

## BUSINESS PROCESS ANALYSIS IN THE ROSAN BAKERY BUSINESS UNIT

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**Abstract:** *Rosan Bakery's business unit is one of the intermediate bakeries and cakes in the city of Purwakarta which has high market potential. This can be seen from Finance Rosan Bakery which is categorized as good because the annual income has increased in the past five years. However, in 2021 there was a decrease in revenue of 6.03% from 2020. This decrease occurred due to the decline in the performance of Rosan Bakery and the problems and constraints that occurred in their business processes. This study aims to analyze the business process from Rosan Bakery, knowing any problems and constraints that arise in the process of Rosan Bakery's business, knowing the size of the performance of Rosan Bakery, analyzing data and concluding the right problem solutions to improve the business process of Rosan Bakery and utilize technology Information is more optimal for the business process of Rosan Bakery. The design of this study is qualitative research. The data collection method includes observation, interviews and literature studies. Data sources in the form of primary data and Skunder data. The analysis is carried out in accordance with the method chosen at each stage of increasing business processes. The results of the analysis show that promotion is a process that must be improved. The solution to increase the promotion of Rosan Bakery is to create a website indicated for e-commerce as the face of the promotion of Rosan Bakery.*

**Keywords:** *Business process analysis, e-commerce, promotion, business processes*

### 1. Introduction

At Rosan Bakery is the most populous activity of the business process carried out. According to Davenport and Short (1990, P.2) business processes are a logical collection of connected assignments made to achieve a definite business results [2]. Whereas according to Harmon (2007) and Harrington & Lomax (2000) as quoted by Susanne Leist, et al (2011, p.57-58) defines business processes as a process that can be seen as a series of unity activities that add value to input and change it to output [3] Rosan Bakery has a high market potential. This was seen from the Finance of Rosan Bakery which was categorized as good because the annual income continued to increase in the past five years. However, in 2021 there was a decrease in revenue of 6, 03% from 2020. This decrease occurred due to the decline in the performance of Rosan Bakery which is now and the problems and constraints that occur in the business process.

In order for Bakery Rosan Bakery to be able to identify and recognize the area's possible change to improve the performance of the business process, a business process analysis is needed. Business process analysis According to Vergidis, et al (2007, p.5) is a term that has a broad meaning for an arrangement of different tactics such as simulation and diagnosis, verification and performance analysis of business processes [4].

This study aims to analyze the business process from Rosan Bakery, knowing any problems and constraints that arise in the business process Rosan Bakery, know the size of the performance of Rosan Bakery, analyzing data - data concludes the right problem solutions to improve the business process of Rosan Bakery and utilize information technology More optimally for the Rosan Bakery business process. So in the end, Rosan Bakery can increase its income more optimally.

## **2. Literature Review**

Business process

### **1. Understanding business processes**

According to Gunafaran and Kobu (2002) the business process is defined as a collection of work relations that together produce values for customers [5]. Other definitions of business processes are a collection of interrelated jobs to resolve a particular problem, can be broken down into several subprocesses, each of which has its own attributes but also contributes to achieving the objectives of the superproses [6].

### **2. Classification of business processes**

There are various ways to classify business processes. One way is the TopP program, which groups

business processes become:

#### **a. Main Processes (Primary Processes)**

Processes that produce value in the company ranging from material receipts from suppliers to activities on the customer's side.

#### **b. Supporting Process (Support Processes)**

Indirect processes produce values but are needed to support the main process.

#### **c. Development Processes (Development Processes)**

Processes to improve value chain performance with the main processes and supporters.

Business process analysis

Business process analysis is an analysis and modeling of business processes for repairs and automation. Business process analysis is used to improve the performance of a company. According to Andersen (2007, P.3) performance improvements are needed for the following reasons:

#### **a. Many either external and internal issues that cause the need to do improvement.**

- i. Performance Level in all processes has a decreased tendency, maintenance is needed to restore the standard conditions.
- ii. II. If the company does not make an increase (improvement), will experience competitive defeat with competitors.
- iii. III. Consumers more and more expectations aimed at the company. Companies need to spoil consumers so as to provide services that exceed expectations. For this reason, the company must make a breakthrough (breakthrough).

- b. The company generally conducts continuous improvement in maintaining performance levels, and sometimes breaking through.
- c. Tanpa maintenance and repair business, company performance will decline [7].

### **3. Research methods**

#### Research design

Research design for qualitative research, which is a series of activities analyzing data in research objects that are not stated in numbers.

#### Object of research

The study was conducted at Rosan Bakery having his address at Al -muhajirin Purwakarta data collection method

##### a. Observation

It is a method of collecting data through observations directly carried out on the object of research using systematic recording on symptoms that have to do with the problems studied.

##### b. Interview

Interviews are a method of a study conducted by collecting data through question and answer or consultation with actors who are directly related to the problems discussed.

