# Implementation of Business Strategies through Organization Design Concept at PT. Sarimelati Kencana Tbk (PZZA)

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**Abstract:** The spread of the global pandemic has an impact on the slow pace of development in several industrial sectors, including PT. Sarimelati Kencana, Tbk. is engaged in the culinary sector with the flagship brand Pizza Hut. The company is known as a restaurant that provides Italian-American cuisine in the form of pasta, side dishes, and desserts. The purpose of this paper is to analyze how PZZA implements its business strategy through the concept of organizational design based on the results of the 2020 EGMS to achieve a market position in this new normal era. This writing uses explanatory research with a qualitative approach, with the SWOT Analysis method and the Canvas Business Model. The business strategy used by Pizza Hut (PZZA) is to stay afloat in the face of the impact of a decline In people's purchasing. power Efforts that can be made by PZZA are implemented in several business strategies, including redesigning the company's organizational concept through modification of the organizational structure as a supporter of culture within the company, as well as continuing to carry out internal control activities.

**Keywords:** Business Strategy, Organizational Design, Internal Control

## INTRODUCTION

A strategy is a competitive tool that needs to be owned by a company where its implementation requires strong accuracy planning, organizing, actuating and controlling So that it is ablcane a competitive advantage for the business enterprise. The implementation of the approach, particularly on the business level, is a process that calls for massive challenges due to the fact frequently the implementation of this business strategy is not in a position to preserve up with the fulfillment of the predicted goals. Implementation of commercial enterprise strategy is a crucial project for managers in achieving organizational achievement

Organizational design has grown to be an essential and applicable topic both in principle and practice. The unstable and exceptionally aggressive enterprise surroundings observed through the constant interaction of growing complexity and interdependence create an ongoing call for organizational designs that can reply to new and extra powerful coordination mechanisms. The process of implementing business strategy basically cannot be separated from the concept of organizational design to achieve the expected business model. Theoretically, organizational design describes how companies create, use, and collaborate on organizational structures, control systems, and cultures. The organizational structure is related to how the company determines the duties and authorities of each employee and how these duties and authorities are carried out in order topical competencies (distinctive competencies) as the basis for creating competitive advantage. The control system focuses on the mechanism of providing incentives for employees to be motivated to work effectively and efficiently and obtaining feedback related to business operations so that corrective actions can be taken immediately. Meanwhile, organizational culture is the values, norms, beliefs, and attitudes contained in the organization which is the basis for the actions of every member of the organization.

Effective organizational design enables businesses to gain competitive advantage and sustainable profitability in at least two ways. First, an effective organizational design can reduce bureaucratic costs which mainly arise from communication and coordination between functions so that the company's cost structure is lower. Second, the effective organizational design also helps improve competencies and capabilities in each business value chain that can encourage the implementation of the company's differentiation strategy

PT Sarimelati Kencana Tbk. (PZZA) as the franchisee of Pizza Hut in Indonesia held an Extraordinary General Meeting of Shareholders (EGMS) on November 19, 2020. In the EGMS, the company approved the resignation of Frederick Estrada Cadlaon from his position as Director of Finance so that the composition of the Company's Board of Directors consists of Steven Christopher Lee as the President Director, Joe Sasanto as the Operations Director, and Budi Setiawan as the Development Director. The EGMS also approved changes to the company's business activities as a form of adjustment to the 2020 Indonesian Standard Classification of Business Fields in the form of adding new business fields, namely retail trading through website and application media. In addition, as part of the company's strategy to expand its business in the mobile restaurant sector using four-wheeled motorized vehicles (food trucks), the EGMS agreed to add new business fields to be run by the company, namely restaurants and other mobile food services. Considering that PZZA's main business activities are within the scope of food and beverage trading, it can be said that PZZA is included in the category of companies that compete in a single industry. The purpose of writing is to analyze how PZZA implements its business strategy based on the results of the 2020 EGMS.

