



## International Conference on Economy, Management, and Business (IC-EMBus)

VOL. 1, 2023 p. 1641–1647

<https://journal.trunojoyo.ac.id/icembus>

### Tactical Decision Making in the Metropolis Chicken Noodle Business

Nabilah Maulidah Az-Zahroh<sup>1</sup>, Nur Aini<sup>2</sup>, M. Abdul Rosyid<sup>3</sup>, Mochamad Reza Adiyanto<sup>4</sup>

<sup>1,2,3,4</sup> Management Department, Universitas Trunojoyo Madura

#### INFO ARTIKEL

#### Abstract

##### Keywords:

*differential costs, tactical decision, buy or make*

*Differential accounting information is one of the information needed by the management of a company in planning and decision making, especially making their own raw materials or buying from suppliers, which will help management in this case the SME Metropolis Chicken Noodle which often buys noodle raw materials from suppliers. The purpose of this study is to make decisions to buy or make their own noodle raw materials using differential accounting information, namely by comparing the differential costs that will be incurred when making their own and buying from suppliers. The method used in this research is descriptive qualitative. The results of the analysis show that the costs incurred if making your own are smaller than buying from a supplier. The company is better off making its own noodle raw materials because it will save costs and be more profitable.*

✉ Authors

(\*) Corresponden Author

Email:

[maulidahnabilah00@gmail.com](mailto:maulidahnabilah00@gmail.com)<sup>1</sup>, [nuraini020723@gmail.com](mailto:nuraini020723@gmail.com)<sup>2</sup>,  
[abdulmuhammad964@gmail.com](mailto:abdulmuhammad964@gmail.com)<sup>3</sup>,  
[reza.adiyanto@trunojoyo.ac.id](mailto:reza.adiyanto@trunojoyo.ac.id)<sup>4</sup>

E-ISSN: 3026-0965

DOI :

#### Introduction

Management accounting is accounting that provides data and information for internal parties, especially managers at all levels (levels) in an organization. Managers need data to ensure that the division they are responsible for works as expected and in line with the main objectives of the organization. In small companies that are managed directly by the owner, the need for data and information is not very real. Business failure often results from managers' lack of understanding of business objectives, which in turn negatively affects company performance (Marjan et al., 2022). Technology influences the performance of organizations and businesses (Purnomo et al., 2021).

Formal systems and procedures are not needed because the owner plans, implements, and controls the activities of his organization. A situation like this forces every type of business, especially profit-oriented companies, to have a mature policy so that the company can carry out its functions and run according to plan to achieve an expected goal. The rapid development of the Indonesian economy today requires companies both engaged in trade and services to be able to compete with other companies. In addition, with the increasing competition in the business world, more and more new companies of the same type are emerging; therefore, the management must be more vigilant in order to maintain the survival of the company. Decision-making is one of the tasks for managers. With increasingly intense competition due to rapid technological changes and drastic shifts in all aspects of human life, every organization needs human resources with competencies to deliver excellent and valuable services (Faidal & Anshori, 2011). Competence is the ability to apply knowledge, skills, behavior, and personality in carrying out tasks (Hidayat, at. all, 2022)

In making decisions, cost is the key factor, especially relevant cost or differential cost. Tactical decision-making consists of choosing between alternatives with immediate or limited results. Some tactical decisions tend to be short-term, but it should be noted that short-term decisions often have long-term consequences. Tactical decision-making often involves small-scale actions that are beneficial for long-term goals. When consumers purchase a product or brand, they gain a brand experience (Wantara at. all, 2023). In service businesses, high-level contact is required between service providers and customers. The higher the customer satisfaction with the service experience, the more they feel they can trust the organization and the personnel providing the service (Wantara, 2015). Internet users utilize the internet to communicate, transact, sell goods, conduct business, and work (Andriani at. all, 2022).

The overall goal of strategic decision-making is to select alternative strategies so that long-term competitive advantage can be achieved. Tactical decision-making must support this overall goal, even if the immediate goal is short-term (accepting one special order to increase profits) or small-scale (producing in-house rather than purchasing components). So proper tactical decision-making means that the decisions made achieve not only limited goals but are also useful for the long term.

The application of tactical decisions can also be applied to micro, small, and medium enterprises (MSMEs). One of them is the Metropolis Chicken Noodle business, which has long pioneered from scratch until now that it is successful. This chicken noodle business is carried out by purchasing the best-quality noodle raw materials. And then process it by mixing good spices so that it becomes food that can be consumed by consumers.

The decisions considered include two things: buying raw materials or making the noodles themselves. The two methods can be seen in the comparison of production costs incurred. From these results, the owner can choose exactly what method is more profitable in the presence of differential costs.

