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Implementation of the Kitchen and Pastry Request and Procurement Process in the Purchasing Division in Supporting the Smooth Operation of PT Declan Kulinari Nusantara

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Abstract

The smooth operation of fine dining restaurants is greatly influenced by the effectiveness of the process of requesting and procuring raw materials, especially in kitchen and pastry units which have the characteristics of daily needs and perishable ingredients. This study aims to analyze the process of requesting and procuring kitchen and pastry raw materials in the Purchasing Division of PT Declan Kulinari Nusantara and identify problems that affect the effectiveness of its implementation. The research method used is qualitative descriptive with a case study approach. Data collection was carried out through direct observation, interviews with related parties, and documentation studies on the procurement process and use of the Enterprise Resource Planning (ERP) system. The results of the study show that the raw material procurement process has a structured flow through the stages of Purchase Request, Purchase Order, Goods Receipt, and Purchase Invoice, and is supported by an ESB-based ERP system. ERP. However, in practice, obstacles are still found in the form of sudden demand for raw materials, mismatches in stock data between the system and actual conditions, and coordination across divisions that are not optimal. The discussion shows that these problems do not only originate from the technical aspects of the system, but also from needs planning, procedural discipline, and managerial practices. This study concludes that increasing the effectiveness of raw material procurement requires integration between reliable information systems, data-based needs planning, and continuous cross-division coordination.

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1. Introduction

The food and beverage (F&B) industry is one of the service sectors that has a high level of operational dynamics and is greatly influenced by the accuracy of raw material management. Restaurants, especially those that carry the concept of fine dining, are required to maintain consistency of product quality, timeliness of service, and operational cost efficiency simultaneously. The characteristics of perishable raw materials, diverse menu variations, and fluctuations in the number of customers cause inventory management and procurement of raw materials to be the main challenges in restaurant operations (Pranata et al., 2025).

In the context of restaurant operations, the process of requesting and procuring raw materials not only functions as an administrative activity, but also plays a strategic role in maintaining the continuity of production and service. Inaccurate planning of raw material needs can cause stockouts that have an impact on the halt of the production process, or conversely overstock which has the potential to cause waste and increased storage costs (Dendra et al., 2023). Therefore, effective and structured management of raw material procurement is one of the keys to the operational success of the F&B industry. In restaurant operations, procurement activities involve complex interactions between several departments, including purchasing, warehouse, kitchen, and pastry divisions. Each department has different operational priorities and information requirements, but all are connected through the same raw material availability process. Ineffective communication and delayed information exchange between departments can affect procurement accuracy and operational responsiveness. Therefore, coordination mechanisms and information

integration become important factors in ensuring that raw material procurement activities can support continuous restaurant operations.

The development of information technology has prompted many companies to adopt Enterprise Resource Planning (ERP) systems as a business process integration solution. ERP enables the management of cross-functional data, such as purchasing, inventory, finance, and operations, in one centralized system that is interconnected in real-time (Lutfi et al., 2022). In the context of procurement, ERP plays a role in increasing process transparency, accelerating decision-making flows, and minimizing the recording errors that often occur in manual systems (Tarigan et al., 2021).

The implementation of ERP in procurement processes also changes the way organizations manage information and coordinate operational activities. ERP is not merely a digital system for recording transactions but also functions as an integrated platform that supports planning, monitoring, and evaluation of business processes. Through centralized information management, organizations can improve visibility of procurement activities, monitor transaction status, and support more accurate decision-making. However, the effectiveness of ERP depends on the alignment between system utilization, organizational procedures, and the ability of employees to consistently use the system in daily operations.

In the restaurant industry, the challenges of ERP implementation are more complex due to the high dependence on daily needs and changes in customer demand that are difficult to accurately predict. Demand for raw materials is often influenced by external factors such as a surge in the number of customers, sudden reservations, and the organization of certain events. This condition has the potential to trigger the sudden submission of raw material requests if it is not balanced with careful needs planning and an accurate inventory control system (Laari et al., 2023).

PT Declan Kulinari Nusantara is a company engaged in fine dining restaurants and has implemented an ESB-based ERP system. ERP in supporting the raw material procurement process. This system includes the stages of Purchase Request, Purchase Order, Goods Receipt, and Purchase Invoice which are integrated between divisions. Conceptually, the implementation of this ERP system is expected to increase the effectiveness of the purchasing process and ensure the availability of raw materials on time. However, based on field observations, operational problems are still found that affect the smooth procurement process.

The characteristics of fine dining operations create specific challenges in managing raw material procurement because product quality is highly dependent on the availability, freshness, and suitability of ingredients. Unlike manufacturing industries with relatively stable production schedules, restaurants must continuously adapt to changes in customer demand, menu requirements, and service conditions. Consequently, procurement activities require not only accurate administrative processes but also the ability to respond quickly to operational changes while maintaining inventory efficiency.