## LITERATURE REVIEW
### Business strategy

Business organizations (companies) can grow and expand if in carrying out their commercial enterprise sports adhere to the ideas of effectiveness and productiveness. it is undeniable that the established order of an enterprise organization is the achievement of the greatest earnings. The step to win the competition is to implement a marketing method this is right on target both in terms of exceptional, charge, and competitiveness of the goods it produces. The proper commercial enterprise method to market merchandise in the course of the COVID-19 pandemic is thru electronic media in which manufacturers and consumers do not meet directly in one place but have a completely huge advertising reach (Ulya, 2020; Mahkota et al., 2014; Kaplan and Sadock's, 2012)

**Organizational structure**

Organizational structure is a framework of work relationships, systems, process operations, people, and groups making efforts to achieve goals (Mintzberg, 1973). Robbins & Judge, 2021 define organizational structure as how work tasks are formally divided, grouped, and coordinated. Managers need to deal with six key factors after they design their organizational systems: work specialization, departmentalization, a chain of command, the span of management, centralization, decentralization, and formalization an organizational structure is fixed of techniques that divide tasks to define obligations and coordinate them. The existence of an organizational structure makes it easier to carry out management functions in an organization. In other words, a good structure is a structure that supports work effectiveness with a minimum of complexity. The organizational. structure. is manifested. in the organizational chart. In planning the organizational structure, there are three principles (Ahmadya et al., 2016) the organizational structure defines the formal relationships and reporting within the employer and it shows the number of ranges in the hierarchy and defines the span of manipulation of the manager. The organizational structure determines the position of the individuals who paint in groups within a unit and divides them into devices for the duration of the organization, and organizational structure consists of the design of a system wherein all devices are coordinated and effective relationships within the business enterprise are ensured.

**Internal Control**

Internal control is part of an organization's planning to at ease property, encourage employees to follow employer regulations, improve operating performance and make certain accurate and reliable accounting statistics (Agustina & Sari, 2020). Internal control (internal control) is the initial component of the internal control system which consists of actions, policies, and procedures. that reflects the attitude of the organization's management (Saparman et al., 2021). Internal control aims at the efficiency and effectiveness of the company's operations, reliability of financial reports and. compliance with applicable laws (Herawaty & Hernando, 2021). These four elements in internal control, namely 1) organizational structure that separates accountability and authority, 2) organizational system and recording procedures, 3) healthy practices, and 4) employees whose performance is by their obligations (Agustina & Sari, 2020). in the implementation of the internal control system, there are five (5) foremost additives, particularly the management environment, risk evaluation, manipulating activities, data and verbal exchange, and monitoring (Agustin, 2017; Herawaty & Hernando, 2021).

**Organizational Culture**

Organizational culture is a framework of general assumptions, values, and beliefs that determine how an organization treats individuals. Dimensions in organizational culture (Robbins & Judge, 2021) are dimensions of cultural strength, dimensions of cultural roles, dimensions of cultural achievement, and dimensions of cultural support.

## RESEARCH METHODS

This examination employs a single case take look at, PT PZZA, that's concerned within the culinary enterprise. The study's method employs a qualitative approach, which identifies problems based on theoretical foundations and literature studies to expand a photo of the problem below investigation. This form of research employs explanatory studies (Sugiyono, 2019) to explain PT PZZA's implementation of its business approach through the idea of organizational layout based totally on the 2020 EGMS consequences to acquire a market function in the post-Covid-19 era.

**Figure 1. Data Analysis Method**

SWOT analysis and the canvas business model and SWOT analysis had been used by the researchers in their analysis (Wenger, 2021). The marketing approach Canvas is a management technique in the shape of a seen chart that includes 9 factors: value propositions, fee structures, customer segments, channels, key sources, customer relations, revenue streams, key activities, and key partners (Putra & Prabawani, 2021) (Wenger, 2021). SWOT evaluation is a strategic making plans assessment technique that is used to screen and evaluate the employer's external (opportunities and threats) and internal (strengths and weaknesses) surroundings for a specific commercial business enterprise intention (Yuliza & Muchia Desda, 2021), (Ali et al., 2022).

