, when carrying out a business, it is necessary to consider the fundamental strength of the company, the structure, and the workflow, and get to know the existing business models to adapt them to the business model that is suitable for the company. Maintaining a goal is always more difficult in the middle phase, the things that have been carried out by Roti Gembong Gedhe are an example.

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## APPENDICES

### Business Design Presence

Name : Rifawan Pradipta Kusuma

NIM : 18311322

Field Supervisor Name : Probosini Kusumawardany

Position : Finance Director

#### March 2022

No	Time of Attendance			Activity	Initials
	Date	Coming Hours	Return Hours		
1	2/03/2022	08:30	16:31	Outlet visits (Hasanudin & Garuda Mas solo)	

2	3/03/2022	08:27	16:28	Sales updates (timeframe & comparison with previous months)	
3	4/03/2022	08:26	16:32	Operational management meetings	
4	5/03/2022	08:31	16:30	Maintenance of store conditions (Bantul & West Imogiri)	
5	7/03/2022	08:29	16:29	Weekly briefings	
6	8/03/2022	08:30	16:30	Marketing management meetings	
7	9/03/2022	08:32	16:35	Maintenance of recipe grammar (with chef & founder)	
8	10/03/2022	08:26	16:40	Waste results meeting with the audit team	
9	11/03/2022	08:28	16:24	Meeting finance management	
10	12/03/2022	08:29	16:27	Price and sales updates (review of Yogyakarta sales performance)	
11	14/03/2022	08:28	16:32	Weekly briefings	
12	15/03/2022	08:34	16:29	Salary approval (management & all outlet employees)	
13	16/03/2022	08:27	16:34	Product photos for socmed content supply needs	
14	17/03/2022	08:28	16:41	Warehouse visit (subang)	



15	18/03/2022	08:33	16:30	Majalengka outlet opening	
16	19/03/2022	08:35	16:27	Jabar area supervisor meeting	
17	21/03/2022	08:28	16:35	Weekly briefings	
18	22/03/2022	08:31	16:26	New outlet location survey (East Java)	
19	23/03/2022	08:30	16:45	Internal board of directors meeting	
20	24/03/2022	08:32	16:34	Evaluation of the setting team (after opening jabar)	
21	25/03/2022	08:28	16:35	Update employee SOP (all outlets)	
22	26/03/2022	08:29	16:36	Maintenance of Tamansiswa Yogya outlet production machines	
23	28/03/2022	08:30	16:28	Weekly briefings	
24	29/03/2022	08:34	16:50	Opening of Ngawi outlets	
25	30/03/2022	08:29	16:31	Opening outlets in Bojonegoro and Tuban	
26	31/03/2022	08:30	16:27	Approval of profit sharing to cooperation partners	

**April 2022**

No	Time of Attendance			Activity	Initials
	Date	Opening Hours	Return Hours		
1	1/04/2022	08:30	16:26	Cactus coffee meeting to plan collaboration	
2	2/04/2022	08:34	16:28	Post-profit sharing financial reports for partners in March	
3	4/04/2022	08:29	16:34	Weekly briefings	
4	5/04/2022	08:30	16:30	Maintenance of Gejayan and Monjali outlet store	
5	6/04/2022	08:33	16:24	conditions Planning for Gebyar gedhen II, all management	
6	7/04/2022	08:35	16:31	Box vendor consolidation (for price deals)	
7	8/04/2022	08:28	16:35	Prepare opening Central Java	
8	9/04/2022	08:31	16:42	Short term marketing complementary (discussing temporary sales performance)	
9	11/04/2022	08:30	16:28	Payroll preparation for all employees	
10	12/04/2022	08:32	16:29	Monthly sales update (jabar & east java area)	

11	13/04/2022	08:28	16:31	Evaluation of setting and maintenance (preparation for Central Java opening)	
12	14/04/2022	08:29	16:43	Enter salary in MIB (for all employees)	
13	15/04/2022	08:30	16:33	Salary Approval	
14	16/04/2022	08:34	16:41	Opening nganjuk and kertosono outlets	
15	18/04/2022	08:29	16:38	Weekly briefings	
16	19/04/2022	08:30	16:20	Maintenance of Kusumanegara outlets, proofers and ovens	
17	20/04/2022	08:31	16:32	Preparation for the opening of the West Java outlet with the audit and setting team	
18	21/04/2022	08:29	16:26	New outlet location survey (Jabar)	
19	22/04/2022	08:30	16:41	Directors meeting to discuss employee performance	
20	23/04/2022	08:32	16:32	Financial planning for profit sharing in April	
21	24/04/2022	08:26	16:33	Opening of Sukabumi and Cianjur	
22	25/04/2022	08:28	16:35	Opening Cikarang	
23	26/04/2022	08:29	16:28	Production sharing planning, as well as consolidation of partners 2+ years	
24	28/04/2022	08:28	16:47	Warehouse outlet bill settlement, payment	

25	29/04/2022	08:34	16:30	Yogya Warehouse Cleaning, routine checks	
26	30/04/2022	08:27	16:29	Nganjuk warehouse lease extension	