## RESEARCH METHODS

The data analysis method used in this research is the descriptive analysis method. This method aims to describe, compare, provide a description of the

company, explain the data, and then analyze it so that it can draw conclusions according to the information and data that already exist. Data is obtained by talking directly to someone who acts as a source and acts in the context that they are the main actors of a qualitative study (Creswell & Guetterman, 2019). This research also uses quantitative analysis, and the quantitative analysis used is differential accounting information because it calculates the company's production costs by comparing the production costs when making the noodles themselves with the price of the noodles offered by the supplier.

## RESULT

### Research Results

#### Overview of Research Objects

The metropolis chicken noodle business is currently located on Jalan Raya Telang, Kamal District, Bangkalan Regency, East Java. Is one of the culinary businesses in Telang that is still operating. And starting to grow until now.

#### Description of Research Results

##### Cost Classification

To further facilitate the calculation, it is very necessary to classify costs that can be useful for Metropolis Chicken Noodle in making decisions to buy or make their own. Before applying differential costs in making decisions to make their own or buy semi-finished products, the company will first analyze by presenting data regarding raw material costs, variable BOP, fixed BOP, and other data in production.

##### If Purchasing Raw Materials from Suppliers

Based on the results of interviews with one of the business employees and calculations for each cost incurred, the authors get the results of the calculation of production costs if the Metropolis Chicken Noodle business buys raw materials from suppliers.

#### Production Cost for October 2023

Table 1. Result

Cost Type	Total	Price	Costs Incurred
Ready-made noodles	620 pcs	Rp. 96.000	Rp. 2.496.000
Chicken	93kg	Rp. 35.000	Rp. 3.255.000
Transportation costs	31 days	Rp. 20.000	Rp. 620.000
<b>Total</b>			<b>Rp. 6.371.000</b>

Source: Metropolis Chicken Noodle

### **If You Make Your Own Raw Materials**

Buying noodle raw materials from suppliers is easy and efficient. But as a comparison, the author also compares the cost analysis if Metropolis Chicken Noodle makes its own Chicken Noodle raw materials. The following are the results of our data processing analysis:

**Production Cost for October 2023**

**Table 2. Result**

<b>Description</b>	<b>Total Cost</b>
Raw material costs :	
a. Flour	Rp. 2.040.000
b. Eggs	Rp. 190.000
Variable BOP :	
c. Salt	Rp. 310.000
d. Noodle developer	Rp. 100.000
e. Electricity, water and gas costs	Rp. 150.000
Fixed BOP :	
f. Machine deferential cost	Rp. 112.000
<b>Total production cost</b>	<b>Rp. 2.902.000</b>

Source: Metropolis Chicken Noodle

### **Comparison of Costs If Making Yourself and Buying from Suppliers Using Differential Cost Analysis**

At this stage, the author will compare the results of the data obtained from interviews with the Metropolis Chicken Noodle business owner, and then calculate the costs incurred by the two alternatives. Specifically, the cost of buying from other parties compared to the cost of making the raw materials yourself.

### **Comparison of Costs of Buying from Suppliers or Making Your Own Period, October 2023**

**Table 3. Result**

<b>Description</b>	<b>Purchase From Suppliers</b>	<b>Make Your Own</b>
Raw materials :		
a. Flour	-	Rp. 2.040.000
b. Eggs	-	Rp. 190.000
Variable BOP :		
c. Salt	-	Rp. 310.000
d. Noodle developer	-	Rp. 100.000
e. Electricity, water and gas costs	-	Rp. 150.000
Fixed BOP :		
f. Machine deferential cost	-	Rp. 112.000
Cost of buying from suppliers	Rp. 5.751.000	-
Transportation cost	Rp. 620.000	-
Total cost	Rp. 6.371.000	Rp. 2.902.000
<b>Cost savings</b>	<b>Rp. 3.469.000</b>	

Source: Metropolis Chicken Noodle

From the comparison calculation above, the costs incurred if buying from a supplier are Rp. 6,371,000, and the costs incurred if making the raw materials themselves are Rp. 2,902,000. If Mie Ayam Metropolis produces its own noodle raw materials, there is a cost savings of Rp. 3,469,000 compared to buying noodle raw materials from suppliers.

## DISCUSSION

From the results of the above calculations, it shows that the level of profit obtained for noodle raw materials if you choose the alternative of making your own is more profitable than buying from suppliers. Where the total profit earned is Rp.

3,469,000.

