

# Income Analysis CV. Bolu Ketan Mendut

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**Abstract.** This research aims to find out what factors cause income at CV. Bolu Ketan Mendut will experience a decline in 2022. The research method used is a descriptive qualitative method. Data collection techniques use documentation and interviews with CV. Bolu Ketan Mendut owners and employees. Data analysis was carried out using the Miles and Huberman model, namely data reduction, data presentation and drawing conclusions. The results of this research are that researchers found the factors causing the decline in income CV. Bolu Ketan Mendut, namely due to the closure of resellers due to the impact of Covid-19, increased employee salaries and additional employees, increased production costs, and limited product variants.

**Keywords:** Income, Micro Small Medium Enterprises

## 1. Introduction

Indonesia is a developing country, where the economy is increasing as the year goes by. The economy in Indonesia is supported by the contribution of MSMEs, which are increasing in number. According to [10], MSME actors are very enthusiastic about creating innovations and new ideas that can attract buyers so that economic growth will increase rapidly. The number of MSMEs or entrepreneurs can increase income optimally, but every business can have losses caused by several factors of declining income.

[1];[2] state in the Financial Accounting Standards for Entities Without Public Accountability (SAK ETAP) about the definition of income is income that arises in the implementation of entity activities known by different designations such as sales, rewards, interest, dividends, royalties, and rent. Income affects the continuity of business actors. The more income earned, the greater the level of ability of business actors to manage expenses and other costs.

According to [7] income is the result of all sales of goods or services, a commodity. Income can also be interpreted as income arising from the activities of a business. [7] also stated that revenue is recorded when a company has delivered goods or services to customers. The company has done all the necessary things to generate revenue by transferring goods or services to customer.

According to A. [16] the factors that affect revenue in the company are as follows, the condition and ability of the seller, market conditions, capital, and the company's operational conditions. There are several other variables that are estimated to affect MSME revenue, namely products, prices, and promotions.

[26] stated that the source of income is very important for business activities from receiving the amount of income to calculating the amount of expenses, so in recording or calculating there should be no errors. To reduce errors, it is necessary to have good records. Running a business requires a neat and structured financial recording strategy, in order to know the income and profits generated.

[1] define Micro, Small and Medium Enterprises (MSMEs) as business activities carried out by individuals or groups. Micro Enterprises are activities that are carried out by many Indonesian people. The number of MSMEs standing, the economy can experience good progress. An increasing number of MSMEs can reduce the number of unemployed and improve the community's economy. [26]

**Table 1.** Total MSMEs in Indonesia by Regency/City of East Java Province for the period 2019 – 2024

<b>Regency / City</b>	<b>Amount</b>	<b>Regency / City</b>	<b>Amount</b>
Pacitan Regency	32.782	Pasuruan Regency	28.027
Ponorogo Regency	22.067	Mojokerto Regency	35.491
Trenggalek Regency	24.325	Nganjuk Regency	30.819
Tulungagung Regency	24.645	Madiun Regency	29.981
Blitar Regency	35.721	Magetan Regency	49.374
Kediri Regency	30.128	Ngawi Regency	51.246
Malang Regency	100.627	Bojonegoro Regency	23.343
Lumajang Regency	42.101	Tuban Regency	37.648
Jember Regency	79.460	Gresik Regency	19.219
Banyuwangi Regency	38.688	Pamekasan Regency	49.734
Bondowoso Regency	40.505	Blitar Regency	24
Situbondo Regency	26.888	Malang City	18.607
Probolinggo Regency	83.851	Surabaya City	48.537
Sidoarjo Regency	44.509		
<b>AMOUNT</b>			<b>1.048.347</b>

Source : East Java Province Discopukm, 2024.

Table 1 shows the rapid development of MSMEs in Indonesia. A total of 1,048,347 MSMEs are registered on the East Java Provincial Diskopukme website in 2019-2024. Sidoarjo Regency has 44,509 MSMEs recorded, these MSMEs are included in several categories, including craftsmen, food, services, traders, fashion, beverages, and others. The data reflects that the number of MSMEs is increasing year by year, and most of them have not registered their

businesses at the Diskopukm so it is difficult to be recorded in more detail. This data will continue to change along with the increase in MSMEs registering.

MSMEs in Sidoarjo Regency are currently very developed. The Regent of Sidoarjo stated that the Sidoarjo Regency Government supports MSMEs to go to export so that their products expand to the rest of the world and can improve the community's economy. The Surabaya Export Center is projected to be able to facilitate the successful export of 1,500 MSMEs from 8 provinces in 2022, including 300 MSMEs from Sidoarjo Regency. A total of 28 MSMEs have been exported to Malaysia at this time, which will then be sent to Korea and Australia [3]. One of them is MSMEs from CV. Bolu Ketan Mendut. MSMEs in Sidoarjo Regency are currently very developed. The Regent of Sidoarjo stated that the Sidoarjo Regency Government supports MSMEs to go to export so that their products expand to the rest of the world and can improve the community's economy. The Surabaya Export Center is projected to be able to facilitate the successful export of 1,500 MSMEs from 8 provinces in 2022, including 300 MSMEs from Sidoarjo Regency. A total of 28 MSMEs have been exported to Malaysia at this time, which will then be sent to Korea and Australia [3]. One of them is MSMEs from CV. Bolu Ketan Mendut.

CV. Bolu Ketan Mendut is an MSME in Sidoarjo Regency and does business in snacks. These MSMEs run import sales and participate in the go to export program, the first extor sales to Turkey, then Hong Kong, Australia, and Singapore. CV. Bolu Ketan Mendut won SNI certification in 2020, SNI certification has an effect on increasing sales. Sales and purchases are accessed by MSME owners themselves, these MSMEs have financial reports from sales or production activities carried out. The financial statements made have not been structured in accordance with the accounting standards that have been determined by the Indonesian Accounting Association (IAI).

