

# **Determination of Factors in Decrease in Sales Amount in an Effort to make Business Processes Efficient at PT.Senotexindo Jaya Lestari Bandung Regency (Case Study of Masterpiece Sewing Thread Sales)**

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## **Abstract**

This study aims to identify the factors that cause a decrease in the number of Masterpiece sewing thread sales at PT. Senotexindo Jaya Lestari, Bandung Regency, and to provide solutions in an effort to improve the efficiency of the company's business processes. The method used in this study is a qualitative approach with the Business Process Management (BPM), Fishbone Diagram, and Business Process Model and Notation (BPMN) methods. Data were collected through observation, interviews, and documentation. The results of the study indicate that the main factors causing the decrease in the number of sales are less than optimal marketing strategies, lack of utilization of social media, and the implementation of a pre-order system that is not yet flexible. The current business process is considered inefficient, especially in the marketing process that has not fully utilized digital media to its full potential. By redesigning business processes and gender-inclusive marketing strategies, it is hoped that the company can improve efficiency, expand the market, and achieve the sales targets that have been set.

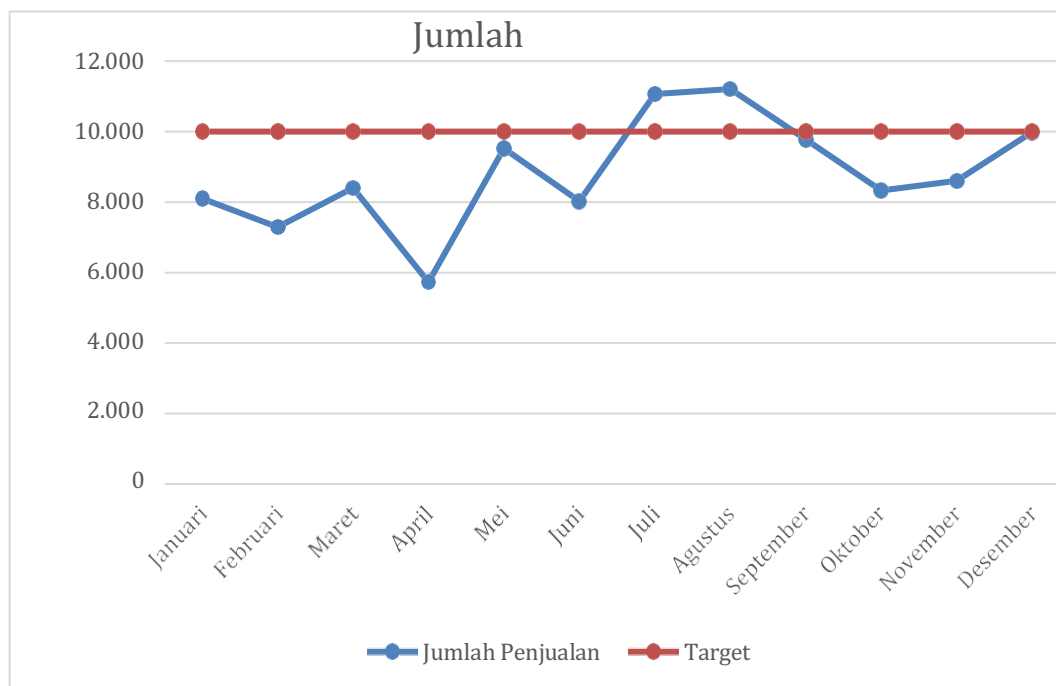
**Keywords:** Sales Decline, Business Process Efficiency, Business Process Management, Business Process Redesign, Marketing Strategy

## **Introduction**

For a company, effective business processes for products such as sewing thread are key to success in increasing sales and maintaining a competitive market share. To be able to compete in this industry, a company must have efficient business processes. Efficient business processes can help companies produce products that meet consumer expectations and increase competitiveness with other companies. Then the company can increase competitiveness and attract more customers, thereby increasing sales figures. Law Number 40 of 2007 concerning Limited Liability Companies regulates the principles of good corporate governance (GCG), including efficiency in managing company resources, strategic decision-making, and accountability-based business management. Normatively, companies should achieve predetermined sales targets. These targets reflect the company's expectations for growth, profitability, and market share.