##### c. Literature review

Library studies are research methods using and study books and literature related to the problems studied as a literature review.

#### Data source

##### a. Primary data

Primary data is data obtained from the source directly.

##### b. Secondary data

Secondary data is all information obtained from other data that can be used as supporting unrelated to the theme of research (survey).

### **4. Results and Discussion**

Based on the data analysis method described in the previous stage of improving activity of the first business process, the process documentation.

#### 1. Process Documentation (Process Documentation)

Processing documentation is the first process in performance improvement activities. To document the process, the author uses the Cross-functional Flowchart tool. Crossfunctional Flowchart is a flowchart that describes activities, who does these activities and in what functional departments they are. To create a cross-functional flowchart, the author uses the data source obtained from the results of the observation. Based on these data, the author identified 5 actors in Rosan Bakery related to the production process. After that the author connects each unit according to the input and output process that occurs. Additional information on the time spent in the process, costs incurred, value added, and the process of completion of the process is not the author includes due to a lack of data and based on some considerations it does not support the analysis. What is very necessary in this analysis is the flow of its business process. Here are the results of cross-functional flowchart that the author made.

2. Performance measurement (performance measurement)  
Performance measurement is a monitoring that is located directly from the progress reporting program and achievement by using the pre-size selected performance. There are several measurement systems that can be applied in the performance of Rosan Bakery:  
Correctness, namely the suitability of the production of bakery with orders or customer orders  
Completeness, namely the perfection of bakery production, whether there are products that are damaged / disabled.  
Effectiveness, namely the timeliness of the delivery order of customer orders.  
To use these systems, the Bakery applies the concept of process measurement and the Result Measurement simultaneously. Process Measurement is the measurement of organizational performance by looking at the processes that have been made by the company. While the Result Measurement is the measurement of organizational performance by looking at the results that have been achieved by the company.
3. Self assessment and Performance Evaluation  
Self Assessment is a method for evaluating the level of company performance and its process, in this case Rosan Bakery. Self assessment is carried out by internal bakery itself, not by outside parties. The purpose of the Self Assessment is to provide a general and intact picture of Rosan Bakery's performance. Measurement in a self assessment is carried out in a strategic level that is intact and comprehensive and less rarely done rather than performance measurement. In Rosan Bakery, the classification of business processes based on their level of importance will be interpreted in the Matrix performance. In addition, performance evaluation (Performance Evaluation) was carried out by Rosan Bakery. To conduct that evaluation, the Tool Check Sheet will be used to understand the problem (problem understanding), and the Fishbone Diagram / Cause and Effect Chart tool to analyze these problems.

## **Find Solutions**

### **Tools for Idea Generation**

#### **a. Brainstorming.**

To collect ideas and solutions, the author uses brainstorming. Based on the brainstorming results that the authors did, several causes of lack of maximum bakery promotion and possible solutions:

- 1) Still wearing brochures, newspaper advertisements □ use other promotional media such as websites
- 2) It takes a lot of □ replacing with other promotional media that doesn't cost a lot
- 3) Need a long time after replacing with other promotional media that the promotional update process is faster so it can save time
- 4) Need a lot of power □ replace with other promotional media that does not require many promotional staff

#### Improvement Task Generation

##### a. Idealizing.

Idealizing is a way to find ideal conditions dreamed of the state of a process. The promotion process carried out by Rosan Bakery is still mouth-mouthed, brochure, and newspaper ads. Promotional promotion activities are simple. Therefore, an ideal promotion process is needed. The ideal promotion process is to use information technology assistance, namely promoting through a website or better known as e-commerce. E-commerce is right used to change the old way of promotion of Rosan Bakery because it can save in terms of costs, time, and energy. Below will be explained the comparison between the promotion of the old way with the promotion through a website in terms of cost, time, and energy.

## 5. Conclusion

### Conclusion

From the analysis of the business process that has been carried out can be concluded as follows:

- a. The business process on Rosan Bakery is divided into three classifications, namely the main business process including purchasing raw materials, production, shipping goods, marketing / promotion, customer service; Supporting business processes in the form of financial management; The development business process includes product development, production technology development, human resource development.
- b. The problem in the process of Rosan Bakery's business is a promotion that is still not optimal (just by word of mouth, through brochures and advertisements in the newspaper).
- c. The size of the performance of Rosan Bakery is correctness, completeness, and effectiveness by applying the concession of process measurement and the Result Measurement simultaneously.
- d. The right problem solution to increase the promotion of Rosan Bakery is to replace the old way of promotion with the promotion through the website.
- e. Utilization of Information Technology for the Rosan Bakery business process promotes through a website or better known as e-commerce.

### Suggestion

Suggestions for improving the performance of Rosan Bakery is by doing the following business:

- a. Promotion through the website  
This process is done by utilizing the advancement of information technology, namely by creating
- b. Website intended for e-commerce as an effective promotion container for Rosan Bakery to attract customers (customer).

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