The main problem that arises is the sudden demand for raw materials from the operational division, especially kitchen and pastry. These requests are often submitted outside of planning and even outside working hours, making it difficult for the purchasing division to carry out optimal processing. In addition, the mismatch between the stock data in the system and the actual conditions in the warehouse is also a factor that increases the risk of unplanned demand. Weak stock control and lack of regular inventory evaluation are the main causes of procurement inefficiencies in the restaurant industry (Shabani et al., 2021).

On the other hand, coordination between divisions in the procurement process is still not running optimally. The lack of a routine evaluation forum causes information on raw material needs to not always be conveyed thoroughly and on time. As a result, the procurement process tends to be reactive, not preventive, thereby increasing work pressure on the purchasing division and potentially reducing operational efficiency (Naceur et al., 2021). This condition shows that even though the ERP system has been implemented, human and managerial factors still play an important role in determining the effectiveness of the procurement process.

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The evaluation of ERP-based procurement implementation requires an understanding of both technological and organizational aspects. Although ERP provides integrated functions for managing procurement activities, differences may occur between the expected system capabilities and actual practices in operational environments. These differences can be influenced by several factors, including information accuracy, user compliance, coordination between departments, and consistency in implementing standard procedures. Therefore, analyzing procurement activities at the operational level is necessary to identify factors that influence ERP effectiveness and formulate appropriate improvement strategies.

The procurement process in the F&B industry requires a balance between operational flexibility and inventory control accuracy. Unlike other industries where raw material demand can often be predicted based on production schedules, restaurants must deal with uncertainty caused by variations in customer preferences and service intensity. Therefore, procurement systems need to be capable of accommodating dynamic changes while maintaining efficiency in purchasing decisions. The ability to integrate demand information, inventory status, and purchasing activities becomes essential to reduce delays and minimize unnecessary procurement costs. Effective business process management requires organizations to optimize resources, improve coordination mechanisms, and ensure that operational activities are aligned with organizational objectives (Ama et al., 2024).

The implementation of an ERP system provides opportunities to improve procurement performance by creating a structured workflow among related departments. Through ERP-based processes, each transaction stage, from raw material requests to payment verification, can be documented and monitored systematically. This integration supports better traceability of procurement activities and reduces the possibility of information gaps between operational units. However, the success of ERP implementation is not only determined by the availability of technological infrastructure but also by the quality of data input, employee discipline, and organizational commitment to following established procedures. Organizational capability and human resource readiness are important factors in ensuring that technology-based systems can provide sustainable improvements in business processes (Arfah, 2025).

In the operational environment of fine dining restaurants, inventory accuracy becomes a critical factor because many ingredients have limited shelf life and require specific storage conditions. Errors in estimating raw material requirements may lead to excessive purchasing, product deterioration, and increased operational costs. Conversely, insufficient stock availability may disrupt menu preparation and reduce customer satisfaction. Therefore, an effective procurement system must be supported by accurate inventory monitoring mechanisms and continuous evaluation of material usage patterns. The improvement of operational effectiveness is closely related to the ability of organizations to manage resources, evaluate processes, and implement appropriate managerial strategies (Marsuni & Kamal, 2024).

Furthermore, the purchasing division acts as a central coordinator that connects suppliers with internal operational departments. The effectiveness of purchasing activities depends on the availability of accurate information from kitchen, pastry, and warehouse divisions regarding current stock levels, consumption rates, and future requirements. When information flows are delayed or incomplete, purchasing decisions may become reactive and less efficient. Therefore, communication, coordination, and employee capability become important components in supporting organizational performance and improving operational effectiveness (Ama et al., 2024).

From a managerial perspective, evaluating procurement practices through an ERP implementation framework can provide insights into the relationship between technology utilization and operational performance. Although ERP provides integrated functions for managing

procurement activities, differences may occur between the expected system capabilities and actual practices in operational environments. These differences can be influenced by information accuracy, user compliance, coordination between departments, and consistency in implementing standard procedures. Therefore, a comprehensive evaluation of ERP-supported procurement activities is needed to ensure that the system provides maximum benefits for restaurant operations and contributes to sustainable operational improvement (Arfah, 2025).

Based on this description, there is a research gap between the ideal concept of ERP implementation in procurement management and operational practices that occur in the field, especially in the fine dining restaurant industry. Most of the previous research focused on the impact of ERP implementation on company performance in general, while studies that specifically discuss the process of requesting and procuring kitchen and pastry raw materials in the context of restaurants are still relatively limited, especially at the field practice-based case study level.

Therefore, this study aims to analyze the process of requesting and procuring kitchen and pastry raw materials in the Purchasing Division of PT Declan Kulinari Nusantara, identify problems that arise in its implementation, and formulate improvement solutions that can support the smooth operation of restaurants. The results of this research are expected to make a practical contribution to the company in improving the effectiveness of the procurement system, as well as academic contributions as a reference for further research in the field of logistics management and operations of the F&B industry.