The financial statements only include fixed cost statement 1, fixed cost statement 2, variable report 1, variable statement 2, expense expenses, sales, and profit. However, this study focuses on income, in other words, what is mentioned in the financial statements is profit. The revenue listed in the financial statements showed a decline. CV. Bolu Ketan Mendut is an export company, but its revenue has declined in 2022. The following is the income report on CV. Bolu Ketan Mendut financial statements.

**Table 2.** Income Statement on Financial Statements CV. Bolu Ketan Mendut

DETAILS	INCOME				
	2019	2020	2021	2022	2023
SALES	1.675.664.000	2.241.909.000	2.279.835.000	2.514.230.000	3.579.587.000
EXPENSES	904.818.500	1.291.031.000	1.289.626.500	1.683.358.000	2.299.215.500
INCOME	770.845.500	950.878.000	990.208.500	830.872.000	1.280.371.500

INCOME					
Average Monthly Income	64.237.125	79.239.833	82.517.375	69.239.333	106.697.625

Source : CV. Bolu Ketan Mendut Management

Table 2 is the income statement on CV. Bolu Ketan Mendut financial statements, the revenue report has increased and decreased in 2022. In 2019, it obtained revenue of Rp. 770,845,500, and monthly revenue reached Rp. 64,237,125, while in 2020 it obtained revenue of Rp. 950,878,000 and monthly revenue of Rp. 79,239,833, an increase of Rp. 180,032,500. In 2021, it earned revenue of Rp. 990,208,500 and per month earned revenue of Rp. 82,517,375, from 2020 to 2021 it increased by Rp. 39,330,500.

In 2022, it obtained revenue of Rp. 830,872,000 and its monthly income of Rp. 69,239,333, which shows that from 2021 to 2022 there was a decrease of Rp. 159,336,500. In 2023, it will have revenue of Rp. 2,299,215,500 and monthly revenue of Rp. 106,697,625, in 2023 it will increase by Rp. 449,499,500.

The results of [6] research show that the factors that affect the business income of the 3kg LPG base in Dander District, Bojonegoro Regency are increasing consumer demand in certain months, such as the holiday season, Eid holidays, wedding seasons, which will increase the amount of income obtained by the 3kg LPG base in Dander District, Bojonegoro Regency. Another factor is the capital required when first establishing a business, if the capital is large, the income will increase, and the amount of 3kg LPG supply is also large, so you will get a large income.

Based on this description, the author is interested in conducting research with the title " Income Analysis CV. Bolu Ketan Mendut" with the aim of finding out the factors that affect income on CV. Bolu Ketan Mendut.

## 2. Literature Review

### Definition of Income

According to [18] Income is the income earned by a company during a period. There are two types of income, namely basic income or business income, and income that does not come from basic income or called non-business income. According to [26] income is the amount of money generated from an activity or business. Efforts made for a result. The activity of selling the company's products that will later be obtained is the income received even though it must be deducted from the amount of costs that have been incurred to produce the merchandise sold, so that the net income is easy to know. There are 3 categories of income according to [11], namely:

1. Income in the form of money,

2. Income in the form of goods,
3. income that is not income.

### **Types of Revenue**

The types of income according to [26] are as follows:

1. Revenue obtained from the company's main activities. Income received from the company's routine activities or company production activities, company production activities that produce products, products sold generate profits.
2. Income obtained from outside the company's principal business. The company's side business includes office or room rental, company vehicle rental or company heavy equipment.

### **Factors affecting revenue**

[8] explains the factors that affect the income of street vendors, including:

1. Capital, is a very strong factor with the success or failure of a business that has been established.
2. Working hours, used by a person, will be higher than the level of wages or income received by the person, and conversely, if the number of working hours used by a person will be less, the less level of wages or income received by the person.

Experience, the fatal mistake that causes business failure is a lack of experience. This shows that experienced business actors can influence the business they run, the success of business actors is measured by the income obtained.

According to the Indonesian Accounting Association (IAI) in PSAK 23 states that income recognized in a period, including income derived from:

1. Sales of goods,
2. Sales of services,
3. Interest,
4. Royalties,
5. Dividends.

Other factors that affect the decrease in income according to [9] are divided into two factors, including:

1. Internal factors: sales in the past years include the quality of prices, the time and place (area) of sales, the company's policies related to sales issues such as distribution channels, promotions and pricing methods, the company's manufacturing facilities, and the ability to expand into the future, the available workforce, both in terms of number and skills and experience, as well as the possibility of future development, other facilities owned by the company, and possible future expansion.

2. External factors: the state of market competition, the position of change in competition, the rate of population growth, the level of people's income, the elasticity of demand for the price of goods produced by the company, the state of the national and international economy, as well as technological advances, consumer tastes, and the possibility of changes.

### **Micro, Small and Medium Enterprises (MSMEs)**

Law No. 20 of 2008 defines MSMEs as follows:

1. A micro enterprise is a highly efficient corporation operated by a single person or business entity that complies with the specific criteria outlined in this law.
2. A small business is an independent and productive economic entity run by an individual or corporation that is not a subsidiary of a corporation or branch of a medium or large enterprise, as defined in the criteria for small businesses outlined in these laws and regulations.
3. A medium business is an independent economic entity run by an individual or corporation that is not a subsidiary of a corporation or a branch of a corporation owned or controlled, either directly or indirectly, by a small or medium enterprise. The criteria for determining a medium-sized business are based on the net worth or annual sales results specified in the relevant laws and regulations.