Masterpiece sewing thread sales experienced several declines in sales and did not meet the company's targets, as shown in the following Masterpiece sewing thread sales graph:

**Figure 1. Masterpiece Sewing Thread Sales Graph 2024**



Source: Processed by Researchers

The graph above shows Masterpiece sewing thread sales, as seen in the blue line (number of sales) below the orange line (target), indicating sales were below the company's target. The blue line (number of sales) has experienced several declines in sewing thread sales, impacting the company's revenue.

Law Number 8 of 1999 concerning Consumer Protection it serves as the basis for assessing the quality of a company's products and services to consumers. In the context of declining sales, it is important to ensure that consumer rights are guaranteed and that the products offered meet quality standards. Based on an interview with Mr. Wawat Darwat, General Manager, the decline in Masterpiece sewing thread sales could be caused by various factors, such as increasing competition from other sewing thread manufacturers, changes in customer demand, lack of business process efficiency, and a lack of effective promotion and marketing, which can lead to consumer unawareness of the sewing thread product.

## Literature Review

### Marketing Management

Sundari et al (2023, p. 3) According to Hermawan Kartajaya and Iwan Setiawan, in their book "Marketing 4.0 Moving from Traditional to Digital," the definition of marketing is as follows:

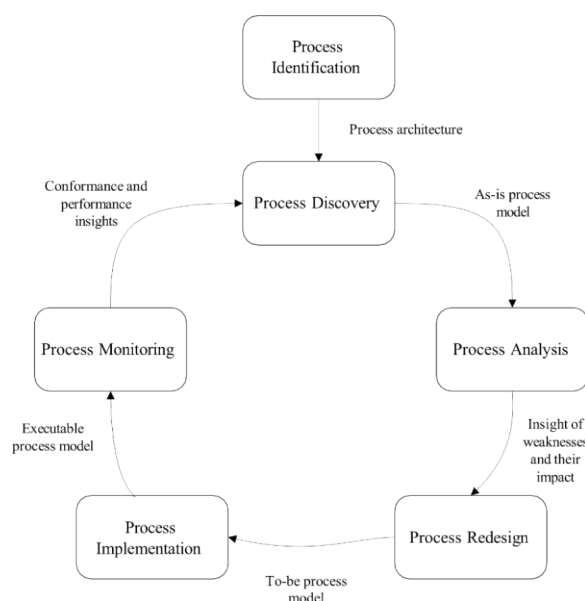
"Marketing is about dealing with the ever-changing market, and to understand cutting-edge marketing, we should understand how the market has been involved in recent years."

This means that marketing is related to the ever-changing market, and to understand cutting-edge marketing, we must understand how the market has changed over the years. Based on the above definition, it can be concluded that marketing is an economic activity related to the market, including advertising, distribution or distribution of goods and services, promotion, sales, and various other activities that can help meet consumer needs and desires.

### Business Process Management

Identifying, discovering, analyzing, redesigning, executing, and monitoring business processes to optimize company performance, including techniques, methods, and tools (Dumas et al., 2018:6). The BPM life cycle consists of 6 cycles: identification, discovery, analysis, design, implementation, and process monitoring and control.

Figure 2. Business Process Management Life Cycle



Source : (Dumas dkk., 2018:7)

## **Methods**

This research uses a qualitative research approach. The determination of research subjects or informants using purposive sampling (Sugiyono, 2022, p. 69) states that in qualitative research, the sample or research subjects are not determined with a definite number, but are determined based on information needs. Therefore, the research subjects in this study are:

Name: Wawat Darwat

Position: General Manager of PT. Senotexindo Jaya Lestari

Mr. Wawat Darwat was chosen as an informant because he is responsible for managing and overseeing all business processes and departments within the company. The research object uses internal data from PT. Senotexindo Jaya Lestari which has previously been summarized for the purposes of this research.

## **Results and Discussion**

### **Process Identification**

The overall business processes at PT. Senotexindo Jaya Lestari are as follows:

1. Raw Material Purchasing
2. Production Process
3. Marketing
4. Customer Service.

The identification process in this study uses the Goal Based Approach, which focuses on the company's goal of increasing business process efficiency in order to increase sales of Masterpiece sewing thread at PT. Senotexindo Jaya Lestari. By using the Goal Based Approach, the resulting output is to increase sales, especially for Masterpiece sewing thread.

### **Process Discovery**

The Discovery Process is the process of collecting information from PT. Senotexindo Jaya Lestari which is then combined into the existing business process diagram model at PT.