2. Literature Review

Various studies show that the implementation of Enterprise Resource Planning (ERP) has a positive impact on a company's operational performance, especially in improving supply chain integration (Tarigan et al., 2021). With a centralized database, the flow of information between functions such as purchasing, warehousing, production, and finance becomes more consistent, so that operational decisions can be made faster and based on the same data (Tarigan et al., 2021). This integration ultimately helps companies reduce information mismatches, reduce repetitive work, and increase the visibility of material flows and transaction documents along the supply chain (Tarigan et al., 2021).

Furthermore, ERP implementation improves transparency and accountability in procurement activities by providing a structured digital record of each transaction process. Through ERP systems, organizations can monitor procurement activities starting from purchase requests, approval workflows, purchase orders, goods receipt, and invoice verification within an integrated information environment. The availability of centralized and standardized data enables companies to evaluate procurement performance, identify process inefficiencies, and improve operational control through accurate transaction histories. In addition, ERP supports better traceability of procurement documents, which is important for auditing activities and ensuring that each procurement process follows established procedures (AboAbdo et al., 2019; Chofreh et al., 2020).

In the procurement function, ERP contributes to improved coordination between departments because each unit can access information on needs, request status, approvals, and purchase schedules in an integrated manner (Tarigan et al., 2021). When cross-unit coordination improves, the risk of sudden purchases, duplicate orders, and delays due to miscommunication can be reduced as workflows become more standardized (Tarigan et al., 2021). In addition, the accuracy of procurement information increases because the recording of transactions, vendors, and documented purchase histories is neater and easier to trace for evaluation needs (Tarigan et al., 2021). ERP systems also contribute to improving supplier relationship management by strengthening information exchange and coordination between companies and external partners. Integrated procurement information allows organizations to monitor supplier performance, delivery schedules, material availability, and purchasing histories more effectively. This capability enables companies to develop more accurate procurement strategies and improve collaboration with suppliers because decisions are supported by transparent and reliable information. In the context of Supply Chain 4.0, digital integration through enterprise systems increases supply chain visibility and supports more responsive coordination among supply chain actors (Frederico et al., 2021; Bag et al., 2021).

In terms of efficiency, ERP supports the acceleration of the purchasing process through the automation of demand flows, approvals, and order making, so that the procurement cycle time is shorter (Maukar et al., 2025; Sudarmi & Sunaryo, 2024). At the same time, inventory control becomes better because stock data is updated more systematically and can be used for more precise order planning and inventory level management (Maukar et al., 2025; Sudarmi & Sunaryo, 2024). The further impact is that companies are better able to reduce stockout and overstock because purchasing decisions are more aligned with inventory conditions and actual needs (Maukar et al., 2025; Sudarmi & Sunaryo, 2024).

Moreover, ERP adoption enhances managerial decision-making by providing real-time information that integrates various functional areas, including purchasing, inventory, finance, and operational departments. In traditional systems, decision-making is often constrained by fragmented information and delayed data exchange between departments. ERP eliminates these limitations by providing a centralized database that enables managers to analyze procurement requirements, inventory conditions, and operational demands more accurately. The improved visibility of business processes allows organizations to respond faster to changes in demand, reduce uncertainty, and improve operational flexibility (Tarigan et al., 2021; Bag et al., 2021).

Nevertheless, the benefits of ERP are largely determined by the factors of organizational readiness and discipline in executing procedures, as an integrated system requires data input compliance and process consistency across all units (Kirmizi & Kocaoğlu, 2022; Wiratama et al., 2022; Cahaya di, 2025). Without human resource readiness, management support, and SOP enforcement, ERP risks becoming just a record-keeping tool that is incapable of generating real integration and performance improvements (Kirmizi & Kocaoğlu, 2022; Wiratama et al., 2022; Cahaya di, 2025). Therefore, the quality of needs planning from forecasting, determining specifications, to timing procurement is an important prerequisite for ERP to truly drive greater efficiency and control (Kirmizi & Kocaoğlu, 2022; Wiratama et al., 2022; Cahaya di, 2025).

However, the effectiveness of ERP implementation depends not only on technological capabilities but also on organizational readiness, employee competence, and consistency in implementing standardized procedures. ERP systems require adequate user understanding, management support, and continuous improvement of business processes to achieve their intended benefits. Without proper preparation and discipline in data management, ERP may only function as a transaction recording system rather than a tool for improving integration and organizational performance. Therefore, successful ERP utilization requires alignment between information technology, human resources, and organizational processes to ensure sustainable operational efficiency (Kirmizi & Kocaoğlu, 2022; AboAbdo et al., 2019; Chofreh et al., 2020).