According to [12] SMEs are classified into 4 (four) groups from the perspective of growth, as follows:

1. Livelihood activities, small business activities that offer job prospects in the informal sector, especially for small and medium enterprises. For example, street vendors.
2. Micro enterprises, which have the characteristics of traditional artisans but have not yet reached the stage of fully developing.
3. Small dynamic enterprise, which adheres to an entrepreneurial mindset and accepts outsourcing and international trade.
4. Fast moving enterprise, which has an entrepreneurial mindset when transitioning to a large-scale business. Fast moving enterprise, which has an entrepreneurial mindset when transitioning to a large-scale business.

### **MSME Criteria**

Based on Law No. 20 of 2008, MSMEs are defined as the following criteria:

1. Criteria for micro businesses:
  - 1) Have a maximum net worth of Rp. 50,000,000, excluding the cost of land and commercial premises.
  - 2) Have a maximum annual sales of Rp. 300,000,000.00.
2. The criteria for small businesses are:
  - 1) Have a net worth exceeding Rp 50,000,000.00. The total cost for the four corporations, excluding land and buildings, is 500,000,000.00 rupiah.

- 2) Have an annual sales figure exceeding Rp. 300,000,000.00 with a maximum limit of Rp. 2,500,000,000.00.
3. Criteria for medium enterprises:
  - 1) Have a net worth exceeding Rp. 500,000,000.00 with a maximum limit of Rp. 10,000,000,000.00 excluding land and buildings where the business is located; or
  - 2) Have an annual sales figure exceeding Rp. 2,500,000,000.00 with a maximum limit of 50,000,000,000.00.

### **3. Research Method**

#### **Research Approach**

This study aims to find out the factors that affect income in CV. Bolu Ketan Mendut. This type of research uses a descriptive qualitative research method. [23] explained that qualitative research utilizes one or more different (independent) variables, without making comparisons with other variables. This research utilizes analytical descriptive strategies.

#### **Research Analysis Unit**

[22] explained that the unit of analysis is something related to the focus or component being studied. The unit of analysis in question can be in the form of individuals, groups, organizations, objects, and a certain time according to the focus of the problem. The unit of analysis in this study is the income report on the CV. Bolu Ketan Mendut.

#### **Data Type**

This study uses primary data. According to [25] Primary data is data obtained directly to data collectors. Primary data was obtained through interviews with CV. Bolu Ketan Mendut owners, and financial reports provided by MSME owners.

#### **Data Source**

According to [4] the source of data is the subject who explains the origin of the data obtained, incorrect data sources can cause irrelevant data. This study uses primary data sources derived from interviews and financial statement documents from CV. Bolu Ketan Mendut owners.

#### **Data Collection Techniques**

The data collection techniques carried out in this study are:

1. Interview

The researcher conducted an interview with the respondents, this respondent was Mr. Jalian Setiarsa (MSME Owner CV. Bolu Ketan Mendut) and Mrs. Dewi Suainun (Head of

Production). The researcher asked questions about the problems in this study, such as the history of MSMEs, MSME profiles, and income development on CV. Bolu Ketan Mendut. Face-to-face interviews are conducted to get reliable and accurate information from respondents.

## 2. Documentation

Documentation in this study includes files from financial statements, interviews, photographs, and other documents. All documentation will be collected and checked for completeness of the research data.

## **Data Analysis**

The researcher used the data analysis method according to [30], following the stages carried out:

### 1. Data presentation

[24] explained that the presentation of data facilitates the understanding of past events and allows the formulation of research strategies based on this understanding. The researcher presented research findings regarding the factors of declining income in CV. Bolu Ketan Mendut.

### 2. Data reduction

[24] defines data reduction as the process of summarizing, selecting information, focusing attention on important aspects, identifying themes and patterns, and eliminating irrelevant content. Data reduction is the collection of data through interviews, which focuses on the factors of declining CV. Bolu Ketan Mendut income, which was then refined to make it easier to provide a more detailed picture to draw conclusions from the interview results.

### 3. Drawing conclusions

[24] stated that conclusions in qualitative research can answer the formulation of the problem, it may or may not. The nature of the question and the formulation of the problem that is provisional in qualitative research arises from its development in the field after the completion of the investigation. The researcher obtained results by analyzing various data and information related to factors that led to the decline in CV. Bolu Ketan Mendut income.

## **Data Validity Test**

The researcher assessed the accuracy of the data by utilizing a data collection procedure that integrated the data triangulation method and member check. Collection is a data collection technique that combines many pre-existing sources and data. There are three types of triangulation: source triangulation, data collection technique triangulation, and time triangulation.

### 1. Source Triangulation

Source triangulation based on [24] is a researcher practice that utilizes the same data collection method but obtains different data. This source is the researcher as an interviewer, and the owner of CV. Bolu Ketan Mendut MSMEs as a resource person.

## 2. Triangulation Techniques

[23] defines technical triangulation as a technique used to assess data reliability by utilizing diverse approaches to authenticate data from a single source. The strategy in question is to collect data by interview method and then cross-reference is carried out with related documents.

## 3. Triangulation Time

According to [23] states that time triangulation is carried out by considering methods such as observation and interviews in various times and situations. The data was taken using an interview technique in the afternoon when the interviewees took time after the activity, then conducted an interview again on a different day during the day.

The procurement of member checks carried out by this researcher is to validate the data obtained by the researcher from the resource persons. Member check based on [21] is the stage where the researcher verifies the data received from the data provider. In this research, the researcher checked the data obtained by signing by the source, then attached it to the attachment page for evidence that the information can be said to be valid.

## 4. Result and Discussion

CV. Bolu Ketan Mendut is one of the MSMEs in Sidoarjo Regency. CV. Bolu Ketan Mendut produces snacks in the form of glutinous rice brown chips, with a choice of toppings according to consumer tastes. CV. Bolu Ketan Mendut conducts local sales to resellers or other consumers, and export sales covering various countries so that it can increase MSME income.

