Business Assistance in Analyzing the Causes of the Decline in Sales and the Solution using the Fishbone Diagram

Munjiati Munawaroh 1, *
1 Management Department, Faculty of Economic and Business, Universitas Muhammadiyah Yogyakarta, Yogyakarta, Indonesia

Abstract. This Program Kemitraan Masyarakat (Community Partnership Program, PKM) aims to provide one of the micro-business management solutions. “Sak Anane” is a micro-business engaged in the food stalls sector. Assistance in PKM is carried out to find the root cause of the decline in sales and give solutions idea. Sak Anane food stall management has not been ideal regarding operations management, particularly in the production process and quality, which is the problem. The business opening hours frequently experience delays. This delay demonstrates that business owners cannot provide on-time delivery services to their customers. Customers are dissatisfied with late delivery services, which lowers sales. This program’s contribution is to offer managerial support to directly improve micro-entrepreneurs and society, particularly in the economic sphere.

1 Introduction

A country’s economic growth cannot be separated from the contribution of Micro, Small, and Medium Enterprises (MSMEs) (Hyder & Lussier, 2016; Kücher et al., 2020). In Indonesia, in 2017, MSMEs contributed to the Gross Domestic Product (GDP) by 62.57 percent (Ministry of Cooperatives and SMEs, 2018). Therefore, MSME businesses need to be managed properly to develop in the future.

Operations management is important for companies to pay attention to operate properly. Quality management and process strategy are part of the decisions in operations management. Company operations that experience mistakes need to find the cause to get the right solution to the problem. One of the quality management tools for finding the root causes of problems is using a fishbone diagram (Heizer et al., 2020). The research results of Özekici and Ünlüönen (2021) show that by using a fishbone diagram, the problems faced in food stalls are related to the causes of problematic customer behavior and the core reasons that trigger this behavior in food stalls. This research analyzes the root causes behind problematic customer behavior by forming a multilevel chain of reasons and representing an integrated problematic customer. The results of his research show that errors originate from the customer’s personality and social system. The main factors are sector structure, the philosophy of “the customer is always right,” and other factors resulting from local culture and job image.

“Sak Anane” is a micro-business engaged in the food stall sector. Sak Anane’s food stall is currently declining sales. Therefore, the Program Kemitraan Masyarakat (PKM) analyzes the root causes of the decline in sales and helps provides solutions. The Program Kemitraan

* Corresponding author: munjiatim@umy.ac.id
Masyarakat (PKM) is expected to solve the problem of the decline in sales so that the company’s sales will increase in the future.

2 Methodology

Program Kemitraan Masyarakat (PKM) is needed as management assistance. Some of the approaches taken are:
1. Individual-based. Micro-entrepreneurs identify problems, make alternative decisions, and plan, implement, and evaluate them.
2. Comprehensive. PKM intervenes in all aspects to assist Sak Anane.

Types of activities, participation, activity outputs, and problem solutions can be seen in Table 1.

<table>
<thead>
<tr>
<th>No</th>
<th>Type of Activity</th>
<th>Entrepreneur participation</th>
<th>Activity Output</th>
<th>Problem Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Identification of problems</td>
<td>Entrepreneurs tell about the problems they face in their business</td>
<td>Entrepreneurs understand their business problems, and companions make fishbone diagrams</td>
<td>Brainstorming method</td>
</tr>
<tr>
<td>2</td>
<td>Make decision alternatives</td>
<td>Entrepreneurs, together with entrepreneurs, make alternative decisions.</td>
<td>Identify decision alternatives</td>
<td>Formulate the results of alternative decisions</td>
</tr>
<tr>
<td>3</td>
<td>Plan activities</td>
<td>Entrepreneurs, together with entrepreneurs, select and plan activities</td>
<td>specifications of activities that will be used as a reference for entrepreneurs</td>
<td>Make an activity plan</td>
</tr>
<tr>
<td>4</td>
<td>Implementation of decisions</td>
<td>carry out planning-based activities</td>
<td>Activities carried out</td>
<td>Improve business management</td>
</tr>
<tr>
<td>5</td>
<td>Evaluation</td>
<td>Evaluate the results of the assistance</td>
<td>Evaluation result</td>
<td>Correction</td>
</tr>
</tbody>
</table>

3 Result & Discussion

3.1. Sak Anane food stall

Sak Anane, a micro-business managed by Mrs. Supriyati, was established in 2008. This business was established to generate income for the family. Sak Anane food stall is located on Jl. Wates Kadipiro, Ngéstiharjo sub-district, Kasihan sub-district, Bantul district, Yogyakarta. The food products served at the Sak Anane food stall are rice, vegetables, side dishes, and drinks. Currently, the Sak Anane food stall serves consumers, most of whom are employees of the surrounding businesses and other customers who pass by the food stall. Figure 1 shows the situation of the Sak Anane food stall. Sak Anane food stall is currently declining sales. The PKM program aims to analyze the factors causing the Sak Anane stall sales decline.
The results and discussion of the implementation of the PKM program are divided into the following sections.