This writing presentation is divided into elements: the first level analyzes the strategic management process utilized by PT PZZA to preserve the business afloat for the duration of the Covid-19 duration the use of a canvas enterprise version and SWOT analysis; the second degree gives recommendations for opportunity answers so that the enterprise can continue to have sustainable success.

## FINDINGS AND DISCUSSION

In this section, the business strategies that can be implemented by Pizza Hut based on the Business Model Canvas (figure 2) and SWOT Analysis (figure 3) are human resource strategies, marketing strategies, and financial strategies.
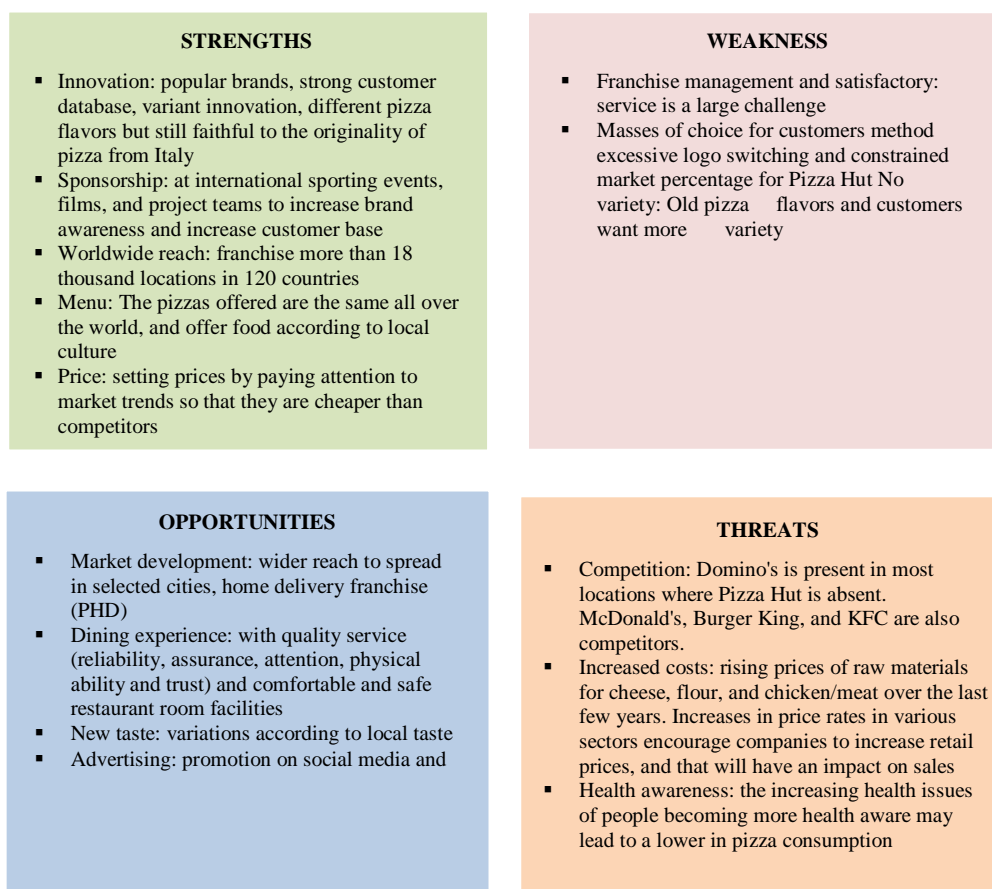
**Business Model Canvas**