According to [15] income is the result of selling goods or services at a certain company and time. Revenue is defined as the fees charged to buyers on goods or services. Revenue is the main factor for companies to measure the development of the company that is being run. Thus, the purpose of the question above is to find out the factors for the decline in CV. Bolu Ketan Mendut income.

### **Data Collection**

#### **Factors affecting revenue**

The discussion of factors affecting income conducted interviews with informants 1 and 2 will be explained as follows. The following is a presentation said by Mr. Jalian Setiarsa as the Owner of CV. Bolu. Ketan Mendut as follows:

“This is the average income that has gone up all, ma'am, which has decreased only in 2022, now in 2022 it was a decrease in income due to the impact of the covid pandemic, because at that time it was a year when not many business actors had experienced economic recovery due to covid, so here it was declining at that time. Many resellers also retreat to choose more profitable sales, such as in the past when it was the season for spices, so resellers choose to sell spices and herbal medicines. Then I resell with the strategies that I have done so that I can increase revenue and sales even though there are not many. I participated in exhibitions, and then I also offered them to agencies that wanted to carry out activities, so I could make goodbags for souvenirs of the activities carried out by the agency, because I also happened to know several people from the agency.”

Based on the presentation from Mr. Jalian Setiarsa as a key informant who has a very important role in CV. Bolu Ketan Mendut, the researcher decided that the influence of revenue could be affected by the impact of covid and the decrease in resellers, so to recover sales and CV. Bolu Ketan Mendut revenue, Mr. Arso sells at various exhibitions carried out, and at activities held by agencies.

### **Tax**

The explanation of taxes from the results of the interview with informant 1, Mr. Arso, can be explained by the researcher as follows:

“Now for this tax, This CV. Bolu Ketan Mendut does not pay taxes like in those outlets, it is taxed by itself. Because this CV is not included in PKP (Taxable Company). Here the tax is paid annually at 0.5%. Usually the PKP can be up to 11% - 15%. But if you are abroad or at an outlet, the one who pays the tax is the reseller or store that sells it, usually up to 5% - 10%.”

Based on Mr. Arso's presentation regarding taxes on CV. Bolu Ketan Mendut, the researcher can conclude that CV. Bolu Ketan Mendut does not include PKP (Taxable Company) which is required to pay a tax of 10%. However, this CV only pays a tax of 0.5% every year. But for resellers or people who sell at their respective outlets, they will be subject to taxes that will be paid by the owner of the outlet, it can be up to 5% - 10%.

### **Sales**

The discussion of packaging and sales prices carried out with interviews by researchers and informants will be explained below, a presentation about sales with informant 1, namely Mr. Arso as follows :

“For the selling price in export and import, this is the same, because here the factory price or exwork, so you want to take whatever you want and send it anywhere, the price is still the same. The packaging is also made the same, both are packaged in double, the outer container uses

paper foil, the inner container is made of plastic with food grade. Because from the assessment of local resellers and export packaging, it is currently quite good and attracts customers. But for delivery anywhere, including abroad, all shipping costs are borne by the reseller or the purchaser. So from us only the factory price."

Based on the explanation that has been explained by Mr. Arso above regarding packaging and selling prices, the researcher concludes that the sales packaging in export and import is the same. Packaging is done the same, namely double packaging, outer containers using paper foil, inner containers made of plastic with food grade. The prices in exports and imports are also the same, because CV. Bolu Ketan Mendut only provides factory or exwork prices. If there is a buyer who asks to be sent, then the shipping cost is borne by the buyer.

Furthermore, informant two also revealed a similar thing about sales with a focus on the local target market for CV sales. Anyone and anywhere who will be asked by informant 2, Mrs. Ainun, is her explanation :

"The selling price and packaging sold abroad and the reseller are the same, there is no difference at all. Sales here (local) are usually from resellers if in the past resellers were still active, then in your friends sometimes there are orders to make celebrations like that, you often participate in exhibitions so you can also increase sales but yes not much if from exhibitions like that."

Based on the explanation from informant 2 regarding sales focused on the local target market, the researcher can conclude that the selling price and packaging for consumers such as unit buyers or resellers are equal. Local sales from resellers while resellers are still active, friends or relatives who want to book for family events or others, and participate in MSME exhibitions.

The researcher gave questions that were still with the theme of sales, but focused on CV. Bolu Ketan Mendut sales media, the question was asked by the researcher to informant 1, following an explanation from Mr. Arso about it :

"I have sold in international marketplaces, in Amazon.com and Alibaba.com. As far as I remember, Amazon.com in 2019-2021 it was approximately 2 years, then in Alibaba.com 2020-2022 it was also 2 years. If local sales used to be on Shopee, Lazada, and Blibli.com. But now it is more dominant to use Whatsapp for the order, and Instagram for the promotion. Local sales are more dominant than international and export sales. Because the extension of the international marketplace itself is expensive, up to 30 million, so I did not extend that time."

Based on the presentation from informant 1, namely Mr. Arso regarding the sales media carried out by CV. Bolu Ketan Mendut, it can be concluded that the sales medium used to sell products from This CV. Bolu Ketan Mendut has been on international marketplaces such as Amazon.com and Alibaba.com, but each has only been running for approximately 2 years, on the grounds that the renewal fee is too expensive, which can be up to 30 million. Media for local sales have used

Shopee, Lazada, and Blibli.com. The social media used for ordering is Whatsapp and Instagram for product promotion media from CV. Bolu Ketan Mendut. The percentage of local sales is more dominant compared to export or international sales.