A comparison of differential accounting analysis using differential costs can be made. The company is better off choosing to make its own noodles compared to buying from suppliers. Employee performance represents a stage of achievement as an indicator of an employee's work accomplishments (Safrizal et. all, 2020). Supply chain network optimization can be carried out with the goal of minimizing the distribution costs of agricultural commodities (Marita et. all, 2021). Economic growth is the process of increasing per capita output over the long term (Wildan et. all, 2021). The total cost that will be incurred by the company if it makes its own is smaller than buying from a supplier. Because by making the decision to make their own noodles, the costs incurred are smaller or more economical when compared to buying from suppliers. The differential cost obtained by Metropolis Chicken Noodle if buying noodles from suppliers is greater than making their own.

## CONCLUSION

From the results of research and discussion carried out regarding tactical decision making or buying from suppliers at Metropolis Chicken Noodle MSMEs, it can be concluded that the use of deferential accounting information is very useful for Metropolis Chicken Noodle entrepreneurs in decision-making. And the better decision to take is to make your own noodle raw materials because it is more cost-effective and profitable than buying from suppliers.

## SUGGESTION

We recommend that Metropolis Chicken Noodle MSMEs make their own noodle raw materials, considering that the costs incurred are lower than buying from outside because it is more profitable and can make cost savings. Besides that, another advantage is that MSMEs can maintain the quality, taste, and quality of the noodles.

## REFERENCE

- Aulia, A. (2020). Analisis Penerapan Akuntansi Manajemen terhadap Pengambilan Keputusan Pabrik Perakitan Mobil di Jakarta. *Economics Professional in Action (E-PROFIT)*.
- Bonde, R.A. (2015). ANALISIS BIAYA DIFERENSIAL DALAM PENGAMBILAN KEPUTUSAN MEMPRODUKSI SENDIRI ATAU MEMBELI BAHAN BAKU PADA RM. BAKSO BA' NYUK NYANG MANADO.
- Hafid, M., & Zulkifli, Z. (2019). ANALISIS BIAYA DIFERENSIAL SEBAGAI DASAR PENGAMBILAN KEPUTUSAN MENJUAL ATAU MEMPROSES LEBIH LANJUT PRODUK BATIK TULIS (Studi Kasus Pada UMKM" Fajar Batik Giriloyo").
- Harti, B., I H, N., & Irma. (2018). Akuntansi Manajemen. Tangerang Selatan: Universitas Terbuka
- Hayati, Z., & Afriansyah, H. (2019). Teori-Teori Pengambilan Keputusan.
- Ismasari, S. (2019). Pengambilan keputusan taktis dalam membeli atau memproduksi sendiri menggunakan biaya diferensial pada PT. Hon Chuan Indonesia.

- Khalfiyah, H. (2016). PENERAPAN BIAYA DIFERENSIAL DALAM PENGAMBILAN KEPUTUSAN ANTARA MEMBELI ATAU MEMBUAT SENDIRI SELAI ROTI STRAWBERRY PADA TIGA SAUDARA.
- Listyanti, D.A. (2014). Analisis Informasi Akuntansi Diferensial dalam Pengambilan Keputusan Membeli atau Membuat Sendiri Lemari Dua Pintu pada Dewi Tunggal Furniture.
- Maryati, U., Putri, K., & Mustika, R. (2020). Proses Pengambilan Keputusan Taktis: Studi Kasus Harian Umum X. *Jurnal Ekonomi dan Bisnis Dharma Andalas*, 22(1), 184-194.
- Maryati, U., Putri, K., Yentifa, A., & Rissi, D. M. (2020). Analisis Pengambilan Keputusan Taktis: Tetap Mempertahankan Koran Cetak atau Mengganti ke Media Online. *Akuntansi dan Manajemen*, 15(1), 1-17.
- Ningsih, S., & Afriansyah, H. (2019). Pendekatan Terhadap Pengambilan Keputusan. *INA-Rxiv. June*, 26.
- Pinontoan, R. F., Pangemanan, S. S., & Runtu, T. (2020). Penerapan informasi akuntansi diferensial dalam pengambilan keputusan manajemen pada UMKM Gilingan Padi Mekar Sari Desa Kosio Kecamatan Dumoga Tengah. *Indonesia Accounting Journal*, 2(1), 30-36.
- Rahayu, Y. (2016). RELEVAN COSTANALYSIS: DASAR PENGAMBILAN KEPUTUSAN MEMPRODUKSI SENDIRI ATAU MEMBELI. *Jurnal Ilmu dan Riset Akuntansi (JIRA)*, 5(4).
- Rumopa, I., Ilat, V., & Elim, I. (2016). Penerapan Biaya Relevan dalam Pengambilan Keputusan Membuat Sendiri atau Membeli "Kaleng" Pada PT. Deho Bitung. *Going Concern: Jurnal Riset Akuntansi*, 11(1).
- Sa'adah, L. (2017). PENERAPAN BIAYA RELEVAN DALAM PENGAMBILAN KEPUTUSAN MEMBUAT SENDIRI ATAU MEMBELI DARI LUAR PADA CV. MAKMUR JAYA. *MARGIN ECO*, 1(2), 1-20.
- Sari, I. P., & Afriansyah, H. (2019). Pengertian, Jenis, Prinsip-prinsip dalam Pengambilan Keputusan.
- Siwi, N.T. (2016). ANALISIS BIAYA DIFERENSIAL DALAM PENGAMBILAN KEPUTUSAN MEMBELI ATAU MEMBUAT SENDIRI MIE PADA USAHA MIE AYAM GIMAN.
- Tatik, T. (2021). Analisis Pengambilan Keputusan Taktis Pelaku UMKM (Usaha Mikro, Kecil Dan Menengah) Di Masa Pandemi Covid'19.
- Tumbol, W. J., Poputra, A. T., & Runtu, T. (2014). Analisis dengan menggunakan informasi akuntansi diferensial dalam pengambilan keputusan membeli atau membuat sendiri bakso pada Bakso Pasuruan. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 2(2).
- Wati, E. (2019). Peran Akuntansi Manajemen Dalam Pengambilan Keputusan.
- Widiyanti, T. (2015). ANALISIS BIAYA DIFERENSIAL DALAM PENGAMBILAN KEPUTUSAN MEMBELI ATAU MEMBUAT MAYONAISE SENDIRI PADA USAHA RISOL MAYO TEDY.
- YUNIATI, L. (2019). PENGAMBILAN KEPUTUSAN TAKTIS PADA USAHA MIE AYAM SOLO (Doctoral dissertation, STIE MAHARDHIKA SURABAYA).