**Table 1. Canvas Business Model**

| Designed for: | | | | |
|---|---|---|---|---|
| **Business Model Canvas** | | **PT Sarimelati** | **Pizza Indonesia** | **Tahun 2022** |
| **Key Partners** | **Key Activities** | **Value Propositions** | **Customer Relationships** | **Customer Segments** |
| • Landowner<br>• Investor<br>• Supplier<br>• Partnership<br>• Marketer<br>• Community<br>• Banking<br>• Employee<br>• Stakeholders | • Digital branding<br>• Menu innovation<br>• promotion<br>• Customer service<br>• Order management<br>• Operation strategy at a franchise store<br><br>**Key Resources**<br>• Brand & service<br>• Customer network<br>• Vendor network<br>• Skilled staff<br>• Promotion strategy<br>• Manage software and app<br>• Franchise agreement | • Making Pizza Hut a family favorite restaurant and dish with Italian taste and affordable prices<br>• Make Pizza Hut a convenient location that is easily accessible to families<br>• Variety of pizzas with drinks | • Discount & Promo<br>• Free parking<br>• E-Voucher<br>• Take away service<br>• Social media channel<br>• Health product & service<br>• Website and application for online ordering<br><br>**Channels**<br>• Pizza store<br>• Website<br>• Dedicated apps for android and Ios User<br>• E-payment<br>• Credit card<br>• Member Loyalty<br>• PHD<br>• Food truck | • Family member<br>• Profesional<br>• Student<br>• Teenager |

| Cost Structure | Revenue Streams |
|---|---|
| • Taxes<br>• Technological cost<br>• Raw material cost<br>• Salary to staff<br>• Store maintenance expenses<br>• Space rental fee<br>• Design & build cost<br>• Environmental fee licensing fee<br>• Supplier procurement<br>• Operating & maintenance cost | • Sale pizzas<br>• Revenue from franchise<br>• Customer payment<br>• Retail partnership<br>• Tenant sharing<br>• Fun & games zone |

Source: Researchers, 2022

## SWOT Analysis

**STRENGTHS**

- Innovation: popular brands, strong customer database, variant innovation, different pizza flavors but still faithful to the originality of pizza from Italy
- Sponsorship: at international sporting events, films, and project teams to increase brand awareness and increase customer base
- Worldwide reach: franchise more than 18 thousand locations in 120 countries
- Menu: The pizzas offered are the same all over the world, and offer food according to local culture
- Price: setting prices by paying attention to market trends so that they are cheaper than competitors

**WEAKNESS**

- Franchise management and satisfactory: service is a large challenge
- Masses of choice for customers method excessive logo switching and constrained market percentage for Pizza Hut No variety: Old pizza    flavors and customers want more     variety

**OPPORTUNITIES**

- Market development: wider reach to spread in selected cities, home delivery franchise (PHD)
- Dining experience: with quality service (reliability, assurance, attention, physical ability and trust) and comfortable and safe restaurant room facilities
- New taste: variations according to local taste
- Advertising: promotion on social media and

**THREATS**

- Competition: Domino's is present in most locations where Pizza Hut is absent. McDonald's, Burger King, and KFC are also competitors.
- Increased costs: rising prices of raw materials for cheese, flour, and chicken/meat over the last few years. Increases in price rates in various sectors encourage companies to increase retail prices, and that will have an impact on sales
- Health awareness: the increasing health issues of people becoming more health aware may lead to a lower in pizza consumption

Source: Researchers, 2022
**Figure 2. SWOT Analysis**

## Human Resource Management Strategy

The achievement of Pizza Hut Indonesia is the result of difficult work based on four values of work subculture. First, integrity, committing to providing services, being honest, disciplined, and together in harmonious teamwork. Second, excellence in service, food, and comfort of the place, which is supported by continuous training Third, business development, periodically and periodically carrying out product development, restaurant development accompanied by human resource development towards international standard quality. Fourth, the profit that is the goal of every business is used to develop the business and improve employee welfare and productivity.

**Organization Design**

PZZA in implementing organizational design is seen from the structure, control system, and organizational culture where there are:

1. Structure organization. The streamlining of PZZA's organizational structure is expected to provide advantages in the form of reduced bureaucratic costs related to communication and coordination considering that there are only two main functions and three divisions within the company so that the company can move more quickly and flexibly in carrying out the company's strategy and operations. However, it should also be noted that the existence of downsizing should not cause a high risk in terms of overloading the work and responsibilities of each employee which can hamper work tasks and activities. Therefore, with the downsizing, it is necessary to make clear arrangements for authority and responsibility for all levels of the company and increase the level of coordination and integration between functions and between divisions. In addition, the organizational structure must be adaptive to the possibility of adding new functions to avoid disincentives and demotivation for all employees. The organizational structure and design of PZZA can be seen from the representation of the organizational structure and the organizing mechanism which is carried out by placing each employee based on their abilities, expertise, and knowledge, in other words, Pizza Hut applies dementalization functionally. This is made to increase the efficiency of the employee's work which will later benefit PZZA itself. As people know, PZZA is one of the international companies that put forward the aspect of innovation, such as conducting promotions to maintain the company's existence and increase consumer attractiveness. The promotion is made directly by the central company so that branch restaurants are not entitled to issue promotions of their own accord. Apart from promotion, the provisions and policies in implementing the Standard Operating Procedure (SOP) are made the same. If there is a Pizza Hut company that does not carry out the SOP, it needs to be questioned Therefore, it can be said that the company implements the Chain of Command in the operational system.

2. Internal Control. PZZA has carried out personal control which directs personal behavior through direct interaction and supervision. Result control compares the actual performance of each function, division, and employee against the set targets. Behavioral control establishes standardized rules and procedures that direct the behavior of each function, division, and employee so that work results can be estimated. However, due to the COVID-19 pandemic causing business businesses in the food and beverage sector to experience losses, that con-trolling results are not a limitation in assessing company performance. For this reason, in maintaining its business, PZZA takes steps by prioritizing personal control and behavior control in carrying out its duties and authorities while still paying attention to the health protocols set by the government so that the company can continue to survive even though it suffers considerable losses.

3. Organizational culture. PZZA already has values and work ethics that form the basis for the company in carrying out each of its business activities. The values and work ethic at PZZA consist of integrity, excellence, profitability, and business growth that are well understood and internalized. In addition, PZZA must also be able to create an adaptive organizational culture, especially in the development of technology and information.

**Manage human resources.** The majority of employees at Pizza Hut work part-time. Working hours at this company are divided into three shifts, namely morning, afternoon, and evening. In certain periods, the manager also rotates workers such as the average tenure for the position level is one year except for part-time employees, and recruits employees from time to time if an employee resigns from Pizza Hut. The introduction and orientation period

after recruitment is carried out for five days, during which time employees are given direction by a special section of trainers, not managers on what work to do. This is given to provide debriefing for the workforce so that they can master their fields.

Entering the world of work, performance appraisal at PZZA is based on employee skills, employee performance, length of service, and knowledge of the activities in pizza hut. If there is a new menu, all employees, both the waitress and the kitchen section, will be retrained on how to make it, how to serve it, and in terms of giving it to consumers, this is done so that consumers do not feel bored in terms of taste and comfort with company services. The form of responsibility or feedback from Pizza Hut towards employees is that employees receive health and safety care in the form of life insurance, giving holiday allowances, to the freedom for employees to take home the rest of the pizza production that has not been consumed by consumers. This is the provision of remuneration from the company to employees and provides a sense of security to employees.

**Marketing strategy**

In the book, The Marketer's Manual to Public Relations, (Harris, 1991), 1991) the first initiator of marketing Public relations said, "Marketing Public Relations is the technique of making plans and evaluating packages, that encourage purchase and consumer thru credible communique of records on impressions that become aware of businesses and their merchandise with the desires concerns of customers". Marketing public relations in keeping with (Saraswati & Prihadini, 2020) is a method of planning, imposing, and comparing applications that could stimulate purchases and consumer satisfaction thru communication about reliable data and thru effective impressions generated and associated with the identification of the corporation or company. merchandise according to the desires, desires, and pursuits of its purchasers.