### May 2022

No	Time of Attendance			Activity	Initials
	Date	Opening Hours	Return Hours		
1	2/05/2022	08:30	16:26	Weekly briefings	
2	3/05/2022	08:27	16:28	Prepare monthly all team to improve performance in April	
3	4/05/2022	08:26	16:34	Evaluate the team opening, to prepare for the next opening	
4	5/05/2022	08:31	16:30	Yogya shop head meeting, discussing SOP violations	
5	6/05/2022	08:29	16:24	Evaluation of directors, addition of cooperation partners and renewal of agreements	

6	7/05/2022	08:30	16:31	Planning BAP with expert, Biznis.id	
7	9/05/2022	08:32	16:35	Weekly Briefings	
8	10/05/2022	08:26	16:42	Financial planning for employee salaries	
9	11/05/2022	08:28	16:28	Alignment of all employees outside of Yogya, unification of perceptions and principles	
10	12/05/2022	08:29	16:29	New product trial, Sponde with a new recipe measure	
11	13/05/2022	08:28	16:20	Box and margarine vendor meeting	
12	14/05/2022	08:34	16:32	MIB employee salary input	
13	16/05/2022	08:27	16:26	Weekly briefings	
14	17/05/2022	08:28	16:41	Evaluate the salary of the entire team, check the balance of each outlet	
15	18/05/2022	08:30	16:32	Planning towards the end of the month all team, profit sharing and preparing for opening	
16	19/05/2022	08:27	16:33	Meeting marketing, performance evaluation	
17	20/05/2022	08:26	16:35	HRD management meeting	
18	21/05/2022	08:31	16:28	Opening Kediri	
19	23/05/2022	08:29	16:47	Opening Banjarsari	

20	24/05/2022	08:30	16:30	Weekly Briefings	
21	25/05/2022	08:32	16:29	Evaluation of the team setting after the opening of East Java	
22	26/05/2022	08:26	16:35	Maintenance of Anjasmoro and Slamet riyadi solo outlets	
23	27/05/2022	08:28	16:36	Maintenance outlet jogja, Jakal Besi	
24	28/05/2022	08:29	16:28	Dealing prices with suppliers, price agreements	
25	30/05/2022	08:28	16:50	Weekly briefings	
26	31/05/2022	08:34	16:31	Price contract agreements with suppliers, for 2022	

### June 2022

No	Time of Attendance	Activity	Initials
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	<b>Date</b>	<b>Opening Hours</b>	<b>Return Hours</b>		
1	6/2/22	8:30	16:31	Ngipik and Brosot outlet visits	
2	6/3/22	8:27	16:28	May sales update	
3	6/5/22	8:29	16:29	Weekly briefings	
4	6/6/22	8:30	16:30	Marketing management meetings	
5	6/7/22	8:32	16:35	Maintenance of recipe grammar, to ensure quality standards	
6	6/8/22	8:26	16:40	Meeting on waste results with the audit team	
7	6/9/22	8:28	16:24	Meeting finance management	
8	6/10/22	8:29	16:27	Update prices and sales of West Java outlets	
9	6/12/22	8:27	16:34	Product photos for socmed content needs	
10	6/13/22	8:28	16:41	Weekly Briefings	
11	6/14/22	8:33	16:30	Salary approval for all outlet employees	
12	6/15/22	8:35	16:27	Jogja area supervisor meeting	
13	6/16/22	8:28	16:35	Advertisement Shooting, with Selebgram	
14	6/17/22	8:30	16:45	Board of directors meeting, discussing business development	
15	6/19/22	8:28	16:35	Update employee SOP for West Java area	

16	6/20/22	8:29	16:36	Maintenance of Wonosari outlet production machines	
17	6/21/22	8:30	16:28	Weekly briefings	
18	6/22/22	8:34	16:50	Shooting Ads for socmed content needs	
19	6/23/22	8:30	16:27	Pantura area outlet visit	
20	6/24/22	8:29	16:29	Central Java area sales update	
21	6/26/22	8:30	16:30	Ad Shooting for West Java content needs	
22	6/27/22	8:32	16:35	Marketing management meetings	
23	6/28/22	8:26	16:40	Weekly briefings	
24	6/29/22	8:28	16:24	Pekalongan branch outlet visit, hayamwuruk	
25	6/30/22	8:27	16:27	Approval of profit sharing to cooperation partners	



**July 2022**

No	Time of Attendance			Activity	Initials
	Date	Opening Hours	Return Hours		
1	7/1/22	8:29	16:30	Madiun and Tulungagung outlet visits	
2	7/3/22	8:27	16:28	Weekly Briefings	
3	7/4/22	8:26	16:32	Meeting operational management	
4	7/5/22	8:31	16:30	Maintenance of store conditions, wates and kadapiro road areas	
5	7/6/22	8:29	16:29	Shooting Ads for social media needs	
6	7/7/22	8:30	16:30	Marketing management meetings	
7	7/8/22	8:32	16:35	Maintenance of grammatical recipes, QC warehouse in Semarang	
8	7/10/22	8:28	16:24	Weekly briefings	
9	7/11/22	8:29	16:27	West Java new outlet location survey	
10	7/12/22	8:28	16:32	Location survey for Jabodetabek new outlets	
11	7/13/22	8:34	16:30	Approval of outlet employees' salaries	
12	7/14/22	8:29	16:29	Product photos for social media content needs	
13	7/15/22	8:30	16:30	Jabar Warehouse Visit	

