

Successful Management and Its Effort to Earn Succeed Created for Many Years by PT. Mayora Indah

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Abstract: *Planning is important to determine the overall objectives of the company and efforts to meet these objectives. Managers always act as someone who seeks alternatives to achieve the ultimate goal. PT Mayora applies an ISO management system in addition to the needs of the food industry in particular is how to increase profit margins and organizational efficiency so as to increase customer satisfaction. Therefore this problem needs to be anticipated by issuing a method to carry out risk analysis or risk analysis of hazards caused by food in the process of providing it and at the same time requires a quality management method that can control and improve continuous improvement. Through this ISO 22000 forwarder, PT Mayora indah hopes to guarantee the safety of its products to be consumed and make continuous improvements.*

Keywords: *management; economy; trading; consumer goods*

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I. Introduction

Planning is the most important in a business management. A manager who manages management in a company or business will plan and evaluate every action that has been and has not been followed up in the business. Planning is important to determine the overall objectives of the company and efforts to meet these objectives. Managers always act as someone who seeks alternatives to achieve the ultimate goal, including short, medium and long-term plans. Without proper planning in a growing business can make the business not run according to the path. This deviation can result in irregularities to bankruptcy. The existence of competition between companies, each company strives to provide the best for its customers in the form of products and services. For this reason, companies need reliable management personnel to act as a bridge between the company and customers and help solve problems faced by customers and utilize the products and services provided by the company at every possible opportunity.

II. Review Of Literature

2.1 Management

Some experts in the field of management science explain what management means. We can make the opinions of these experts as a foundation for understanding more about management science. Here is the definition of management according to the experts. According to Mary Parker Follet, understanding management is an art in completing work through other people. In other words, a manager is responsible for managing and directing others to achieve the goals of an organization. George Robert Terry views the notion of management is a typical process consisting of several actions; planning, organizing, mobilizing, and supervising. All of this is done to determine and achieve the targets or targets to be achieved by utilizing all resources, including human resources and other resources. Henry Fayol opinions, the notion of management is a process of planning, organizing, coordinating, and supervising/ controlling the available resources so as to achieve the objectives effectively and efficiently.

While Ricky W. Griffin, the notion of management is a process of planning, organizational processes, coordination processes, and a process of control of resources to achieve goals effectively and efficiently. Effective means the goal can be achieved according to plan, while efficient means the task is carried out correctly, organized, and completed on schedule. Another assumption Oey Liang Lee, the notion of management is the science or art in planning, organizing, formulating, directing, and controlling the available resources to achieve predetermined goals. According to Hilman, the notion of management is a function to achieve a goal through the intermediary of other people's activities and overseeing the efforts of each individual to achieve the same goal. Dr. Ahujae defines of management is the parties that offer/ provide services for fields related to management. According to James A. F. Stoner, the notion of management is a process of planning,

organizing, leadership, and controlling the efforts of members of the organization and the use of resources available in the organization in order to achieve a goal set by the previous organization.

2.2 Company

The company is the place where production activities and the gathering of all factors of production occur. Every company is registered in the government and some are not. For companies registered with the government, they have business entities for their companies. This business entity is the status of the company officially registered with the government.

Type of company based on business field:

- Extractive companies are companies engaged in the extraction of natural wealth
- An agrarian company is a company that works by cultivating land / fields
- Industrial companies are companies that produce raw and semi-finished goods into finished goods or increase their value
- Trading companies are trading companies
- Service companies are companies engaged in services

Type of company based on ownership:

- State companies are companies that are established and capitalized by the state
- Cooperative companies are companies that are established and capitalized by their members
- Private companies are companies that are established and capitalized by a group of people from outside the company

III. Discussion

3.1 Company

PT Mayora Indah Tbk is a Fast Moving Consumer Goods company that has a core business in the field of food. Mayora Group is one of the consumer product business groups in Indonesia, which was established on February 17, 1977. The company has been listed on the Jakarta Stock Exchange since July 4, 1990. Production from PT Mayora Indah Tbk various types of market needs such as biscuits, candies, wafers, chocolate, health food and coffee. Mayora Group has increasingly changed from the humble biscuit home industry to being one of the largest Fast Consumer Moving Goods Companies with 13 Factories and more than 25,000 employees. PT Mayora Indah Tbk will strive to make a positive contribution to the environment and the country in which the company operates and PT Mayora Indah Tbk has proven itself as a quality producer with an award of 100 Exporting Companies in Indonesia from the magazine *Swa*. The company is domiciled in Tangerang with a factory located in Tangerang. The Company's head office is located at Mayora Building, Jl. Tomang Raya No. 21-23, Indah Mayor Tbk.