Senotexindo Jaya Lestari. The following is the Discovery Process carried out at PT. Senotexindo Jaya Lestari:

1. Document Analysis
2. Interview-Based Discovery
3. Business Process Modeling

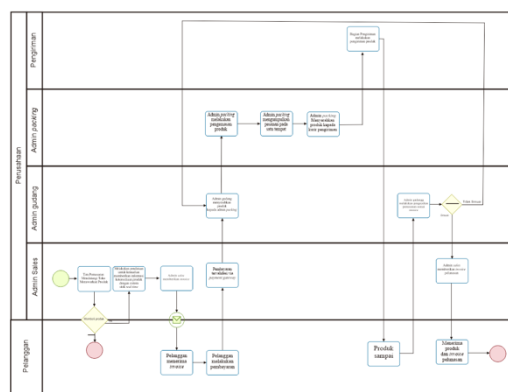
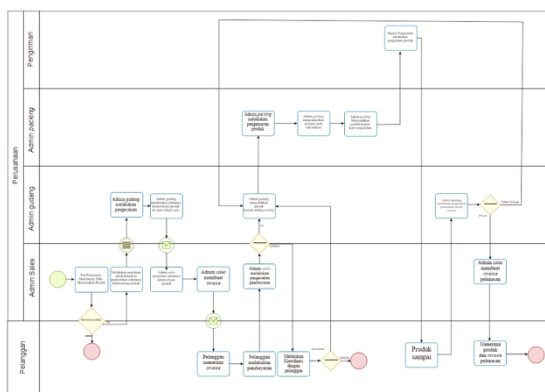
## Process Analysis

The goal of Process Analysis is to improve the quality of business processes by analyzing current business processes. This research utilizes two qualitative techniques:

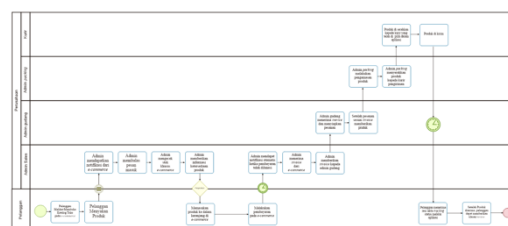
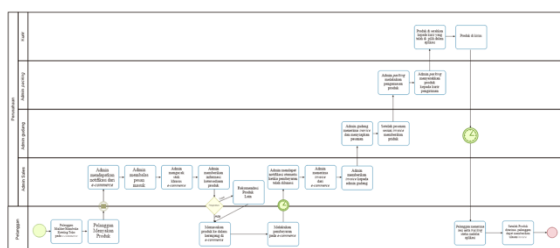
1. Value-added analysis
2. Waste elimination

## Process Redesign

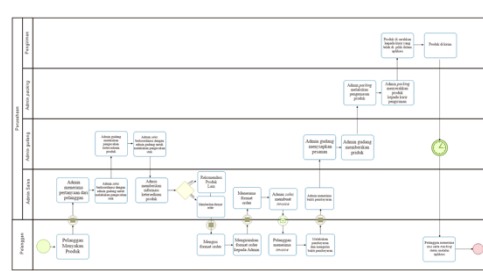
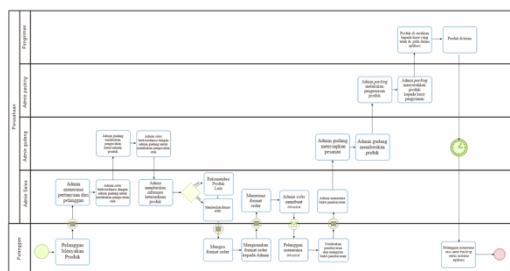
Offline marketing business process design.



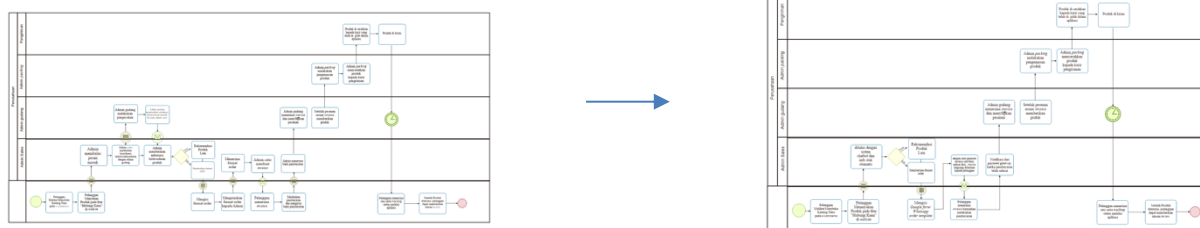
Online marketing business process design



Next in online marketing on social media



### online marketing through websites



### Process Implementation

After analyzing the current offline marketing business process, researchers redesigned the process flow to increase efficiency, clarify responsibilities between departments, and eliminate non-value-added steps. By implementing the new process resulting from the redesign, the company was able to reduce processing time, improve cross-departmental coordination, and reduce the potential for operational errors. This directly impacted the effectiveness of the offline marketing system and contributed to improved customer service.