14	7/17/22	8:32	16:27	Weekly Briefings	
15	7/18/22	8:28	16:35	Evaluation of the maintenance setting team in handling it	
16	7/19/22	8:31	16:26	Location survey for Jabodetabek new outlets	
17	7/20/22	8:30	16:45	Board of directors meeting, discussing issues of quality standards	
18	7/21/22	8:32	16:34	Evaluation of the setting team for West Java outlets	
19	7/22/22	8:28	16:35	Planning for the results of July with finance	
20	7/24/22	8:30	16:28	Weekly Briefings	
21	7/25/22	8:32	16:50	Ad shooting with Jabodetabek celebrities	
22	7/26/22	8:28	16:31	Marketing management meetings	
23	7/27/22	8:29	16:26	Marketing management meetings	
24	7/28/22	8:30	16:45	Operational management meetings	
25	7/29/22	8:32	16:34	Weekly Briefings	
26	7/31/22	8:28	16:35	Approval for the results of cooperation partners	

**August 2022**

No	Time of Attendance			Activity	Initials
	Date	Opening Hours	Return Hours		
1	8/1/22	8:30	16:31	A visit to the Tlogosari Semarang outlet	
2	8/2/22	8:27	16:28	Sales updates for all outlets	
3	8/3/22	8:26	16:32	Operational management meetings	
4	8/4/22	8:31	16:30	Maintenance of the condition of the Fatmawati store, Semarang	
5	8/5/22	8:29	16:29	Meeting finance management	
6	8/7/22	8:32	16:35	Weekly briefings	
7	8/8/22	8:26	16:40	Meeting on waste results with the audit team	
8	8/9/22	8:28	16:24	Meeting finance management, sales results	
9	8/10/22	8:29	16:27	Jabodetabek price and sales updates	
10	8/11/22	8:30	16:32	Shooting Ads for social media needs	

11	8/12/22	8:34	16:29	Salary approval for all outlet employees	
12	8/14/22	8:29	16:41	Routine management briefings	
13	8/15/22	8:30	16:30	Survey of Pasar Minggu outlets	
14	8/16/22	8:29	16:27	Jabodetabek area supervisor meeting	
15	8/17/22	8:32	16:35	Meeting finance management	
16	8/18/22	8:26	16:40	Survey the location of new outlets in the East Java area	
17	8/19/22	8:28	16:24	Board of directors meeting, discussion of West Java outlet performance	
18	8/21/22	8:28	16:27	Routine management briefings	
19	8/22/22	8:29	16:32	Maintenance of Jepara outlet production machines	
20	8/23/22	8:30	16:29	Board of directors meeting, discussion of selling price	
21	8/24/22	8:34	16:41	Shooting Ads with creator content	
22	8/25/22	8:29	16:30	Jogja area supervisor meeting	
23	8/26/22	8:32	16:27	Evaluation of the setting team after the opening of Jabodetabek	
24	8/28/22	8:26	16:35	Routine management briefings	

25	8/29/22	8:28	16:26	East Java area outlet visit, kertoso	
26	8/30/22	8:28	16:45	Visit to pantura area outlets, Kudus	
27	8/31/22	8:29	16:35	Approval for the results of cooperation partners	



**PEMERINTAH REPUBLIK INDONESIA**  
**PERIZINAN BERUSAHA BERBASIS RISIKO**  
**NOMOR INDUK BERUSAHA: 0603230047924**

Berdasarkan Peraturan Pemerintah Pengganti Undang-Undang Republik Indonesia Nomor 2 Tahun 2022 tentang Cipta Kerja, Pemerintah Republik Indonesia menerbitkan Nomor Induk Berusaha (NIB) kepada:

- |  |   |
|--|---|
| 1. Nama Pelaku Usaha                                     | : PT GEDHE MARGO GANDUM   |
| 2. Alamat Kantor   | : Jalan Tegal Mlati, Jombor Lor, Desa/Kelurahan Sinduadi, Kec. Mlati, Kab. Sleman, Provinsi Daerah Istimewa Yogyakarta, Kode Pos: 55284 |
| No. Telepon  | : 081215317733  |
| Email  | : gedhemargogandump@gmail.com   |
| 3. Status Penanaman Modal                                | : PMDN  |
| 4. Kode Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) | : Lihat Lampiran  |
| 5. Skala Usaha   | : Usaha Kecil   |

NIB ini berlaku di seluruh wilayah Republik Indonesia selama menjalankan kegiatan usaha dan berlaku sebagai hak akses kepastian, pendaftaran kepesertaan jaminan sosial kesehatan dan jaminan sosial ketenagakerjaan, serta bukti pemenuhan laporan pertama Wajib Laport Ketenagakerjaan di Perusahaan (WLKP).

Pelaku Usaha dengan NIB tersebut di atas dapat melaksanakan kegiatan berusaha sebagaimana terlampir dengan tetap memperhatikan ketentuan peraturan perundang-undangan.

NIB ini merupakan perizinan tunggal yang berlaku sebagai sertifikasi jaminan produk halal berdasarkan pernyataan mandiri pelaku usaha dan setelah memperoleh pembinaan dan/atau pendampingan Proses Produk Halal (PPH) dari Pemerintah Pusat dan Pemerintah Daerah sesuai dengan ketentuan peraturan perundang-undangan.

