

**BUSINESS PLAN AND IMPLEMENTATION REPORT**

**ON CULINARY BUSINESS**

**RENDANG RATU**



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**FACULTY OF BUSINESS AND ECONOMICS**

**UNIVERSITAS ISLAM INDONESIA**

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**BUSINESS PLAN AND IMPLEMENTATION REPORT**  
**ON CULINARY BUSINESS**  
**RENDANG RATU**

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Written and submitted to meet the final examination requirements for a bachelor degree  
In Management, Faculty of Business and Economics, Universitas Islam Indonesia

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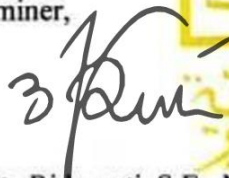
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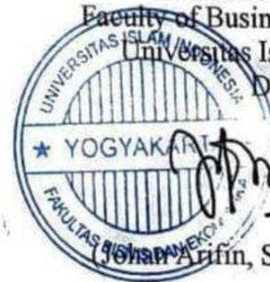
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**ON CULINARY BUSINESS OF RENDANG RATU**

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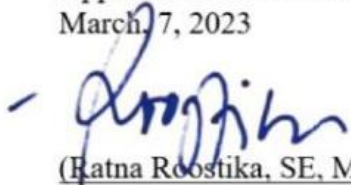
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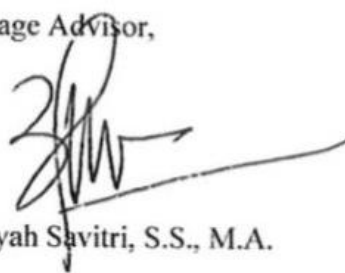
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## DECLARATION OF AUTHENTICITY

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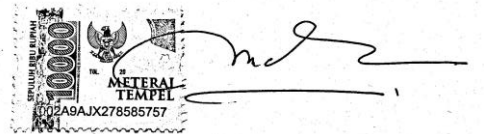
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"I hereby declare that in writing this report entitled "Rendang Ratu" there is no work that has ever been submitted to obtain a bachelor's degree at a university and to the best of my knowledge there is also no work or opinion that has been written or published by another person, except referred to in writing in this text and mentioned in the references. If in the future it is proven that this statement is not true, then I am able to accept any punishment/sanction according to the applicable regulations".

Yogyakarta, March 7, 2023



A 1000 Rupiah meter stamp with a signature over it. The stamp includes the text '1000', 'METERAL TEMPEL', and the serial number '002A9AJX278585757'.

Ratu Fathia Rasyid

## DEDICATION PAGE

The author realized that the completion of this final project is not solely due to the author herself, but because of the assistance received from various parties. This assistance could be in the form of ideas, experience, energy, material, and other assistance. For that, the author would like to express her highest gratitude to:

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Yogyakarta, March 7, 2023



Ratu Fathia Rasyid

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## ABSTRACT

This paper was created with the aim of comparing the results of Rendang Ratu business implementation with the planning that had been previously designed in 2022. This business was created by considering the average data on beef consumption by Indonesian people, which tended to be static in the last five years from 2015 to 2021, so that impact on the low animal protein intake in the society, especially for the middle to lower economic class. However, animal protein from meat is an excellent food source for human growth, where this protein complements amino acids that are primary needs as well as the nutritional investment in maintaining long-term health. From this condition, the high demand for meat consumption has shown an opportunity to develop a business in avoiding the fluctuating price of meat and also increase the amount of meat consumption in Indonesia, especially in traditional Indonesian meat dishes. Rendang is a traditional Minang dish made with meat. Rendang Ratu is a Food and Beverage business specializing in processed meat products made with original-natural West Sumatra spices. For this reason, the methodology used is to look at the results of the business design, whether it is realized well or comes up with differences during the implementation process. Furthermore, the differences found become objects resolved by referring to marketing management theories. The results of this business implementation are well realized, although several gaps have been resolved with solutions referring to marketing management theories. Henceforth, based on the results of observations and existing opportunities, the business development will be formed by expanding product services by providing other processed meats. Thus, the products produced can be more varied, and the target market can be more expansive.

Keywords: The needs of animal protein the level of meat consumption rendang food and beverages business marketing strategy five orientation marketing marketing mix

## ABSTRAK

Tulisan ini dibuat dengan tujuan untuk membandingkan hasil implementasi bisnis Rendang Ratu dengan perencanaan yang telah dirancang sebelumnya pada tahun 2022. Bisnis ini dibuat dengan mempertimbangkan data rata-rata konsumsi daging sapi masyarakat Indonesia yang cenderung statis dalam kurun waktu lima tahun terakhir dari tahun 2015 hingga 2021, sehingga berdampak pada rendahnya asupan protein hewani di masyarakat, terutama untuk masyarakat ekonomi menengah ke bawah. Padahal, protein hewani yang berasal dari daging merupakan sumber pangan yang sangat baik untuk pertumbuhan manusia, dimana protein ini melengkapi asam amino yang menjadi kebutuhan primer sekaligus investasi gizi dalam menjaga kesehatan jangka panjang. Dari kondisi ini, tingginya permintaan konsumsi daging menjadi peluang untuk mengembangkan bisnis dalam menghindari harga daging yang fluktuatif dan juga meningkatkan jumlah konsumsi daging di Indonesia, terutama pada masakan daging tradisional Indonesia. Rendang adalah masakan tradisional Minang yang terbuat dari daging. Rendang Ratu adalah bisnis Makanan dan Minuman yang mengkhususkan diri pada produk olahan daging yang dibuat dengan rempah-rempah asli Sumatera Barat. Untuk itu, metodologi yang digunakan adalah dengan melihat hasil rancangan bisnis, apakah terealisasi dengan baik atau memunculkan perbedaan selama proses implementasi. Selanjutnya perbedaan yang ditemukan menjadi objek yang diselesaikan dengan mengacu pada teori-teori manajemen pemasaran. Hasil dari implementasi bisnis ini terealisasi dengan baik, meskipun terdapat beberapa kesenjangan yang telah diselesaikan dengan solusi yang mengacu pada teori-teori manajemen pemasaran. Untuk selanjutnya, berdasarkan hasil pengamatan dan peluang yang ada, maka pengembangan usaha akan dibentuk dengan memperluas layanan produk dengan menyediakan daging olahan lainnya. Dengan demikian, produk yang dihasilkan dapat lebih bervariasi, dan target pasar yang dituju dapat lebih luas.

Kata kunci Kebutuhan protein hewani tingkat konsumsi daging rendang strategi pemasaran bisnis makanan dan minuman strategi pemasaran lima orientasi pemasaran bauran pemasaran.

## **CHAPTER I INTRODUCTION**

### **1. Background**

Indonesia is a vast and diverse country with over 17,000 islands and is also known for its varied cuisine. Each region has unique culinary traditions and specialties influenced by geography, history, and cultural traditions. One example of a region with a highly unique culinary tradition is West Sumatra. West Sumatra has a rich culinary heritage unique to the region, with various traditional dishes, one of which is Rendang.

Rendang is a specialty dish from West Sumatra, Indonesia, made with meat (usually beef, but sometimes chicken or other meats) cooked in a flavorful mixture of coconut milk and spices. The dish is slow-cooked for over 7-8 hours until the sauce is thick and the meat is tender and infused with the rich, complex flavors of the spices. Rendang is also known for its bold and spicy taste, combining sweet, spicy, and savory flavors that come from a blend of traditional spices and herbs, including galangal, lemongrass, garlic, ginger, turmeric, and chili peppers. The slow-cooking process allows the flavors to meld together and intensify over time, resulting in a dish that is both delicious and satisfying.

Besides often being served on special occasions, such as weddings or religious festivals, Rendang has a long and rich history in the culture and cuisine of West Sumatra, Indonesia. According to local legend, Rendang was originally created by the Minangkabau people, an ethnic group from West Sumatra who were known for their expertise in cooking and agriculture. The story goes that Rendang was made as a dish for

nobles and royalty, as it was considered a luxury food due to its rich and complex flavors. The dish was often served on special occasions, such as weddings or religious festivals, and was reserved for the upper classes.

Over time, Rendang became more widely available as local communities adapted it and became a staple dish in Indonesian cuisine. Today, Rendang is enjoyed by people from all walks of life and is considered a national dish of Indonesia.

Despite its humble origins, Rendang has become a symbol of the rich culinary heritage and cultural traditions of West Sumatra. Its status as a cultural icon has helped promote Indonesian cuisine globally and contributed to the popularity of Rendang around the world. CNN surveyed the world's 50 most delicious foods on September 7, 2011. According to a CNN survey followed by over 35,000 people worldwide via Facebook social networking site, Rendang is the most delicious food in the world (CNN Indonesia, 2017).

Rendang's popularity has also led to it being recognized as an Indonesian cultural heritage dish by the Indonesian Ministry of Tourism and Creative Economy. Its status as a cultural icon has helped promote Indonesian cuisine globally and contributed to the popularity of Rendang around the world.

While Rendang may not be considered the most famous food in the world, it is certainly a highly regarded and sought-after dish among food enthusiasts and travelers. From the condition above, it is shown that meat dishes open a highly valuable potential of the business. Therefore, the idea arose to produce a product, especially meat dishes that could strengthen and introduce Minangkabau culture both in the domestic and



international markets.

Rendang Ratu is a Food and Beverage (FnB) company specializing in processed meat products. The products offered are Rendang and Rendang Sauce, which have the product concept of "Authentic Rendang Padang That is Easy to Bring and Easy to Eat". Rendang Ratu provides products with various levels of variants to meet the diverse needs of consumers. All products was made with original-natural West Sumatra spices such as chili, lemongrass, galangal, ginger, garlic, and shallots. Several of them are known to have high microbial activity, so it's no surprise that the Rendang products have a long shelf life (durable).

### **1.1 Success Strategy**

To achieve success, there are several theories used as references in every part of management aspects. Such as Standard Operational Procedure (SOP) in operational aspect, Recruitment and compensation in Human Resource aspect, Marketing Mix, and Experiential Marketing in Marketing aspect, balance sheet, Income/Earnings/Profit/loss statement, cash flow in Financial aspect. For a deeper explanation of this theory, it is explained in more detail in chapter II.

### **1.2 Problem Statement**

Based on the background that has been explained with the current conditions, the food business idea of Rendang Ratu was obtained with a focus on selling "Variety of Rendang Products and Rendang Sauce". The importance of this business was created, namely:

1. How to produce the product that can introduce West Sumatra culture not only in domestic but also in international scale?

2. How to implement the product in order to wider the consumer?

### **1.3 Business Objectives**

Based on the problem above, the business aimed to answer what is being complained about in reality. The things are:

1. To run a business by selling meat processed products in order to maximize profit for the owner.
2. Increase the number of meat consumption and meat productivity by selling the product with various flavors of variants.

### **1.4 Business Advantages**

Business has advantages for everyone involved. These parties included people within the organization, suppliers and investors.

1. People in the organization

The parties in question were business owners and other team members. The business provided the benefit of the revenue received in each sale.

2. Suppliers

Suppliers also benefited from getting subscription orders every day to week.

3. Investors

The benefit of business planning for investors was to increase the confidence of investors who wanted to invest their funds that the funds invested were safe and able to grow to produce maximum profits with a small level of failure risk. Moreover, because the business system was profit sharing, investors got the agreed profit sharing. The percentage of profit sharing was adjusted initially based on the amount of funds to be invested.

#### 4. For Academics

For readers and future business people, it is hoped that Rendang Ratu business plan will be the right reference to be able to realize the concept of management theory with the reality of existing business ideas.

### **1.5 Scope of Business**

The scope business of this final report explained the entire process of the results of Rendang Ratu Business Plan activities that had been designed in semester 5 and implemented in semester 6. Various processes was carried out starting from the preparation of business concepts, logos, products design, and procurement of raw materials to product distribution by considering management aspects (marketing, operations, human resources, and finance). After the presentation of the results of the implementation of business activities, a comparison was made to identify the gap between the realization of business implementation and the initial design contained in the business plan. From the results of the gap identification, a relevant theoretical review is then conducted to solve the problem.

### **1.6 Report Systematic**

The systematic of the business design and implementation report had three parts, namely the first part, the middle/core part, and the final part. The first part consisted of the front cover page, title page, plagiarism-free statement, preface, dedication, and table of contents, list of tables, list of figures, list of attachments and executive summary. The middle/core part of the business design and implementation report is divided into three parts, namely Chapters I, II, III, IV and V. Chapter I contained an introduction which consists of sub-chapters on background, problem formulation, business advantages, scope

of business, success strategy, and report systematics. In the background section, it described the emergence of a business idea and how the process of analyzing the feasibility of the business is carried out. The problem formulation section discussed the problem or problem to be solved which were the motivation for implementing this business idea. Then in the business advantage section discussed the advantages of the business and the products offered for everyone involved. These parties included people within the organization, suppliers and investors. The business scope section discussed the activities carried out in the business outline. In the success strategy section, it contained the success strategy used in business implementation with reference to management theory. In the report systematics section, it briefly explained how the business design and implementation final project report is organized.

Continued by Chapter II that discussed the theories that form the basis for solving problems or gaps that occurred in this implementation process.

In Chapter III, the general report on the implementation of business activities consisted of several sub-chapters, namely business profile and business implementation. The business profile section described the business profile and business implementation in general which includes company history, business field, business location, when established, company vision and mission, logo and tagline meaning, company structure, framework, and Business Model Canvas (BMC). The business implementation section contained various aspects that are reviewed, such as Human Resources, Operations/Production, Marketing, and Finance.

Furthermore, in Chapter IV identification and problem solving there were several sub-chapters, namely problem identification in general aspects, problem identification in

specific aspects, and expansion plan. The problem identification section described the problems faced by business people in making a business, then the theoretical review section contained the theory related to the problems that arise, then the problem solving section described what theories or approaches are used to solve the problems faced and how effective they are. Chapter IV concluded by discussing the business development that can be done in the future (expansion plan).

Chapter V discussed conclusions and suggestions that described the implementation of the business in general, the implementation of functional aspects and the resolution of problems encountered as described in Chapter IV, and contained suggestions for prospective graduates who are involved in the same business field as the one being run. Then at the end contained attachments in support of the business being run.

## **CHAPTER II**

### **THEORETICAL BASIS**

#### **2.1 Human Resource**

##### **2.1.1 Recruitment**

Workers could be seen as the most important elements in contemporary organizations (Ben-Gal et al., 2022). According to Muscalu (2015), recruitment is the activity as the part of the process regarding searching, tracking, identifying, and attracting potential applicants to fulfill the positions in organizations. Following that, the objections of recruitments is to find the suitable human resources needed to expand sufficient activity in organizations considering several points based on organizations culture and values.

##### **2.1.2 Compensation**

As mentioned in Indonesia's Labor Law No. 13 of 2003 there are two different types of employment agreements, five different types of termination payments, nine benefit formulae, and 21 determinants, payments (ILO 2020). Due to uncertain order, the worker will be paid based on an employment agreement with a daily wage rate.