- Marjan, Y., Hasanah, U., Muliatie, Y. E., & Usman, I. (2022). Logistic Capability and Total Quality Management Practice on SME's Performance. *Journal of Distribution Science*, 20(7), 97-105.
- Purnomo, A., Firdaus, M., Sutiksno, D. U., Putra, R. S., & Hasanah, U. (2021, July). Mapping of business intelligence research themes: four decade review. In 2021 IEEE International Conference on Communication, Networks and Satellite (COMNETSAT) (pp. 32-37). IEEE.
- Faidal, F., & Anshori, M. I. (2011). Pengaruh Pendidikan dan Pelatihan, Pengalaman Kerja, Kompetensi terhadap Kinerja Karyawan pada UKM di Bangkalan. *BISMA(Bisnis Dan Manajemen)*, 4(1), 15. <https://doi.org/10.26740/bisma.v4n1.p15-25>
- Hidayat, C. W., Sulisty, Wilujeng, S., Chrismardani, Y., & Wahab. (2022). Human resource competencies, supply chain management, and financial performance. *Uncertain Supply Chain Management*, 10(2), 471–476. <https://doi.org/10.5267/j.uscm.2021.12.004>
- Wantara, P., Irawati, S.A., Suryato T. (2023). Factors Affecting Customer Satisfaction And Repurchase Intention Of Herbal Medicine Products In Indonesia. *VOL. 11, NUM. 02*, pp. 41-57.
- Wantara, P. (2015). The Relationships among Service Quality, Customer Satisfaction and Customer Loyalty in Library Services. *International Journal of Economics and Financial Issues*, 5(Special Issue) 264-269.
- Andriani, N., Jannah, M., Andrianingsih, V. (2022). Key determinants of intention to visit halal tourism in Madura. *al-Uqud: Journal of Islamic Economics*, , 6(2), 220–231. <https://doi.org/10.26740/alquud.v6n2.p220-231>
- Safrizal, H. B. A., Eliyana, A., & Febriyanti, K. L. (2020). The Effect of Double Role Conflict (Work Family Conflict) on Female Worker's Performance with Work Stress as the Intervening Variable. *Systematic Reviews in Pharmacy*, 11(10).
- Marita, L., Arief, M., Andriani, N., & Wildan, M. A. (2021). Strategi Peningkatan Kesejahteraan Petani Indonesia, *Review Manajemen Strategis. Agriekonomika*, 10 (1), 1–18.
- WILDAN, M. A., IMRON, M. A., SYARIF, M., & JAKFAR, A. A. (2021). Palm oil export management and dynamic macroeconomic. *Journal of Tianjin University Science and Technology*, 54, 51-63.