Diterbitkan di Jakarta, tanggal: 6 Maret 2023

**Menteri Investasi/  
Kepala Badan Koordinasi Penanaman Modal,**



Ditandatangani secara elektronik

Dicetak tanggal: 6 Maret 2023

1. Dokumen ini diterbitkan sistem OSS berdasarkan data dari Pelaku Usaha, tersimpan dalam sistem OSS, yang menjadi tanggung jawab Pelaku Usaha.
2. Dalam hal terjadi kekeliruan isi dokumen ini akan dilakukan perbaikan sebagaimana mestinya.
3. Dokumen ini telah ditandatangani secara elektronik menggunakan sertifikat elektronik yang diterbitkan oleh BSrE-BSSN.
4. Data lengkap Perizinan Berusaha dapat diperoleh melalui sistem OSS menggunakan hak akses.





**PEMERINTAH REPUBLIK INDONESIA**  
**PERIZINAN BERUSAHA BERBASIS RISIKO**  
**LAMPIRAN**  
**NOMOR INDUK BERUSAHA: 0603230047924**

Lampiran berikut ini memuat daftar bidang usaha untuk:

No.	Kode KBLI	Judul KBLI	Lokasi Usaha	Tingkat Risiko	Perizinan Berusaha		
					Jenis	Status	Keterangan
1	10710	Industri Produk Roti Dan Kue	JL TEGAL MLATI JOMBOR LOR , Desa/Kelurahan Sinduadi, Kec. Mlati, Kab. Sleman, Provinsi Daerah Istimewa Yogyakarta Kode Pos: 55241	Rendah	NIB	Terbit	-

1. Dengan ketentuan bahwa NIB tersebut hanya berlaku untuk Kode dan Judul KBLI yang tercantum dalam lampiran ini.
2. Pelaku Usaha wajib memenuhi persyaratan dan/atau kewajiban sesuai Norma, Standar, Prosedur, dan Kriteria (NSPK) Kementerian/Lembaga (K/L).
3. Pengawasan pemenuhan persyaratan dan/atau kewajiban Pelaku Usaha dilakukan oleh Kementerian/Lembaga/Pemerintah Daerah terkait.
4. Lampiran ini merupakan bagian tidak terpisahkan dari dokumen NIB tersebut.

1. Dokumen ini diterbitkan sistem OSS berdasarkan data dari Pelaku Usaha, tersimpan dalam sistem OSS, yang menjadi tanggung jawab Pelaku Usaha.
2. Dalam hal terjadi kekeliruan isi dokumen ini akan dilakukan perbaikan sebagaimana mestinya.
3. Dokumen ini telah ditandatangani secara elektronik menggunakan sertifikat elektronik yang diterbitkan oleh BSI-E-BSSN.
4. Data lengkap Perizinan Berusaha dapat diperoleh melalui sistem OSS menggunakan hak akses.







**KEPUTUSAN MENTERI HUKUM DAN HAK ASASI MANUSIA REPUBLIK INDONESIA  
NOMOR AHU-0014211.AH.01.01.TAHUN 2023  
TENTANG  
PENGESEHAN PENDIRIAN BADAN HUKUM PERSEROAN TERBATAS  
PT GEDHE MARGO GANDUM**

- Menimbang : a Bahwa berdasarkan Permohonan Notaris MOH. DJAELANI ASAD S.H., sesuai salinan Akta Nomor 74 Tanggal 21 Februari 2023 yang dibuat oleh MOH. DJAELANI ASAD S.H. tentang Pendirian Badan Hukum PT GEDHE MARGO GANDUM tanggal 21 Februari 2023 dengan Nomor Pendaftaran 4023022134108375 telah sesuai dengan persyaratan pengesahan Pendirian Badan Hukum Perseroan;
- b Bahwa berdasarkan pertimbangan sebagaimana dimaksud dalam huruf a, perlu menetapkan keputusan Menteri Hukum dan Hak Asasi Manusia tentang Pengesahan Pendirian Badan Hukum PT GEDHE MARGO GANDUM.

**MEMUTUSKAN :**

- Menetapkan :  
KESATU : Mengesahkan pendirian badan hukum - PT GEDHE MARGO GANDUM - yang berkedudukan di KABUPATEN SLEMAN karena telah sesuai dengan Data Format Isian Pendirian yang disimpan di dalam database Sistem Administrasi Badan Hukum sebagaimana salinan Akta Nomor 74 Tanggal 21 Februari 2023 yang dibuat oleh MOH. DJAELANI ASAD S.H., yang berkedudukan di KABUPATEN SLEMAN.
- KEDUA : Modal dasar, modal yang ditempatkan dan modal disetor sebagaimana yang tercantum dalam akta yang disebut pada poin PERTAMA.
- KETIGA : Jenis Perseroan SWASTA NASIONAL.
- KEEMPAT : Susunan Pemegang Saham, Dewan Komisaris dan Direksi *Terlampir*.
- KELIMA : Keputusan ini berlaku sejak tanggal ditetapkan.  
Apabila ternyata dikemudian hari terdapat kekeliruan maka akan diperbaiki sebagaimana mestinya dan/atau apabila terjadi kesalahan, keputusan ini akan dibatalkan atau dicabut.