From the above knowledge, it could be concluded that marketing public relations is a deliberate marketing painting method to expand goodwill (goodwill) and construct mutual understanding to create an excellent relationship between customers and the employer. marketing Public relations is pretty effective, due to the fact marketing Public relations can build brand awareness and brand knowledge. With marketing Public relations in some approaches are very powerful and take into consideration greater price-effectiveness than promoting products thru advertising and marketing. The development of marketing is getting more and more great, by utilizing existing media marketing is transformed digitally. Utilize social media and other publication media such as websites and applications. With the changing lifestyle of people who are not fast-paced and do not want to queue so they need fast food, Pizza Hut makes it easier for consumers by opening a Pizza Hut Delivery or PHD delivery service. Pizza Hut implements an information system that can support competitiveness and reach consumers everywhere with the trademark "to be wherever our customers are, point of sales scope" which is developing and utilizing the internet which is very important for both suppliers and consumers. By providing information to plan and monitor Pizza Hut sales activities and generate sales analysis reports that are used to analyze sales based on production line products, customers, and customer types.

When the covid-19 pandemic hit the whole world and even Indonesia, PZZA experienced a contraction. Pizza Hut had a net loss of Rp. 93.51 billion in 2020. This is quite the opposite when compared to 2019 resulting in a net profit of Rp. 200.02 billion. One of the causes of the decline in pizza hut sales was the large-scale social restriction (PSBB) policy where there was a ban on eating in places and had to close restaurants, so in the end, this food franchise company had to prepare a special strategy to survive.

An efficient and effective marketing strategy is needed to deal with problems in this condition so that the company can preserve to run and live. There needs to be a one-of-a-kind

strategy that could entice customers and add to the best image of the business enterprise. Public relations marketing strategy is a common issue for a company to get profit in the form of an excellent impact and take advantage of clients and the broader network. a few strategies that can be run with the aid of Pizza hut are pull strategy, push strategy and pass strategy.

1. Pull Strategy. A pull strategy is a strategy used to direct marketing activities, in particular promotions and advertising and marketing to consumers, aiming to attract purchaser interest and will have an effect on growing sales results. whilst selling a product, it's far essential to have media that may distribute the message. The media used within the promotion are social media (FB, Instagram, Twitter, Tik-Tok), YouTube, Pizza Hut's reliable reputable net-website online media, advertisements in mass media, and digital media including television and radio. Pizza Hut utilizes digital media (digital Marketing) to stay connected with consumers and a wider audience. Considering the number of internet users in Indonesia Indonesia is a very large number, and Indonesia is one of the highest internet accessors in the world based on data obtained from the research results of We Are Social and Hootsuite of a total of 4.3 billion Indonesians, more than half of the populace, around fifty six% or 2.42 billion of whom have internet get entry to, and 1/2 of the two.14 billion humans have used social media. Indonesia is a country with a 0.33 maximum net increase globally (Bagus Ramadhan, 2020). Pizza Hut wants to stay connected with its customers on social media and strengthen digital branding. For example, Pizza Hut invites consumers to participate in making the Tik-Tok video. And the winner will get a Triple Box package and a special pizza e-voucher from Pizza Hut, with the #pizzahutchallange campaign aimed at attracting consumer interest.

2. Push Strategy. A push strategy is a communication strategy that provides attractive services by using a sales force and promotions to "encourage" consumers to buy products. Pizza Hut implements a push strategy amid the covid-19 pandemic, particularly by encouraging clients to buy products with discounts thru ongoing marketing promotions. normal promotions provided within the discipline in the shape of a buy one unfastened one juice drink promo for doing away with are legitimate all through the day. Pizza Hut is also seeking to maximize income by doing away with delivery services all through the implementation of the commands from the government, namely PSBB. The optimized sales activity is in the form of selling pizza express/On The Spot (OTS) which is included in the Take-Away section, namely in the form of selling ready-made pizza without consumers waiting long. Pizza express here is done in a special place that has been chosen, for example on the side of the road. Pizza Hut also provides a true drive service for consumers who buy take away without leaving the vehicle they are using, consumers can take orders in their vehicle. In the push strategy, Pizza Hut offers a discount offer in keeping with (Tjiptono, 2008) cut price is a reduction given by way of the seller to the purchaser as a reward for certain activities from the purchaser which are excellent for the vendor Pizza Hut makes offers such as giving discounts using certain credit cards, such as BCA. After seeing the advertisement on Pizza Hut's social media, the customer reflexively glanced at the ad. Where to order Big Box using a credit card BCA will get a 20% discount. In innovation, Pizza hut makes interesting innovations by taking to the streets, making 3 taste pizzas 1 meter long, and creating a wow experience for juniors. Thus, customers will quickly choose to buy the product without thinking twice. With today's high lifestyle, these products are very relevant for them when they are meeting with their friends.