3. Research Methods

This study uses a descriptive qualitative approach with a case study method, which aims to deeply understand the process of demand and procurement of kitchen and pastry raw materials in the context of real operations in the fine dining restaurant industry. The qualitative approach was chosen because this study does not focus on hypothesis testing or statistical measurement, but on describing processes, identifying problems, and analyzing operational phenomena that occur in the field comprehensively and contextually (Creswell & Creswell, 2017).

The object of the research is the process of requesting and procuring raw materials in the Purchasing Division of PT Declan Kulinari Nusantara. The focus of the research includes the stages of Purchase Request, Purchase Order, Goods Receipt, and Purchase Invoice which are carried out through an ESB-based Enterprise Resource Planning (ERP) system. ERP. The selection of this object is based on the consideration that the process of procurement of raw materials is a key factor that affects the smooth operation of restaurants, especially in kitchen and pastry units which have the characteristics of daily raw material needs and are easily perishable.

Data collection was carried out through three main techniques, namely observation, interviews, and documentation studies. Observations were carried out directly during the implementation of practical work in the Purchasing Division to obtain a clear picture of the workflow, interaction between divisions,

and the implementation of the ERP system in the procurement process. Through this observation, the researcher was able to identify the pattern of raw material demand, obstacles that arise, and operational responses to sudden demand conditions.

To ensure the credibility of the research findings, this study applies data triangulation by comparing information obtained from observations, interviews, and documentation studies. Triangulation is an important strategy in qualitative research because it allows researchers to examine research phenomena from multiple perspectives and increase the reliability of findings. In this study, observations of procurement activities, information obtained from informants, and ERP-related documents are compared to identify similarities and differences between established procedures and actual operational practices (Natow, 2020).

Interviews were conducted in a semi-structured manner with purchasing staff and related parties from the kitchen and warehouse divisions. The semi-structured interview technique was chosen so that the researcher has a systematic question guide, but still provides flexibility for the informant to convey their experiences and views in more depth. The interview focused on the mechanism of submitting raw material needs, coordination between divisions, the use of ERP systems, and the obstacles faced in the procurement process.

The selection of research informants was conducted using a purposive sampling technique, where participants were selected based on their knowledge, experience, and direct involvement in the raw material procurement process. The informants consisted of employees from purchasing, warehouse, and kitchen or pastry divisions who understand the workflow, coordination mechanisms, and operational challenges related to procurement activities. Purposive sampling is appropriate for qualitative research because it enables researchers to obtain detailed and relevant information from individuals who have specific knowledge regarding the phenomenon being investigated (Campbell et al., 2020).

The documentation study was carried out by examining supporting documents related to the procurement process, such as Purchase Request, Purchase Order documents, goods receipt reports, inventory stock data, and records of the use of the ERP system. This documentation is used to strengthen the results of observations and interviews, as well as ensure the suitability between applicable procedures and operational practices in the field. The use of documentation data also helps to increase the validity of research findings through the data triangulation process (Creswell & Creswell, 2017).

Data analysis was carried out in a descriptive-thematic manner, namely by grouping data based on the main themes related to the raw material procurement process, such as needs planning, procurement implementation, inventory control, and coordination between divisions. The data that has been categorized is then analyzed to identify the main problems and root causes. In analyzing the causes of problems, this study uses a cause and effect approach (fishbone diagram) to help map the causative factors of the human aspects, work methods, materials, and management (Kumah et al., 2024).

The collected data were further analyzed using thematic analysis by identifying, organizing, and interpreting patterns related to ERP utilization, procurement workflow, inventory management, and coordination between departments. Thematic analysis provides a systematic procedure for analyzing qualitative data by developing themes from interview results, observation records, and supporting documents. Through this approach, researchers can identify relationships between operational practices and factors that influence procurement effectiveness (Kiger & Varpio, 2020).

Furthermore, the case study approach used in this research enables an in-depth investigation of ERP-based procurement activities within the actual operational environment of the restaurant industry. This approach is suitable for analyzing complex organizational processes because it allows researchers to examine interactions between systems, people, and operational procedures within a specific context. Therefore, the case study method provides a comprehensive understanding of how ERP supports procurement integration and how operational improvements can be formulated based on real conditions (Priya, 2021).

The results of the analysis are then used to formulate alternative repair solutions that are practical and applicative, by referring to the concept of logistics and procurement

management that is relevant to the food and beverage industry. Thus, this research method is expected to be able to provide a systematic overview of the raw material procurement process and produce recommendations that can support increasing the operational effectiveness of restaurants.

4. Results and Discussion

The results of the research were obtained based on direct observation, interviews with related parties, and documentation studies on the process of requesting and procuring kitchen and pastry raw materials at the Purchasing Division of PT Declan Kulinari Nusantara. The research findings are focused on the flow of the procurement process, the conditions of ERP system implementation, and problems that arise in daily operational practices.

