
Analyzing The Concept Of Operational Management at PT Campina Ice Cream Industry Company in Surabaya

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ABSTRACT

The development of the ice cream industry in Indonesia is increasingly competitive and varied. Consumers are not only children but extend to teenagers, adults and even parents. The improvement of the food and beverage industry is expected to become one of the leading sectors in encouraging the growth of the manufacturing industry and the Indonesian economy, The object of this research is PT Campina Ice Cream Industry Tbk is one of the leading fast moving consumer goods company categories in ice cream processing for 51 years which began in 1972. This study aims to analyze and describe the development of product quality, marketing strategies so that PT CAMPINA ICE CREAM can have achievements and improvements to company profitability. This study explain the Determine and analyze the company's financial performance in terms of profitability ratio. In the 2019-2020 period there was a decrease in profits, but in 2020-2021 the Campina Company increased sales based on innovations made.

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INTRODUCTION

To manage a company, it must have a management system that is able to be the basis for operating and conveying business objectives for the common interest. Management according to M. Karebet (2003) in (Purnomo & Astuningsih, 2021) is an applied art that is directed to be able to manage certain functional and value activities that are arranged so that they are carried out properly. Operational management is one of the management sciences whose activities are related to the production stage from the start of making raw materials processed into goods or services combined at the transformation stage to achieve the goals that have been designed, this management science is a management science that is often applied in companies. Operational management is able to provide convenience in managing company productivity when producing products in the form of goods or services. Operational management is carried out so that the company can find out the results of the production stage from each period which can later be used as an evaluation or improvement material if during the production period in a certain period there are unwanted obstacles. The implementation of operational management systems is also increasingly used, especially when many companies around the world are affected by the outbreak of the COVID-19 pandemic, including in Indonesia.

PT Campina Ice Cream Industri Tbk is one of the companies in Indonesia that has also experienced the detrimental impact of the Covid-19 pandemic outbreak. There are many activities of the Campina Ice Cream company that have experienced problems both during the pandemic stage and after the pandemic. Thus, the campina company began to redesign the process of improving the flow of productivity activities in the midst of a pandemic through operational management

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(Syarifah et al., 2022). The purpose of implementing an operational management system is so that PT Campina Ice Cream Industri Tbk can continue to stabilize productivity activities to produce ice cream products that can be traded and marketed to the Indonesian people despite certain obstacles.

In addition, the purpose of implementing operational management at PT Campina Ice Cream Industri Tbk is so that stakeholders who contribute to the company can benefit. So the purpose of this research is to discuss the operational management system and describe the various kinds of efforts made by PT Campina Ice Cream Industri Tbk when facing obstacles in the company.

The use of company operational management used in the form of: facilitating strategy management and business efforts, optimizing all company resource interests, increasing competitiveness with competitors in the same industry, increasing the ability to grow the company's financial level, to become a foundation in order to find out the constraints of company activities from time to time, Minimizing unwanted risks with the design of solutions that has been created a company (Zhang, Wang, Farooque, Wang, & Choi, 2021).

The purpose of research from this study is to increase the value of company efficiency, increase the activeness of company productivity in producing goods or services to be marketed, minimize the costs needed when carrying out the production stage, grow value to the quality of the company so that it can continue to compete with other competitors, and can minimize time at the stage of producing goods or services so that it can complete many activities effectively and efficiently.

METHOD

Research methodology is a concept that is used in supporting the process of implementing a research (Wahyudin, 2017). This research utilizes qualitative research methods which are types of research that have the nature of description as an analysis guideline. The data taken are official company data obtained from the company's official website and literature studies that utilize comparative concepts related to business performance in the past period to the present. This research also utilizes company report data obtained annually about business and business environment phenomena in facing an obstacle.

Project Management (Planning, Scheduling & Controlling)

Project management is the application of knowledge, expertise and skills to achieve predefined objectives with available resources to achieve optimal results in terms of cost-effectiveness. A project is a combination of resources such as human resources, materials, equipment and capital/expenditure managed in a temporary organizational container to achieve goals. Project management is an effort made to reduce the potential for failed projects Nuerlina (2022), project management is the process of planning, organization, and leadership and controls all members involved in achieving predetermined goals Dimiyati and Nurjaman (2022)

Supply Chain Management (Distribution Models)

Supply Chain is a physical network, that is, all companies that supply raw materials, produce goods and deliver them to consumers/end users. (Manutur, Mangindaan, Program, & Business, 2021) according to the above point of view, it can be concluded that the supply chain is a network system that has a function from providing raw materials to delivery to customers or end consumers (Zhang et al., 2021).

