



THE MANAGEMENT ACCOUNTING IMPLEMENTATION STRATEGY TO IMPROVE MSME OPERATIONAL EFFICIENCY

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Abstract

This research aims to analyze strategies for implementing management accounting in an effort to increase operational efficiency in Micro, Small and Medium Enterprises (MSMEs). The object of this research is Suka Drink Ratu Serang, an MSME in the beverage sector. A qualitative approach is used with interactive analysis to explore an in-depth understanding of the application of management accounting functions and factors. Primary data was obtained through unstructured interviews with the owner of Suka Drink Ratu Serang, while secondary data was used to provide further context. Direct observation techniques are applied to understand daily practices in the use of management accounting. Interviews and observations were carried out to obtain a representative picture.

The results of this research indicate that the application of management accounting functions, including planning, organizing, directing, controlling and decision making, has a positive impact on the operational efficiency of MSMEs. The findings of this research can provide practical guidance for other MSMEs in optimizing management accounting strategies to improve their operational performance.

Keywords: Management Accounting, Efficiency, MSMEs

INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) have a very important role in a country's economy. MSMEs not only act as providers of employment opportunities, but also as contributors to national income and drivers of economic growth. However, MSMEs often face various challenges, especially in managing their operations efficiently. One of the crucial aspects in managing MSMEs is an effective management accounting system. Management accounting helps MSME owners make the right decisions, manage resources more efficiently, and improve overall operational performance (Khaeruman & Mukhlis, 2018). Although important, the implementation of management accounting strategies in the context of MSMEs has not yet been explored in depth.

The Indonesian government is increasingly focusing its attention on developing Micro, Small and Medium Enterprises (MSMEs) as the main pillar in supporting economic growth. The success of MSMEs has proven their great contribution to the country's economy, thereby encouraging efforts to strengthen and improve MSME units. This phenomenon not only creates jobs, but also produces a positive impact in empowering the MSME community, making it more independent, and stimulating creativity and innovation among society.

In developing MSMEs, there are several aspects that need to be considered. First of all, optimal working conditions are the key to supporting the growth of MSMEs. This includes providing a conducive work environment, infrastructure support, and improving worker welfare (Alfrian & Pitaloka, 2020). Apart from that, promotion of new businesses is also an important factor in increasing the visibility and attractiveness of MSMEs

in the market. Implementing effective promotional strategies can help MSMEs reach more potential consumers and expand their market share.

In development efforts, access to funding is a key factor. MSMEs often face obstacles in accessing the funds needed for business development. Therefore, providing easier and more affordable access to funding can be a significant driver for the growth of MSMEs. No less important, improving product quality and human resources is the main focus. By improving product quality, MSMEs can strengthen their competitiveness in the market. Increasing the skills and capacity of MSME human resources will support operational efficiency and innovation. By paying attention to these aspects, the government and related stakeholders are expected to be able to form policies that support the development of MSMEs holistically.

The strategy for implementing management accounting is relevant because it provides a basis for MSMEs to manage finances and resources more effectively. In this context, the success of MSMEs depends not only on creativity and product or service innovation, but also on managerial ability to make the right decisions based on accurate and relevant financial information. However, scientific literature is limited in systematically documenting how MSMEs can optimize management accounting implementation strategies to increase operational efficiency (Alfrian Gregorius Rio, 2020). Therefore, this research is important to fill this knowledge gap and contribute to the literature and practitioners in designing appropriate strategies for MSMEs.

In addition, with the dynamics of technological developments and changes in consumer patterns, MSMEs need to adapt management accounting systems that are responsive to market changes. This research will explore how the application of technology in management accounting can be the key to facing the challenges of changing business environments.

Technology plays a crucial role in supporting the development of Micro, Small and Medium Enterprises (MSMEs), especially in facing the challenges that have arisen during the pandemic. The views expressed by Putri et al., (2021) show that MSMEs can rely on technology as a strategy to develop and maintain their business. In this context, the use of digital media, such as Instagram, Facebook and websites, is a strategic step to increase exposure and reach a wider target market. The importance of social media as a marketing strategy has been recognized by previous research, as presented by (Maria Nila Anggia & Muhammad Rifki Shihab, 2019). The results of their research provide an overview of the effectiveness of social media strategies in reaching consumers and promoting products or businesses. By utilizing social media, MSMEs such as Suka Drink Ratu Serang, which operates in Serang City, Banten, can build brand awareness more quickly and effectively amidst intense market competition.