4.1 Raw Material Demand and Procurement Process Flow

Based on the results of observations, the process of requesting raw materials begins with the submission of a Purchase Request (PR) by the kitchen and pastry division according to production needs. The PR is then verified by the purchasing division and processed through an ESB-based ERP system. ERP for the creation of a Purchase Order (PO). The approved PO is then sent to the vendor as the basis for ordering raw materials.

Goods received from vendors are checked through the Goods Receipt (GR) process to ensure the suitability of quantity and quality with the PO that has been made. After the receipt process is completed, transaction data is recorded in the ERP system and continued with Purchase Invoice (PI) verification as the basis for payment. In general, the procurement flow has run according to the established procedures and is integrated in one information system, making it easier to track documents and coordinate between divisions.

In addition, the observation results indicate that although the procurement process has been integrated through the ERP system, several challenges remain in daily operational activities. One of the identified issues is the occurrence of sudden raw material requests from the kitchen and pastry divisions, particularly when there is an increase in production demand or changes in the menu plan. This situation requires the purchasing division to process PR verification and PO creation within a limited time, which may reduce procurement efficiency and increase the risk of delays. Furthermore, discrepancies between inventory data recorded in the system and the actual stock conditions in the warehouse remain a challenge in determining raw material requirements accurately.

Based on interviews with related parties, the effectiveness of the ERP system in supporting procurement activities is highly influenced by the consistency of each division in recording transactions and updating data periodically. The purchasing, kitchen, pastry, and warehouse divisions have important roles in maintaining the accuracy of information flow, starting from material requests to the goods receiving process. Therefore, optimizing ERP utilization does not solely depend on the capability of the system to integrate data, but also requires standardized work procedures, effective coordination among departments, and regular evaluation of procurement activities to ensure that the procurement process can operate more effectively and efficiently.

Table 1 Results of Observation of the Demand and Procurement Process of Raw Materials

Yes	Observation Aspect	Field Findings	Interpretasi
1	Purchasing workflow	Procurement through the PR, PO, GR, and PI stages	The process has been structured and follows the procedure
2	PR Submission	PR submitted by kitchen and pastry	Submissions are not yet fully plan-based
3	PR submission time	Some homework is submitted suddenly	Complicating planned procurement
4	Receipt of goods	Quantity and quality checks are carried out during GR	Acceptance process according to SOP
5	Transaction recording	Transactions are recorded in the ERP system	Supports document traceability
6	Coordination between divisions	Coordination is informal	There is no routine evaluation mechanism
7	Stock updates	Stock updates aren't always done immediately	Cause stock data discrepancy

The results show that ERP systems play an important role in supporting the integration of the raw material procurement process. Based on Table 1, this system allows each stage

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of procurement to be recorded digitally and can be accessed by the relevant divisions in real-time. The purchasing, warehouse, and finance divisions can monitor the status of demand, ordering, and receiving goods without having to do manual recording separately.

However, the use of the ERP system is not fully optimal. Some of the stock data recorded in the system does not always reflect the actual conditions in the warehouse. This discrepancy is generally caused by delays in updating data after the use of raw materials or inconsistent recording of goods in and out. These conditions have an impact on the accuracy of the information used as the basis for procurement decision-making. This situation may reduce the reliability of ERP-generated information and affect the effectiveness of procurement planning, particularly in determining the quantity and timing of raw material purchases. Therefore, improving data accuracy and strengthening inventory recording procedures are important steps to ensure that the ERP system can function effectively as a decision-support tool in the procurement process.

Table 2 Results of Interviews with Related Parties

Yes	Observation Aspect	Field Findings	Interpretasi
1	Purchasing workflow	Procurement through the PR, PO, GR, and PI stages	The process has been structured and follows the procedure
2	PR Submission	PR submitted by kitchen and pastry	Submissions are not yet fully plan-based
3	PR submission time	Some homework is submitted suddenly	Complicating planned procurement
4	Receipt of goods	Quantity and quality checks are carried out during GR	Acceptance process according to SOP
5	Transaction recording	Transactions are recorded in the ERP system	Supports document traceability
6	Coordination between divisions	Coordination is informal	There is no routine evaluation mechanism
7	Stock updates	Stock updates aren't always done immediately	Cause stock data discrepancy

The results of interviews and observations show that the main problem in the procurement process is that there is still a significant amount of sudden demand for raw materials from the operational division. Based on Table 2, these unexpected requests are mainly caused by insufficient raw material planning and unpredictable fluctuations in customer demand, particularly during peak periods or when sudden reservations occur. This condition affects the purchasing division's ability to conduct planned procurement activities and increases the risk of delays in raw material availability.