Ditetapkan di Jakarta, Tanggal 21 Februari 2023.

a.n. MENTERI HUKUM DAN HAK ASASI MANUSIA  
REPUBLIK INDONESIA  
DIREKTUR JENDERAL ADMINISTRASI HUKUM UMUM,

**Cahyo Rahadian Muzhar, S.H., LL.M.**  
**19690918 199403 1 001**



DICETAK PADA TANGGAL 21 Februari 2023

**DAFTAR PERSEROAN NOMOR AHU-0036989.AH.01.11.TAHUN 2023 TANGGAL 21 Februari 2023**





LAMPIRAN KEPUTUSAN MENTERI HUKUM DAN HAK ASASI MANUSIA REPUBLIK INDONESIA  
NOMOR AHU-0014211.AH.01.01.TAHUN 2023  
TENTANG  
PENGESAHAN PENDIRIAN BADAN HUKUM PERSEROAN TERBATAS  
PT GEDHE MARGO GANDUM

1. Modal Dasar : Rp. 2.000.000.000
2. Modal Ditempatkan : Rp. 2.000.000.000
3. Susunan Pemegang Saham, Dewan Komisaris dan Direksi

Nama	Jabatan	Klasifikasi Saham	Jumlah Lembar Saham	Total
FAJAR ASTUTI	DIREKTUR UTAMA	-	5.000	Rp. 500.000.000
RIFAWAN PRADIPTA KUSUMA	DIREKTUR	-	5.000	Rp. 500.000.000
ILKHAFAN SYAHDANA KUSUMA	DIREKTUR	-	5.000	Rp. 500.000.000
ERY JULIANTO KUSUMO	KOMISARIS	-	5.000	Rp. 500.000.000

Ditetapkan di Jakarta, Tanggal 21 Februari 2023.

a.n. MENTERI HUKUM DAN HAK ASASI MANUSIA  
REPUBLIK INDONESIA  
DIREKTUR JENDERAL ADMINISTRASI HUKUM UMUM,



Cahyo Rahadian Muzhar, S.H., LL.M.  
19690918 199403 1 001

DICETAK PADA TANGGAL 21 Februari 2023

DAFTAR PERSEROAN NOMOR AHU-0036989.AH.01.11.TAHUN 2023 TANGGAL 21 Februari 2023

Lampiran Keputusan Menteri ini dicetak dari  
Sistem Administrasi Badan Hukum

  
  
**MOH. DJAELANI AS'AD, S.H.**  
NOTARIS DI SLEMAN



REPUBLIK INDONESIA  
(REPUBLIC OF INDONESIA)

جمهورية إندونيسيا

SERTIFIKAT HALAL  
(HALAL CERTIFICATE)

شهادة الحلال

Nomor Sertifikat  
Certificate Number

ID00110001215861122

رقم الشهادة

Berdasarkan keputusan penetapan halal produk Majelis Ulama Indonesia nomor :  
Based on the decree to stipulating halal products of the Indonesian Council of Ulama :

استنادا على قرار مجلس العلماء الإندونيسي عن تحديد الحلال للمنتجات :  
LPPOM DIY-12200003091222 Tanggal 16 Desember 2022

Jenis Produk Type of Product	Produk bakeri	نوع المنتج
Nama Produk Name of Product	-Terlampir / As Attached-	اسم المنتج
Nama Pelaku Usaha Name of Company	CV Gedhe Margo Gandhum	اسم الشركة
Alamat Pelaku Usaha Company's Address	Jl. Tegal Mlati, Jombor Lor, Kel. Sinduadi, Kec. Mlati, Kab. Sleman, DI Yogyakarta, 55284, Indonesia	عنوان الشركة
Diterbitkan di Jakarta pada Issued in Jakarta on	19 Desember 2022	أصدرت الشهادة بجاكرتا في
Berlaku sampai dengan Valid until	19 Desember 2026	سارية المفعول حتى

telah memenuhi ketentuan perundang-undangan  
Has complied with the provision of laws and regulations

قد استوفت أحكام التشريع

KEPALA  
BADAN PENYELENGGARA JAMINAN PRODUK HALAL  
HEAD OF HALAL PRODUCT ASSURANCE BODY

رئيس وكالة ضمان المنتجات الحلال



Muhammad Aqil Irham

Dokumen ini telah ditandatangani secara elektronik menggunakan sertifikat elektronik yang diterbitkan oleh Balai Sertifikasi Elektronik, BSSN





REPUBLIK INDONESIA  
(REPUBLIC OF INDONESIA)

جمهورية إندونيسيا

LAMPIRAN SERTIFIKAT HALAL  
(THE ATTACHMENT OF HALAL CERTIFICATE)

## مرفقة لشهادة الحلال

Nomor Sertifikat  
Certificate Number

ID00110001215861122

رقم الشهادة

Nama Pelaku Usaha  
Name of Company

CV Gedhe Margo Gandhum

اسم الشركة

Jenis Produk  
Type of Product

Produk bakeri

نوع المنتج

Alamat Pabrik  
Factory's Address

CV Gedhe Margo Gandhum  
Jl. Kadapiro No. 59, Kel. Ngestiharjo, Kec.  
Kasihani Kab. Bantul 55182 DI Yogyakarta (RG  
Kadapiro)