According to the International Labour Organization (ILO 2020), the monthly basic salary for workers whose salaries are calculated daily should be 30 times the daily wage. Moreover, the basic wage is the daily wage multiplied by 30 to determine the UP (*uang pisah*), UPMK (*upah penghargaan masa kerja*), and UPH (*uang penggantian hak*). Since there is the possibility of overtime work, the workers will get paid based on the daily and monthly payments will be equal to the average daily and average monthly earnings for the previous 12 months for employees whose salaries are paid based on a

piecework rate rather than fixed amounts for each day or month, as mentioned in Image 2.1.

*Average monthly wage in the last 12 months*  
*= Total wage paid in the last 12 months ÷ 12*  
*= Basic wage for calculating UP, UPMK and UPH*

*Average daily wage in the last 12 months*  
*= Total wage paid in the last 12 months ÷ 365*  
*= Daily wage for calculating UPH compensation for unused leave*

Image 2. 1 Employment agreement with a piecework rate  
Sources: International Labour Organization (ILO) (2020)

## **2.2. Operational Aspects**

### **2.2.1 Standard Operational Procedure (SOP)**

According to Chang (2006), standardization is essential in order to improve the overall productivity to survive in the business world. The terms of Standard Operational Procedure (SOP) were established for the first time back in the 1990s regarding building a proper working standard that covered overall activities with many applications like specific instructions, regulations, do and don't, etc. (Gough, 2009). SOP can be seen as the guideline that identifies the specific improvement of every operation with hopes it will boost overall productions. As mentioned by Tim Reformasi Birokrasi Nasional (2008), the existence of standards could increase production efficiency since it established efficient methods and rules. The existence of procedural information showed how companies operate and it is customized based on the objectives and as it emphasized by (Gough, 2009, p.69), "they must be clear; they must be true; and they must work together".

## **2.3 Marketing Aspects**

Since marketing was acknowledged as a distinct field and subject, the idea of marketing has frequently been discussed and analyzed (Gamble et al 2011). As each generation attempted to define what marketing is and meant to them, numerous definitions of marketing have been proposed over time. According to Kotler (2004), the concept of marketing has been reinvented over the past 50 years to match new contexts, such as marketing mix and marketing experience. New media, approaches, and technologies in more recent years have increased the possibility of redefining marketing. Many definitions gave an overview of many elements and associated phrases, but they frequently failed to express the far more comprehensive ideology and method that make up marketing (Vargo and Lusch 2004). In light of this, this report would concentrate on the marketing mix which included product, price, place and promotion. Then would be followed by experiential marketing which focused more on customer experience and satisfaction.

### **2.3.1 Marketing Mix (Product, Price, Place, Promotion)**

Before introducing a product, four P from the marketing mix should be taken into account. Firms should develop a targeted strategy based on these four elements: product, price, as well as Place & Promotion. All four factors assisted the business in developing the strategic choices required for a competitive edge. This part explained the significance of the interactions between the various marketing mix elements for achieving the best strategy for the next marketing step which is experiential marketing. According to Galli (2021) in synthesizing Acutt (2020) and MindTools (2021), whether a business sells goods or services, its



success ultimately rested on four factors known as the marketing mix: the product, place, pricing, and promotion. These four Ps of marketing worked together, and a measurement of performance in each area is necessary for adequate sales performance. A company should first respond to the specific requests or expectations that the consumer has in order to get started, which is the first P referred to product (MindTools, 2021). Here's the definition of 4s in the marketing mix.

- Product

The first "P," refers to a product, which is any good or service that a business offers for sale as a product (Acutt, 2020). With a service offering, several variables can be measured to give a general assessment of the viability and success of the offering in a given market, including the quality of the service staff administering the amenity, the after-sales service, and the proportion of quality and attentiveness which is offered concern customers in the given market for the targeted and idealized customers (Singh, 2011). The majority of the aforementioned qualities apply to both commodities and products, although for goods, qualities include general product quality, general design aesthetic, the attractiveness of packaging, and general features of the product marketing mix is typically used for the marketing mix of physical things, and it typically comprises product, price, place, and promotion (Singh, 2012). Although the majority of the aforementioned qualities also apply to products, for goods, qualities like the product's overall quality. Considerations are given to the product's general features, quality, general design aesthetic, and attractiveness of the packaging (Acutt, 2020).

- Price

According to Bonnici (2015), the amount the customer must pay in order to receive the offering is known as the price. Because a product's price depends on a number of factors and is therefore always changing, pricing should be dynamic in order to accommodate these changes over time. Determining the cost of the goods, marketing strategy, distribution costs, advertising costs, or any form of price variance in the market are crucial factors in pricing. However, if any of the variables change, the product's price may normally alter as a result.

- Place

The location of a customer's typical purchase of a certain good or request for assistance or support from a specific service is the third "P" of marketing. A company should be aware of its target market and conduct a comprehensive analysis of its business location, specific product placement within its shop (if relevant), methods of distribution, and the precise manner in which it presents services and products to the consumer and end-user (Acutt, 2020). Undoubtedly, the idea of online platforms comes up in this discussion. An excellent illustration of how the placement of merchandise should take customer convenience into account. The biggest benefit of online shopping is how convenient it is. Customers can shop online and at their convenience from home for anything they want. Because the product was introduced during a pandemic, many people were unable to leave their homes. The product was sold most effectively over the internet.

- Promotion

Promotion is the final of the four P's of marketing: Where, When, and How Will Ads Be Disseminated? (MindTools, 2021). Usually, the time of year and the season have a significant impact on this choice. There are many different ways to promote, such as free delivery in specific areas or paid promotion via influencers. However, due to the high cost of influencer, switching to customer testimonials also helps to promote the product.

### **2.3.2 Experiential Marketing**

With the advent of experiential marketing, traditional marketing has undergone a significant transformation. The terms "interaction marketing," "event marketing," "participation marketing," and "live marketing" are also used to describe experiential marketing (Smilansky, 2017). Consumers are traditionally seen as logical decision-makers who value useful features and advantages. Conversely, experiential marketers see customers as emotional and rational individuals who care about having enjoyable experiences. It is a type of marketing tactic that engages clients directly and motivates them to contribute to the growth of a company. Experience is therefore a crucial component of the modern client. Experiential marketing is crucial in influencing consumer behavior and cultivating a foundation of devoted customers.

According to Liu, Fu, & He (2020), experiential marketing is one strategy that has gained popularity recently across numerous industries. The experiential view of consumption was first presented by Holbrook & Hirschman (1982) as an alternative to the information-processing perspective. According to Holbrook & Hirschman (1982), there are three Fs—Fantasies, Feelings, and Fun—representing the objectives and standards for successful consumption from an experience standpoint. To put it another

way, experiential consumption transformed the information-processing model's logical and goal-directed consumer into a pleasure-directed person who is constantly seeking entertainment, enjoyment, and "sensory-emotive" stimulation. Smell, vision, taste, hearing, touch, and balance are the six senses that experiential marketing primarily focuses on. Its significance has increased because the idea of act experiences has received little attention from traditional marketing. Referring to the theory of experiential marketing, Rendang Ratu business emphasized the "taste" experience where the authentic taste of the product is directly made from its origin land, West Sumatra.

## **2.4 Finance Aspect**

### **2.4.1 Capital Budgeting**

According to Hopper & Alkaraan (2005), capital budgeting is the process to make a decision that can be used for the long term, which included capital investment programs. Therefore decisions about capital budgeting also include all the costly long-term expenditures with significant effects on organizations and their performance over the long run. One example is in terms of packaging budgeting, determining the type of packaging that suits the product concept but still has to fit the budget. In this case, it is also related to cooperation in selecting production vendors that usually give the provisions of minimum print out about 250pcs. This could certainly be a burden on funds for beginner business pioneers, one such choice had the potential to determine success or failure. Applying this theory could help the business owner to be familiar with investment assessment methods.

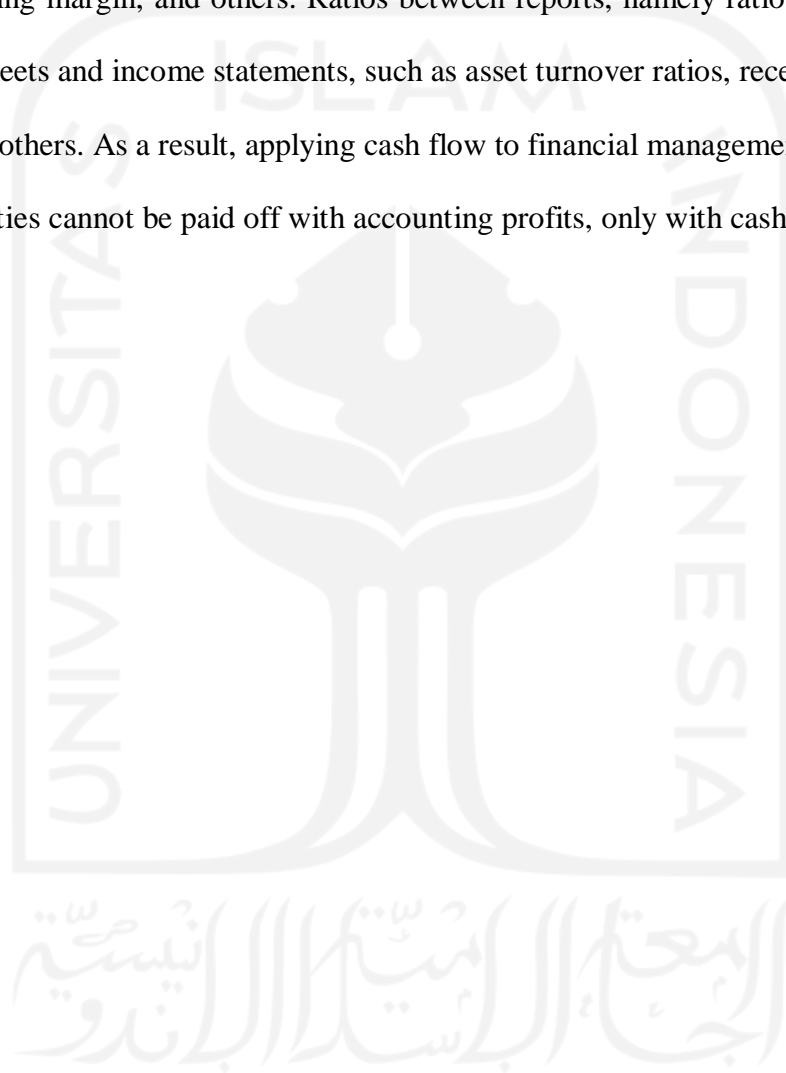
### **2.4.2 Income statements.**

An instrument for evaluating management's effectiveness is the income statement. It demonstrated how effectively management has run the company throughout that time (Obasi & Ekwueme, 2009). According to Obasi & Ekwueme (2009), applying the income statements could help dividends depend on investors evaluating an entity's performance based on how much money it has made over a certain time period. Besides that, it also helped to calculate taxes and paid wages to the government and employees, respectively. Since it is widely held that a firm that consistently declared losses could not stay in operation, it is used to evaluate the strength of the corporation with regard to its capacity to survive (Lewis & Pendrill, 1996). However, this concept's misconceptions could lead to the debunking by the failure of certain businesses that consistently recorded profits while maintaining the viability of others that consistently claimed losses (when other variables were constant) (Solomon, 1961). As a result, applying this theory to the business is extremely important to track the income and outcome of Rendang Ratu business.

### **2.4.3 Cash flow.**

Cash flow statements are reports that present cash flows from the operating, investing and financing activities of a company within a certain period (Bhandari & Adams, 2017). According to Bhandari & Adams (2017), cash flow also helped to calculate ratios, profit and loss statements and company balance sheets are also needed to be used to assess the company's financial aspects. Profitability is calculated as the present value of future free cash flows less the present value of the investment required to generate those cash flows (Prodanov, 2012). Moreover, profitability, from a financial standpoint, takes risk into consideration, whereas accounting profit does not.

In addition, ratio calculations can be grouped into 3 groups, the first one is balance sheet ratios, namely ratios compiled from data originating from the balance sheet, such as current ratios, cash ratios, quick ratios and others. Ratios - profit and loss statement ratios, namely ratios compiled from income statement data, such as gross profit margin, net operating margin, and others. Ratios between reports, namely ratios compiled from balance sheets and income statements, such as asset turnover ratios, receivables turnover ratios and others. As a result, applying cash flow to financial management acknowledges that liabilities cannot be paid off with accounting profits, only with cash.



## CHAPTER III

### GENERAL REPORT OF BUSINESS IMPLEMENTATION

#### 3.1 Company Profile

Rendang Ratu is a business engaged in the field of Food and Beverages (FnB) focused on processed meat products. The products offered were Rendang and Rendang Sauce which have the product concept of "Authentic Rendang Padang That is Easy to Bring and Easy to Eat". This company runs a business that created the culture, habits, desires, and culinary identity of West Sumatra. The slogan of Rendang Ratu was inspired by Jonathan Safran Foer, an American fiction writer, "Food is not rational. Food is culture, habit, craving, and identity". As a company that was projected to generate profits, Rendang Ratu also tried to establish cooperation with the West Sumatra government, especially the City of Padang to promote Minangkabau cultural culinary heritage. As noted in CNN International in 2011, rendang ranked first as the best food in the world World's 50 Most Delicious Foods CNN International version. For eight times in a row, rendang has continued to stay in first place until 2019.

For this reason, Rendang Ratu has a vision as "Becoming a rendang ambassador for a company that not only sells products, but also introduces West Sumatra culture". Becoming a rendang ambassador meant that Rendang Ratu would promote and represent West Sumatra Rendang products, to be able to raise Rendang's image in public, giving the best to customers, investors, partners, society and environment.

With this great social responsibility, Rendang Ratu tried to give positive things to the company's internal and external environment through product providers as well as preservation of Minangkabau culture. In addition, Rendang Ratu tried to provide jobs to

empower the workforce so they could grow together with their environment. Rendang Ratu believes if the environment develops, Rendang Ratu's business will also develop. For this reason, Rendang Ratu would help develop its environment by providing quality products and strengthening the identity of Rendang from West Sumatra. The mission carried out to achieve this vision is by:

1. Selling quality products and having the best quality.
2. Become an ambassador for rendang products of West Sumatra.
3. Providing customer-oriented based services.
4. Creating mutually sustainable business growth.
5. Improve employee welfare and help underprivileged communities and the environment.

At its inception, Rendang Ratu would position itself as innovative from competing companies because of the unique concept carried. It was planned that in 2021, the model that Rendang Ratu would run was through online and offline store. Basically the online media to be used are social media and Marketplace, for social media from Facebook, Instagram and for marketplace from Shopee and On MbizMarket. Meanwhile, an offline store planned to open in the owner's own house by utilizing the existing building at the house which is located at Jalan Kurao Pagang Number 11 Siteba, Nanggalo District, Kurao Pagang Village, Padang City, West Sumatra Province. Rendang Ratu products were aimed at all segments of society, in terms of geographical segmentation that Rendang Ratu wants to serve, in particular people who live or visit urban areas in Padang City and in general throughout Indonesia and export abroad. Meanwhile, in terms of demographics, namely the general public from various backgrounds, from students to



university students. In terms of behavior, namely targeting young people and women who know the process of making rendang takes quite a long time so they choose to buy the finished product. The target market for Rendang Ratu were students, university students and people with an age range of 7-65 years who had an interest in traditional food. The business plan of Rendang Ratu was to become a supplier of rendang in the city of Padang and became an ambassador for rendang products in the city of Padang.