Reseller from CV. Bolu Ketan Mendut is spread across several regions, resellers in exports are also found in several countries. The following is a presentation about sales to resellers delivered by informant 1, Mr. Arso, as follows :

“These resellers usually have several outlets, so it's not just one. They sell in many of their stores. There are also many resellers from outside the city, such as from Bali, Central Java, Bondowoso, Gresik, Surabaya, many people. Since 2019, there have been exhibition activities facilitated by BRI in Jakarta. Now from the exhibition, the glutinous rice bronis product met with buyers and there was an agreement that this product would be sold abroad. At that time, it was included in Australia, Saudi Arabia, and Singapore. Finally, I diligently participated in exhibition activities in various countries in 2022 yesterday, yesterday it was in the United Arab Emirates, precisely in Dubai, Canada, and Australia, precisely in Canberra. In 2023, there are 4 countries, namely Turkey, Saudi Arabia, Singapore, and Malaysia. The contract for the products sold there (abroad) is 300 – 500 pcs of glutinous brown chip products.”

From the discussion above, it can be seen that resellers are available in several local areas, and several countries for export sales. Export sales began when participating in exhibition activities by BRI Jakarta, with a contract agreement for products sold abroad of 300 – 500 pcs of products, because each country has a different contract.

Resellers are spread outside the city of Sidoarjo, a total of 187 resellers registered before the reseller closes. The researcher asked a similar question to informant 2 regarding sales at resellers, the following is an explanation from informant 2, namely Mrs. Ainun :

“The reseller has been closed, at that time in 2021, the reseller was closed because yesterday you lost around 16 million, the goods brought by the reseller have not been paid in full, the reseller is not responsible for the same as what was brought, so the goods were brought but not paid in full. Lastly, there were 20 resellers who were still active, that was before the resellers were closed, if you count from the beginning there were a total of 187 resellers. It has been closed until now, yes, you are looking for an exhibition like that offered to his friends. The reseller is like me in the area of Surabaya, Gresik, Sidoarjo, if you know more than that, because everything is held by you.”

It can be seen from the explanation from informant two regarding the concept of sales to resellers that resellers have been closed since 2021, because resellers are not responsible for paying off the goods that have been brought. A total of 187 resellers, but the last time before it was closed, approximately 20 resellers were still active. According to informant 2, Resellers are located around the Surabaya, Gresik, and Sidoarjo areas.

The researcher again asked the same thing as the explanation of informant 2 above regarding how many products were sent abroad by CV. Bolu Ketan Mendut, the following is a presentation from informant 1:

“The export sales are to Hong Kong, Turkey, Australia, Singapore, Liberia. Each shipment sends a total of approximately 500 packs, depending on the contract in the country. Like yesterday Singapore has a contract of 500 packs, Turkey does not have a contract for the number of deliveries, so if you buy it, it's up to them how much they want to buy. In 2024, the plan is to add to America, Malaysia, and Liberia. For Malaysia and the United States, it has been sent, Liberia will only send it in April tomorrow.”

It can be seen from the presentation of informant 1 above, it is concluded that some export sales have a contract for the number of product deliveries, and there are also those who do not have a contract for the number of product deliveries, this depends on the agreement at the beginning.

The researcher asked Mrs. Ainun the same thing about the number of local reseller purchases, local resellers have prices according to the categories that have been provided by CV. Bolu Ketan Mendut, the following is a presentation from informant 2 :

“CV. Bolu Ketan Mendut has its own price list, in the price list there is such as a minimum purchase with a discount on how much it is. If resellers usually buy 300 packs, the purchase of 300 packs is included in business category 2 with shipping subsidies and a price of Rp. 12,000 per pcs.”

The explanation above is an explanation of local resellers having their own price categories and discounts. In general, many resellers buy in the 2nd category, namely the business category with shipping subsidies and a price of Rp. 12,000 per pcs of glutinous rice brownie products.

## **Product**

CV. Bolu Ketan Mendut carries out production activities that produce glutinous rice brownies products every day. As is known, there are 3 variants of this glutinous rice brownies. This was revealed by informant 1 as follows:

“Our production can produce 300 packs a day. This sticky rice brownies variant has 3 flavor variants, namely nuts, chocochips, and cheese. However, for export sales, only chocochips can be sent, because there are different regulations in each country, only chocochips are safe. For example, in the Japanese market, local regulations say that peanut products from Indonesia are not allowed to enter, then in Australia, foods made from eggs from Indonesia are also prohibited from entering on the grounds that they are unhealthy.”

From the presentation of informant 1 regarding product variants, it can be concluded that CV. Glutinous Rice Sponge Produces 300 pcs of products every day. Shipping products abroad has different regulations for each country, therefore only the topping variant of chococips is sent abroad.

One day can produce 300 pcs of products, then 1 month produces 9,000 pcs. As revealed by informant 2 as follows:

“If the production itself can be up to 300 packs per day, depending on the customer's demand as well, but the average is 300 packs. If it is 9,000 packs per month. I bought raw materials such as eggs, sugar, glutinous rice flour, chocolate, margarine, and packaging materials. Buy such materials using money in a small cash Tax is deliberately set aside to buy raw materials or packaging. If the production is now, this glutinous rice Income is dry food, so it can last up to 1 year, it can also be more than 1 year. However, if it has been 8 months since we still take the product back at outlets.”

From the presentation of informant 2 above about the products of CV. Bolu Ketan Mendut, it can be concluded that the production carried out can produce 300 pcs. The purchase of raw materials and packaging materials was carried out by informant 2, using money from the small cash provided for the purchase of raw materials and packaging materials. The product is up to one year, but if it has been 8 months, the party from CV. Bolu Ketan Mendut still takes products sold at reseller outlets.