عنوان المصنع

### Daftar Produk / Product Name

No	Nama Produk / Product Name
1	Roti Gedhe Original
2	Roti Gedhe Banana Milk
3	Roti Gedhe Coklat
4	Roti Gedhe Cappuccino
5	Roti Gedhe Macciato
6	Roti Gedhe Green Tea
7	Roti Gedhe Oreo
8	Roti Gedhe Red Velvet
9	Roti Gedhe Sarikaya
10	Roti Gedhe Tiramisu
11	Roti Gedhe Nucomaltine
12	Roti Gedhe Coklat Kacang
13	Roti Gedhe Blueberry
14	Roti Gedhe Strawberry
15	Roti Gedhe Butercream

Hal: 1 / Total Produk: 48

Dokumen ini telah ditandatangani secara elektronik menggunakan sertifikat elektronik yang diterbitkan oleh Balai Sertifikasi Elektronik, BSSN







بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

J0171622

مَجْلِسُ الْعُلَمَاءِ الْإِسْلَامِيِّينَ

MAJELIS ULAMA INDONESIA DAERAH ISTIMEWA YOGYAKARTA  
THE INDOONESIAN COUNCIL OF ULAMA SPECIAL REGION OF YOGYAKARTA

# KETETAPAN HALAL

## إثبات الحلال

### HALAL DECREE

No : LPPOM DIY-12200003091222 : الرقم

إن مجلس العلماء الاندونيسي - بعد الاختبارات والبحوث - بالاعتماد علي الفحص قام به

Majelis Ulama Indonesia (MUI), setelah melakukan pengujian dan pembahasan, berdasarkan pemeriksaan yang telah dilakukan oleh (The Indonesian Council of Ulama, after examining, and discussing the audit result conducted by) :

LEMBAGA PENGKAJIAN PANGAN, OBAT-OBATAN DAN KOSMETIKA  
MAJELIS ULAMA INDONESIA DAERAH ISTIMEWA YOGYAKARTA

قرّر بان المنتجات الغذائية أو الأدوية أو مستحضرات التجميل المبين اسمها أدناه حلال حسب متطلبات الشريعة الإسلامية

Menetapkan bahwa produk yang disebutkan namanya di bawah ini adalah **HALAL** menurut Syari'at Islam. (declare that the product stated below as HALAL according to the Islamic Law.)

Nama Perusahaan Name of Company	: <b>CV. Gedhe Margo Gandum</b>	: اسم الشركة
Alamat Perusahaan Company's Address	: <b>Jl. Tegal Mlati, Jombor Lor, Sinduadi, Mlati, Sleman</b>	: عنوان الشركة
Nama Pabrik Name of Factory	: <b>CV. Gedhe Margo Gandum</b>	: اسم المصنع
Alamat Pabrik Factory's Address	: <b>Jl. Kadipiro No. 59 Ngestiharjo, Kasihan, Bantul, Yogyakarta (RG Kadipiro)</b>	: عنوان المصنع

Dikeluarkan di Yogyakarta pada : **16 Desember 2022** : أصدر إثبات الحلال بجوكجاكرتا في  
 Issued in Yogyakarta on  
 Berlaku sampai dengan : **16 Desember 2026** : وصالحة إلى  
 Valid until

مادامت تركيبات المواد المشار إليها و عملية إنتاجها ونظام ضمان الحلال (HAS 23000) مطابقة على الشكل الذي قرره قسم الإفتاء بالمجلس

selama bahan-bahan, proses produksi, dan Sistem Jaminan Halal (HAS 23000) yang diterapkan sesuai dengan keputusan Komisi Fatwa MUI.

as long as the ingredients, production process, and the implementation of Halal Assurance System (HAS 23000) are in accordance to the decree of Fatwa Commission of the Indonesian Council of Ulama.

مدير لجنة البحوث في الآطعمة و الأ دوية  
ومستحضرات التجميل بالمجلس

DIAJUKAN / PROPOSED BY:  
LEMBAGA PENELITIAN HALAL  
HALAL ASSESSMENT AGENCY  
LEMBAGA PENGKAJIAN PANGAN, OBAT-OBATAN DAN KOSMETIKA  
THE ASSESSMENT INSTITUTE FOR FOODS, DRUGS AND COSMETICS  
LPPOM MUI DIY  
DIREKTUR / DIRECTOR

رئيس قسم الإفتاء بالمجلس  
DITETAPKAN / ENACTED BY:  
KETUA KOMISI FATWA MUI DIY  
HEAD OF THE FATWA COMMISSION OF MUI DIY

المدير العام للمجلس  
DITETAPKAN / APPROVED BY:  
KEPALA UMUM MUI DIY,  
HEAD OF MUI DIY

Prof. Dr. H. Makhrus Munajat, SH., M.Hum.

Prof. Dr. KH. Macrusin, M.A.