For now the organizational structure of Rendang Ratu is still in a simple form because the business is still a small business. But for the future the business could develop further, the organizational structure would of course follow developments in accordance with the perceived demands on the performance of Rendang Ratu. In the process of making rendang, it would be produced in collaboration with Golden Catering limited liability company (CV).

### **3.1.1 Company History**

At this time, food varieties were growing rapidly, including consumer interest which was also increasingly varied. Food consumers, especially young people who migrate, usually need products that are easy to carry, easy to consume, and of course durable. Rendang was usually synonymous with meat, spicy and heavy food eaten with rice. However, not all people can enjoy the spicy taste of rendang meat, and sometimes consumers also want to eat heavy food but can be consumed as a snack or a side dish. Furthermore, rendang was synonymous with food that is expensive and is usually consumed by the upper middle class, only at certain times.

Who would have thought that rendang which is now easily found anywhere, used to be the food of the noble people, and a luxury food that was only served to traveling

nobles. Who would have thought that rendang, which is now easy to find anywhere, used to be the food of only prominent people. A sumptuous meal served only to traveling nobles. This food was processed for a very long time, until it was completely cooked, making rendang durable. In ancient times, nobles brought rendang with them on their journeys. So that rendang could be found not only in West Sumatra, but almost all over Indonesia we can find rendang. However, in fact, the taste of rendang prepared using raw materials originating from West Sumatra has a different taste than rendang prepared using ingredients from outside the island of West Sumatra.

Based on the phenomena above, the authors were interested in establishing a Rendang business with the concept of Authentic Rendang Padang That is Easy to Bring and Easy to Eat. For sales of the first product, Rendang Ratu still sells online and does not have an offline store yet. However, consumers could visit the production kitchen to see the production rooms.

To support business continuity, Rendang Ratu was under the auspices of the Golden Catering partnership (CV) business entity. The business supporting factors such as legality and permission use the name of the business entity CV. Golden Catering Completeness of official documents is proof of commitment to the quality of food and beverages offered to consumers.

### 3.1.2 Logo and Tagline Meaning



Image 3. 1 Rendang Ratu Main Logo



Image 3. 2 Rendang Ratu Logo Companion Font

The business name Rendang Ratu was taken from the name of the main product being sold (Rendang) and the name of the founder of the Rendang Ratu business itself (Ratu Fathia Rasyid). Not only does it have a delicious taste and achievements, this rendang food has a deep meaning. Minang people believed there were three important meanings, namely, wisdom, patience, and perseverance. These values were taken from

the process of processing rendang with patience, choosing a variety of quality ingredients, so as to produce food with taste.

The Rendang Ratu logo design itself consisted of an image of a Minang woman with a bowed expression while closing her eyes, wearing a traditional Minangkabau crown on her head (*Tengkuluk Tanduk*), and surrounded by a blend of red, orange, yellow, and a touch of black.

### **Logo meaning**

- The Minang woman with a bowed expression while closing her eyes symbolizes the elegance where the bridegroom used to bow down and guard her gaze in accordance with one of the Minangkabau traditional principles of "*sumbang caliak*". Aspects of Minangkabau girls' lives are covered by norms, customary values and religion. The traditional role places the position of Minangkabau women to be strong, strong and graceful. *Sumbang Duo Baleh* is an unwritten rule in courtship customs that contains manners and values of good manners (Pasbana, 2022). It contains twelve provisions and prohibitions that must be obeyed by every bride.
- The betrothed woman wears a traditional Minangkabau crown on her head (*Tengkuluk Tanduk*) symbolizes the strength of the heart, having a high will in achieving something good, persistent and never giving up. At the end of the *tengkuluk* is made blunt which means brave, open-hearted and unwilling to hurt others. (Sumatrazone, 2020).

*Tengkuluk Tanduk* or in Minang language it is called "*tingkuluak tanduak*" is one type of women's head covering or in the culture of the Minangkabau people whose shape resembles a horn.

This type of head covering was made of cloth which is formed into a long shawl, then created to resemble a horn with two sharp left and right sides like buffalo horns. This type was commonly used by women in traditional dance performances, traditional ceremonies, welcoming guests, and bridesmaids at weddings.

*Tengkuluk tanduk* was usually made of woven songket cloth which were thick and malleable and it was usually colored as gold or red in accordance with one of the distinctive colors of Minangkabau traditional clothing. On the back of the nape of the horns was usually decorated with a cloth that unraveled to the back.

Its horn-like shape was often philosophized as a form of buffalo horn which is a very iconic part of Minangkabau society. Apart from that, the shape was also often analogous to the *Gonjong* shape of *the Rumah Gadang*. These are typical Minangkabau traditional houses, which means that women should not carry too heavy a burden.

The philosophical meaning of *tengkuluk* horn which resembles the traditional Minangkabau house is that women are the owners of the *rumah gadang* house or *bundo kanduang* (the elder women) for their people. While the meaning of the shape in the form of a buffalo horn was as a symbol or symbolizing the strength of the heart, having a high will in achieving something good, being

persistent and never giving up. At the end of the *tengkuluk* is made blunt which means brave, open-hearted and unwilling to hurt others.

The length of the horns or both sides of the nape must be the same which means balanced, fair according to the needs and goodness of society.

- Minang women used the hijab to symbolize a reflection of the identity of Minang women who cover their genitals. Covering the head, wearing headscarves and headscarves were Minangnese culture. This reflects the identity of West Sumatra which is thick with Islamic nuances. The brides adapt to the obligation of Muslims to wear a hijab which was summarized in the philosophy of "*Adat basandi syarak syarak basandi Kitabullah*" (Customs in conjunction with Sharia, Sharia in conjunction with the Book of God). The *Adat Basandi Syarak Syarak Basandi Kitabullah*, was a philosophy of life held in the Minangkabau community, which makes Islamic teachings the only basis and or guideline for behavioral patterns in living (Azrial, Y. 2021).

In other words, this philosophy was a framework or pattern of life for the Minangkabau people, both horizontally - vertically with the almighty God, and horizontally - horizontally between fellow humans, or with other creatures in the universe (microcosm and macrocosm).

- Gradient colors of red, orange, yellow, with a touch of black. Red and yellow colors represented by the main meal, whet the appetite and stimulate appetite. An energetic and emotional color. Red (Excitement), the color red was often interpreted as a color that can stimulate passionate emotions about

something, and unconsciously the red color could increase blood pressure or hunger for what is offered. Yellow (Warm), a pleasant color, which gave the impression of being warm, cute, and cheerful which could give a happy and happy effect.

Orange (Youthful), the color orange was a combination of red and yellow, these two colors were very easy to attract attention, therefore the color orange had the same meaning in red and yellow as passion in red and fun in yellow which means closely associated with something new and young at heart. Orange naturally lends itself to appetizing food. Orange was able to give an increased vitality, stimulated ideas and created enthusiasm (Disdag, 2019).

Black (Masculine), black showed a masculine and elegant impression, black tends to be used to elevate the popularity of a product because of the strong impression of luxury from black. The color black signifies elegance, strength, and power.

### **Tagline meaning**

Tagline or the slogan used by Rendang Ratu is "Food is not rational. Food is culture, habit, craving, and identity". The tagline was inspired by Jonathan Safran Foer, an American fiction writer.

- "Food is irrational..." represents that food is completely dependent on how we perceive food.
- "...Food is culture, habits, desires and identity", represents the small-scale personal relationship with ourselves as well as food. Habits and desires are things that we as individuals know very well about our own bodies. Food connects us

with each other and ourselves. Food can be a large-scale relationship and communication of culture, people, politics, and the environment, but it is also a small form of relationship and communication with ourselves and our bodies.

For this reason, this Rendang Ratu product wanted to inform that this company provided food that not only sold products, but also introduced West Sumatra culture.

### **3.1.3 Company Vision and Mission**

Rendang Ratu's vision and mission are:

#### **Vision:**

- Becoming a rendang ambassador company that not only sells products, but also introduces West Sumatra culture”.

#### **Mission:**

- Selling quality products and having the best quality.
- Become an ambassador for rendang products West Sumatra.
- Providing customer-oriented based services.
- Creating mutually sustainable business growth.
- Improve employee welfare and help underprivileged communities and the environment.



### 3.1.4 Company Structure

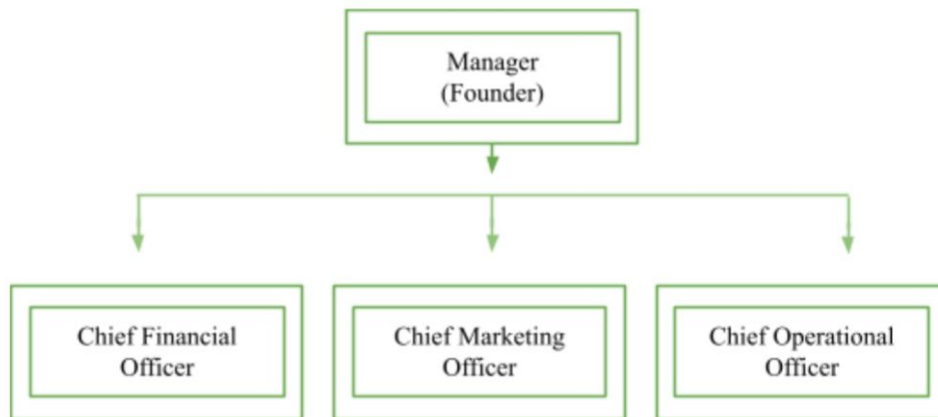


Image 3. 3 Organizational Structure of Rendang Ratu

Rendang Ratu had an organizational structure by placing managers in charge of sections ranging from admin/finance, marketing and production. By having a job desk for each section.

### 3.1.5 Framework



Image 3. 4 Framework Rendang Ratu

This business was carried out through a process that would be carried out from start to finish. Image 3.4 described the Rendang Ratu framework from the process of surveying materials, production, stocks of goods and up to sales to consumers.

### 3.1.6 Business Model Canvas (BMC)

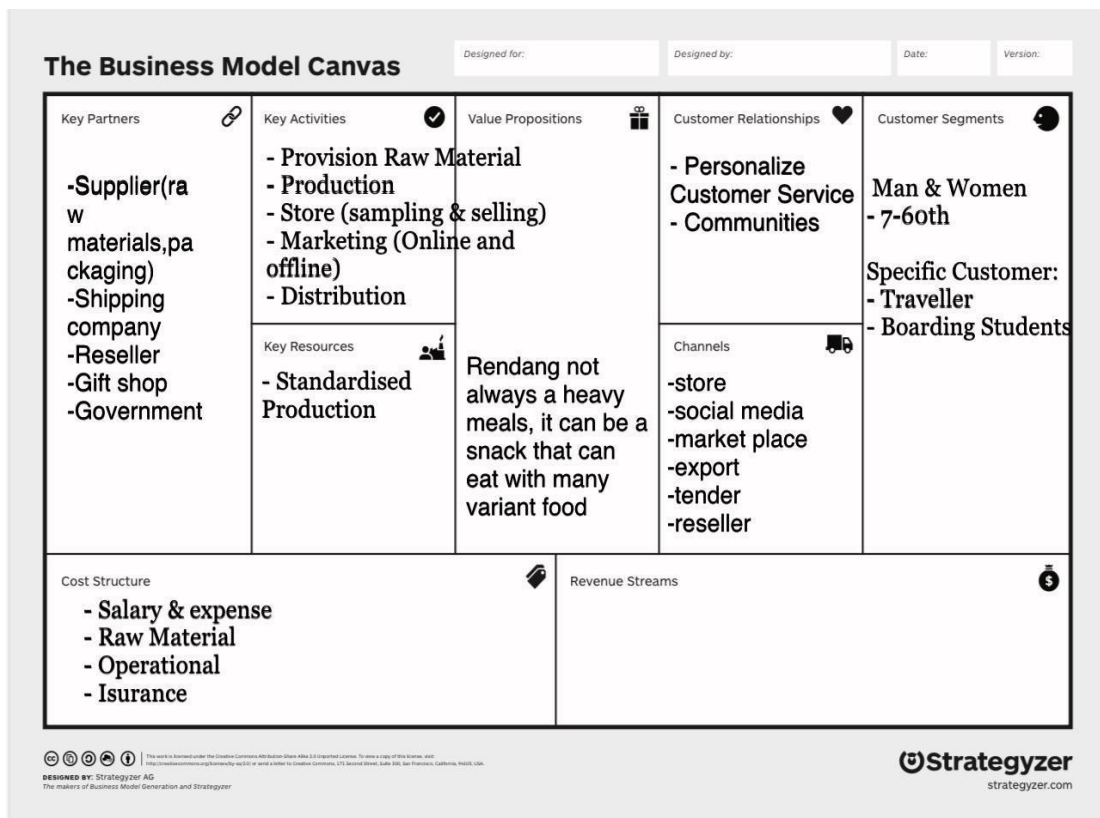


Image 3. 5 BMC Rendang Ratu

Rendang Ratu runs the business by referring to the business model canvas that has already been designed. According to (Osterwalder & Pigneur, 2010), this business model changed the business concept that was initially complicated to do to be simple to do and divided into nine elements, namely: Customer Segment, Value Proposition, Channel, Customer Relationships, Revenue Stream, Key Resources, Key Activities, Key Partnerships and Cost Structure. Image 3.5 showed the data for the nine elements of Rendang Ratu business model canvas.

#### • Customer Segment

This segmentation is used to find out the target consumer who is targeted. Rendang Ratu targets all ages, male and female consumers in Indonesia. Specifically, the

targeted customers are travelers, tourists, and boarding students currently living and visiting Padang city.

- **Value Proposition**

Rendang Ratu had a product value by producing authentic Rendang and Rendang Sauce. The variations in the level taste of products and the best quality packaging that already used double layer packaging with zip lock making it easier for consumers to store the product after consumed was also a plus value for consumers. In addition, the product already used a sterilization process that made the product last up to 3 months in freezer storage.

- **Channels**

Segmentation Channels used by Rendang Ratu to reach consumers were using online and offline selling methods. The offline selling of Rendang Ratu allowed consumers to visit the production house directly. Meanwhile, for the online selling, the products were sold online through online shops (Instagram, Facebook, and WhatsApp) and the marketplace (Mbizmarket and Shopee).

- **Customer Relationship**

To get and retain new customers, Rendang Ratu provided a free COD (Cash on Delivery) service in the Padang area. Moreover, the Rendang Ratu business also often gives bonus products to loyal consumers or consumers who buy large quantities. In addition, the latest update to the Rendang Ratu product catalog makes the consumer easier to find the existing product updates.

### • Key Resources

In running a business, supporting resources were needed to make the business process run well. The primary raw material used was meat obtained from suppliers verified as halal by the government of Padang City. In addition, the ingredients for the spices were purchased directly from the neighboring town as the first best supplier of fresh groceries, Padang Panjang City. It was known as the city that the production of goods are of the best quality and produce fresh food ingredients. After getting raw materials from suppliers, the process could be carried directly to the production house to carry out the manufacturing process. Finally, employees maintained the quality of the product when carrying out the process of making rendang and rendang sauce in the production kitchen.