### **Data Reduction**

According to [19], data reduction is to conclude data, then data is selected in certain categories, and certain themes. So, after the data is reduced, a more detailed explanation can be known, and it can be used to make it easier for researchers to collect the data needed. In this study, the researcher summarized and took important and main data so that it can be described as follows:

**Table 3.** Data Display of Discussion Results on Revenue and Products

Informant	Sub Theme	Theme
Jalian Setiarsa (Owner of CV. Bolu Ketan Mendut)	Revenue Influence Tax Sales (in units & prices) Product Variants	Income Product
Source : <i>Researcher Results (2024)</i>		

Based on table 3 which displays the results of data reduction, 2 themes and sub-themes were obtained in informant 1, namely Mr. Jalian Setiarsa as the CV. Bolu Ketan Mendut Owner. The first theme is about revenue with the sub-theme of declining revenue, tax, and sales (in units & prices). The second theme is about products, with sub-themes of product variants.

**Table 4.** Interview Results

Informant	Sub Theme	Theme
Dewi Suainun (Head of Production)	Reseller	Sales
	Product Durability	Product
	Production Activities	

Source : *Researcher Results (2024)*

Based on table 4 which displays data reduction from the results of the interview with informant 2, namely Mrs. Dewi Suainun as the Head of CV. Bolu Ketan Mendut Production, then you get 2 different themes and sub-themes. The first theme is sales with a reseller sub-theme. The second theme is products with sub-themes that discuss product durability and production activities.

### Data Presentation

According to [29], data presentation is an activity of compiling information that can produce conclusions in qualitative research, the presentation of this data can be in the form of a detailed, brief, table, or other explanation. In this study, the presentation of data can make it easier for researchers to understand what happens as follows :

**Table 5.** The percentage of local sales is greater than export sales Results of Discussion of Income Decline Factors on CV. Mendut Sticky Rice Sponge

Informant	Important Phrases	Sub Theme	Theme
Jalian Setiarsa (Owner of CV. Bolu Ketan Mendut )	<p>1. Revenue decreased in 2022 due to the effects of covid in 2020 which still existed on the economy in Indonesia.</p> <p>2. The decrease in the number of resellers, many resellers have not risen due to the impact of Covid-19 or it can be said that they are still in a weak condition.</p> <p>CV. Bolu Ketan Mendut is not included in the PKP (Taxable Company) category, so not paying taxes has been determined by PKP. CV. Bolu Ketan Mendut only pays an annual tax of 0.5%.</p> <p>1. He has made sales in international marketplaces such as Amazon.com and Alibaba.com which only lasted approximately 2 years. Local sales are on Shopee, Lazada, and Blibli.com. The more dominant Social Media today is Whatsapp and Instagram.</p> <p>2. The percentage of local sales is greater than export sales .</p>	<p>Decline in Revenue</p> <p>Tax</p> <p>Sales</p>	<p>Income</p>

Informant	Important Phrases	Sub Theme	Theme
	<p>3. Export sales cover various countries, such as Hong Kong, Turkey, Australia, Singapore, Liberia, Malaysia, and America .</p> <p>4. The selling price is the same, because here the factory price or exwork, the packaging is also the same, double-packed, the outer container is made of paper foil, and the inside is made of plastic with food grade.</p> <p>Glutinous rice brownie products come in 3 flavor variants, namely nuts, chocochips, and cheese. However, for export sales, only chocochips are sent, because there are different regulations in each country, only chocochips are safe.</p>	Product Variants	Product
Dewi Suainun (Head of Production )	<p>1. Local sales are sold to resellers from Gresik, Sidoarjo, and Surabaya. It is entrusted to outlets such as souvenir centers, Surabaya layers. In addition, there are also friends or relatives for the event, as well as consumers who have tried.</p> <p>2. Resellers were closed, due to the impact of covid-19 and many resellers were irresponsible, so that in 2022 there was a decrease in revenue caused by these losses .</p> <p>3. CV owners make efforts to sell their products to increase income, such as participating in exhibitions, MSME cooperatives, and activities at the company if there are events, goodbags can be made .</p> <p>4. CV. Bolu Ketan Mendut has a price list, in the price list there is a minimum purchase with a discount. Resellers usually buy around 300 packs, for the purchase of 300 packs are included in the business category 2 with a postage subsidy and a price of Rp. 12,000.</p> <p>5. Promos are held when there is an exhibition, such as the normal price of Rp. 15,000, with the purchase of 3 packs, you get a price of Rp. 40,000.</p> <p>The durability of the product can be up to 1 year, it can also be more than 1 year because of the type of dry food, but if it has been 8 months, we still withdraw the products sold by resellers at these outlets, and the goods are rejected goods.</p>	Reseller	Sales
		Product Durability	Product

Informant	Important Phrases	Sub Theme	Theme
	Production activities are carried out every day by producing 300 packs per day, so per month it can reach 9,000 packs.		Production Activities
	Production costs include the cost of raw materials (wheat, glutinous rice flour, sugar, margarine, and eggs).		

Source : *Researcher Results (2024)*

Based on the results of the research in table 4.3 above, it shows that there are several factors that affect the decline in CV. Bolu Ketan Mendut income. In the explanation above, there are 3 themes, namely revenue, sales, and products. Each theme has sub-chapters, such as declining revenue, taxes, sales, product variants, resellers, product durability, and production activities. Meanwhile, in terms of income, what needs to be considered is the factor of decreasing income, because it will result in a decrease in CV. Bolu Ketan Mendut income. Revenue that should have increased because sales have reached exports, but must decrease due to the closure of resellers from local sales due to the impact of Covid-19. Another factor that causes a decline in CV. Bolu Ketan Mendut revenue is an increase in raw materials, and the topping variant is only 3 variants, namely beans, chocochips, and cheese which can cause a decrease in consumer demand. The following is detailed data on CV. Bolu Ketan Mendut expenses :