Inventory Management (System & Control)

Is a material used in the company's business such as raw materials, processing process goods, materials used for production operations, such as consumables, maintenance, goods consumed directly by customers, such as finished goods, therefore, inventory must be considered in all

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industries (Lin, Fan, Shi, & Fu, 2021). However, inventory can also cause costs for the company concerned, so inventory management must be careful and sensitive to the business activities carried out by the company with its partners and customers (Lin et al., 2021).

Operations Management

Operational management is an activity related to the formation or manufacture of goods, services, or combinations in accordance with the stages of transformation of various kinds of production resources in order to achieve planned goals (Wulandari, 2021). According to Jaz Heizer and Berry Rander (2009), operational management is a series of activities to achieve value in the form of goods or services that can make changes from input value to output.

Pangestu Subagyo (2000) argues that operational management is a concept of management science that is used as a tool for managing all production activities to be more efficient and effective in achieving company goals. So operational management is a management concept that has close ties to the process or processing (planning, organizing, directing, and controlling) the production of goods and services from inputs to outputs.

RESULTS AND DISCUSSION

Operational management

Operational management is a concept of management that is closely related to the management, planning and control of production operations. In addition, this management system is responsible for managing production operations and improving business strategies for the production of products and services. Operational management activities have a close relationship with various company functions in transforming the core supply chain. For example, converting raw materials, energy, consumer needs, knowledge, business skills, business finance, and other inputs into consumer goods. The system of activities in Campina's operational management such as marketing, sales, and finance is a broad management system.

True operations management has the role of being able to handle operational management and participate in their own operational activities. Operations Manager, who is the contact person for product distribution throughout the production area. Operational management is closely related to the technology owned by the company. Companies with modern core technology are naturally more able to compete and survive. On the other hand, it is difficult for companies that do not use technology to succeed.

Project Management

Campina continues to grow starting in 1972 with enthusiasm with various innovations consistently to obtain the best ice cream. Researchers guarantee that all materials used by the author are food packaging that is safe for a food package. Some plastic materials used in packaging can be recycled, and manufacturers have added type-specific recycling logos to their packaging. The information presented on the product and on the label of all proprietary products complies with government regulations and the Food and Drug Supervisory Agency (BPOM) (Saragih, Simanjuntak, Yolanda, Megawati, & Putri, 2021). According to BPOM criteria, the author includes information such as ingredients used, nutritional value, manufacturing information and other information.

Planning

The research strategy so that the company has a wider target market and ensures that all levels of society can enjoy the researcher's products recommends that the company offers a variety of

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products tailored to consumer capabilities at prices that are relatively affordable to consumers. For example, Cake series products are available in easy-to-hold cup packaging at prices that are adjusted to consumer preferences in various sectors. The company's products are easy to find in big cities, small towns, even the countryside. Distributors, wholesalers, Modern Trade and other mobile merchants have a very important role for the expansion of sales networks and consumers are easy to buy products.

Scheduling

Taking advantage of this opportunity, the company launched two new products or variants in 2021, including water ice cream and vitamin ice cream, including: Orange Plus and Go! Mango fruit All stages of product development, including ice cream products, ice milk and ice cream bars, always follow the rules and regulations required by BPOM. The product development stage means meeting product quality and safety standards ranging from raw materials, weighing, mixing, pasteurization, homogenization, cooling, aging, freezing, soft ice, filling to product distribution.

Controlling

When monitoring project progress, the project manager should always evaluate the progress of the plan. In addition to measuring progress, we also check whether there are bottlenecks or slow performance in the production process. If changes or reasons are needed for implementing a feature or system, it is usually found at this stage. In conclusion, control is necessary so that everything goes according to plan. A project is considered complete when all processes have been implemented and approved by important stakeholders in the company, During decision making, the project manager concludes agreements with external parties, formalizes important documents as well as prepares project reports.

