

I. INTRODUCTION

1.1. A Brief History of The Company

The establishment of Bali Food Industry commenced on September 12, 2019. During this period, Indra Danajaya, the founder of the Bali Food Industry, initiated the production of 10 kilograms of citrus, creating a lemon juice product named Maha Lemon. He initiated the provision of his products to bars and cafes in Bali after identifying potential commercial prospects.

The tourism industry was significantly impacted by the outbreak of the COVID-19 pandemic in the year 2020. Throughout the pandemic, the Bali Food Industry demonstrated resilience and successfully sustained its primary product, known as Maha Lemon. The sales positively correlate with the increased understanding of lemon juice consumption amidst the COVID-19 pandemic. At the end of the year of 2020, Bali Food strategically decided to diversify its product offerings by introducing frozen food items alongside its existing flagship product, Maha lemon. The inclusion of frozen fruit was implemented to maximize the utilization of agricultural resources originating from Indonesia. The origin of this issue can be traced back to the phenomenon of significant product wastage, particularly in the case of fruits, which can be attributed to the limited market demand for visually imperfect produce. The Chief Executive Officer, Made Indra Danajaya, embarked on a professional journey in the Bali Food industry to leverage fruits that possess favorable quality but exhibit undesirable visual attributes. This strategic approach involves marketing such fruits as frozen produce, thereby mitigating fruit wastage.

In the year 2021, Bali Food Industry successfully acquired distribution authorizations from two regulatory bodies, which are BPOM (The Indonesian Food and Drug Authority) and PSAT (Fresh Food of Plant Origin). Consequently, the company is now eligible to promote and sell its product to various retailers in Bali. In order to enhance productivity and improve the quality of products, a larger and more efficient warehouse and workforce were established in the year 2022. As a result of the company's expansion in March 2023, Bali Food Industry has undergone a transformation in its business entity, now operating as PT. Bali Food Industry.

The Bali Food Industry is located in the eastern region of Denpasar, Bali. Since this is a small to medium enterprise, it is noteworthy that the owner initiated operations from the ground up, commencing the business within the confines of their residence and

subsequently expanding into the adjacent outdoor space. The Bali food industry significantly emphasizes cafes and bars, which mainly cater to the island's substantial tourist population.

1.2 Vision and Mission of PT Bali Food Industry

1.2.1. Vision

The stated vision of PT Bali Food Industry is to establish itself as a dedicated organization focused on fostering sustainable agricultural practices in Indonesia. The Bali Food industry seeks to enhance the quality of Indonesian farmers and promote the engagement of younger generations in the progression of the agricultural sector in Indonesia.

1.2.2 Mission

PT Bali Food Industry aims to achieve its vision in the food industry sector through:

1. Enhancing the market value of products that currently have less acceptance in the market.
2. The attainment of sustainable agriculture by facilitating the expansion of agricultural land and the provision of education to local farmers, which allows them to produce higher quality products that are commercially viable.
3. Assisting farmers in Bali by facilitating market access and disseminating information regarding plant species that are in high demand within these markets.

1.3 The Main Activity

The main operations conducted by PT Bali Food Industry involve the manufacturing of frozen fruit and lemon juice sourced from local producers, collaborators, and the company's farm. The process of frozen fruit product commences with the acquisition of the fruit from the agricultural site, subsequently proceeding to the stages of weighing, cleansing, sorting, peeling (if necessary), slicing, freezing, packaging, and eventually storing the fruit. It is imperative to document the inventory upon its arrival and at the completion of the manufacturing process.



Figure.1 Frozen Fruit Product of PT Bali Food Industry

The lemon juice product is in PT Bali Food Industry known as "maha lemon" and is obtained through the process of extracting juice from lemons, incorporating *Natrium benzoate* as a preservative, subjecting the lemon juice to pasteurization, and subsequently cooling it. Once the lemon juice production process is complete, it is transferred into plastic bottles that have undergone sterilization using hot steam. Once the maha lemon has been filled, it requires labeling and subsequent storage at ambient temperature. Three different types of lemon juice can be identified: original, honey-infused, and ginger-infused. Prior to the process of pasteurization, supplementary ingredients would be integrated.

1.4. Organizational Structure

The headquarters of PT Bali Food Industry is located in East Denpasar, Bali. It is used for manufacturing lemon juice and frozen fruit. The existing team includes the finance, operational, and marketing teams. The organizational structure of PT Bali Food Industry is depicted in Figure 2.

The Chief Executive Officer (CEO) is responsible for overseeing all facets of organizational operations, financial management, and marketing activities. The primary objective is to ensure the seamless functioning of all company operations while overseeing the activities of the Chief Financial Officer, Chief Operating Officer, and Marketing Manager.

The Chief Financial Officer (CFO) assumes the responsibility of addressing consumer concerns regarding product issues, providing receipts, managing accounting tasks, conducting consumer satisfaction surveys to assess the level of satisfaction with company services, engaging in upselling activities, overseeing the creation of daily Instagram content, managing order reception, and resolving customer complaints. The Chief Financial Officer

(CFO) was assisted by the disciplines of finance and accounting in carrying out the assigned task.