3. Pass Strategy. (Kotler et al., 2019) defines pass strategy (influence) to create a public picture that is generated through sports and participation in community or social activities in addition to concern for issues associated with social and environmental conditions. The definition of Pass Strategy according to Kotler above is not much different from (Ruslan,

2012), namely as an effort to persuade or create favorable public opinion through diverse sports, participation in network activities, social obligation, and concern for issues related to conditions and the environment. Many things must be considered and prepared to deal with this frequent pandemic condition. Pizza Hut ensures that the conditions in the field run properly without any obstacles and errors. For example, carrying out strict health protocols, such as washing hands before and after handling food ingredients and using hand sanitizers regularly. Doing physical distancing by providing a queue distance, the customer's dining table. Carry out public service activities by supporting and providing support to the government and health workers. Pizza hut participates in Pizza Hut Sharing activities in the form of pizza donations, giving free masks and free disinfectants to hospitals and health centers.

**Site Selection Strategy**

Before setting up a restaurant, there is an external agency to survey how the place is likely to be, such as how many people will come at certain hours. In addition, the company also considers how competitors can survive in the region. If competitors can survive, it means that the place has a chance to successfully open a Pizza Hut restaurant.

**Development Strategy**

Pizza Hut prioritizes feedback from customers in developing the company. When customers are satisfied with the latest services and innovations issued by the company, that way these customers will recommend their friends to visit Pizza Hut. To attract customers, Pizza Hut also issues various promos at certain events and innovates new menus every 3 months. The development of facilities and the level of comfort of the place can also be used as a development strategy because Pizza Hut has a grade for each restaurant. The higher the grade, the better the quality of the restaurant.

**Competitors**

In dealing with competitors, Pizza Hut further improves services, such as: serving customers in a friendly, courteous manner, and making customers not wait long. In addition, providing menu innovations, such as: replacing menus that are no longer in demand by customers with new menus, but still maintaining menus that are still in great demand by customers. In addition, in dealing with competitors, Pizza Hut strives to precede innovation before competitors. So, Pizza Hut will remain a pioneer and be the number one pizza seller company. Pizza Hut's main competitors are Domino's Pizza, Papa Johns, Olive Garden, Mc Donald's, KFC, and Burger King.

**Financial Strategy**

As a mitigation measure, various risk factors arise from time to time, both external risks originating from fluctuating financial market conditions and credit risk, as well as internal risks related to cash flows and capital assets. PZZA management companies apply risk management. This risk management activity is part of the internal control framework which supports the strategic planning process and business operations. In managing its risk, PZZA's management applies the precautionary principle in terms of food quality and service, and logistics, which is regulated by a strategy of cost efficiency and time effectiveness. Details of risks related to business and management systems are further reviewed in the Financial Statements contained in the company's Annual Report.

The financial review based on the 2021 Annual Report explained that throughout the 2021 period the company tried to rise from the challenges of the situation in the previous period caused by the global pandemic crisis. The positive growth in the culinary industry in

Indonesia is supported by an increase in people's new habits in online shopping, where digital devices dominate the food and beverage ordering and delivery service process. Don't miss Pizza Hut to accelerate this new culture.

Judging from the summary of the financial statements for the 2019 period (Figure 4.), the company's profit reached 200.2 billion with a net sales value of Rp. 3,986.7 billion and earnings per share of Rp. 66. Entering the global pandemic condition at the end of the 2019 period which had an impact on the company's performance during the 2020 period, there was a drastic decrease in the value of net sales to Rp 3,458.4 billion, resulting in a loss of Rp 93.5 billion with earnings per share minus Rp. 31. In that period, the company recorded a decrease in the liquidity ratio to 0.83 compared to the previous year. then 1.32. Meanwhile, the ratio of interest-bearing debt to equity increased from 0.04 to 0.29. Information on share prices from the stock exchange shows an indication of a decline from Rp 1,110 per share in 2019, to Rp 745 per share in 2020. Entering 2022, the company is optimistic to put itself in a position before the pandemic. As of the end of 2021, the company is trying to maintain performance stability by increasing the number of restaurant outlets. This indicates a change in the balance sheet and profit as indicated by the achievement of net sales of Rp. 3,418.8 billion and profit for the year of Rp. 60.77 billion, while the liquidity ratio reflects sound financial fundamentals.