**Table 6.** CV. Bolu Ketan Mendut Expense Report

Details	Year				
	2019	2020	2021	2022	2023
<b>A. Fixed Fees</b>					
Employee Salary	34.200.000	65.700.000	107.900.000	128.200.000	143.600.000
Security, Hygiene And Wifi	4.500.000	4.500.000	5.760.000	5.735.000	5.760.000
<b>Sum</b>	<b>38.700.000</b>	<b>70.200.000</b>	<b>113.660.000</b>	<b>133.935.000</b>	149.360.000
<b>B. Variable Cost</b>					
Variable 1 (Production)	837.832.000	1.186.893.000	1.139.917.500	1.508.538.000	2.115.210.500
Variable 2 (Electricity, Water, Gas, Fuel, Send, Atk, Akp, Oh )	28.286.500	33.938.000	36.049.000	40.885.000	34.645.000
SUM	866.118.500	1.220.831.000	1.175.966.500	1.549.423.000	2.149.855.500
<b>TOTAL EXPENSES</b>	<b>904.818.500</b>	<b>1.291.031.000</b>	<b>1.289.626.500</b>	<b>1.683.358.000</b>	<b>2.299.215.500</b>

Source : CV Management. Mendut Sticky Rice Sponge

Based on table 6, it can be seen that the breakdown of fixed costs includes salary, security, cleanliness and wifi. Variable costs consist of variable cost 1 and variable cost 2. Variable cost 1 which includes production costs such as production raw materials (wheat, glutinous rice flour, sugar, margarine, and eggs). Meanwhile, variable 2 costs include electricity, water, gas, fuel, delivery, ATK, and OH.

### **Drawing conclusions**

CV. Bolu Ketan Mendut experienced a decrease in income. The decrease in revenue was caused by several things, such as the closure of resellers due to the impact of Covid-19, resulting in a loss or decrease in revenue of Rp. 159,336,500. The closure of the reseller at that time greatly affected its business income, so that CV owners made sales such as participating in exhibition activities, MSME cooperatives, activities in the company if there were events could be made goodbags to increase their income. In addition, CV owners also sell locally by depositing their products at outlets such as souvenir centers, and Surabaya steamers.

Other factors causing the decline in income are due to the increase in employee salaries and the addition of employees, as well as the increase in production costs. The percentage of local sales is more dominant than export sales. Export sales are carried out in various countries, such as Hong Kong, Turkey, Australia, Singapore, Liberia, Malaysia, and America. Export sales only send products with chocochips topping variants only, because there are different regulations in each country, which can be considered good and safe only for chocochip variants.

The product is labeled Halal, SNI, HACCP, and SPP-IRT which can be ensured that the product is safe for consumption. This glutinous rice brownie product has a durability of 1 year, because the product is a type of dry food. However, if it has been 8 months, CV still withdraws the product, and the item is a rejected item. Production activities are carried out every day which produces 300 packs of glutinous rice brownies. Products produced by CV. Bolu Ketan Mendut is only one kind of product, namely glutinous rice brownies that is varied in the topping. So it can be possible from the variant of toppings that are only 3 kinds can make consumers feel bored or there is a decrease in demand.

### **Discussion**

After the data is obtained by the researcher through the interview and documentation method, the data will be described based on the findings, which is the subject of discussion of the research method and theoretical study discussed in chapter 3. This will be described in the findings of the researcher's findings of factors that affect the decrease in income on CV. Mendut sticky rice sponge, here is the discussion :

### **Factors that affect the decrease in income on CV. Bolu Ketan Mendut**

The results of Budiarto and Ulfa's research show that the factors caused by MSME income, it can be concluded that the factors that affect the decrease in income in CV. Bolu Ketan Mendut is as follows :

The closure of resellers that are still related to Covid-19 and there are several resellers who are not responsible, such as resellers who buy products with a down payment at the beginning of the purchase, but the rest of the payment is not paid so that CV. Bolu Ketan Mendut suffered losses of up to 16 million. CV. Bolu Ketan Mendut provides a price list in accordance with the minimum purchase, the price list is as follows :

**Table 7. Price List on CV. Bolu Ketan Mendut**

Package	Minimum Purchase	Price Per-Pcs	Free	Information
Family	6 -10	14.000	Tester	Free Shipping Java & Bali
Market Test	11 – 20	13.500	Tester	Free Shipping Java & Bali
Promotion	21 – 100	13.000	Tester	Postage Subsidy
Business 1	101 – 250	12.500	Tester	Postage Subsidy
Business 2	251 – 500	12.000	Tester	Postage Subsidy
Business 3	>501	11.500	Tester	Postage Subsidy

Source : CV. Bolu Ketan Mendut Management

Table 7 shows the price list of glutinous rice brownie chips on CV. Bolu Ketan Mendut, buyers can buy according to the minimum purchase. Local resellers are more dominant with the business package 1 category, which is priced at Rp. 12,500/pouch with a minimum purchase of 101 – 250 pouches. Business package 2 with a minimum purchase of 251 – 500 pouches is usually for export sales, there are several local resellers who make purchases on this business package 2, but business package 2 is more dominant on export sales, because there are several countries that have contracts with CV. Bolu Ketan Mendut of 500 pouches or more for delivery to the country, such as in Singapore has a purchase contract of 500 pouches. The cheapest price is Rp. 11,500 with a minimum purchase of more than 501 pouches, usually carried out on export sales that have a work contract with a purchase of 500 pouches or more.

The reseller system used by CV. Bolu Ketan Mendut is with a cash payment system when making 2-3 purchases, if the reseller has bought up to 4 times and so on, the reseller can pay a down payment first of 50% of the total price, then the payment can be paid off when the next purchase. So, on the next purchase the reseller pays the remaining previous payment and the down payment from the next purchase.