Suka Drink Ratu Serang, as a relatively new MSME with around eight months of age, is faced with various challenges. The important role of management accounting is becoming increasingly apparent in ensuring business continuity. Management accounting not only helps in efficient financial management but also provides strategic insights for better decision making. In this digital era, the application of digital technology has become a necessity. Payment systems that utilize digital wallet

applications not only facilitate transactions between sellers and consumers but also provide the required speed and security. In addition, adopting online service applications for ordering not only increases consumer convenience but can also help MSMEs to optimize the order management process. By combining marketing strategies through social media and utilizing digital technology for transactions and orders, MSMEs such as Suka Drink Ratu Serang can provide a better experience to customers, increase competitiveness, and create a strong foundation for long-term growth. Therefore, the integration of technology in various operational aspects is a step that is not only relevant but also essential for the progress of MSMEs in this digital era.

Recent developments in information technology have forced business entities to improve, one of which is innovating financial technology and increasing financial literacy. This development was followed by a number of financial instruments, such as the growth of financial markets, increasing public understanding of finance, developments in financial technology, and not to mention support from the government (Ernawati et al., 2022) (Ajib, 2022) (Alshater et al., 2022).

Micro, Small and Medium Enterprises (MSMEs) as one of the business units with potential in driving the nation's economic growth, are also affected by this business development and financial innovation (Wasilu et al., 2022). However, a number of MSMEs are still shackled by various limitations that prevent them from taking business leaps in today's modern world. The implementation of good management accounting at Suka Drink Ratu Serang has a central role in ensuring business continuity and growth. Management accounting functions not only meet the internal needs of the business, but also serve as an effective communication tool between owners and other stakeholders.

The role of management accounting is crucial, especially for businesses that are still new in the business world, such as Suka Drink Ratu Serang. Not only focusing on financial functions alone, management accounting plays an important role in shaping the image and sustainability of a business. Through the application of management accounting, Suka Drink Ratu Serang can see more than just financial figures. Aspects such as product branding strategies, friendly pricing, choosing strategic locations, and recruiting the right employees are an integral part of business planning which is facilitated by management accounting. By understanding financial data, MSMEs can develop integrated strategies and optimize their resources to achieve their business goals.

This research has the main objective of revealing the extent to which management accounting has been implemented at Suka Drink Ratu Serang. The research questions asked do not only cover the technical aspects of accounting, but also involve how management accounting functions work and business owners' awareness of the importance of using management accounting. By exploring these aspects, this research is expected to provide deeper insight into how management accounting can play a role in helping MSME business strategy planning. Apart from that, the results of this research can provide concrete benefits both for business owners who are pioneering in the world of MSMEs and for parties interested in supporting the growth of the MSME sector as a whole.

LITERATURE REVIEW

Management Accounting Implementation Strategy

The importance of strategy in implementing management accounting for Micro, Small and Medium Enterprises (MSMEs) cannot be ignored. Strategy is the foundation that ensures that management accounting is not only an administrative tool, but also a strategic instrument that suits the unique needs and characteristics of MSMEs (Febrianty dan Rosdiana, 2017). In-depth cost analysis enables a better understanding of cost structures, helps MSMEs identify potential efficiencies, and determines competitive product prices.

Management Accounting

Management accounting is an information system designed to assist management in making decisions, planning, organizing and controlling business activities (Refiyanto & Muid, 2022). while the functions of management accounting, namely planning, organizing, directing, controlling and decision making, are the main functions in management accounting which provide the basis for designing effective strategies.

Operational Efficiency

Operational efficiency is one of the main pillars in the success of an organization or business. The concept of operational efficiency is not only related to minimizing costs, but also involves managing resources effectively and optimally in order to achieve maximum results (Maria Nila Anggia & Muhammad Rifki Shihab, 2019). Efforts to achieve operational efficiency involve identifying and eliminating waste, increasing productivity, and implementing best practices in every stage of the business process. Therefore, operational efficiency is a key strategy implemented by various types of organizations, including MSMEs, to achieve continuity and sustainable growth.