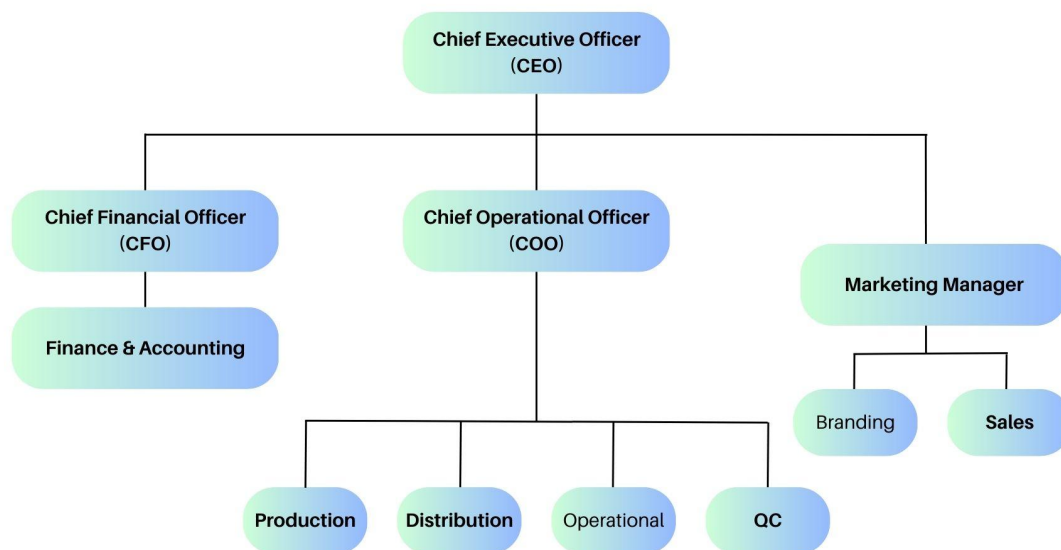


Figure 2. General Organizational Structure in PT Bali Food Industry

The role of the Chief Operating Officer (COO) encompasses the oversight of various key areas such as production, distribution, operations, and Quality Control (QC). The primary objective of the COO is to ensure the efficient functioning of production and distribution processes. The Chief Operating Officer (COO) is responsible for overseeing the effective management of storage operations, encompassing stock maintenance, procurement, and inventory audits. Ensuring the availability of distribution-related essentials, such as cold boxes, for distribution. In addition to overseeing the courier's adherence to order accuracy and reinforcing the 3S principle (Senyum, Salam, Sapa - Smile, Greet, and Peace), the Chief Operating Officer (COO) assumes responsibility for managing various aspects of company operations. This includes ensuring the maintenance of inventory in optimal condition and approving inventory procurement as requested by the heads of production and distribution. Additionally, the individual is accountable for overseeing quality control measures to ensure that the product conforms to predetermined specifications and that employees adhere to Standard Operating Procedures (SOPs). The Chief Operating Officer (COO) assumes direct responsibility for operational and quality control aspects. In the realm of distribution and production, the COO receives support from the head of production and head of distribution.

The responsibility of overseeing and assessing the effectiveness of advertising campaigns, supervising the sales team, and ensuring alignment of marketing strategies with the

company's brand identity lies with the marketing manager. The marketing manager is responsible for analyzing sales performance, targets, and formulating revenue targets. Furthermore, marketing managers are also responsible for overseeing the organization's financial resources allocation, conducting trend analysis, and building the company's brand image. Moreover, it is common for marketing managers to engage in discussions regarding operational efficiency with the Chief Financial Officer (CFO) in order to provide the business perspective on procurement decisions to the Chief Operating Officer (COO).

1.5. PT Bali Food Industry Intern

PT Bali Food Industry offers a wide array of engaging opportunities for interns. The intern undergoes a rotational assignment across various teams at PT Bali Food Industry, commencing with the production team, followed by the back office, creative team, distribution team, and finally, the marketing team. Within the production team, the intern is responsible for performing various tasks such as cleaning, cutting, packing, labeling, and storing the fruit products. Within the back office team, the intern is responsible for various tasks including generating receipts, conducting customer satisfaction surveys, preparing orders, and processing reimbursements. The intern periodically accompanies the creative team and aids the Chief Operating Officer (COO) in procuring the necessary properties and equipment for content production. In the distribution team the intern follows the courier to distribute goods. Additionally, the intern is tasked with providing the receipt to the person in charge (PIC) upon the arrival of the goods. Finally, the intern is assigned to the marketing team, where their responsibilities include creating a database for mapping and canvassing, contacting various companies to establish partnerships, and engaging in sales activities. Through this internship, the intern acquires the essential knowledge necessary for effectively managing small-scale enterprises. In the project wherein the intern proposed the creation of innovative products, the intern successfully developed new products that could enhance the value of the waste material. The intern engaged in product research activities throughout product creation and development. The process encompasses various stages: product research, data acquisition, experimentation, and analysis.