In addition, coordination between divisions in conveying information on raw material needs has not been running optimally. The absence of routine evaluation causes that information on needs is often only known when the stock is depleted or exhausted. This condition makes the purchasing division have to place orders in a limited time, so that the procurement process becomes less planned and has the potential to increase the risk of supply delays. This condition indicates that effective communication mechanisms and regular coordination between departments are essential to support proactive procurement planning and improve the overall efficiency of raw material management.

Table 3 Procurement Process Documentation Study Results

Yes	Documents	Study Results	Remarks
1	Purchase Request	Well-documented PR	Some homework is submitted close to the time of need
2	Purchase Order	PO made according to PR	Administration runs systematically
3	Goods Receipt	GR is used as proof of acceptance	Recording is done after the goods are received
4	Purchase Invoice	PI becomes the basis for payment	Synchronization with GR requires precision
5	Stock report	Data available in ERP	There is a difference with physical stock
6	Procurement SOP	SOP is available	Implementation has not been consistent
7	Data ERP	The entire process is recorded	Effectiveness depends on input discipline

Overall, the results of the study show that the process of requesting and procuring

kitchen and pastry raw materials at PT Declan Kulinari Nusantara has a structured flow and is supported by an ERP system. Based on Table 3, several factors affecting procurement effectiveness were identified, including raw material planning, inventory information accuracy, and interdepartmental coordination. These findings indicate that although ERP has supported process integration, its effectiveness is still dependent on the consistency of operational practices and information management among related divisions. These findings serve as the basis for formulating discussions and improvement recommendations in the next section.

4.2 Effectiveness of the Raw Material Demand and Procurement Process

Based on the observation results presented in Table 1, the process of requesting and procuring raw materials at PT Declan Kulinari Nusantara has a clear and standardized flow, starting from the submission of a Purchase Request (PR), the creation of a Purchase Order (PO), the Goods Receipt (GR) process, to the verification of the Purchase Invoice (PI). The existence of this structured flow shows that the company has implemented the basic principles of procurement management that emphasizes process regularity and clarity of responsibility between organizational functions. This finding is in line with the concept of modern procurement management which emphasizes the importance of standard procedures in ensuring smooth supply flows (Tarigan et al., 2021).

However, the effectiveness of the process is not fully optimal in daily operational practices. This is reflected in the findings of observations and interviews that show that there are still frequent PR submissions suddenly, especially from the kitchen and pastry divisions. This condition indicates that the planning of raw material needs has not been carried out systematically and consistently. These findings support research (Posch et al., 2022) which states that the restaurant industry has a high level of demand uncertainty, so it requires adaptive inventory planning and historical data. Without adequate planning, the procurement process tends to be reactive and has the potential to cause supply delays.

The existence of a structured procurement flow through Purchase Request (PR), Purchase Order (PO), Goods Receipt (GR), and Purchase Invoice (PI) indicates that PT Declan Kulinari Nusantara has established a formal mechanism for controlling procurement activities. However, the effectiveness of this mechanism depends on the accuracy of information generated during the initial demand planning stage. Inaccurate estimation of raw material requirements may result in inefficient purchasing decisions, either through excessive inventory accumulation or unexpected shortages. Therefore, demand planning accuracy becomes an important factor in maintaining procurement effectiveness because it influences inventory availability, purchasing frequency, and operational continuity.

In addition, procurement activities in the food and beverage industry require a balance between operational responsiveness and inventory efficiency. The characteristics of perishable materials require restaurants to avoid excessive stock accumulation while ensuring that sufficient materials are available to support daily production. This condition requires an integrated approach between demand forecasting, inventory monitoring, and procurement scheduling. Organizations that are able to integrate information from operational activities and supply chain processes tend to have better responsiveness in facing demand fluctuations (Frederico et al., 2021).

The findings of this study indicate that procurement effectiveness is not only determined by the availability of standardized procedures but also by the consistency of implementation among operational units. The PR process should function as an early planning mechanism rather than merely an administrative requirement after materials are needed. By utilizing historical consumption data, inventory movement records, and operational requirements, companies can improve procurement accuracy and reduce reactive purchasing activities. The integration between information availability and procurement planning is an important capability in improving supply chain performance and operational efficiency (Bag et al., 2021).

4.3 The Role of ERP Systems in Supporting Procurement

The results of the research in Table 1 and Table 3 show that the ERP system is based on ESB. ERP has been used comprehensively to support the raw material procurement process, from PR to PI recording. The implementation of this system allows all procurement transactions to be recorded digitally and centrally, making it easier to track documents, increase transparency, and strengthen coordination between divisions. These findings are in line with research (Balaha et al., 2025) which confirms that ERP is able to increase data visibility and cross-functional integration in organizations.

However, the results of interviews and documentation studies (Table 2 and Table 3) show that the use of ERP is not fully optimal. Discrepancies between stock data in the system and actual conditions in the warehouse still often occur. This problem is generally caused by delays in updating data after the use of raw materials or inconsistent recording of goods in and out. These conditions show that the success of ERP implementation does not only depend on technological sophistication, but also on user discipline in carrying out operational procedures. Human factors and the quality of data input are the main challenges in the implementation of ERP systems (Herrmann et al., 2022).