The company's initial process still contained several inefficiencies, particularly in handling complaints and product returns. Therefore, the process was redesigned to be more responsive to customer needs and align with ideal e-commerce practices. The implementation results showed that online marketing business processes through e-commerce became more efficient, responsive, and compliant with modern digital commerce standards. Customer issues were handled more quickly and structured, while internal communication flows became more focused and streamlined. This positively impacted customer trust and loyalty to the company's e-commerce platform.

In the online marketing process through social media, the company faced several obstacles, primarily related to the many manual steps, inefficient order processing, and unstructured communication flows between customers and admins. The redesign was carried out to simplify the process, speed up responses, and adapt to the characteristics of social media platforms that require fast interaction. Implementing the redesign results in the online marketing process through social media has a positive impact on admin work efficiency and customer satisfaction.

The use of order forms, an automatic notification system, and a structured communication flow helped speed up the process and increase customer satisfaction. The ordering process became more professional and in line with the interactive and fast-paced nature of social media as a marketing platform.

In the online marketing process through the website, the company previously faced several operational challenges, particularly during order processing and cross-departmental coordination. The ordering system, which was not fully automated, caused delays in product processing and delivery. A redesign was carried out to speed up the process, automate it, and align with e-commerce website transaction flow standards. The redesign implementation demonstrated that online marketing through the website became significantly more efficient. Manual processes were reduced, and digital systems such as automated forms, real-time notifications, and stock and payment integration made the entire process more professional. Consequently, both internal performance and customer satisfaction significantly improved.

### Process Monitoring

**Table Monitoring Methods**

Marketing Channels	Monitored Indicators	Monitoring Method
<b>Offline</b>	Number of walk-in customers, closing rate, processing time, customer satisfaction	Direct observation, customer evaluation form, sales report
<b>E-Commerce (marketplace)</b>	Number of transactions, feedback rating, order processing time, product return rate	E-commerce dashboard (Shopee/Tokopedia), reviews, and daily reports
<b>Social Media</b>	Customer interaction (DM/chat), number of orders, admin response time, satisfaction level	DM analysis, admin conversation log, daily sales report
<b>Website</b>	Number of visitors, transaction conversions, bounce rate, page loading time, customer complaints	<i>Google Analytics, order tracking system, web admin reports</i>

Source: Processed by Researchers

## Conclusion

Based on the findings and discussions regarding the decline in Masterpiece sewing thread sales at PT. Senotexindo Jaya Lestari, the following conclusions can be drawn:

1) PT. Senotexindo Jaya Lestari's current business process

The business process operates through a pre-order system, starting with raw material procurement and sewing thread production, including laboratory stages, dyeing, drying, winding, and quality control and final packaging. Marketing is conducted offline (confectionery and clothing stores) and online (websites, Shopee, TikTok, Tokopedia, Instagram, and Facebook). However, this process is considered inefficient, particularly in the digital marketing sector, which has not been optimally utilized.

2) Factors behind the decline in Masterpiece thread sales, the analysis reveals several key causes for the decline in sales:

- Ineffective marketing strategies.
- Limited use of social media and e-commerce.
- A rigid and inflexible pre-order system that meets customer needs.
- Fierce competition with other manufacturers and changing market demand trends.

3) Business Process Improvement

To increase efficiency, the company needs to redesign its business processes using a Business Process Management (BPM) approach. The main focus is on:

- Optimizing digital marketing (e-commerce, social media, website).
- Increasing the flexibility of the pre-order system to be more responsive to market demand.
- Integrating digital technology into monitoring, customer service, and inventory management.

4) Efforts to increase Masterpiece thread sales

The company must develop a more modern and inclusive marketing strategy, including:



- Expanding promotional reach through social media with creative content.
- Utilizing e-commerce more professionally with paid advertising and optimizing the product catalog.
- Building brand awareness for Masterpiece as a high-quality sewing thread.
- Building better relationships with customers through after-sales service and customer relationship management.

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