### • Key Partnership

Rendang Ratu cooperated with various parties to optimize this business by building good partnerships. Raw material suppliers spread across the cities of Padang and Padang Panjang with good quality raw materials to facilitate the production process from raw materials to finished products. Experienced packaging material suppliers also make packaging from labels, and Rendang Ratu packaging looks more exclusive.

In addition, the number of souvenir shops in the city of Padang which were also cooperation partners, was also one of the processes of expanding the distribution of Rendang Ratu products. Moreover, the government of West Sumatra, especially in the City of Padang, was a supporter so that the Rendang Ratu business could become a rendang ambassador in West Sumatra.

### • **Key Activities**

The activities in this business included material survey activities at Raw Material Supplier and Packaging Supplier, Production, Quality Control, Packing Process, and Last Quality Control till the product storage process. Furthermore, determining the sales or marketing strategies from designing social media concepts and content to attract consumers, it started from creating social media accounts from Facebook, Instagram, and Whatsapp businesses as well as online shop accounts from MbizMarket and Shopee as wider product introduction media to consumers.

### • **Revenue Stream**

The source of income serves to explain where the income received by the company or business venture. The source of income obtained by Rendang Ratu was from all sales of Rendang and Rendang Sauce products that were sold online (sales from social media and online shops) and offline (sales from production houses).

### • **Cost Structure**

The last segmentation is Cost structure consisting of variable cost and fixed cost. In this case, fixed costs consisted of employee salaries, promotions, transportations, and electricity and internet costs, whereas Variable cost consisted of raw materials that adjust from a monthly plan or look at market conditions for each month.

## 3.2 Operational Aspect

### 3.2.1 Product Design

According to Philip Kotler, a product is something that can be offered to a market for attention, acquisition, use or consumption so as to satisfy a want or need. Rendang Ratu offers ready-to-eat products that couldn't be consumed, namely rendang and rendang sauce.

Rendang products from Rendang Ratu were designed with double layer packaging which made the product more hygienic and safe. The first packaging layer used Vacuum plastic or nylon vacuum bags as shown in image 3.6. The nylon vacuum bag type of plastic used to wrap or package various types of food. The characteristics of this nylon vacuum bag was more heat resistant, very strong and not easy to break and airtight so that the product could moderate for a long time and protected from insect attack.



Image 3. 6 Vacuum plastic bag packaging

The second packaging layer used aluminum foil standing pouch packaging as shown in image 3.7. The packaging was designed with attractive design details, colors

and shapes. The plus point was the standing pouch, which used aluminum foil with a zip lock that could be closed again when the product in it had not run out. Of course, this could maintain the cleanliness and quality of the product. The advantages of using zip lock style plastic packaging were easy to use, airtight (for the bag model), stronger and does not leak (on average the material using zip lock is stronger), more practical, and modern. Another thing that was no less important in the use of packaging is that the aluminum foil standing pouch was counted as food grade and could stand upright when on a shelf or window. This method made it easier for potential buyers to see the brand and make them interested in buying it.



Image 3. 7 Aluminum foil standing pouch packaging

In addition, there were three color designs for rendang product packaging as mentioned in Image 3.8. The different color of packaging showed different levels of spiciness of products. The red packaging refers to products with a spicy level, orange packaging for original level products, and green packaging for non-spicy products. The

difference in the color of this packaging could indirectly make it easier for consumers to determine the level of spiciness of the product.



Image 3. 8 Rendang Packaging by Rendang Ratu

The rendang sauce products were designed using mini jar-shaped packaging as mentioned in Image 3.9. The packaging is in accordance with the product concept of Rendang Ratu, which is easy to bring. The packaging jar also used a double tube which made the protection of the product even more maximal. In fact, this packaging jar could also protect food from being easily damaged when exposed to water. The packaging for rendang sauce products is also easy to clean and can be used as an alternative packaging for other items when the contents have been used up (recycle and reuse).





Image 3. 9 Packaging of Rendang Sauce By Rendang Ratu

### 2.2.2 Production Process

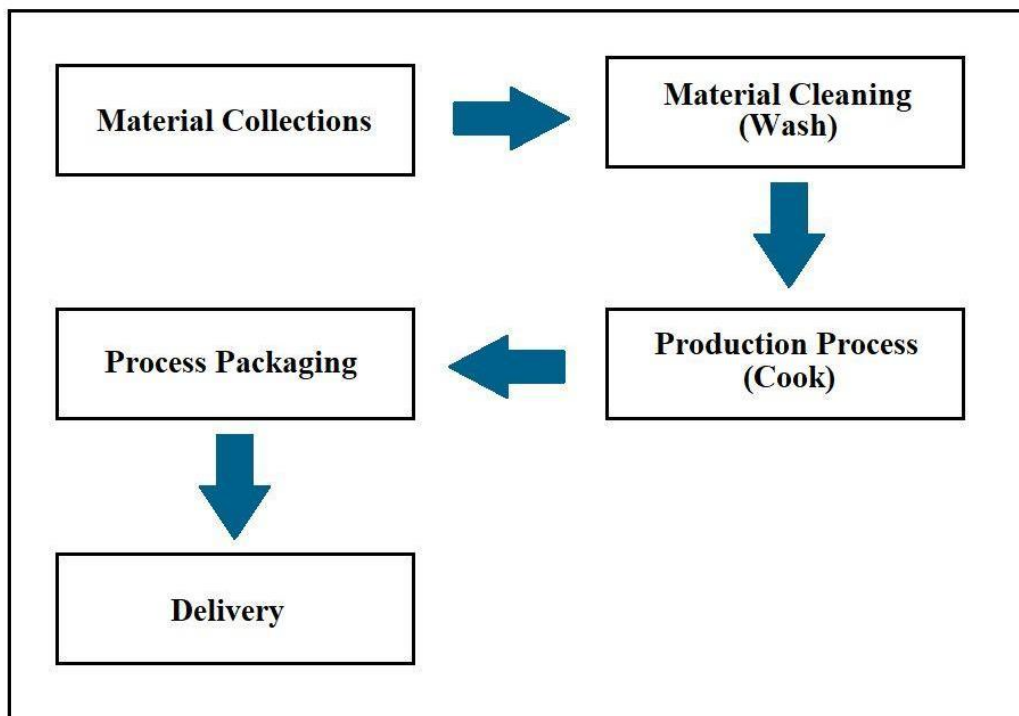


Image 3. 10 Flowchart of the Rendang Ratu Production Process

The first stage in the rendang production process was the selection of ingredients and seasonings. The ingredients to be used are the best quality and fresh spices from first-

hand suppliers. In addition to the basic ingredients of meat, rendang uses coconut milk (*karambia*), and a mixture of various mashed special spices including chili (*lado*), lemongrass, galangal, turmeric, ginger. Garlic, shallots and various other spices were usually referred to as cookers.

The second stage was washing the material. Arriving at the production house, all raw materials were washed thoroughly beforehand until clean. Only then proceed to the third stage, namely the cooking process. The original rendang cooking process could take hours (usually about four hours), this is why the process of making rendang takes time and patience. The pieces of meat were cooked with spices and coconut milk in the right heat, stirring gently until the coconut milk and spices were absorbed by the meat. After boiling, reduce the fire and continue to stir until the coconut milk thickens and becomes dry. Cooking rendang must be patient and painstakingly waited for, always being carefully turned back and forth so that the coconut milk dries up and the seasoning is perfectly absorbed, without burning or destroying the meat. This cooking process is known in modern culinary arts as 'caramelization'. Because it uses many types of spices, rendang is known to have complex and unique flavors.

After the cooking stage, the first quality control process was carried out to ensure the taste and texture of the product were up to standard. Then proceed with the fourth stage, namely the packaging process. This stage would be carried out with various types of packaging according to the product being produced. The packaging used would use aluminum foil standing pouches for rendang products and mini jars for rendang sauce products.

### 3.2.3 Location and Layout of Production

The location of the Rendang Ratu business was planned to utilize the area of the owner house itself, to be precise in the garage in front of the house with a shop area of 24 m (4 m x 6 m) which would be used as a sales area. The location of this business is on Kurao Pagang Street Number 11 RT007/RW002, Siteba, Nanggalo District, Kurao Pagang Village, Padang City. This location was on a crow route and close to several Padang City campuses. The reason for choosing this location was because the location is located on the side of the road so that it is easy to access. Besides that, this decision could also reduce the costs compared to renting another building located on the side of the main road that requires a much larger capital expenditure.

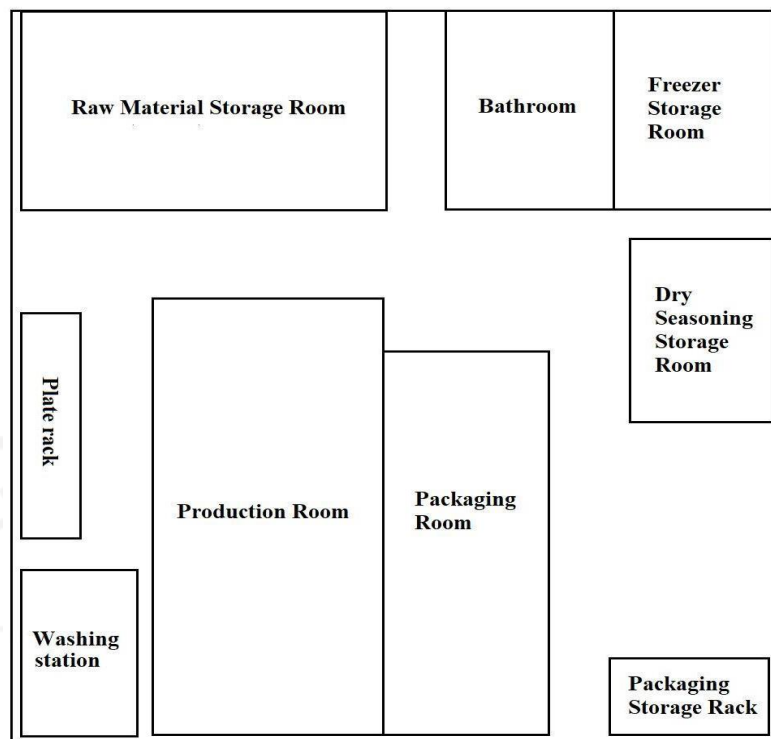


Image 3. 11 Layout of Production Rendang Ratu

The production layout form of Rendang Ratu utilized and adapted to the kitchen layout in the owner's house, where there was a raw material storage room, freezer storage

room, dry spice storage room, production room, packing room, washing area, bathroom, and dish rack .

### **3.2.4 Product Specification**

Rendang Ratu produced ready-to-eat food that could be consumed immediately, namely rendang and rendang sauce. Rendang was distinguished by the use of natural spices that were antiseptic and kill pathogenic bacteria, acting as natural preservatives. Garlic, shallot, ginger, and galangal are all known to have potent antimicrobial properties. Rendang, predictably, could be stored for one to four weeks. Rendang Ratu emphasized quality, taste and product durability.

The following was the product concept for Rendang Ratu products that would be implemented:

- Rendang products from Rendang Ratu were designed with double layer packaging which makes the product more hygienic and safe.
- Rendang sauce products were designed using mini jar-shaped packaging where this packaging was in accordance with the product concept of Rendang Ratu, which is easy to bring.
- The rendang sauce product packaging (mini jar) is also easy to clean and can be used as an alternative packaging for other items when the contents have been used up (recycle and reuse).
- Three color designs for rendang product packaging that differentiate the level of spiciness, namely red packaging for products with a spicy level, orange packaging for original level products, and green packaging for non-spicy products. The

difference in the color of this packaging can indirectly make it easier for consumers to determine the level of spiciness of the product.

- For rendang products, there were two kinds of product sizes. The 1/4 kilo size consists of 5 pieces of meat, and the 1/2 kilo size consists of 10 pieces of meat.



### 3.3 Human Resource Aspect

#### 3.3.1 Organizational Structure

Rendang Ratu had a business engaged in food and beverages. The organizational structure of Rendang Ratu consists of several sections, namely the manager, chief financial officer, chief marketing officer, and chief operating officer who have their respective job desks from each section.

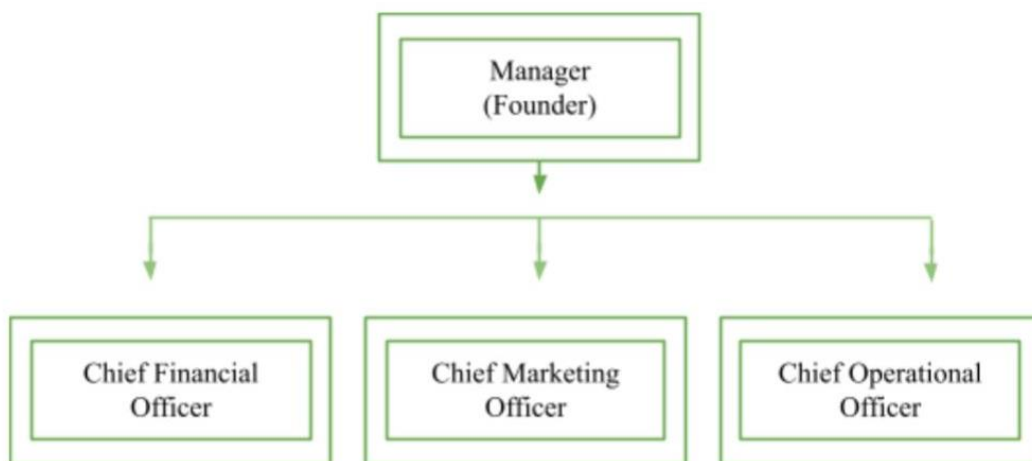


Image 3. 12 Organizational Structure of Rendang Ratu

Managers, tasked with analyzing the market, have the ability to function management, from the aspects of marketing, operations, human resources and finance.

1. Chief financial officer, tasked with managing finances and recording existing transactions and reporting transactions.
2. Chief marketing officer, in charge of marketing, promoting products, especially with the use of social media.
3. Chief operating officer, in charge of making the production process from raw materials to finished materials.

The number of business actors in Rendang Ratu for the time is still 3 people, consisting of: 1 person as Manager who also serves as Chief Operating Officer, 1 person as Chief Financial Officer, and 1 person as Chief Marketing Officer. For the working hours, the employee working day schedule is Monday - Thursday at 09.00 - 17.00 (8 working hours). Every day, *Isoma* time is given from 12.00 to 13.00. For Friday - Sunday is a day off. However, it could be overtime if there is an order by request (conditional)

### 3.3.2 Job Descriptions

Table 3. 1 Job Descriptions

| Department Name          | Job Desk  |
|--------------------------|---|
| Manager (Owner)          | <ol style="list-style-type: none"> <li>1. Decision makers in the selection of raw materials, suppliers, and product innovation</li> <li>2. Decision makers about the price of products to be sold in coordination with the financial department</li> <li>3. Decision maker about the amount of product to be produced</li> <li>4. Manage the procurement of stock of raw materials to be used for production</li> <li>5. Attend external activities (incidental)</li> </ol> |
| Chief Financial Officer  | <ol style="list-style-type: none"> <li>1. Responsible in managing cash flow in the business</li> <li>2. Record all incoming orders from consumers</li> <li>3. Calculating the selling price of the product if there is a change in the price of raw materials</li> </ol>  |
| Chief Marketing Officer  | <ol style="list-style-type: none"> <li>1. Doing product marketing both offline and online</li> <li>2. Creating concepts and content for social media accounts</li> <li>3. Manage social media as admin, and give a respond when there is interaction with potential customers</li> </ol>  |
| Chief Operations Officer | <ol style="list-style-type: none"> <li>1. Prepare raw materials before production</li> <li>2. Making products from scratch to finished goods</li> <li>3. Supervise the quality and quality of materials from suppliers</li> </ol>   |

### 3.3.3 Compensation System

According to Notoatmodjo (2009), compensation is everything received by employees as remuneration for their work or dedication. Thus, compensation is given by the company to employees as a form of appreciation or gratitude and remuneration. Giving compensation is very important because it can have a positive influence on employees such as, raising work motivation, morale and will ultimately improve the performance of the employees themselves. Improving employee performance will have a positive impact on overall company performance.