The implementation of ERP at PT Declan Kulinari Nusantara provides an important foundation for improving procurement transparency because all procurement transactions can be recorded and monitored through an integrated information system. The availability of centralized data allows purchasing personnel and related departments to track procurement status, verify transaction documents, and evaluate process performance more effectively. ERP implementation supports business process integration by reducing information fragmentation and improving coordination between functional areas involved in procurement activities (AboAbdo et al., 2019).

However, the effectiveness of ERP utilization depends on the alignment between technological capabilities and organizational practices. The discrepancy between ERP-based inventory data and actual warehouse conditions demonstrates that system implementation must be supported by accurate data input, employee discipline, and clear responsibility for updating information. ERP systems cannot provide optimal benefits when users do not consistently follow established procedures because inaccurate data will directly affect purchasing decisions and inventory management. Organizational readiness and user involvement are important factors influencing ERP implementation success (Kirmizi & Kocaoglu, 2022).

Furthermore, ERP provides opportunities for organizations to improve decision-making by transforming operational data into meaningful information. Through integrated access to purchasing records, inventory conditions, and operational requirements, managers can identify potential shortages, evaluate procurement patterns, and determine appropriate purchasing strategies. Therefore, ERP should not only be considered as a transaction recording system but also as a strategic platform that supports supply chain visibility, operational control, and continuous improvement. The integration of ERP with supply chain management practices can improve organizational responsiveness and operational performance (Tarigan et al., 2021; Bag et al., 2021).

4.4 Sudden Demand and Inventory Handling Problems

Sudden demand for raw materials is a key finding that appears consistently in observation and interview results (Table 1 and Table 2). Sudden demand usually occurs when raw material stocks are depleted or depleted without being detected early by the system. This condition indicates that inventory evaluation has not been carried out regularly and planned. The findings reinforce the opinion that inconsistent inventory control can lead to an imbalance between raw material availability and operational needs (Shabani et al., 2021).

In addition, the perishable characteristics of kitchen and pastry raw materials also increase the risk of planning errors. Based on the interview results, concerns about excess stock often encourage operational divisions to place minimum orders without accurate requirements calculations. As a result, when there is a surge in customer demand or sudden reservations, raw materials run out quickly and trigger sudden PR submissions. These findings emphasize the importance of time-based needs planning in the food and beverage industry to reduce stockout risk (Posch et al., 2022).

Sudden demand for raw materials reflects the existence of uncertainty in demand planning and inventory control activities. In the

restaurant industry, demand fluctuations are difficult to avoid because they are influenced by customer behavior, reservation patterns, menu variations, and seasonal conditions. Therefore, inventory management requires accurate information regarding consumption patterns and demand changes to minimize the risk of stock shortages. Effective inventory management helps organizations maintain the balance between product availability and inventory holding costs (Choi, 2020).

In addition, the perishable characteristics of kitchen and pastry materials create additional challenges in determining optimal inventory levels. Excessive inventory may increase the risk of material deterioration and waste, while insufficient inventory may disrupt production continuity and service quality. Therefore, restaurants need to implement inventory control strategies that consider material characteristics, consumption rates, and operational requirements. The integration of inventory information with procurement systems can support more accurate purchasing decisions and improve operational efficiency (Kumar et al., 2021).

The findings of this study indicate that sudden Purchase Request submissions occur because inventory monitoring and demand forecasting mechanisms have not been fully optimized. The absence of early warning indicators regarding material depletion causes procurement activities to become reactive rather than preventive. Improving inventory visibility through regular stock evaluation, consumption analysis, and integration between ERP data and operational planning can reduce unexpected procurement activities. Digital supply chain capabilities provide organizations with better visibility to anticipate demand changes and improve responsiveness (Frederico et al., 2021).

4.5 Cross-Division Coordination in the Procurement Process

The results of the study in Table 2 show that coordination between divisions, especially between kitchens, warehouses, and purchasing, has not been running optimally. Information about raw material needs is often delivered informally and unscheduled, so the purchasing division only receives information when the stock condition is at a critical level. This situation causes the procurement process to be unplanned and increases the work pressure on the purchasing division.

Other research confirms that cross-division coordination is a key factor in the success of an information system-based procurement system (Tarigan et al., 2021). Without structured communication and regular evaluation, ERP system integration cannot provide maximum benefits. In the context of PT Declan Kulinari Nusantara, the absence of a routine evaluation forum is one of the main causes of weak coordination between divisions and the sudden emergence of raw material demand.