This company is the parent company with, directly or indirectly, more than 50% of the shares of the following subsidiaries:

- a. PT Sinar Pangan Barat (SPB) domiciled in Medan. The types of businesses in the food and processed industries began operating in 1991.
- b. PT Sinar Pangan Timur (SPT) domiciled in Surabaya. The food and processed industry, began operating in 1992.
- c. PT Torabika Eka Semesta (TES) domiciled in Tangerang. This type of powder and instant coffee processing industry began operating in 1990.
- d. PT Kakao Mas Gemilang (KMG), owned by TES with 96% ownership, is domiciled in Tangerang. The type of business industry processing cocoa beans, began operating since 1985.
- e. Mayora Netherland B.V., berdomisili di Belanda. Yang jenis usaha jasa keuangan dan mulai beroperasi sejak tahun 1996.

The organizational form of PT Mayora Indah Indonesia is a project organization structure with organizational relationships, especially for people who work on the same project. The company's organizational structure consists of several groups of different functions with each group that focuses on the development of certain products or production lines.

Control of the company to the President Director as the top leader. Delegation of work assignments to subordinates through each department manager, then continued to staff and employees. The following will be discussed further about the duties, authorities, and responsibilities of each section.

1. The Board of Commissioners

The Board of Commissioners is responsible for supervising and advising the Board of Directors on the management of the Company, including planning and development, operations and budgeting, compliance and corporate governance and the adoption of the AGMS decisions. The Board of Directors is responsible to the AGMS. Board of Commissioners meetings are held once a month and also at any time when needed. Joint

meetings between the Board of Commissioners and Directors are held twice a month. Under the Board of Commissioners the Board of Commissioners is assisted by a Secretary and Internal Audit to ensure compliance with Bapepam-LK and SEC regulations and other relevant regulations. The Charter affirms the responsibilities of the Audit Committee as follows: supervise the company's financial reporting process on behalf of the Board of Commissioners; recommends choices for external auditors to the Board of Commissioners. Final appointment depends on shareholder approval; hold regular meetings with internal and external auditors to discuss the results of their evaluation of the control of audit and non-audit work plans, discoveries regarding weak internal control over financial reporting and evaluation of the consolidated financial statements.

2. The director

The Board of Directors is authorized and fully responsible for the management of the company for the benefit of the company, in accordance with the goals and objectives of the company and representing the company, both inside and outside the court in accordance with the provisions of the Articles of Association. The Board of Directors is assisted by the Head of the Division and / or Head of the Organizational Unit and is assisted by the Expert Staff of the Board of Directors. The Board of Directors Expert Staff consists of the Main Expert Staff and the Primary Expert Staff. The Board of Directors Expert Staff supports and assists the Board of Directors in managing, controlling and developing the company.

The Board of Directors consists of:

- a. Main Director Responsible for the running of all organizational functions At the company and authorized to establish a comprehensive policy direction and corporate strategy.
- b. The Marketing Director is responsible for the functions below:
 - i. Marketing function
 - ii. Account Manager function
 - iii. Promotion Policy
 - iv. Sales policy and sales contract
 - v. Price Policy
 - vi. Supplier Policy
 - vii. Customer Relations Policy (CRM)
- c. Director General and Personnel. To assist in managing and carrying out the Company's activities and to support and assist the Director of Human Resources & General in managing and running the Company's activities including the areas of HR & Remuneration Services, HR & Organizational System Development, HR Development & Performance Assessment and Quality Management.
- d. Director of Product Development: To support and assist the President Director in managing and carrying out the Company's activities including the Business Development field to handle existing business development activities and seek prospective new business opportunities, handle functions related to product development and product engineering, supporting documentation & infrastructure & functions related to support for product development activities.
- e. Product development director oversees: The technical manager responsible for developing ways to produce quality products. Laboratory Managers who are tasked with researching or making measurements in the manufacture of yank products will be produced. Project Staff responsible for observing and assisting in the creation of new products.
- f. Finance Director

The finance director is responsible for managing and carrying out the Company's activities for: handle the affairs of Cost & HPP and Inventory. Handle the affairs of Sales, Receivables and Debt. handle Budget & Reporting matters. Handle the affairs of Systems & Procedures. Handle the affairs of Fund Management and Financial Planning. Handle Verification, Treasurer and Bank affairs. Handle tax and insurance matters. Deal with matters relating to Asset Optimization and Investment Portfolios.

3. **Biscuit Division:** To assist the president director to carry out company activities in biscuit products such as; Romma and Better.
4. **Sugarcane Division:** To assist the president director to carry out company activities in confectionery products such as; Kopiko, Kis, Tamarin, Plonk.
5. **Chocolate and Water Division:** To assist the president director to carry out the company's activities in Chocolate and Water products such as; Beng-Beng, Astor, Choki-Choki and Danisa. As well as Vitazone.
6. **Plant Manager:** To help and support each division, namely the Biscuit Division, Chocolate Division and wafers and the Sugarcane Division in planning and supervising company performance.
7. **Product Manager:** To assist and support each division, namely the Biscuit Division, Chocolate Division and wafers and the Sugarcane Division in planning a series of activities in production.