Compensation is also influenced by several factors such as: applicable laws and regulations, employee productivity, ability to pay, willingness to pay, supply and demand for labor, and employee organization. Therefore, a good compensation system will benefit both parties, both employees and the company. The compensation system implemented by Rendang Ratu is in the form of:

- Basic monthly wages according to working hours. The basic wages offered is IDR100.000/ 8 hours of work for operational production workers.
- The basic monthly salary for the marketing team is IDR 1,500,000/month. For this marketing team it is more flexible and the work system uses freelance (contracted for at least 3 months)
- Holiday allowance (1x salary) after 1 year of work
- Bonus sales target every 3 months. The bonus given is 10% of the sales net profit



### **3.4 Marketing Aspect**

#### **3.4.1 Market potential**

The product potential of Rendang Ratu was aimed at all segments of society, by reviewing it in terms of geographical segmentation and demographic segmentation. In terms of geographical segmentation, there were two target markets for Rendang Ratu, namely the general target market and the specific target market. The general target market of Rendang Ratu is people who live in the city of Padang, while the target market in particular is tourists visiting West Sumatra, especially the city of Padang. Then, in terms of demographic segmentation, Rendang Ratu's target market is the general public from various backgrounds, from students to university students. In terms of behavior, namely targeting students/students who live overseas who need long-lasting food, then also tourists who visit and need typical Minangkabau souvenirs. The target market for Rendang Ratu are students, boarding students, and people with an age range of 7-65 years who have an interest in eating traditional food.

Enter the identification of competitors, in the city of Padang itself there were many sellers of rendang. Here are some existing competitors that are quite famous in Padang, namely Rendang Christine Hakim, Rendang Asese, and Rendang Yoiko.

| <b>Business Name</b>  | <b>Price Range<br/>(in rupiah)</b> | <b>Service</b>   | <b>Company Excellence</b>  |
|-----------------------|------------------------------------|--|--|
| 1. Rendang<br>Asese   | 250 gram:<br>Rp80.000              | <ul style="list-style-type: none"> <li>● Product:<br/>Provided a variety of processed rendang which was quite varied.</li> <li>● Packaging :<br/>The packaging design was attractive, but the packaging used a box-shaped design that was usually used for dry food.</li> <li>● Location :<br/>The location of the Asese shop is quite strategic on the side of the road.</li> </ul>   | The advantage of the Asese brand is the variety of products offered, and brands are quite famous in Padang.  |
| 2. Christine<br>Hakim | 300 gram:<br>Rp79.200              | <ul style="list-style-type: none"> <li>● Product:<br/>Provided processed rendang with different textures, dry rendang, shredded rendang, wet rendang.</li> <li>● Packaging :<br/>The packaging design used transparent plastic (nylon) and manual adhesive stickers</li> <li>● Location :<br/>The location of offline store is on the edge, near beach of Padang City</li> </ul>   | The brand already has a name in the city of Padang, where it does not only sells rendang products but also sells various other typical Padang souvenirs. |
| 3. Rendang<br>Yoiko   | 250 gram:<br>Rp70.000              | <ul style="list-style-type: none"> <li>● Product:<br/>Provided a variety of processed rendang products, such as shell rendang.</li> <li>● Packaging :<br/>The packaging design used aluminum foil, but used too many large fonts that dominated the display, and packaging process is still manual using stickers</li> <li>● Location :<br/>The location of the office is in the city center but in a narrow alley.</li> </ul> | Innovation product of ricebox rendang.   |

The following is a comparison of packaging designs from competitors

(1) Rendang Asese

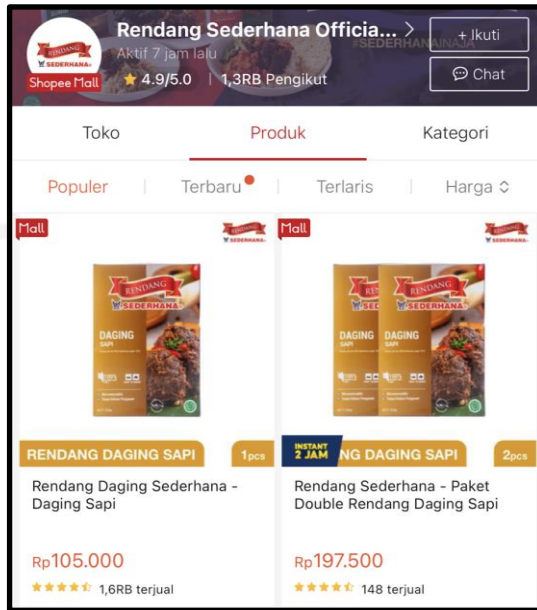


Image 3. 13 Competitor Rendang 1

(2) Christine Hakim

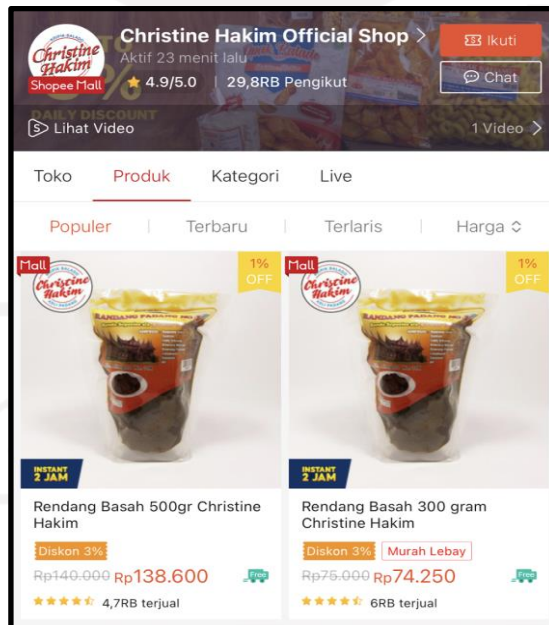


Image 3. 14 Competitor Rendang 2

### (3) Rendang Yoiko

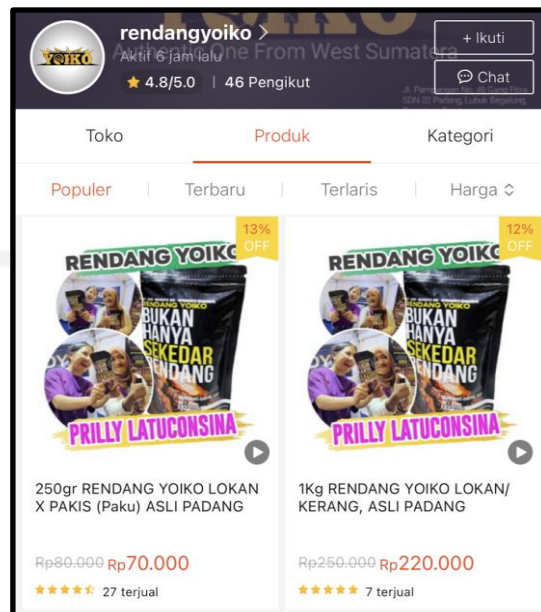


Image 3. 15 Competitor Rendang 3

By looking at the services and advantages offered by competitors in the city of Padang, competitors have their own advantages and disadvantages. For the Christine Hakim brand, it already has a name in the city of Padang so that it is better known by the public. However, as a brand that can be said to be big and well-known in the city of Padang, Christine Hakim had unattractive packaging, only using packaging made of nylon plastic which has the disadvantage that if it is carried for a long time it would become greasy and have an unattractive shape.

On the other hand, the Asese rendang brand offered a less spicy-more sweet rendang flavor, this adjusts its target market, namely Javanese people. In addition, the Asese rendang packaging has used aluminum foil. However, according to some review consumers, there were still some drawbacks to the Asese rendang packaging. Sometimes, when the package has been opened, it would be difficult to close it again (if the consumer wanted to store rendang using that packaging). Seeing from this case, this is because the

packaging has not used ziplock packaging. Then for Yoiko's rendang, the packaging already used a ziplock but the font size on the packaging design was too large and looked less elegant. In addition, Yoiko's rendang production system is made by order, often without a ready product.

### **3.4.2 Marketing Strategy**

In current developments, there are many ways to market products to consumers. However, it is also undeniable that there are many discrepancies between the products offered by the company to consumers. Many companies are only concerned with company profits and forget about customer satisfaction. Even though the marketing concept seeks to convey satisfaction to consumers for a period of time that is not only short term but also for the long term.

For this reason, the right marketing strategy is needed to be able to compete and also generate profits for the company and consumers. Seeing the potential that can be applied in future business concepts, there are several marketing strategies used by the Rendang Ratu business, including:

#### **(1) Production concept**

The production concept emphasized production efficiency, low cost and mass production. Rendang Ratu would try to produce products in large quantities in order to reduce production costs. In addition, the production process also used quality ingredients at a predetermined dosage, so that later the taste and quality of the product can remain constant and stable. The product production process from Rendang Ratu has also used a sterilization process so that the product is more sterile and has a long shelf life.

## **(2) Product concept**

According to Philip Kotler's (2004), marketing theory of product strategy, product strategy did not only consider customer solutions, but offered flexible benefits and created creative innovations. In this concept, producers no longer played the role of satisfying customer wants and needs, but rather played a role as creators of customer wants and needs. In this case, besides providing a variety of rendang products, the Rendang Ratu business also offered product innovation, namely rendang sauce. Rendang sauce is a solution for consumers who may be bored with processed meat products or want to find a different atmosphere in consuming rendang but want to eat food with rendang nuances, such as eating omelet with rendang sauce, or simply eating crackers with rendang sauce. In addition, the rendang sauce by Rendang Ratu product is also wrapped in a mini jar, making it easier for consumers to carry the product everywhere. Moreover, Rendang Ratu convinced consumers by using natural ingredients without chemicals. Long-lasting products did not use preservatives but derived from natural ingredients that have strong antimicrobial activity, so rendang can last a long time. With a product concept that has been designed according to the needs of the community, the business can survive in the midst of market competition.

## **(3) Sales concept**

This sales concept emphasizes the product, and thinks about the best way of promotion to attract consumers. In this case, the Rendang Ratu business provided "loyalty vouchers" as a way of sales promotion. This loyalty voucher is a form of gratitude from Rendang Ratu to loyal customers.

For every purchase of 1 (one) item/product will get 1 (one) loyalty voucher. So for customers who have collected 10 (ten) loyalty vouchers are entitled to exchange for 1 (one) free item/product.

The terms and conditions of the loyalty voucher are as follows:

1. Follow our Instagram account @rendangratu.id
2. Collect 10 (ten) loyalty vouchers.
3. Submit photos of 10 (ten) loyalty vouchers before and after tearing (each in 1 picture) and mention the desired free product
4. Free product selection can only be done on the same day as the loyalty voucher redemption verification.
5. If on the day of verification of the loyalty voucher redemption there is no certainty that the free item/product selected, the loyalty voucher will be forfeited.
6. Shipping costs are borne by Rendang Ratu.
7. Rendang Ratu has the right to take the necessary actions if there is suspected fraud from the customer that is detrimental to Rendang Ratu.

#### **(4) Marketing concept**

This marketing concept focused on the interests and satisfaction of consumers. In this case, Rendang Ratu's business did product marketing by utilizing many social media and marketplace platforms such as instagram, facebook, shopee, whatsapp, and making it easier for consumers to get information about products. Rendang Ratu's social media displayed product information such as a price list, catalog, promotion and discount offer, ect. Moreover, Rendang Ratu social media also posted some info not only about the

products being sold but also other informative things related to food, one example about the benefits of consuming meat for health posted in instagram account. In addition, in terms of consumer payments, it could be in cash or non-cash, which made it easier for consumers to transact anywhere, anytime.

#### **(5) Societal Marketing Concept**

In the societal marketing concept, companies must think about the reciprocity of the products offered by maintaining a balance of environmental, social and consumer welfare. In this case, the Rendang Ratu business received a halal certificate and included the halal logo from the Indonesian Ulama Council (MUI) on the products being marketed so as to provide a sense of security for consumers and also as a guarantee for consumers that the Rendang Ratu products they consume are safe from harmful elements that is Non -halal and produced in a lawful and ethical manner. In addition, the use of food-grade packaging is also a plus point that needed to be considered for consumer health. In this case, the rendang ratu business had chosen to use a type of packaging that is retrieved as food grade. The food grade packaging will not transfer harmful substances when in contact with food. Thus, not only has it met domestic and international food safety standards, but it is also environmentally friendly.

#### **3.4.3 Distribution channel**

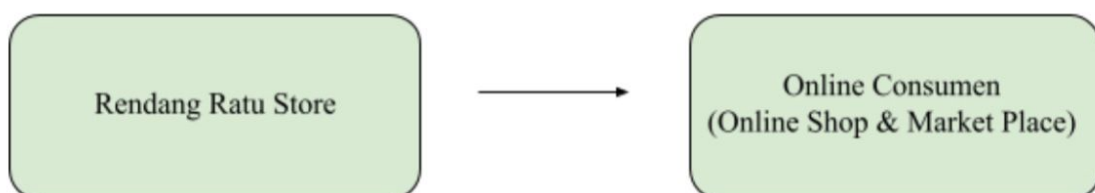


Image 3. 16 Distribution Channel of Rendang Ratu



Distribution channel is the process of distributing production goods or services that facilitate marketing activities from producers to consumers. This is important to note because the smoothness of the distribution system affected the progress of the company. The sales process that would be used in the Rendang Ratu business was marketing through online shops and market places for distribution to consumers. Image 3.16 explained the flow of distribution of Rendang Ratu products to consumers.

#### **3.4.4 Price Fixing**

Determining product prices in the Rendang Ratu business used a competition oriented pricing strategy where pricing was based on the prices set by similar competitor businesses in Padang City (price of similar competitor products was taken into consideration). This price determination also considered operational and production aspects, such as the price of raw materials, packaging, and estimated increases in raw material prices. The selling price of the products offered by the Rendang Ratu business started at the ranges from Rp25.000 to Rp150.000.