Effective coordination between departments is a critical factor in ensuring the success of procurement activities because raw material availability depends on the interaction between purchasing, warehouse, kitchen, and operational units. Differences in information interpretation or delays in communication can create inconsistencies between actual operational requirements and procurement decisions. Integrated information sharing enables organizations to improve coordination quality and reduce uncertainty throughout supply chain activities (Bag et al., 2021).

The implementation of ERP provides a technological foundation for improving cross-functional coordination; however, the system effectiveness depends on how users utilize and share information within organizational processes. ERP can facilitate communication by providing a common database accessible by different departments, but it cannot fully replace managerial coordination mechanisms. Regular communication forums, clear responsibilities, and standardized procedures remain necessary to ensure that information generated by the system is properly interpreted and used for operational decisions (Kirmizi & Kocaoglu, 2022).

In the context of PT Declan Kulinari Nusantara, improving coordination between divisions requires strengthening both technological and managerial aspects. The existence of ERP should be supported by periodic evaluation meetings involving purchasing, warehouse, and operational divisions to discuss inventory conditions, upcoming requirements, and procurement challenges. This approach can transform the procurement process from a reactive activity into a preventive strategy that supports operational continuity and supply chain effectiveness (Tarigan et al., 2021).

4.6 Managerial Implications and Improvement Efforts

Based on the integration of observations, interviews, and documentation studies, it can be concluded that the problem of procurement of raw materials at PT Declan Kulinari Nusantara does not only come from the technical aspects of the system, but also from the managerial aspects and organizational behavior. The implementation of ERP needs to be balanced with more disciplined needs planning, periodic stock evaluation, and improved coordination across divisions so that the system can function optimally.

Relevant improvement efforts based on the results of the study include setting a fixed schedule for submitting Purchase Requests, implementing weekly needs planning based on historical sales data, and holding regular evaluation meetings between divisions. These measures are expected to reduce sudden demand, improve the accuracy of inventory data, and strengthen the effectiveness of the procurement process. These findings show that the combination of an integrated information system and disciplined managerial practices can significantly improve procurement performance.

The results of this study indicate that improving procurement performance requires a comprehensive approach that combines information system optimization, process improvement, and organizational discipline. ERP implementation provides the necessary technological infrastructure, but sustainable improvement depends on how effectively the organization manages business processes and human involvement. Companies need to ensure that procurement procedures, data management practices, and operational responsibilities are aligned with the capabilities provided by the ERP system (AboAbdo et al., 2019).

One important improvement strategy is strengthening demand planning through the utilization of historical procurement data and inventory movement records. By analyzing previous consumption patterns, restaurants can develop more accurate estimates of future material requirements and reduce dependence on emergency procurement activities. The use of data-driven planning allows organizations to improve inventory efficiency while maintaining service quality, particularly in industries characterized by demand uncertainty and perishable materials (Bag et al., 2021).

Furthermore, continuous evaluation and employee development are required to maximize the benefits of ERP implementation. Training users regarding proper data input procedures, inventory recording discipline, and procurement workflows can improve the reliability of information generated by the system. The combination of technological capability, organizational readiness, and continuous process improvement can strengthen procurement effectiveness and support long-term operational performance (Kirmizi & Kocaoglu, 2022; Tarigan et al., 2021).

5. Conclusion

The smooth operation of fine dining restaurants is greatly influenced by the effectiveness of the process of requesting and procuring raw materials, especially in kitchen and pastry units which have the characteristics of daily needs and perishable materials. This study aims to analyze the process of requesting and procuring kitchen and pastry raw materials in the Purchasing Division of PT Declan Kulinari Nusantara and identify problems that affect the effectiveness of its implementation. The research method used is qualitative descriptive with a case study approach. Data collection was carried out through direct observation, interviews with related parties, and documentation studies on the procurement process and use of the Enterprise Resource Planning (ERP) system. The results of the study show that the raw material procurement process has a structured flow through the stages of Purchase Request, Purchase Order, Goods Receipt, and Purchase Invoice, and is supported by an ESB-based ERP system. ERP. However, in practice, obstacles are still found in the form of sudden demand for raw materials, mismatches in stock data between the system and actual conditions, and coordination across divisions that are not optimal. The discussion shows that these problems do not only come from the technical aspects of the system, but also from needs planning, procedural discipline, and managerial practices. This study concludes that increasing the effectiveness of raw material procurement requires integration between reliable information systems, data-based needs planning, and continuous cross-division coordination.

From a sustainability perspective, this study emphasizes that the effectiveness of the raw material demand and procurement process has a strategic role in maintaining the

sustainability of fine dining restaurant operations. More accurate raw material demand planning, consistent inventory control, and optimal utilization of ERP systems contribute to minimizing raw material waste, reducing stockout risk, and maintaining supply chain sustainability. The sustainability of the procurement process depends not only on the availability of technology, but also on organizational discipline in implementing procedures, updating data regularly, and building continuous cross-division coordination, so that operational efficiency and service quality can be maintained in the long term.

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