Prof. Dr. H. Tridjoko Wienu Murti, DEA.<sup>TM</sup>



J0171622

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ  
مَجْلِسُ أَوْلِيَاءِ الْإِسْلَامِ فِي يُوغْيَاكَارْتَا

MAJELIS ULAMA INDONESIA DAERAH ISTIMEWA YOGYAKARTA  
THE INDONESIAN COUNCIL OF ULAMA SPECIAL REGION OF YOGYAKARTA

مرفقة لإثبات الحلال

LAMPIRAN KETETAPAN HALAL  
THE ATTACHMENT OF HALAL DECREE

No : LPPOM DIY-12200003091222 : الرقم

Nama Perusahaan : CV. Gedhe Margo Gandum : اسم الشركة  
Name of Company  
Nama Pabrik : CV. Gedhe Margo Gandum : اسم المصنع  
Name of Factory  
Alamat Pabrik : Jl. Kadipiro No. 59 Ngestiharjo, Kasihan, Bantul, Yogyakarta : عنوان المصنع  
Factory's Address (RG Kadipiro)  
Kelompok Produk : Produk bakeri : مجموعة المنتجات  
Groups of Product  
Jenis Produk : Roti (20 item) : نوع المنتجات  
Type of Product  
Nama Produk : Roti Gembong Gedhe : اسم المنتجات  
Name of Product

No.	Item
1	Roti Gedhe Original
2	Roti Gedhe Banana Milk
3	Roti Gedhe Coklat
4	Roti Gedhe Cappucino
5	Roti Gedhe Macciato
6	Roti Gedhe Green Tea
7	Roti Gedhe Oreo
8	Roti Gedhe Red Velvet
9	Roti Gedhe Sarikaya
10	Roti Gedhe Tiramisu
11	Roti Gedhe Nucomaltine
12	Roti Gedhe Coklat Kacang
13	Roti Gedhe Blueberry
14	Roti Gedhe Strawberry
15	Roti Gedhe Butercream
16	Roti Gedhe Susu
17	Roti Gedhe Durian
18	Roti Gedhe Susu Keju
19	Roti Gedhe Abon Mayo Beef Ori/Pedas
20	Roti Gedhe Barbeque Beef Ori/Pedas

Berlaku sampai dengan : 16 Desember 2026 : وصالحة إلى  
Valid until  
Dikeluarkan di Yogyakarta pada : 16 Desember 2022 : أصدر إثبات الحلال بجرجناكرتا في  
Issued in Yogyakarta on

مدير لجنة البحوث في الأظعمة و الأدوية  
ومستحضرات التجميل بالمجلس  
LEMBAGA PEMERIKSA HALAL  
HALAL ASSESSMENT AGENCY

LEMBAGA PENGAJIAN PANGAN, OBAT-OBATAN DAN KOSMETIKA MAJELIS ULAMA INDONESIA DAERAH ISTIMEWA YOGYAKARTA  
THE ASSESSMENT INSTITUTE FOR FOOD, DRUGS AND COSMETICS OF MUI SPECIAL REGION OF YOGYAKARTA (LPPOM MUI DIY)  
DIREKTUR/DIRECTOR



Prof. Dr. Ir. H. Tridjoko Wisnu Murti, DEA.

Merek ▼ roti gembong gedhe Q Cari

No. Pendaftaran **IDM000910547** | Tgl. Pendaftaran **2021-11-05**

### Roti Gembong Gedhe + Lukisan

#### Status

(TM) Didaftar

#### Detail

NOMOR PENGUMUMAN <b>BRM2052A</b>	TANGGAL PENGUMUMAN <b>2020-09-08</b>
NOMOR PERMOHONAN <b>JID2020049795</b>	TANGGAL PENERIMAAN <b>2020-08-31</b>
TANGGAL DIMULAI PELINDUNGAN <b>2020-08-31</b>	TANGGAL BERAKHIR PELINDUNGAN <b>2030-08-31</b>



Publikasi

Publikasi A



Translasi Tidak Ada Terjemahan

Kelas Nice	KODE KELAS	JENIS BARANG / JASA
		jasa katering untuk penyediaan makanan dan minuman, Jasa penyediaan es krim, es konsumsi, roti, kue-kue, jasa penyediaan makanan berupa roti, Jasa penyediaan makanan dan minuman, katering makanan dan minuman, katering makanan dan minuman oleh toko roti, kedai roti dan kue (bakeries), Kedai yang menyediakan makanan dan minuman, layanan bar kopi dan kedai kopi (penyediaan makanan dan minuman), layanan kedai kopi dan makanan ringan, layanan kios makanan menjadi layanan untuk menyediakan makanan dan minuman, layanan

Prioritas	NOMOR	KEWARGANEGARAAN
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Pemilik	NAMA	ALAMAT	KEWARGANEGARAAN
	Rifawan Pradipta Kusuma	Karangasem Gempol, RT 018/RW 012, Desa Condongcatur, Kecamatan Depok	ID

Konsultan	NAMA	ALAMAT	KEWARGANEGARAAN
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**GANDUM MAS KENCANA**

Yogyakarta, 27 Januari 2023

Kepada YTH.  
Ibu Fajar  
Roti Gembong Gedhe Group  
Di tempat

Hal. : Program Penawaran Harga PT. Gandum Mas Kencana

Dengan hormat,

Kami mengucapkan terima kasih atas kerjasama yang telah terjalin dengan baik selama ini. Terkait kebijakan perubahan harga secara nasional maka kami memberikan lastbite terhadap Produk PT. Gandum Mas Kencana dengan masa periode **28 Februari 2023** untuk penyesuaian di sistem Roti Gembong Gedhe Group.

