

I. INTRODUCTION

1.1 History of PT So Good Food Manufacturing

PT So Good Food Manufacturing is a national Fast-Moving Consumer Goods (FMCG) company located in Cikupa. This company was formerly known as PT Japfa OSI Food Industries. It is a joint venture between OSI (Otto and Sons Corporation) of the United States and PT Japfa Comfeed Indonesia, which was founded on June 25, 1997. On November 1, 2003, there was a change in the share ownership structure of PT Japfa OSI Food Industries, resulting in the company's name change to PT Japfa Santori Indonesia and a termination of cooperation with OSI. Initially, PT So Good Food Manufacturing, or SGFM, collaborated with PT Ciomas Adisatwa. Despite the fact that both parties still own the production tools, SGFM made the decision to split off in 2004 and started producing its products independently. The complete separation of PT So Good Food Manufacturing and PT Ciomas Adisatwa occurred in 2009. The public recognizes this group as having livestock-related businesses, one of which is the animal feed industry. Due to the fact that PT Japfa Santori Indonesia does not produce animal feed but rather food in the form of processed meat, chicken slaughter industry, and chicken carcass processing, the company altered its name to PT So Good Food Manufacturing on October 1, 2011.

As noted previously, this company operates under the supervision of the Japfa Group, an agro-industry company engaged in chicken breeding and hatcheries, shrimp ponds, meat processing, etc. Before producing their own products, this company was established to supply Mc. Donald's with Fillet-O-Fish, Mc. Chicken, Mc. Nuggets, and Beef Burgers as their exclusive supplier. After PT Japfa Santori Indonesia was no longer the exclusive supplier, it expanded its business by producing chicken nuggets with the trademark SO GOOD. This product gained popularity, which later became the name of the company, PT So Good Food Manufacturing. After chicken nuggets, other products, including chicken meatballs, *bakso kuah*, sausages, spicy wng, and fried chicken, are being developed and are capable of competing with other market products from similar companies.

Since the beginning, LP-POM MUI Tangerang Regency in the province of Banten has granted SGFM halal certification. All of PT Japfa Santori Indonesia's products have been certified as halal. This certification is perpetually renewed every two years. Moreover, this company handled two types of businesses: Business-to-Business (B2B) and Business-to-Consumer (B2C).

1.2 Vision, Mission, and People Values

PT SGFM's long-term vision is to be the best operating center in the world by 2025 and a global leader in the production of protein-based foods and beverages.

SGFM's mission is to facilitate the transition of the Indonesian population from a diet high in carbohydrates to one that is more nutritionally balanced by providing protein-rich food and drinks to every family in the country.

All of the activities carried out by SGFM always adhere to the values of Japfa, which are called DOLPHIN values. D stands for Drive, O for Organizational Thinking, L for Leadership, P for Professionalism, H for Honesty, I for Innovative, and N for Nurturing.

1.3 The Main Activity

PT So Good Food Manufacturing focuses on providing practical food rich in quality protein to meet the culinary nutritional needs of Indonesian families. Up until this point, SGFM has continuously innovated to produce high-quality meat and processed meat products that contain the beneficial protein required by the body. So Good has a variety of products rich in the goodness of animal protein in two main categories, namely So Good Ready-to-Process and So Good Ready-to-Cook.

The Ready-to-Process products are omega eggs, thigh and breast cut chicken, sweet and spicy thigh sliced chicken, and many more. Meanwhile, the Ready-to-Cook products were divided into eight different categories, which are nugget, nugget-shaped, nugget stick, whole muscle food, bone-in, sausage, seafood, and meatball. In regards to nugget products, they include crispy chicken nuggets, chicken nugget premium, and chicken nugget original. The nugget-shaped was available in the shapes of animals, the alphabet, donuts, and *dinobites*. Aside from nugget and nugget-shaped products, So Good also offers nugget sticks. Other than nuggets, this company also produces sausage products, including premium, original, garlic, and smoked bratwurst. Then, they also manufacture meatball products such as fish meatballs, chicken meatballs, and beef meatballs. SGFM also manufactured various seafood products such as *ebi panko*, *shumai furai*, golden money bags, and shrimp dumplings. They also offer whole-muscle products such as spicy chicken strips, chicken cutlets, and chicken karaage. Additionally, this company also produces bone-in chicken products, such as chicken wings and chicken cuts. Each product nevertheless still delivers a diversity of flavors that cannot be explained in detail.