1. Promotion and identification of problems using the brainstorming method.
   a. At this stage, the companion provides socialization regarding PKM activities. The companion explained to the Sak Anane food stall entrepreneur, a micro business managed by Mrs. Supriyati, regarding the background of the PKM program, namely to provide management assistance. The companion explained that this activity was expected to provide direct benefits to micro-entrepreneurs lives and society in general, especially in the economic field, so that micro-enterprises could upgrade.
   b. The companion conducts a brainstorming which starts with listening to the entrepreneur’s story about his business. The brainstorming revealed that the Sak Anane food stand, a micro-business run by Mrs. Supriyati and founded in 2008, is what’s known. To provide money for the family, this business was started. On Jl. Wates Kadipiro in Yogyakarta’s Ngéstiharjo, Kasihan, and Bantul districts is where you can find the Sak Anane food stall. At the Sak Anane food stall, you may obtain rice, veggies, side dishes, and drinks. Figure 2 is a photo of Mrs. Supriyati at the Sak Anane food stall during a visit to business assistance.

Figure 1. The situation of the Sak Anane food stall

Figure 2. Mrs. Supriyati at the Sak Anane food stall
Currently, the Sak Anane food stall serves consumers, most of whom are employees of the surrounding businesses and other customers who pass by the food stall. In this program, assistants help analyze the causes of problems using fishbone diagrams (figure 3). Fishbone diagram or Cause & Effect Diagram is a tool that can identify and organize the causes that may arise from a specific effect and then look for the root cause. Some of the components that cause problems, among others, can come from people, processes, equipment, materials, management, and the environment (Munawaroh, 2015).

![Fishbone diagram](image)

**Fig. 3. Fishbone diagram**

The first step in the analysis using a fishbone diagram is to find the problem. The problem is, currently, sales are declining. The second step in the analysis using a fishbone diagram is to find the cause of the problem. Based on brainstorming with the Sak Anane food stall entrepreneur and observations during the mentoring, the assistant identified the causes of the decline in sales. The first and second problems found by the companion based on Mrs. Supriyati’s story description are people and management. Mrs. Supriyati explained that she runs her own food stall without the help of other people. The management problem is that she performs various roles, from purchasing raw materials, producing, and preparing food in the display case, and serving customers to cleaning food equipment. In fact, Mrs. Supriyati still has to take care of her grandson when selling at the stall because her child works outside. When one of the activities in its business is hampered, the entire business process is hampered.

The third and fourth problems are equipment and process. Based on observations and interviews with entrepreneurs, the companion found that one of the kitchen appliances (gas stove) was not working. Entrepreneurs usually use two stoves. When the stove is not working, the food production process is delayed. Therefore, Mrs. Supriyati was late opening her business because the food was not ready to be served. Delays in opening food stalls disappointed customers, and some customers unwilling to wait chose to cancel their purchases. Analysis of another reason for the decline in sales is that the equipment used for serving food, namely Magic Com, also has insufficient capacity and is worn out (figure 4). As a result, Mrs. Suyati often ran out of rice because there were not enough rice containers to meet buyers’ needs. Based on interviews and observations, it is known that Mrs. Supriyati has no problems in terms of the environment and materials.
Create and implement an activity plan
At this stage, the companion submits a plan by looking at the situation and condition of Sak Anane’s food stall. Based on brainstorming with the Sak Anane food stall entrepreneur, the facilitator can identify the problems that form the basis for preparing an activity plan.

Some of the activities carried out based on the cause-and-effect analysis of the fishbone diagram are as follows. The cause of the decline in sales is in the form of people. Mrs. Supriyati has been unable to pay the employees who help with her work. Therefore, the companion suggested that Mrs. Supriyati make better scheduling for all of her work activities.

The cause of the decline in sales caused by delays in the production process and continued delays in opening their food stalls was related to another cause, namely equipment. The assistant provides a basic understanding of operations management to Mrs. Supriyati. The smooth production process requires good capacity planning, one of which is providing tools to support the production process. Mrs. Supriyati currently has two gas stoves, one of which is damaged, so the cooking process takes a long time if you only use one stove. One of the damaged stoves was checked by a stove repairman. It turns out that the broken stove can still be repaired. Furthermore, a magic com that is worn out, damaged, and has only a small capacity needs to be replaced with a new one with a large capacity (5 liters). The companion assisted in the form of a 5-liter magic com stainless steel.

4 Conclusion
The UMY PKM program has succeeded in providing an understanding of the importance of overcoming problems in operations management. Troubleshooting can be done by finding the cause of the problem with the help of a fishbone diagram. Programs that have been implemented include socialization and brainstorming the problems faced by Mrs. Supriyati regarding her business, making activity plans, assisting stages, and providing production facilities. Mrs. Supriyati already has a six-liter capacity rice heating equipment supporting her business. The limitations are owned by entrepreneurs who have many roles, and all are done by themselves, so the management of business operations does not run optimally.
References