2020 is the peak of resellers, there are 187 people who join resellers on CV. Bolu Ketan Mendut. One reseller has 4 – 8 outlets to sell this glutinous brown chip product. In May 2020, resellers

experienced a decrease of up to 70%, resellers preferred to make more profitable sales such as spices, because at that time it was the Covid-19 era, and many resellers did not pay the rest of the payment for the products that had been brought. This can lead to a decrease in the number of resellers and losses in CV. Bolu Ketan Mendut, so that the reseller system was closed in 2021 until now.

CV. Bolu Ketan Mendut owner made another sale option after the closure of the reseller. He sells at MSME product exhibitions or MSME cooperatives, in addition to other sales are carried out by depositing his products at outlets such as Surabaya souvenirs and Surabaya steamers. Export sales continue to run smoothly according to the contract, with export sales which can be said to be a lot of purchases can increase CV. Bolu Ketan Mendut income.

1. Employee salaries are increasing every year. CV. Bolu Ketan Mendut employee salary is included under the UMR of Sidoarjo Regency, but every year it is increasing and there are additional employees which can cause the cost of employee salary expenses to swell. It can be seen in table 4.4 that the salary of employees in 2019 is Rp. 34,200,000 per person, with a total of 3 employees in the production department. Employee salaries in 2020 amounted to Rp. 65,700,000 per person, with a total of 5 employees and the salary of each employee increased by Rp. 100,000 – Rp. 300,000.

In 2021, the total employee salary is Rp. 107,900,000 with 7 employees, each employee has a salary increase of Rp. 200,000 – Rp. 500,000. In 2021, CV. Bolu Ketan Mendut added employees due to market demand from exports that have product sales contracts of up to 500 pouches, so CV.

In 2022, the total salary of employees is Rp. 128,200,000 with 8 employees, each employee has an increase in salary of Rp. 50,000 – Rp. 500,000. In 2022 there was a decrease in revenue, the increase in employee salaries was not balanced with sales that were declining in 2022, the addition of employees was one of the factors causing the decline in CV. Bolu Ketan Mendut revenue.

Employee salaries in 2023 are Rp. 143,600,000 with 7 people and there is an increase in employee salaries for each person by Rp. 200,000 – Rp. 500,000. The reduction of 1 person can affect the stability of the income obtained, sales in 2023 by increase by Rp. 449,499,500. and income in 2023 of Rp. 1,280,371,500, so the reduction in employees can affect the increase in CV. Bolu Ketan Mendut income.

2. The increase in variable cost 1 is irregular production costs (raw materials). Raw materials include wheat flour, glutinous rice flour, margarine, eggs, and sugar. For chocolate, packaging materials and toppings (cheese, chocochips, and nuts) are not included in variable ingredient cost 1 or raw material costs, as chocolate, packaging materials and toppings are included in additives whose costs are taken from dead cash. This dead cash has a fixed amount of Rp. 250,000 every day, and is used to buy additional materials and sudden needs, such as if the production money is not enough, it can be taken in the dead cash, with the note that the employee immediately asks the owner of the CV. Bolu Ketan Mendut .

From the results of the researcher's analysis, the researcher concluded that the price of raw materials has increased and decreased erratically, and the difference can be said to be large. With these uncertain declines and increases, it can affect CV. Bolu Ketan Mendut revenue, so as much as possible, the price of raw materials is emphasized so that production costs are not higher than the sales obtained.

3. Limited variants, the product produced is only sticky rice brownies which are dry food with 3 topping variants, namely chocochips, cheese, and nuts. The percentage of sales of peanut variants locally and exported is less than that of cheese and chocochips variants. The variant that sells best in local sales is the cheese variant, while in export sales only the chocochips variant is delivered. Export sales only send sticky rice brownies chips topped with chocochips only because the chocochips variant is in line with the basic test of export sales. The chocochips variant can also be ensured to be safe to be sent abroad, because there are several different regulations in each country, such as to enter the Japanese market, peanut products are not allowed to enter, in Australia egg-based foods from Indonesia are also prohibited from entering for unhealthy reasons.

Another reason for shipping abroad is only the chocochips variant, namely, consideration with price uniformity, so that it is easier to calculate the profit obtained. There is consumer demand with other variants, but it has not yet come out for the requested variant, namely the low sugar variant. This low sugar variant is a variant that does not use any toppings and with the same recipe, only sugar is reduced. Low sugar variants are not included in the core variants such as the nut, cheese, and chocochips variants.

The addition of variants can be done by CV. Bolu Ketan Mendut to increase income, the addition of variants can also attract buyers to buy many existing variants, buyers can also choose many variants. In addition, so that buyers also don't feel bored with only 3 variants from 2017 until now.

## 5. Conclusion

After the researcher conducted a study on the factors that decreased CV income. Bolu Ketan Mendut by using the methods and techniques of data collection obtained, this study can be concluded that the factors causing the decrease in CV income. Mendut sticky rice sponge as follows :

1. The closure of resellers carried out by CV. Bolu Ketan Mendut is caused by the impact of covid-19 and suffered losses due to many irresponsible resellers. In addition, the reseller system on CV. Bolu Ketan Mendut can result in more losses.
2. Employee salaries applied by CV. Bolu Ketan Mendut is not a UMR salary, but employee salaries have increased every year by Rp. 200,000 – Rp. 500,000 per employee, and the addition of employees also results in an increase in production costs, so that production costs are not higher than the sales obtained expenditure on employee salaries is not balanced with the sales received in expenses.

3. The increase in production costs, which includes the cost of raw materials (wheat flour, glutinous rice flour, margarine, eggs, and sugar), every year experiences an erratic increase and decrease and can cause the cost of expenses to be even greater.
4. The product variants are limited, the product produced is only 1 product with 3 topping variants, namely cheese, chocochips, and nuts. So it can cause consumers to feel bored. There is a request to add variants but has not yet come out, the variant is the low sugar variant, what distinguishes the low sugar variant from other variants is the taste that is not as sweet as other variants and does not use any toppings.

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