Micro, Small and Medium Enterprises (MSMEs)

Micro, Small and Medium Enterprises (MSMEs) are a business sector that has its own characteristics, especially in terms of operational scale and number of employees. MSMEs cover various types of businesses, ranging from small-scale family businesses to larger businesses with more employees (Khaeruman & Hanafiah, 2019). These characteristics reflect a significant role in economic growth, job creation and increased prosperity at the local to national levels.

METHOD

This research adopts a qualitative approach, which is a means of exploring in-depth understanding of emerging phenomena in the context of field practice. In the development of science, new knowledge that emerges often comes from research using appropriate methods. Qualitative research is very relevant in revealing the dynamics of field practice in detail and contextually (Sugiyono, 2019). In contrast to quantitative research which tends to test previous theories quantitatively, qualitative research places more emphasis on in-depth understanding and a degree of spontaneity in responding to problems and conditions that arise in the research context.

This research uses primary and secondary data to ensure the accuracy and representativeness of the findings. Primary data was obtained through direct interviews with the owner of Suka Drink Ratu Serang, using unstructured questions involving the functions of implementing management accounting, such as planning, organizing, directing, controlling and decision making. Meanwhile, direct observations are carried out by researchers who are actively involved in field practice, ensuring in-depth involvement and relevant results.

Data collection techniques such as interviews and observations are directed at obtaining information based on supporting facts that will reveal how the implementation of management accounting takes place at Suka Drink Ratu Serang. With this approach, this research aims to holistically describe and understand direct practice in the field, enriching understanding of the application of management accounting in the context of MSMEs such as Suka Drink Ratu Serang.

RESEARCH RESULTS AND DISCUSSION

Research Data Results

Suka Drink Ratu Serang, which is known for its typical Indonesian dawet-based drink, has succeeded in presenting a modern touch and up-to-date menu variations in its concept. Managed by two people as owners and supported by three employees, Suka Drink Ratu Serang not only creates new colors in the beverage industry, but also introduces local Indonesian flavors that deserve recognition by many people. The concept used is not only attractive to adults, but is also specifically aimed at young people so they can enjoy this drink.

The existence of Suka Drink Ratu Serang as an online business has proven to be the right choice in the midst of the current situation. By optimizing social media and word of mouth promotion, Suka Drink Ratu Serang takes advantage of the trend of using social media by almost everyone to interact. Choosing this online route is a smart strategy for promoting and marketing its products. Despite facing higher challenges than usual, Suka Drink Ratu Serang is committed to considering every step of business expansion carefully and not rushing. Business people realize the importance of thinking creatively and using existing resources, as well as utilizing various software that can support the smooth running of the business. With this approach, they hope to continue running their business without experiencing losses and make a positive contribution to the Indonesian economy through the promotion and development of traditional drinks.

Application of Management Accounting

In managing its operations, MSME Suka Drink Ratu Serang adopts the application of comprehensive management accounting, focusing on five main aspects, namely planning, organizing, directing, controlling and decision making. The planning process is the first step which involves setting a budget, ensuring optimization of resource management, and measurable allocation of funds to achieve optimal business goals. In managing financial transactions, these MSMEs utilize an integrated

accounting information system which allows them to record and monitor transactions in real-time. The use of sophisticated accounting software supports the recording of operational data with high accuracy, producing accurate financial reports as a basis for strategic decision making.

MSME Suka Drink Ratu Serang also implements cost analysis as an effort to identify operational efficiency and potential savings. Careful cost analysis helps identify areas where optimization can be achieved, supporting long-term business sustainability. An internal control system is implemented to ensure compliance with operational procedures and standards, reduce potential risks and increase the overall reliability of operational processes. With this strategic implementation, MSME Suka Drink Ratu Serang shows its commitment to increasing operational efficiency and achieving sustainability in its business world.

Marketing strategy

In carrying out marketing strategies, UMKM Suka Drink Ratu Serang takes a sophisticated approach by choosing an online marketing orientation. This decision was taken in response to the digitalization trend that is sweeping the business industry and to accommodate the ever-changing market situation. Understanding the importance of online presence, this business actively utilizes social media and builds word of mouth promotion as the main tool to reach a wider target market.