Inventory Management (System & Control)

PT. Campina is one of the ice cream companies that produces various types of products such as Hula-Hula, Paavo, Concerto, Petit, ice cream and others. The training took place in the Production Planning and Inventory Control (PPIC) Department. The workflow is normal for planning production materials in the ice cream industry of PT Campina starting with the preparation of annual forecasts, preparation of raw cut production capacity plan (RCCP), total capacity plan 3, calculation of material demand, making purchase proposals (PR) and finally inventory monitoring Workflow advantages traditional material planning in the ice cream industry of PT Campina includes forecasting, validation of master production plan (MPS), meet market demand, timely fulfillment of material needs, ease of ordering.

A proper accounting system is needed to maintain product and distributor availability for the number of orders and when orders occur. If the company misses an order or runs out of inventory, eating will result in lost sales or sales opportunities that need to be classified as unsold products later for products that are close to the expiration date, past the expiration date. Over time, monitoring is usually done to direct certain processes to follow the objectives or status of the results of management, and evaluate the achievement of objectives from the effects of various activities, including maintenance maintenance in stages.

One of the problems often faced by a business is tracking or tracing company inventory. The purpose of the inspection itself is to find out if the operation is going according to plan, check the stock of goods and provide a basis for submitting stock reports to Campina management, which is actually an ice cream distribution company.

Analyze the application of quality standard management

PT Campina in the implementation of operational management uses management standards based on ISO 9001/2015. ISO 9001/2015 which has become a quality regulation system in Indonesia. With the use of this system, the Campina company received an award as the best local ice cream brand number 2 for the 2018 period with the results of a market share sales survey of 20-25% in Indonesia, but with the pandemic that hit in 2019, the demand for products at the Campina company also decreased, which made the Campina company improve its business sales strategy. The implementation of quality strategies is utilized with various considerations tailored based on the needs of the community, where in the 2019 period the Campina company succeeded in launching the latest ice cream products with the theme of Marvel heroes, Captain America and also Iron Man.

This sale received a good response to the public, but this innovation did not increase the level of profitability, this is because the Campina company has problems with raw material supply imbalances due to inflation, but the Campina company that utilizes ISO principles that have guidelines based on consumer desires, this principle makes PT Campina succeed in maintaining product quality so that it is safe for consumption. Furthermore, in 2021, the canlina company reached the highest percentage by making product innovations with the Eco Friendly theme which has a recyclable packaging design with cheese, cake series, brownie ice cream flavors, and corneto sundaes, and ice cream that contains a lot of vitamin C.

Analyze the stages of distribution of the Campina company

PT Campina is known as a company that has the widest distribution network, with a relatively high level of competitiveness. In the distribution process stage, Campina uses a standard operating procedure system. Which has the aim that the company's distribution process is well organized. The use of SOP is followed by certain stages, namely distribution planning, determination of distribution methods, submission of proof documents by distributors, preparation of approval documents for delivery implementation, checking product temperature to the product distribution process.

The utilization of this SOP has been proven to increase the company's profitability network during the 50-year period, with the acquisition of as many as 60 distributor points that have collaborated with the company. PT Campina made an innovative marketing distribution system that utilizes the establishment of a mobile business, so that it can attract distribution networks in remote areas, during the 2021 pandemic the Campina company took advantage of the business opportunity by increasing business branches that were not operating in the 2019 period.

With the return of capital on this business, the Campina company was able to increase the level of other market branches quite a lot. And in the 2022 period, the Campina company continues to struggle in maintaining the performance it has had in the 2021 period, besides that the Campina company is also targeting an increase in product sales on international gauze.

CONCLUSION

According to the researcher's analysis of the effective strategy of PT Campina's ice cream industry, based on the strategy used, if PT Campina's ice cream industry continues to improve products and innovations and increase sales points or expansion, PT Campina's ice cream industry Market challenger in the Indonesian ice cream industry will be able to increase its market share by taking market leader share and becoming the largest national ice cream company in Indonesia that is still known and sought after by the public common. PT Campina Ice Cream Industry must maintain its position to be able to improve its strategic performance in order to gain a wider and better market share as a market leader in the Indonesian ice cream industry. With the strategy and

renewal of the annual period strategy, the Campina company must continue to develop its products with innovations that can be in the form of product innovations and events, and expand.

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