8. **Quality Control Manager:** To assist and support each division that is defined as the Biscuit Division, Chocolate Division and wafers and the Confectionery Division in checking products and controllers of manufactured goods.

To support the implementation of the vision and mission of PT Mayora has been committed in developing:

1. Product

In terms of products, PT Mayora continues to develop new, high-quality products to meet market needs.

Here are some of the major products that have been on the market:

~ Biscuit :

- Roma Sari gandum
- Roma Better sandwich biscuit
- Roma biscuit kelapa
- Roma Cream crackers
- Roma coffejoy

Mayora has several leading brands known as Marie Roma biscuits, Slai O'lai, better, and Sari GANDUM. In the biscuit category, Mayora is one of the respected biscuit manufacturers. In fact, Mayora has the largest Biscuit Factory in Southeast Asia.

~ Candy :

- Kopiko
- Tamarin
- Kis mint

The candy division has made a breakthrough by launching Kopiko candy as a pioneer of coffee candy and becoming number one in the world, while KIS builds a very personal bond with consumers through the Emoticons Package.

~ Wafer and chocolate cake :

- Choki-choki
- Zuperrr keju
- Beng-beng
- Superstar
- Astor

The Wafer Division presents new innovations in every product, we show to be a pioneer in the Wafer Roll segment by launching Astor. And all Mayora Chocolate products are made from real chocolate, to produce high quality products. Choki Choki-present as a superior product which is a pioneer in the Chocolate Pasta Segment.

~ Coffee:

- Kopiko brown coffee
- Tora bika diet
- Tora bika 3inOne
- Tora bika duo
- Tora bika cappuccino

Torabika is one of the largest producers of instant coffee in Indonesia, and Southeast Asia. Torabika A well-known and deeply ingrained brand of society. Therefore Torabika continues to make inroads in maintaining the quality of its products. So stay close to consumers.

~ Mayora nutrition:

- Energen oat milk
- Energen sereal dan susu bergizi

Since the first launch, Energen was intended to be a market leader in the Cereal Mix category, and Energen achieved its target by controlling 93% of the mixed cereal market share..

~ instant food

~ instant drinks

To expand the market, PT Mayora introduced its products through several media including:

- news
- event
- video
- photo
- advertisement

In terms of business the company relies heavily on:

b. supplier

Concerns about the safety, quality, and affordability of the product, therefore PT.MAYORA continues to seek cooperation with suppliers of raw materials and packaging materials that can provide products with good quality and services at competitive prices

d. distribution

At present, Mayora has around 500 distributors throughout Indonesia and around the world. However, it still expands distribution networks throughout the world.

To continue to exist in the industrial world PT mayora continues to make improvements so that it can compete in the domestic and international markets. PT Mayora's competitors are in the food industry.

- PT.KHONG GUAN
- PT. GARUDA FOOD
- PT. KRAFT FOOD INDONESIA
- PT. ARNOTT'S INDONESIA

Mayora currently operates in 6 countries outside Indonesia, namely: China, India, Philippines, Thailand, Malaysia and Vietnam. Mayora overall has been present in a total of 85 countries around the world. In line with the rapid growth and expansion, Mayora Group opened to opportunities to expand geographically through exports. The legal basis of the status of the PT legal entity is stated in Article 1 point 1 of the Company Law, as follows:

A Limited Liability Company, hereinafter referred to as a company, is a legal entity that is established based on an agreement, conducts business activities with authorized capital which is entirely divided into shares, and meets the requirements set forth in this Law and its implementing regulations. PT is a legal entity. The Company is a legal form established on legal fiction that the company has the same juridical capacity as that of an individual (natural person).

When linked to elements concerning legal entities, the elements that mark PT as a legal entity are that PT has separate assets (Article 24 paragraph (1) of the Company Law), has its own interests (Article 82 of the Company Law), has certain objectives (Article 12 letter b UUPT), and has a regular organization (Article 1 point 2 UUPT).

Unions, an employee organization within a company, are expected to function as institutions that conduct employee counseling programs. With this role, trade unions have shown positive partnerships to entrepreneurs. On the contrary, entrepreneurs can benefit greatly from the participation of workers' organizations, in this case trade unions. By itself a positive image will emerge about the existence of trade unions in workers and employees.

3.2 Management roles and functions

a. Management of ISO (International Organization for Standardization)

Currently PT Indah Indah has implemented the ISO 22000: 2005 management system which is about food safety to maintain the quality of food products and safety as one of the FOOD SAFETY standards, which are used internationally throughout the world.