Optimizing social media is one of the main pillars in this MSME marketing strategy. By utilizing platforms such as Instagram, Facebook, and others, Suka Drink Ratu Serang ensures its presence and visibility in cyberspace. Through interesting content, tempting product photos, and direct interaction with consumers, they have succeeded in creating a strong presence in the digital realm. In addition, this business is active in building word of mouth promotion, utilizing positive customer experiences as a potential source to reach more consumers. By detailing the unique experience of enjoying traditional Indonesian drinks, Suka Drink Ratu Serang attracts two main market segments: adults who value authenticity and traditional experiences, and young people who enjoy following current trends. With this targeted marketing strategy, MSME Suka Drink Ratu Serang has succeeded in gaining attention and support from various consumer groups.

Discussion result

1. Planning

Previous research has indicated that the development of Micro, Small and Medium Enterprises (MSMEs) has great potential to overcome the problems of unemployment and poverty, especially in socio-economic crisis situations. This research provides an understanding that careful planning has a crucial role in achieving company goals both in the long and short term. This is in line with strategic theory which is applied through the use and implementation of management accounting (Refiyanto & Muid, 2022).

In Suka Drink Ratu Serang, understanding planning is an important key as a guide for various

company activities. Structured and thorough planning is expected to minimize the risk of potential losses. Therefore, stakeholders at Suka Drink Ratu Serang need to have a strong understanding of the basic elements of their business plan. As the main components in building a business, market research and marketing strategy are the main focus. Market research is carried out to understand consumer tastes and objectives, which is the basis for creating products that are acceptable in the market. These elements are a very important first step, along with the belief that business success in marketing its products depends on a deep understanding of the market and consumers.

After conducting market research, the next step is to formulate a business strategy. This plan is easier to determine when target consumers and market needs have been identified through market research. In this way, Suka Drink Ratu Serang can start its business with measurable strategic steps, ensuring that the products they offer can be well received by consumers. In facing the challenges of starting a new business, a good strategy is the key to building a strong foundation for the success of the products they present on the market.

From the results of the interviews conducted, it was revealed that Suka Drink Ratu Serang really emphasizes the importance of strategic planning in selling products to meet market desires. Marketing strategy is the main key to achieving future goals effectively. For example, Suka Drink Ratu Serang chose a marketing approach via social media as one of their main strategies. Implementing marketing strategies via social media is recognized as an effective way to achieve sales goals. Social media provides an interactive platform that allows direct interaction with customers, enables the upload of creative and interesting content, and facilitates wider promotions. Thus, social media becomes an effective channel for attracting new customers and increasing the number of purchases.

The results of the interview show that Suka Drink Ratu Serang has succeeded in planning efficiently and effectively. Implementing marketing strategies via social media has become an integral part of their efforts to achieve success in running a business. By focusing on interaction and promotion through social media, Suka Drink Ratu Serang has not only built strong relationships with regular customers, but also succeeded in attracting the attention of new consumers, creating a strong foundation for their business growth.

2. Organizing

Organizing is a process that involves designing, grouping, and arranging resources to create an organized work structure. The aim of organizing is to create a clear and responsible division of labor so that the organization can carry out its duties efficiently. In a business context, owners or stakeholders need to have certain guidelines for making decisions and taking actions that support organizational goals. Organizing involves allocating and combining resources to achieve specific goals. The steps in organizing must be clear and structured so as not to cause confusion in the implementation of organizational activities. In the interview results, it was revealed that organization has a crucial role in business. It is considered as a place and a means to achieve predetermined goals.

From the results of the interview, it can also be seen that Suka Drink Ratu Serang has carried out its organizing function well. They have determined the steps needed to achieve business goals, such as setting goals to be achieved, preparing plans and policies, determining required activities, calculating and classifying activities, and assigning tasks and authority to the parties involved. Thus, Suka Drink Ratu Serang implements the organizing function effectively to support the smooth running of operational activities and the achievement of its business goals.