## Ikhtisar Keuangan
### Financial Highlights

Dalam Miliar Rupiah                                                    In Billion Rupiah

| Keterangan | 2021 | 2020 | 2019 | Description |
|---|---|---|---|---|
| Penjualan Neto | 3.418,81 | 3.458,41 | 3.986,70 | Net Sales |
| Laba Bruto | 2.249,05 | 2.263,02 | 2.683,33 | Gross Profit |
| Laba Tahun Berjalan | (60,77) | (93,52) | 200,2 | Income for the Year |
| Jumlah Penghasilan Komprehensif | 80,53 | (91,35) | 213,73 | Total Comprehensive Income |
| Tahun berjalan | | | | for the Year |
| Jumlah Aset | 2.215, 65 | 2.231,27 | 2.109,17 | Total Assets |
| Jumlah Liabilitas | 1.050,3 | 1.080,90 | 769,30 | Total Liabilites |
| Jumlah Ekuitas | 1.165,34 | 1.150,37 | 1.339,88 | Total Equity |
| Laba per Saham Dasar | 20 | (31) | 66 | Basic Earnings per Share |

Source: Annual Report PT PZZA 2021, Jakarta
**Figure 3. Financial Highlight 2019-2021**

In the financial strategy, PZZA implements an internal control system that regulates policies and procedures that protect company assets, including information and financial statement documents to ensure compliance with applicable laws and regulations. The effectiveness of this internal control system is evaluated periodically by internal audit together with the audit committee and the Public Accountant, and to improve its quality and implementation, all employees from each division are directly involved.

This section contains data (in concise form), data analysis, and interpretation of results. Results can be presented with tables or graphs to clarify the results verbally because sometimes the appearance of an illustration is more complete and informative than the display in narrative form. This section must answer the research problem or hypothesis that has been previously formulated.

## CONCLUSION AND RECOMMENDATION

Based on the above discussion, it can be concluded that the strategies pursued by Pizza Hut to maintain its market position in the new normal era: The human resource strategy

that can be applied by PZZA is to implement an organizational design by streamlining the organizational structure which is expected to provide advantages in the form of reduced bureaucratic costs, faster and more flexible decision making to anticipate a very fast-changing market, and placing Pizza Hut employees by implementing functional dementalization. In terms of promotion, Pizza Hut uses a chain of command in the operating system with the terms and policies running the same SOP in all companies. To maintain its business, Pizza Hut implements a system of personal and behavioral control in carrying out its duties and authorities. The organizational culture that forms the basis for the company to run its business is integrity, excellence, profitability, and business growth.

Pizza Hut in the marketing strategy requires an effective and efficient marketing strategy by implementing Marketing Public Relations which uses information systems to support competitiveness and reach consumers everywhere by developing and utilizing the internet which plays an important role both for suppliers and consumers to get profit in the form of good impressions and profits. The strategies implemented are pulled strategy, push strategy and pass strategy. Pizza Hut also carries out a place selection strategy, development strategy, and strategy to deal with competitors.

PZZA management applies risk management as a mitigation measure for various risk factors that arise from time to time, both external risks originating from fluctuating financial market conditions and credit risk, as well as internal risks related to cash flows and company capital assets. This risk management activity is part of the internal control framework which supports the strategic planning process and business operations. In managing its risk, PZZA's management applies the precautionary principle in terms of food quality and service, and logistics, which is regulated by a strategy of cost efficiency and time effectiveness. Details of risks related to business and management systems are reviewed in the Financial Statements contained in the company's Annual Report.

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