Prices for Rendang Ratu products sold are:

- ✓ Rendang ¼ kg (5 pieces of meat): Rp75.000
- ✓ Rendang ½ kg (10 pieces of meat): Rp150.000
- ✓ 1 Jar of Rendang Sauce 180ml: Rp25.000

#### **3.5 Financial Aspect**

In doing business, there was a very important main source, namely capital in the form of money which is used to finance all aspects of the company. Good financial

management would have a positive impact on the sustainability and existence of the company. Companies manage their finances by planning and controlling cash in the form of financial statements.

In research from Nur R (2017), financial statements are a report that presents financial information, conditions and financial positions that occur in a company. Financial reports were made to make it easier for companies to make financial decisions. Based on the results of the financial statements, the company can later analyze past achievements, and then set policies for the future.

In reviewing this financial aspect, the Rendang Ratu business prepared financial reports by applied several types of reports, namely, financial statements, income statements and Cash flow.

### **3.5.1 Capital Budgeting**

In reviewing this aspect of the financial statements, the authors compiled by included the details used in the purchase of supplies and equipment for company operations. The funds spent by authors are as large as Rp1.860.000, 00, these funds were sourced from the personal funds of the authors. The following is the detail of the cost purchasing equipment and inventory for Rendang Ratu's business operations:

Here is the detail information about the inventory as an asset:

Table 3. 2 Business Investment Capital of Rendang Ratu

| No | Name of Stuff          | Quantity | Price for Each | Total Price           |
|----|------------------------|----------|----------------|-----------------------|
| 1  | Teflon Belt Sealer     | 2        | Rp20.000,00    | Rp40.000,00           |
| 2  | Box rack for Packaging | 2        | Rp30.000,00    | Rp60.000,00           |
| 3  | Stamp                  | 1        | Rp60.000,00    | Rp60.000,00           |
| 4  | Set of cleaning tools  | 1        | Rp150.000,00   | Rp150.000,00          |
| 5  | Operational Gasoline   | 1        | Rp50.000,00    | Rp50.000,00           |
| 6  | Vacuum Sealer          | 1        | Rp1.500.000,00 | Rp1.500.000,00        |
|    | <b>Total</b>           |          |                | <b>Rp1.860.000,00</b> |

For some other operational equipment, authors utilized equipment that was already available at home such as stoves, gas, cutting boards, containers, knives, spatulas, etc.

### 3.5.2 Monthly income report

The business conducted data collection of income reports for the first 5 months (March 2022 - April 2022 - May 2022 - June 2022 - July 2022). The data contained the number of products produced and sold each week.

In March 2022, there was no revenue yet. In the first week of March, the owner was still in the vendor survey stage for packaging. The survey process lasted for one week by searching directly for several vendors in Padang City and also online for vendors located outside Padang city. Finally, after making several considerations, the owner chose to work with vendors located in Bandung City. The following week, the product packaging design process was carried out, and the process lasted for 2 weeks. In April, the first production process was carried out with an initial production of 5 kg of rendang

meat. The following is the product production report for the period April 2022 to July 2022:

Table 3. 3 Production Table Activity of Rendang Ratu

| Production Activities | Production date | Production Quantity | Production (Outcome)       |                      | Sales                | Total Sales    |
|-----------------------|-----------------|---------------------|----------------------------|----------------------|----------------------|----------------|
|                       |                 |                     |                            |                      |                      |                |
| <b>Product ion 1</b>  | 6 April 2022    | 5 kilos of meat     | 10 Pcs Rendang 1/2kg       | -                    | 5 kg Rendang         | Rp1.500.000,00 |
|                       | 8 April 2022    | 5 kilos of meat     | 10 Pcs Rendang 1/2kg       | -                    | 5 kg Rendang         | Rp1.500.000,00 |
|                       | 10 April 2022   | 2 kg of spices      | 18 Pcs Rendang Sauce 180gr | -                    | 18 Pcs Rendang Sauce | Rp 450.000,00  |
| <b>Product ion 2</b>  | 1 May 2022      | 5 kilos of meat     | -                          | 20 Pcs Rendang 1/4kg | 5 kg Rendang         | Rp1.500.000,00 |
|                       | 11 May 2022     | 10 kilos of meat    | 10 Pcs Rendang 1/2kg       | 20 Pcs Rendang 1/4kg | 10 kg Rendang        | Rp3.000.000,00 |
|                       | 16 May 2022     | 10 kilos of meat    | 10 Pcs Rendang 1/2kg       | 20 Pcs Rendang 1/4kg | 10 kg Rendang        | Rp3.000.000,00 |
|                       | 21 May 2022     | 10 kilos of meat    | 10 Pcs Rendang 1/2kg       | 20 Pcs Rendang 1/4kg | 10 kg Rendang        | Rp3.000.000,00 |
|                       |                 | 2,5 kg of spices    | 20 Pcs Rendang Sauce 180gr | -                    | 20 Pcs Rendang Sauce | Rp500.000,00   |
|                       | 31 May 2022     | 10 kilos of meat    | 10 Pcs Rendang 1/2kg       | 20 Pcs Rendang 1/4kg | 10 kg Rendang        | Rp3.000.000,00 |

|                          |                 |                        |                                     |                            |                            |                    |
|--------------------------|-----------------|------------------------|-------------------------------------|----------------------------|----------------------------|--------------------|
| <b>Product<br/>ion 3</b> | 3 June<br>2022  | 2,5 kg of<br>spices    | 20 Pcs<br>Rendang<br>Sauce<br>180gr | -                          | 20 Pcs<br>Rendang<br>Sauce | Rp500.000,00       |
|                          |                 | 10 kilos of<br>meat    | 10 Pcs<br>Rendang<br>1/2kg          | 20 Pcs<br>Rendang<br>1/4kg | 10 kg<br>Rendang           | Rp3.000.000,0<br>0 |
|                          | 4 June<br>2022  | 20 kilos of<br>meat    | 30 Pcs<br>Rendang<br>1/2kg          | 20 Pcs<br>Rendang<br>1/4kg | 20 kg<br>Rendang           | Rp6.000.000,0<br>0 |
|                          |                 | 5 kg of<br>spices      | 40 Pcs<br>Rendang<br>Sauce<br>180gr | -                          | 40 Pcs<br>Rendang<br>Sauce | Rp1.000.000,0<br>0 |
|                          | 6 June<br>2022  | 10 kilos of<br>meat    | 10 Pcs<br>Rendang<br>1/2kg          | 20 Pcs<br>Rendang<br>1/4kg | 10 kg<br>Rendang           | Rp3.000.000,0<br>0 |
|                          | 29 June<br>2022 | 15 kilos of<br>meat    | 10 Pcs<br>Rendang<br>1/2kg          | 40 Pcs<br>Rendang<br>1/4kg | 15 kg<br>Rendang           | Rp4.500.000,0<br>0 |
| <b>Product<br/>ion 4</b> | 1 July<br>2022  | 15 kilos of<br>meat    | 10 Pcs<br>Rendang<br>1/2kg          | 40 Pcs<br>Rendang<br>1/4kg | 15 kg<br>Rendang           | Rp4.500.000,0<br>0 |
|                          | 7 July<br>2022  | 10 kilos of<br>meat    | 10 Pcs<br>Rendang<br>1/2kg          | 20 Pcs<br>Rendang<br>1/4kg | 10 kg<br>Rendang           | Rp3.000.000,0<br>0 |
|                          | 14 July<br>2022 | 10 kilos of<br>meat    | 10 Pcs<br>Rendang<br>1/2kg          | 20 Pcs<br>Rendang<br>1/4kg | 10 kg<br>Rendang           | Rp3.000.000,0<br>0 |
|                          |                 | 2 kilos of<br>Seashell | 8 Pcs<br>Rendang<br>1/4kg           | -                          | 2 kg Lokan<br>Balado       | Rp480.000,00       |
|                          | 15 July<br>2022 | 15 kilos of<br>meat    | 10 Pcs<br>Rendang<br>1/2kg          | 20 Pcs<br>Rendang<br>1/4kg | 15 kg<br>Rendang           | Rp4.500.000,0<br>0 |

|  |              |                  |                            |   |                      |                |
|--|--------------|------------------|----------------------------|---|----------------------|----------------|
|  |              | 10 kilos of meat | 20 Pcs Dendeng 1/2kg       | - | 10 kg Dendeng Balado | Rp3.500.000,00 |
|  |              | 2,5 kg of spices | 12 Pcs Rendang Sauce 200gr | - | 11 Pcs Rendang Sauce | Rp500.000,00   |
|  | 26 July 2022 | 5 kilos of meat  | 10 Pcs Rendang 1/2kg       | - | 5 kg Rendang         | Rp1.500.000,00 |



### 3.5.3 Cash Flow

#### 3.5.3.1. Cash Flow for March

| <b>Rendang Ratu</b>                             |                       |
|---|-----------------------|
| <b>Cash Flow Statement For the end of March</b> |                       |
| <b>Inflow</b>                                   |                       |
| Sales Revenue                                   | -                     |
| <b>Total Inflow</b>                             | <b>-</b>              |
| <b>Outflow</b>                                  |                       |
| Inventory Investment                            |                       |
| - Teflon Belt Seler                             | Rp20.000,00           |
| - Box rack for packaging (2)                    | Rp60.000,00           |
| Expenses Paid                                   | <b>Rp1.424.326,00</b> |
| <b>Total Outflow</b>                            | <b>Rp1.504.326,00</b> |
| <b>Total Cash</b>                               | <b>-</b>              |
| <b>Cash in the beginning</b>                    | <b>-</b>              |
| <b>Cash in the end of April</b>                 | <b>-</b>              |

### 3.5.3.2. Cash Flow for April

| <b>Rendang Ratu<br/>Cash Flow Statement<br/>For the end of April</b> |                       |
|--|-----------------------|
| <b>Inflo</b>   |                       |
| Sales Revenue  | Rp3.450.000,00        |
| <b>Total Inflow</b>  | <b>Rp3.450.000,00</b> |
| <b>Outflow</b>   |                       |
| Inventory Investment   |                       |
| - Stamp  | Rp60.000,00           |
| Expenses Paid  | <b>Rp2.730.000,00</b> |
| <b>Total Outflow</b>   | <b>Rp2.790.000,00</b> |
| <b>Total Cash</b>  | <b>Rp660.000,00</b>   |
| <b>Cash in the beginning</b>   | -                     |
| <b>Cash in the end of April</b>                                      | <b>Rp660.000,00</b>   |



### 3.5.3.3. Cash Flow for May

| <b>Rendang Ratu<br/>Cash Flow Statement<br/>For the end of May</b> |                        |
|--|------------------------|
| <b>Inflow</b>  |                        |
| Sales Revenue  | <b>Rp14.000.000,00</b> |
| <b>Total Inflow</b>  | <b>Rp14.000.000,00</b> |
| <b>Outflow</b>   |                        |
| Inventory Investment   |                        |
| - Teflon Belt Sealer   | Rp20.000,00            |
| Expenses Paid  | <b>Rp9.505.000,00</b>  |
| <b>Total Outflow</b>   | <b>Rp9.525.000,00</b>  |
| <b>Total Cash</b>  | <b>Rp4.475.000,00</b>  |
| <b>Cash in the beginning</b>                                       | <b>Rp660.000,00</b>    |
| <b>Cash in the end of May</b>                                      | <b>Rp5.135.000,00</b>  |

#### 3.5.3.4. Cash Flow for June

| <b>Rendang Ratu<br/>Cash Flow Statement<br/>For the end of June</b> |                        |
|---|------------------------|
| <b>Inflow</b>   |                        |
| Sales Revenue   | <b>Rp18.000.000,00</b> |
| <b>Total Inflow</b>   | <b>Rp18.000.000,00</b> |
| <b>Outflow</b>  |                        |
| Inventory Investment  | -                      |
| Expenses Paid   | <b>Rp9.935.000,00</b>  |
| <b>Total Outflow</b>  | <b>Rp9.935.000,00</b>  |
| <b>Total Cash</b>   | <b>Rp8.065.000,00</b>  |
| <b>Cash in the beginning</b>  | <b>Rp5.135.000,00</b>  |
| <b>Cash in the end of June</b>                                      | <b>Rp13.200.000,00</b> |

### 3.5.3.5. Cash Flow for July

| <b>Rendang Ratu<br/>Cash Flow Statement<br/>For the end of July</b> |                        |
|---|------------------------|
| <b>Inflow</b>   |                        |
| Sales Revenue   | <b>Rp20.980.000,00</b> |
| <b>Total Inflow</b>   | <b>Rp20.980.000,00</b> |
| <b>Outflow</b>  |                        |
| Inventory Investment  | -                      |
| Expenses Paid   | <b>Rp16.800.000,00</b> |
| <b>Total Outflow</b>  | <b>Rp16.800.000,00</b> |
| <b>Total Cash</b>   | <b>Rp4.180.000,00</b>  |
| <b>Cash in the beginning</b>  | <b>Rp13.200.000,00</b> |
| <b>Cash in the end of July</b>                                      | <b>Rp17.380.000,00</b> |

Based on the cash flow statement above, it could be seen that Rendang Ratu sales tend to increase from April 2022 to July 2022. The highest revenue was obtained in June with a net profit of Rp8,065,000.00. and total sales of Rp18,000,000.00. The highest sales was in July with total sales of Rp20,980,000.00. However, the profit earned decreased to Rp4,180,000.00. This decrease was due to an increased in the price of raw materials for meat, spices and gas.