Adapun Harga yang akan berlaku per **01 Maret 2023 sd. 29 Februari 2024** terhadap produk Gandum Mas Kencana dengan item sbb:

Item ID	Nama Produk	Pack	Harga Lama		Nett Price	BEST PRICE BARU		Nett Price	% Kenaikan	Pricelist Feb '23 RBP In	GAP vs Pricelist Feb '23
			RBP -Disc Inc	Program		RBP -Disc Inc	Program				
4200482	Colatta Glaze Dark	4x5 Kg	956,000	20+1	910,476	984,000	20+1	937,143	2%	1,096,000	14.5%
4200476	Colatta Glaze White	4x5 Kg	826,000	20+1	786,667	851,000	20+1	810,476	2%	945,000	14.2%
4200479	Colatta Glaze Tiramisu	4x5 Kg	850,000	20+1	809,524	875,000	20+1	833,333	3%	970,000	14.1%
4200485	Colatta Glaze Cappucino	4x5 Kg	850,000	20+1	809,524	875,000	20+1	833,333	3%	972,000	14.3%
4201196	Colatta Glaze Green Tea	4 x 5 kg	856,000	20+1	815,238	900,000	20+1	857,143	5%	1,120,000	23.5%
4201503	Colatta Glaze Banana Milk	4x5 Kg	850,000	20+1	809,524	875,000	20+1	833,333	3%	970,000	14.1%
4201974	Colatta Glaze Coffee Macchiato (RGG)	4x5 Kg	832,500	20+1	792,857	832,500		832,500		825,000	
4700051	La Kreiva Black Crumble Fine	4x2.5 kg	458,000		458,000	472,000		472,000	3%	545,000	13.4%
4700054	La Kreiva Red Velvet Crumble Fine	4x2.5 kg	458,000		458,000	481,000		481,000	5%	575,000	16.3%
4201380	Colatta Vermicelli Signature	5 x 2 kg	348,000		348,000	365,000		365,000	5%	417,000	12.5%

\*harga inc. PPN

Penawaran harga ini berlaku untuk semua gerai Gembong Gedhe Nasional. Demikian penawaran yang kami sampaikan. Atas perhatian dan kerjasamanya, kami ucapkan terima kasih.

Hormat Kami,

**( MARIA ARIESANTI )**  
Channel Bussiness Manager

Gandum Mas Kencana, PT  
Jl. Moh Toha KM 2,3 - Tangerang, Indonesia 15113  
P: +62 21 552 0023/ +62 21 552 0024 | F: +62 21 552 5721 | FG: +62 822 8497 2238

PT. Gandum Mas Kencana  
Jl. Raya Moch. Toha km.3 | Tangerang 15113 - INDONESIA



## PERJANJIAN KERJASAMA

Yang bertanda tangan dibawah ini :

Nama PIC : **Ramdan Budiawan**  
Jabatan : Deputy GM Sales B2B  
Nama Perusahaan : PT. Gandum Mas Kencana  
Alamat Lengkap : Jl. Moh Toha KM 3 Tangerang Jakarta.  
No. Telp. : 031-7522527 / 031 - 7387800  
Yang selanjutnya disebut Principal.

Nama PIC : **Fajar Astuti**  
Jabatan : Direktur  
Nama Perusahaan : CV. Gedhe Margo Gandum  
Alamat Lengkap : Jl. Tegal Mlati No. 98 Jombor Lor, Sunduadi, Mlati, Sleman  
No. Telp. :  
NPWP :  
Selanjutnya disebut Customer.

Menyatakan setuju terhadap kesepakatan yang dibuat oleh PT. Gandum Mas Kencana, dengan point kesepakatan sebagai berikut :

1. A. Produk Fokus :
  - *Terlampir*B. Kemasan atas produk :
  - *Terlampir*
2. Harga & Program Support ( Include Ppn ) :
  - *Terlampir*
3. Periode Kontrak Kerjasama :
  - 01 Maret 2023 – 29 Februari 2024 (12 Bulan)
4. Distributor :

Pembelian produk akan dilakukan dari **distributor tertunjuk resmi** dan pembayaran berdasarkan mekanisme yang telah disepakati antara Customer dengan Distributor.



5. Mekanisme kontrak kerjasama :
- a. Estimasi kebutuhan kontrak akan menyesuaikan dengan kebutuhan yang berjalan di masing-masing area.
  - b. Kontrak kerjasama dalam bentuk pemberian program.
  - c. Harga mengikat periode kontrak kerjasama.
  - d. Harga ini berlaku di semua gerai Gembong Gedhe nasional.
6. Adapun system returnnya diatur / retur good product sbb :
- a. Kualitas produk tidak memenuhi standard/sifat fisik produk berubah ( warna dan aroma )
  - b. Kuantitas produk tidak sesuai standard yang tertera dalam kemasan.
  - c. Kemasan produk rusak dari gudang produsen ( seal terbuka, kebocoran ).
7. Marketing Support :
- a. Pengembangan produk dan aplikasi melalui Technical advisor yang sudah berpengalaman.

Apabila ada hal – hal lain yang belum tercantum dalam Perjanjian Kerjasama ini maka akan dibicarakan dan ditentukan terpisah untuk menjadi satu kesepakatan bersama.

Demikian Perjanjian Kerjasama ini dibuat dengan harapan bisa meningkatkan bisnis di kedua belah pihak.

Yogyakarta, 27 Januari 2023  
CV. Gedhe Margo Gandum



Nama : Fajar Astuti  
Jabatan: Direktur

PT. Gandum Mas Kencana



Nama : Ramdan Budiawan  
Jabatan: Deputy GM Sales B2B