3. Briefing

Direction in management is an important aspect that aims to mobilize and motivate employees to work efficiently and effectively, in accordance with their respective responsibilities (Ilarrahmah & -, 2021). Stakeholders, which can include business owners, have an important role in providing direction to employees to achieve long-term business goals. Direction can be interpreted as the personal desires or positional power held by stakeholders, with the aim of moving other people or employees. Orders given by superiors to employees are a form of direction, and these orders are official statements that can be delivered orally or in writing. Authorized persons, such as owners, have the right to give orders to employees to ensure operational continuity and achievement of business goals.

The importance of direction is seen in the need to create good relationships between stakeholders and employees, provide education to employees, and coordinate employee activities. In its implementation, direction requires effective communication, which can be realized through regular meetings between stakeholders and employees. The results of the interview show that Suka Drink Ratu Serang has implemented a directing function by giving orders that not only aim to maintain a balanced relationship, but also involve employees in the running of the business. Good communication is also maintained to coordinate employees and ensure business goals can be realized.

4. Control

Control is a system that is responsible for monitoring and regulating every activity that occurs in an organization. The aim is to guide the formulation of appropriate strategies and implement them to achieve predetermined business goals. This control system consists of various subsystems, starting from accounting reports, responsibilities, to various aspects that support operational efficiency and effectiveness.

In business, control involves performance measures, policies, and assessments of every aspect that can affect company operations. Performance measures are used to evaluate the extent to which an organization can operate with efficiency, while policies are used as a basis for assessing employees and other elements. Control has a comprehensive nature, covering all aspects that can affect the company's overall operations. It also plays a role in measuring the achievement of business goals and provides guidance on whether these goals have been achieved or not.

From the results of the interview, it was revealed that Suka Drink Ratu Serang faced the problem of lack of direction. Therefore, the control function is considered important to maintain

efficient and effective coordination between stakeholders and employees. By implementing good control functions, it is hoped that Suka Drink Ratu Serang can continue to operate in an organized manner and achieve its business goals better.

5. Decision Making

Decision making is an essential process in management activities, especially in the planning function. It involves selecting effective and situationally appropriate alternatives to solve a particular problem. The decision-making process helps owners or stakeholders determine organizational goals, resource allocation, and the duties and responsibilities that must be carried out by each member of the organization. In Suka Drink Ratu Serang, decision making is faced with risks that may arise. Stakeholders dare to take risks by realizing that every decision has consequences, both positive and negative. Nevertheless, they are still ready to accept and face these risks.

Suka Drink Ratu Serang also acknowledged several factors that could trigger errors in decision making. Problems, situations and conditions, doubts, misunderstanding of information, and too little or too much information are factors that need to be considered. In solving problems, decision making requires analysis first to identify the right solution. The situation and conditions surrounding the business also influence the decision-making process, and doubts must be overcome to avoid obstacles in making decisions. In addition, Suka Drink Ratu Serang realizes that errors can arise if the understanding of the information is not correct. Therefore, good decision making requires information that is complete, reliable and stored carefully. Not only that, the appropriate amount of information is also important; too much or too little information can be detrimental to the decision-making process. Business owners need to organize information well and change the layout to get the best solution. Thus, Suka Drink Ratu Serang strives to minimize risks and increase the effectiveness of decision making by considering all relevant factors.

CONCLUSION

The conclusion of this research reveals that Suka Drink Ratu Serang, a beverage business based on Indonesian dawet, has succeeded in creating a breakthrough in the beverage industry by combining a modern touch and a variety of contemporary menus. With two owners and the support of three employees, Suka Drink Ratu Serang has not only introduced local Indonesian flavors, but also achieved success as an online business amidst the current situation.

The implementation of comprehensive management accounting, focused on planning, organizing, directing, controlling and decision making, is a strong foundation for the operations of these MSMEs. Targeted marketing strategies, especially through social media, are key to achieving broad visibility and attracting consumer attention.

The results of the discussion show that careful planning, effective organization, motivating direction, careful control, and wise decision making are the key factors for the success of Suka Drink Ratu Serang. Although faced with several challenges, the success of this business shows that a holistic

approach to management and marketing can make a positive contribution to the Indonesian economy through the promotion and development of traditional products.

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