### 3.5.4 Income Statement

#### 3.5.4.1. Income Statement for March

| <b>Rendang Ratu<br/>Income Statement<br/>For the end of March</b> |                       |
|---|-----------------------|
| <b>Revenue</b>  |                       |
| Sales   | -                     |
| Total Revenue   | -                     |
| <b>Expenses</b>   |                       |
| Salary and wages  | -                     |
| Supply expenses   | -                     |
| Electricity expenses  | -                     |
| Photo Catalog expenses  | Rp193.000,00          |
| Instagram Feeds Desain expenses                                   | Rp231.326,00          |
| Packaging Desain expenses   | Rp1.000.000,00        |
| <b>Total Expenses</b>   | <b>Rp1.424.326,00</b> |
| Net Income  | -                     |

### 3.5.4.2 Income Statement for April

| <b>Rendang Ratu<br/>Income Statement<br/>For the end of April</b> |                       |
|---|-----------------------|
| Revenue   |                       |
| Sales   | Rp3.450.000,00        |
| <b>Total Revenue</b>  | <b>Rp3.450.000,00</b> |
| Expenses  |                       |
| Salary and wages  | Rp270.000,00          |
| Supply expenses   | Rp1.860.000,00        |
| Electricity expenses  | Rp100.000,00          |
| Religious Holiday<br>Alloance (THR)                               | Rp500.000,00          |
| <b>Total Expenses</b>   | <b>Rp2.730.000,00</b> |
| <b>Net Income</b>   | <b>Rp720.000,00</b>   |

### 3.5.4.3. Income Statement for May

| <b>Rendang Ratu<br/>Income Statement<br/>For the end of May</b> |                        |
|---|------------------------|
| Revenue   |                        |
| Sales   | Rp14.000.000,00        |
| <b>Total Revenue</b>  | <b>Rp14.000.000,00</b> |
| Expenses  |                        |
| Salary and wages  | Rp1.145.000,00         |
| Supply expenses   | Rp8.160.000,00         |
| Electricity expenses  | Rp200.000,00           |
| <b>Total Expenses</b>   | <b>Rp9.505.000,00</b>  |
| <b>Net Income</b>   | <b>Rp4.495.000,00</b>  |

#### 3.5.4.4 Income Statement for June

| <b>Rendang Ratu<br/>Income Statement<br/>For the end of June</b> |                        |
|--|------------------------|
| Revenue  |                        |
| Sales  | Rp18.000.000,00        |
| <b>Total Revenue</b>   | <b>Rp18.000.000,00</b> |
| Expenses   |                        |
| Salary and wages   | Rp1.185.000,00         |
| Supply expenses  | Rp8.550.000,00         |
| Electricity expenses   | Rp200.000,00           |
| <b>Total Expenses</b>  | <b>Rp9.935.000,00</b>  |
| <b>Net Income</b>  | <b>Rp8.065.000,00</b>  |

#### 3.5.4.5 Income Statement for July

| <b>Rendang Ratu<br/>Income Statement<br/>For the end of July</b> |                        |
|--|------------------------|
| Revenue  |                        |
| Sales  | Rp20.980.000,00        |
| <b>Total Revenue</b>   | <b>Rp20.980.000,00</b> |
| Expenses   |                        |
| Salary and wages   | Rp1.675.000,00         |
| Supply expenses  | Rp14.925.000,00        |
| Electricity expenses   | Rp200.000,00           |
| <b>Total Expenses</b>  | <b>Rp16.800.000,00</b> |
| <b>Net Income</b>  | <b>Rp4.180.000,00</b>  |

### 3.5.4.6 Income Statement at the end of period (March - July)

| <b>Rendang Ratu</b><br><b>Income Statement</b><br><b>For the end of period</b><br><b>(March 2022 - July 2022)</b> |   |   |
|---|---|---|
| 1.  | <b>Revenue</b><br>- Total revenue   | Rp56,430,000.00   |
| 2.  | <b>Costs</b><br>- Cost of goods sold (COGS)<br>- Expenses (sales and wages)<br>- General cost<br>- Photo Catalog expenses<br>- Instagram Feeds Desain expenses<br>- Packaging Desain expenses<br>- Religious Holiday Allowance (THR)<br>- Electricity costs | Rp33,495,000.00<br>Rp4,275,000.00<br>Rp193,000.00<br>Rp231,326.00<br>Rp1,000,000.00<br>Rp500,000.00<br>Rp700,000.00 |
| 3.  | <b>Income</b>   | Rp16,035,674.00   |

From the income statement for one period above (starting from March 2022 to July 2022), a net income Rp16,035,674 was obtained. Although the results obtained are profitable, the financial condition is still far from the sales and net profit targets that have been designed in the business plan where the net income target is Rp120,618,000 per month.

## CHAPTER IV

### IDENTIFICATION AND PROBLEM SOLVING

#### 4.1 Identification and Problem Solving in General and Special Aspect

In this chapter, the author identified the business issues that occur in Rendang Ratu business from both general and specific aspects. General aspects included human resource aspects, operational aspects, financial aspects, and special aspects, namely marketing aspects. The discussion began by detailing every aspect of the planning stage, followed by the realization that gaps had been discovered, which were then further discussed.

##### 4.1.1 General Aspect- Human Resources (HR)

Based on the discussion in Chapter II, the following are the things that are planned and the actual results that occurred in the aspect of human resources:

| Aspect          | Planning   | Realization   | Gap   |
|-----------------|--|---|---|
| Human Resources | Establishing the organizational structure of Rendang Ratu consisted of 1 person as Manager who also served as Chief Operating Officer, 1 person as Chief Financial Officer, and 1 person as Chief Marketing Officer. | The Formation of the organizational structure in accordance with the initial planning that is formed Manager, Chief Financial Officer, Chief Marketing Officer, and Chief Operating Officer. However, there is an additional on temporary employee for the operational department | →There is an additional employee (temporary employee) that affected production productivity |



| Aspect | Planning  | Realization  | Gap  |
|--------|---|--|--|
|        | Attend external activities (incidental) that did not include in business plan | <p>→Rendang Ratu business has participated in several training sessions held by the Padang City Industry Office</p> <p>→Rendang Ratu joined the Padang City rendang community under the auspices of the Rendang Central Office of the Padang City Industry Service</p> <p>→The Rendang Ratu business took part in the "West Sumatra Batch III Entrepreneur Success Challenge" business competition held by the Deputy Governor of West Sumatra</p> | →All activities are running well even though this incidental activities is not include in business plan proposal |

#### 4.1.1.1 Gap identification

Based on explication of the planning concept and the realization results of Rendang Ratu, there was a gap emerged on human resource aspect

- a. There were additional employees that affected production productivity

#### 4.1.1.2 Problem Identification and Solution

The gaps in the discussion of identification could lead to problems if solutions are not immediately found. The solution efforts made are as follows:

| Aspect          | Problem   | Solution   |
|-----------------|---|--|
| Human Resources | There is an additional employee (temporary employee) that affected production productivity caused by the lack of workforce discipline and educational background of the workforce | Looking for employees who have an educational background that matches the company's background |

- a. Problem 1: The addition of employees became less effective due to the lack of employee attitudes and work etiquette as well as the educational background of employees.

Employees were one of the most important elements or resources in a company where without the workforce the company could not carry out its business processes. Every company always wanted its workforce to be able to do its job according to the company's goals and vision and mission, through efforts to increase high productivity by the workforce. According to Sri Wahyuningsih quoted by Sutrisno (2011: 102), there was several factors that affected labor productivity, starting from factors related to the workforce itself and other factors, such as income, training, social security, education level, skills, discipline, motivation, attitudes and work etiquette, technology, nutrition and health, work climate level, production, management, and achievement as said.

In the case of Rendang Ratu, additional employees are taken from neighbors where these employees do not have an educational background that is in accordance with the world of food and beverages so that in some processes they are still constrained by unprofessional attitudes and ethics in the world of work.

For instance, there is still the negligence of employees who did not carry out the production process according to the established SOP. In fact, if this is allowed to cause losses to the company because it affects product quality. Therefore, the solution to this problem is to explain in detail the work process from the beginning to the end of the workflow and also the duration for each process. Not forgetting to provide a detailed understanding of the relationship between the work process and production results and the need to maintain consistency. After the explanation of the workflow was explained, all processes starting from the flow and SOP were printed in the form of pictures and then attached to the production site (wall). This is done as a reminder for employees to continue to carry out the process according to the applicable SOP.

The following is a description of Rendang Ratu's procedures and workflow:

- Objective: Ensure standardization in the operational process of Rendang Ratu production.
- Scope: Product Production Process
- Related Parties: Operational Team

**Process:**

1. Sort raw materials by ensuring that the materials coming from suppliers are in good quality.
2. If there are materials that did not meet the standards (bad condition) then they were immediately reported to the chief operating officer to be replaced immediately before being used for production.
3. During the production process, always ensure the dosage of raw materials using the scales that have been provided and make sure the fire used is a small fire so that the product does not burn.
4. Turn on the machine according to the order, and wait 10 minutes until the machine is hot and then do the wrapping process.
5. During the packaging process, make sure the product is in an airtight condition and there are no leaks in the packaging.
6. Store the finished product in the refrigerator freezer.
7. Turn off the machine in order after finishing the production process

For the recruitment process, employees who have been recruited were given a briefing and understanding of the organization's values and culture. This debriefing process is carried out in collaboration with the operational team by providing debriefing including the process of making products starting from the dosage of ingredients, processing, packaging process and storage process.

Rendang Ratu business also provided organizational culture in the form of free meals for employees, a supportive environment and comfortable worship facilities. This could certainly increase employee productivity.

#### 4.1.2 General Aspect- Operational

The following are the things that are planned and the actual results that occur in the aspect of operation aspect:

| Aspect      | Planning  | Realization  | Gap  |
|-------------|---|--|--|
| Operational | →Rendang product packaging design using a bright dominant color palette | →Rendang product packaging design using a dominant dark color palette (black)<br>→Only print one packaging color design due to production costs. | →There was a revision color from packaging concept of rendang product, where the result of the revision was to change the concept from the bright dominant color to be predominantly black (dark color). |

#### **4.1.2.1 Gap identification**

From the presentation of the plan and the realization from the operational aspect, there are several gaps that must be answered:

- a. There was a different packaging concept of rendang product, where the result of the revision was to change the concept from the bright dominant color to predominantly black and only printed one packaging color design due to production costs.

#### **4.1.2.2 Problem Identification and Solution**

With the discrepancies found from a comparison of the business implementation exposition in Chapter II, with the business plan that had previously been prepared, problems arose in the operational aspect. The solution efforts made are as follows:

- a. Problem 1: Changing packaging concept of rendang product and only print one packaging color design due to production costs.

Changes in design and color were made based on the results of discussions with internal parties from Rendang Ratu. In the initial design, the packaging used was a dominant bright color - red, yellow, and green colors as shown in image 17. It became the dominant base color packaging as shown in image 18, image 19, and image 20. These different colors were originally made

to make it easier for consumers to distinguish the variant flavors of the product. However, before printing the packaging to the vendor, the internal party agreed to change the concept of rendang packaging from light colors to dark dominant colors. This is based on considering the philosophy of rendang where rendang is

identical to a dark or deep black color. In addition, this dominant black color made the impression of a more luxurious product.



Image 4. 1 Packaging design before revision-Sweet-Original-Spicy



Image 4. 2 Packaging design after revision-original



Image 4. 3 Packaging design after revision-spicy



Image 4. 4 Packaging design after revision-Sweet

The color change of Rendang Ratu's product packaging also adopted the theory by Kotler and Armstrong (2012) which defined that packaging involved designing and producing the container or wrapper for a product. The product packaging design process



included the design of logos, colors, descriptions, and product information. Color is one of the most important factors in designing something because each color has its own character and different properties. Color has a significant impact on both consumer perception and the image of a product or brand. Appropriate colors carried a special message about the brand that ultimately created a unique selling proposition. Since rendang is synonymous with black, the packaging is made following the philosophy of the authentic rendang color.

Based on the description above, it can be said that product packaging has an influence on consumer buying interest and decisions. Attractive product packaging can stimulate consumer perceptions about a product and also improve its image. At this time, packaging functioned not only as a product wrapping container to avoid dirt, dust, air, sunlight, and impact but also as a promotional tool to attract consumer interest.

In addition to the decision to change the color of the product design in the implementation process, the author only printed one packaging design (original variant product) because it considered the halal logo that was still in the process of updating to the new halal logo set by the government. The management process for changing the old MUI halal logo to the new MUI halal logo is quite long and many documents must be prepared. Correlated with production operational costs where printing vendors also set regulations for the printing process with a minimum of 250 pieces and cannot mix designs with different colors. For this initial stage, in terms of operational costs, it felt quite heavy if the author had to print three color designs at once, which for the halal logo design is still in the update process. For this reason, the author only printed one color packaging

first and added labels (signs) manually when there were consumers who buy rendang with different flavors. The final design of packaging that has been printed shows in Image 4.5.



Image 4. 5 Final Design Packaging Printed

#### 4.1.3 General Aspect- Financial

The following are the comparison between planned idea and the actual results that occur in financial aspect:

| Aspect    | Planning  | Realization  | Gap  |
|-----------|---|--|--|
| Financial | →Rendang sauce product is planned to be sold at Rp25,000 per product. | →At the time of implementation, Rendang sauce products were sold at a price of IDR 47,000 per product. | →The selling price of the product is different from the price that has been determined in the initial planning with the realization of the implementation. |

#### 4.1.3.1 Gap identification

From the presentation of the plan and the realization from the financial aspect, the following gaps needed to be discussed with reference to the theory on the success strategy:

- a. The selling price of rendang sauce products was different from the price that has been determined in the initial planning with the realization of the implementation.

#### 4.1.3.2 Problem Identification and Solution

The gaps in the discussion of identification can lead to problems if solutions are not immediately found. The solution efforts made are as follows:

| Aspect    | Problem  | Solution   |
|-----------|--|--|
| Financial | There is a price change in terms of the selling price of rendang sauce products. This disparity occurred due to changes in the type size of packaging and packaging prices that were more expensive than the initial planning. | Recalculate the cost of goods produced (COGS) and search for other packaging alternatives that were still in accordance with the initial concept, that was easy to bring but still with the impression of luxury. Moreover, there was an update on material used by adding shredded beef on product, |

- a. Problem 1 : The difference in product selling price due to the changes in type of packaging

According to Kotler cited in Made Dharmawati, (2016), packaging is a process related to the design and manufacture of containers or wrappers for a product, to increase sales, companies must provide uniqueness or characteristics of the product. One of them is product packaging which has an important role in

sales, where packaging is not only a wrapper, but can also be used as an effective promotional tool that can provide information to consumers about the company's products. For that in making packaging must be made as good as possible.

In the case of Rendang Ratu products, the packaging used for rendang sauce products was initially a jar made of glass. The price of this jar ranges from Rp4.899 for a 150 ml size. However, after several deliveries, it turned out that the glass packaging was quite heavy and lacked safety for long-distance delivery. This is not in line with the initial concept of an easy to bring product. Considering that, Rendang Ratu team conducted a survey on some packaging that would be more safe and suitable with the product concept. Finally, Rendang Ratu team found packaging made from pet plastic (food grade) packaging equipped with double seal protection that can prevent leakage, make the product airtight, and avoid bacterial and dirt contamination, as mentioned in Image 4.6. However, the total price of this packaging is more expensive than the initial planning. The price of the packaging jar itself is IDR 14,000.



Image 4. 6 Packaging with double seal protection

To answer these problems, the business owner recalculated the Cost Of Goods Sold (COGS) to determine the new cost of goods sold for rendang sauce products. For manufacturer companies, Cost Of Goods Sold (COGS) was the cost of purchasing raw materials and creating finished products; COGS referred to the direct costs associated with producing goods or services. Direct costs in manufacturing businesses may include things such labor costs and employee benefits, raw materials and raw material inventories, production-related energy costs, shipping and warehousing costs, factory overheads, and depreciation of machinery and equipment.

It is important for a business owner to know how to calculate the COGS (cost of goods sold) of his product because the determination of COGS has an impact on the profit or loss of the company.

In general, according to Greenleaf, W.A (1995), there are 4 stages in calculating cost of goods sold.