1.4 Organizational Structure

The Research and Development (R&D) Manager works directly under the Head of Manufacturing and R&D, who holds the highest position. Then, the R&D Manager will receive a report from the Product Development (PD) Manager and Research Manager through the R&D Administration. Below the PD Manager, there are two assistant managers that specialize in the meat

and liquid milk divisions. Meanwhile, the assistant manager of Packaging Development will report to the Research Manager.

With the exception of the packaging department, a Food Technologist (FT) supervisor is assigned to work under each assistant manager. Specifically, there are two FT supervisors that will handle meat products, which are divided into meat-frozen and meat-shelf-stable divisions. Aside from that, there is the R&D Helper, who will provide assistance to both the FT supervisor for meat and liquid milk products. As for the packaging development department, the last position is referred to as Packaging Development Staff. In addition, there is a Processing and Ingredient Research Supervisor who collaborates closely with the Lab Analyst Research Supervisor, as both supervisors report to the Research Manager. **Figure 1** shows a comprehensive organizational chart. The red circle in the figure indicates the author's position during the internship period.

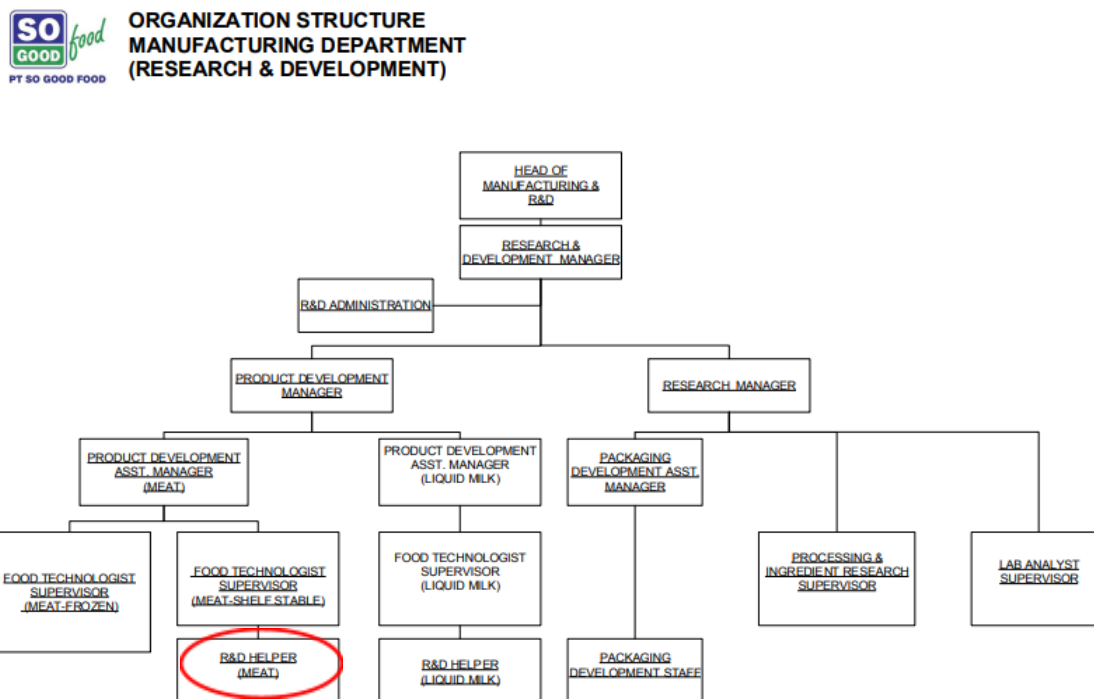


Figure 1. The organizational structure of PT So Good Food Manufacturing

1.5 Department Explanation

The primary activity of the Research and Development department is to engage in the development, enhancement, substitution, and mass production of both novel and pre-existing products with the aim of upholding a product that is functional, dependable, palatable, nourishing, and protein-rich. This is accomplished by setting the highest standards for the products. The members of the R&D staff are accountable for their individual projects, commencing from the formulation stage through the upscaling process all the way through the point at which the product is introduced to the market. The staff will each be accountable for their own project and will work

directly under the supervision of the supervisor. Then, the supervisor will monitor the staff to ensure that the deadline can be met successfully. Additionally, the manager holds weekly meetings with the staff, the supervisor, and anybody else who needs to be kept up to date on the development of their projects.