PT Mayora applies an ISO management system in addition to the needs of the food industry in particular is how to increase profit margins and organizational efficiency so as to increase customer satisfaction. Therefore this problem needs to be anticipated by issuing a method to carry out risk analysis or risk analysis of hazards caused by food in the process of providing it and at the same time requires a quality management method that can control and improve continuous improvement. Through this ISO 22000 forwarder, PT Mayora indah hopes to guarantee the safety of its products to be consumed and make continuous improvements. As the ISO 22000 Quality Management system standards are reviewed periodically.

b. SMK3 occupational health and safety management system

There are several benefits that can be gained from the application of occupational safety and health management systems, some of which are:

The main objective of implementing SMK3 is to protect workers from all forms of occupational accidents and diseases. However, workers are the most important company assets. By applying the K3 the accident rate can be reduced or eliminated altogether, this will also be beneficial for the company, because workers who feel safe from the threat of workplace accidents and occupational diseases will work more energetically and productively.

Companies that comply with applicable laws or regulations generally look healthier and exist. Because of how regulations or legislation are made aiming for the good of all parties. By complying with the prevailing

laws and regulations, the company will be more orderly and this can improve the good image of the company itself. How many companies do the development of the applicable regulations experiencing bankruptcy or loss due to experiencing many problems both with employees, the government and the local environment.

The good implementation of SMK3 will affect customer satisfaction. How many customers require their suppliers or suppliers to implement SMK3 or OHSAS 18001. because the implementation of SMK3 can guarantee a safe, orderly and clean process so that it can improve quality and reduce defective products. Workers will work better, because they are well protected so they can be more productive. Accidents can be avoided so that they can guarantee the company to operate fully and normally to ensure continuity of supply to customers. It is not uncommon for customers to carry out K3 audits to their suppliers to ensure that workers are well protected and the production process is carried out safely. Their goal is none other than to ensure that they are doing business with a company that can guarantee the continuity of their raw material supply. Besides that, having a SMK3 or OHSAS 18001 certificate will be able to improve the company's image so that customers increasingly trust the company.

By implementing SMK3 or OHSAS 18001, the safety management system will be well organized and effective. Because in the SMK3 or OHSAS 18001 a documented procedure is required, so that all activities and activities carried out will be organized, directed, in a regular corridor and carried out consistently. Records as proof of system implementation are stored to facilitate verification of the identification of the root causes of nonconformities. So that the analysis or identification of nonconformities does not dissolve and widen to be not directed, which in turn provides recommendations that are not correct or do not solve the problem. In this system it is also required to plan, control, review, feedback, repair and prevent. All of this is an effective form of management system. The system also requests management commitment and participation from all employees, so this totality will provide more opportunities to make improvements or improvements that are more effective for the company.

Those are some of the benefits of the many benefits that can be obtained from the implementation of SMK3. all the benefits of implementing the SMK3 will return to the company. But often these benefits have never been measured quantitatively so that there are no benefits obtained from the implementation of the occupational safety and health management system. The most commonly used SMK3 reporting system is in the form of failure prevention measures and not in the form of achieving success or success. So that management only sees K3 as a support system that is still a cost center and has not been able to contribute to company profits.

The HR Division created several development programs in various fields, for example technology and maintaining product quality.

The technology of making up food and beverage packaging at the Mayora plant mostly uses high-level technology. For example, one of the European biscuit packaging machines owned by Mayora, claimed to be the largest packaging machine in the world. The machine uses robotic technology that is able to move thousands of biscuits in an hour to a packaging place, while at a similar factory, it still uses manual methods. Nevertheless, Mayora continues to absorb around 2,000 to 3,000 workers every time it builds a new factory. "Because we are a factory industry, so this is labor intensive, we still need new human resources for packaging personnel.

Currently, workers in the Mayora Jatake I and II Tangerang factories number around 5,000 people. The company listed on the Indonesia Stock Exchange (IDX) since July 4, 1990 is planned to build a new factory in Balaraja, Tangerang, which will absorb a workforce of 2,000 people. PT.Mayora tries to adjust its distribution channel to the needs of its customers. This creative and extraordinary distribution channel is the source of its competitive advantage. So PT.Mayora can get a lot of market share and can reach a wide spread target population. So that it can serve various needs of several segments quickly and fragmented.

Channel systems often develop to meet market opportunities and conditions. So to get maximum effectiveness, distribution channel analysis and decision making must be more focused on the goal. Designing a channel system requires an analysis of customer service needs. Designing the distribution channel is assessed by finding out what value is desired by the various target segments of the distribution channel.

IV. Conclusion

Management has a very important role in achieving the vision and mission of an organization whether it is an organization engaged in social or even engaged in profit Orientet. with the management of an organization hoping to realize its vision and mission which is the goal of the establishment of an organization with a record that an organization has a good management system. because organizations are very difficult to develop if there is no good management system.

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