**Stage 1: Calculating Raw Material Costs**

Raw Material Cost = Beginning Balance of Raw Material + Purchase of Raw Material - Ending Balance of Raw Material

**Stage 2: Calculating Production Costs**

Production Costs = Raw Material Costs + Direct Labor Costs + Production Overhead Costs

**Stage 3: Determining Cost of Goods Manufactured (COGS)**

Cost of Production = Total Cost of Production + Beginning Balance of Inventory of Goods - Ending Balance of Inventory of Goods

**Stage 4: Calculating Cost of Goods Sold (COGS)**

Cost of Goods Sold (COGS) = Beginning Inventory of Goods + Cost of Goods Manufactured - Ending Inventory of Goods

| <b>The Calculation of Cost of Goods Sold<br/>in 1 production run</b> |                                    |                     |                   |
|--|------------------------------------|---------------------|-------------------|
| Step 1 : Calculate the raw material cost                             |                                    |                     |                   |
|  | Ingredients                        | Serving size & unit | Price             |
|  | Garlic                             | 250 grams           | 6,000.00          |
|  | Shallot                            | 300 grams           | 12,000.00         |
|  | Salt                               | 25 grams            | 1,000.00          |
|  | Red chili                          | 1250 grams          | 5,000.00          |
|  | Candlenut                          | 250 grams           | 2,000.00          |
|  | Galangal                           | 250 grams           | 2,000.00          |
|  | Lime leaves                        | 20                  | 1,000.00          |
|  | Lemon grass                        | 15 pieces           | 1,000.00          |
|  | Tamarind                           | 20 pieces           | 2,000.00          |
|  | Clove                              | 10 grams            | 1,000.00          |
|  | Fryer oil                          | 500 ml              | 12,000.00         |
|  | Beef                               | 1 kg                | 130,000.00        |
|  | Packaging                          | 20 pcs              | 280,000.00        |
|  | Transportation                     | 1 time production   | 25,000.00         |
|  | Gas and electricity                | 1 time production   | 10,000.00         |
|  | <b>Total cost of raw materials</b> |                     | <b>490,000.00</b> |
| Step 2 : Calculate production costs                                  |                                    |                     |                   |
|  | Labor Cost                         |                     | 100,000.00        |
|  | Production Overhead Costs          |                     | 49,000.00         |
|  | <b>Total production cost</b>       |                     | <b>639,000.00</b> |
| Step 3 : Determine cost of goods manufactured (COGM)                 |                                    |                     |                   |
|  | Beginning balance of inventory     |                     | 0                 |

|  |   |  |                   |
|--|---|--|-------------------|
|  | Ending balance of inventory                 |  | 0                 |
|  | <b>Cost of goods manufactured (COGM)</b>    |  | <b>639,000.00</b> |
| Step 4 : Calculating cost of goods sold (COGS) |   |  |                   |
|  | Starting material inventory                 |  | 0                 |
|  | Ending material inventory                   |  | 0                 |
|  | <b>Cost of goods sold (COGS)</b>            |  | <b>639,000.00</b> |
|  | Final production quantity                   |  | 20 pcs            |
|  | <b>Unit price of product (unprofitable)</b> |  | <b>31,950.00</b>  |
|  | Profit percentage                           |  | 50%               |
|  | Product selling price (with profit)         |  | 47,925.00/        |
|  | <b>Product selling price (rounding)</b>     |  | <b>47,000.00</b>  |

Based on the results of the calculation of the new cost of goods sold, the price of rendang sauce products which were previously priced at Rp25.000 (180 gram) are now sold at Rp47,000 per pcs (200 grams). The different sizes mentioned in Image 4.6 and Image 4.7.





Image 4. 7 Jar 180ml for Rendang Sauce



Image 4. 8 Jar 200ml for Rendang Sauce

## 4.2 Identification and Problem Solving in Specific Aspect

This particular aspect is related to the author's focus on marketing. In the discussion of this section, the author identified what problems occur in business by making a comparison of planning and implementation results, which then found a gap that was discussed further.

### 4.2.1 Specific Aspect- Marketing

Based on the business implementation description listed in Chapter II, and also compared to the business plan. There were some gaps in the marketing aspect.

| Aspect    | Planning   | Realization  | Gap   |
|-----------|--|--|---|
| Marketing | →Use of various social media (instagram, facebook, whatsapp) and marketplaces (shopee, mbizmarket) for product sales and promotion | →Utilization of Facebook social media is still minimal and only focuses on Instagram, WhatsApp, Shopee   | →The use of social media and platforms is focused on Instagram and WhatsApp because admin management limitations and those social media has more insight. |
|           | →Endorse Rendang Ratu products to several influencers, especially Fadil Jaidi  | →Branding is accomplished by enlisting the help and support of direct partner (family and friends) to promoting product and Instagram accounts, because Fadil Jaidi's endorsement fee is quite high and funds are limited. | →Not using influencer services due to limited funds.  |

#### 4.2.1.1 Gap identification

From the marketing plan and its implementation, there were several gaps that need attention:

- a. The use of social media and platforms is focused on Instagram and WhatsApp due to the lack of admin management and also those social media had more insight.
- b. Not using influencer services due to limited funds.

#### 4.2.1.2 Problem Identification and Solution

With the gap between the results of business realization and the business plan, several problems that arose were:

| Aspect    | Problem  | Solution   |
|-----------|--|--|
| Marketing | →Lack of utilization of various social media platforms by business owners in promoting products. | →Focusing product promotion through social media that has more insight, such as on Instagram, Shopee, and WhatsApp.  |
|           | →The funds are limited to do an endorsement because the talent fee is quite high.                | →Branding and promotion is accomplished by enlisting the help and support of direct partner (family and friends) to promote the product by mentioned it in Instagram accounts. |

- a. Problem 1 : Lack of k of various social media platforms by business owners in promoting products.

In the implementation of business in the marketing management aspect, business owners have designed the use of social media and e-commerce that will be used to support the marketing process. However, in the implementation

process, not all social media that were previously designed were used. This happened because in the realization there was a lack of utilization of various social media platforms by business owners in promoting products. However, from the problems that occurred, business actors overcame these problems by focusing product promotion through social media that has more insight, such as on Instagram, Shopee, and WhatsApp.

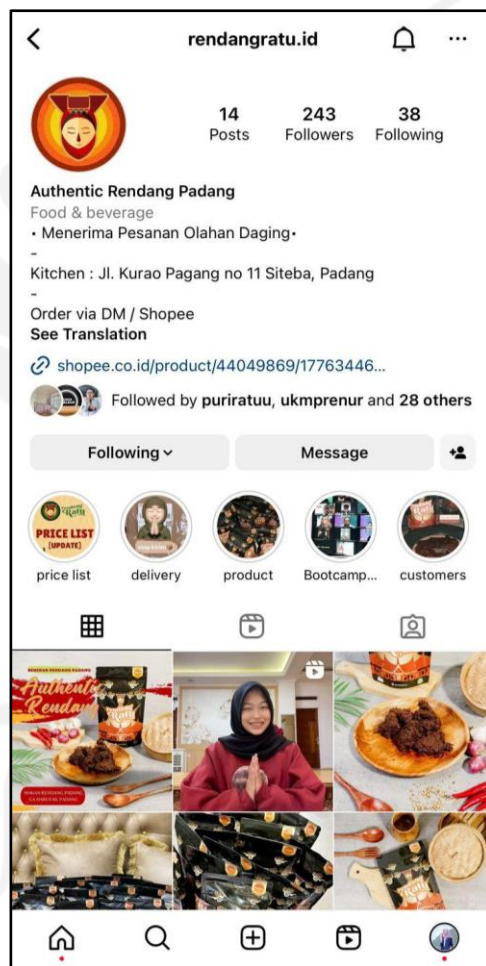


Image 4. 9 Instagram Account

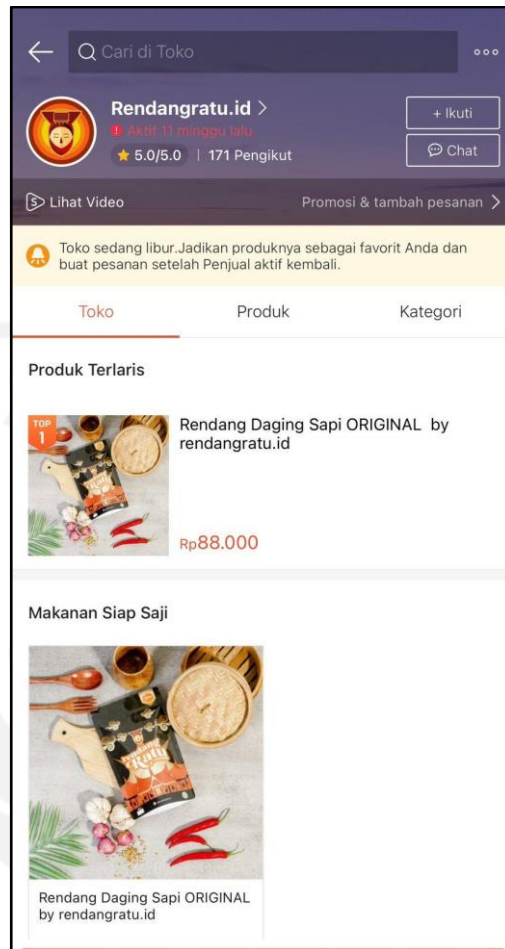


Image 4. 10 Shopee Account

Business managers intensified marketing activities by creating content that conveyed product value and other interesting information that is in accordance with the business background of the business. On Instagram, for example, business owners posted education about the benefits of consuming meat, the parts of meat and the number of calories, the process of making rendang, the origin of rendang, and other information that establishes interaction with consumers, as mentioned in Image 4.11.



Image 4. 11 Instagram Feeds

This activity certainly could not be separated from the consideration of the marketing mix theory by McCarthy (1964) as cited by Dominici (2009), on the basis of studies in the manufacturing industry, the marketing mix theory is known as 4P, namely Product, Price, Place and Promotion.

The following is the realization of Rendang Ratu's marketing mix:

- Product

The products sold by the Rendang Ratu business are in accordance with the initial planning which sold rendang and rendang sauce products. Products that are made directly from their area of origin using typical West Sumatra spices made this product had a high authentic value. In addition, the variety of flavors also added to the value of the product where consumers can choose which product suits their taste.

- Price

In April-July 2022, the Rendang Ratu business offered the same selling price of rendang products as the plan made, namely IDR 75,000 (250gram), IDR 150,000 (500gram), and IDR 300,000 (1000g). However, at the end of July there was a fairly high price increase for raw materials. For this reason, adjustments were made to the price of rendang products which were also adjusted to competitors who sold rendang products in Padang city. For products weighing 250 grams, the price increased to Rp88,000 (250gram), 500 grams to Rp175,000, and 1000 grams to Rp350,000. The price offered by Rendang Ratu is indeed quite high with a difference of around 5000 from the selling price of competitors, but the size of the meat pieces from Rendang Ratu is larger than the size of the competitor pieces and the packaging is also more exclusive.



Image 4. 12 Price List before update



Image 4. 13 Price List After Update

- Place

The location of Rendang Ratu's business is in accordance with the initial plan, by utilizing the owner's own home area, located on Jl Kurao Pagang no.11 Padang City. However, this is not an offline store but a production kitchen. Consumers can still make transactions to buy products directly to the production house as mentioned at Image 4.14 and Image 4.15.. However, business actors focused on online sales to adjust the conditions when it is still in the post Covid-19 pandemic where direct contact is needed to be reduced.





Image 4. 14 Order by Customer through Whatsapp



Image 4. 15 Delivery Order Pickup at Kitchen

In terms of pricing and payment, the business also provided cash and non-cash payments as mentioned in figure 4.16. Rendang Ratu provided Quick Response Indonesian Standard (QRIS) to make it easier for customers to do non-cash transactions. Through this, consumers could make transactions from various types of mobile banking and digital wallets. This certainly made the cashless transaction process faster, easier, cheaper, and safer.



Image 4. 16 QRIS Payment of Rendang Ratu

- Promotion

Promotion was carried out by utilizing social media and e-commerce. Business owners made a product price list with detailed information so that consumers understood what they were buying and would get. Moreover, Rendang Ratu business was also given a “loyalty voucher” for every purchased product,

and some free bonus snacks such as balado chips or egg rendang for loyal consumers who make large purchases.

- b. Problem 2 : The funds are limited to do an endorsement because the talent fee is quite high

In the implementation of business in marketing management aspects, business people have previously designed to use the endorsement services of celebrities who are on the rise. One of the target celebrities is Fadil Jaidi who has 8.2M followers and is known as an influencer who has creative ideas and totality in product endorsements. The rate card price for influencer Fadil Jaidi's Instagram story posts in May 2022 is p 3.500,000/ one stories upload (maximal 1 minutes duration). Considering the large endorsement budget and insufficient funds, business owners did not use influencer endorsement services and overcame this by utilizing testimonials from consumers.

Business owners like to interact with consumers. Usually, after consumers make transactions, business owners asked for honest reviews and criticisms as well as suggestions from consumers. It is not uncommon for consumers to help promote products by mentioning the @rendangratu.id business social media account on Instagram, as mentioned in Image 4.13 and Image 4.14. This surely indirectly helped the product marketing process.



Image 4. 17 Customer Review on Instagram

الجامعة الإسلامية  
الاستدراكية

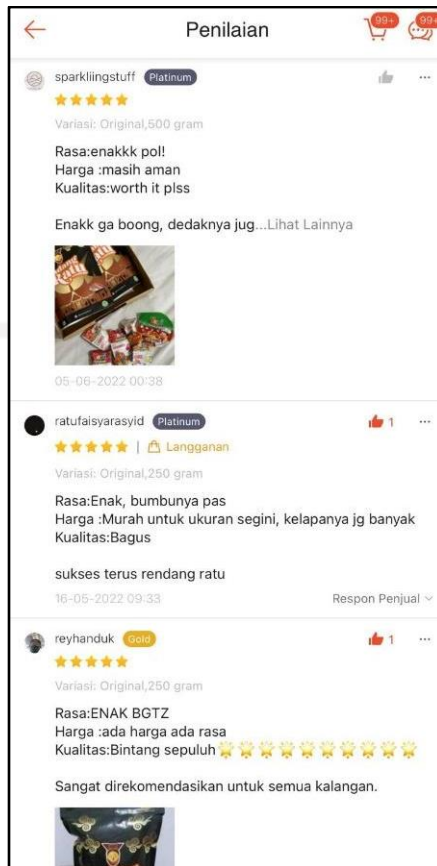


Image 4. 18 Customer Review on Shopee

The problem-solving efforts made referred to the experiential marketing strategy. This strategy is related to how to increase brand awareness, and brand loyalty, to establish customer lifetime value that continues to build over time. This marketing strategy is also based on the two-way nature between brands and consumers.

This is where consumers are actively involved in participating in the experiences that businesses create for them. Engagement here can include views and likes on social media, comments, sharing information, and communicating directly with the brand. In short, the marketing strategy carried out is to create experiences for consumers.

The Rendang Ratu business emphasized a unique experience for consumers where consumers could experience first-hand the truly authentic rendang Padang products from their home region, West Sumatra. This is definitely meaningful for audiences or consumers to be able to try authentic rendang padang without directly visiting the city of Padang.

#### **4.3 Expansion plan**

Henceforth, based on the results of observations and existing opportunities, business development will be formed in the form of expanding product services by providing other processed meats such as balado jerky beef, frozen satay meat and others. Thus, the products produced can be more varied and the target market can be even wider. In addition, other complementary products are provided such as fried onions and snacks typical of West Sumatra in the form of balado chips and other processed chips. For the processed chips, it is planned to cooperate with outside vendors who supply products to the Rendang Ratu business.

Management will also try to apply and activate many platforms and social media to expand product marketing. Especially to online marketing, because currently there are so many conveniences that can be utilized through online social media. Management will create a tiktok account and try to create live production content as a way to interact with consumers and increase customer experience.

Furthermore, to strengthen product branding and increase product selling value, Rendang Ratu plans to print its own branded packing boxes. In addition to looking more exclusive, it also guarantees the delivery of the product.

## **CHAPTER V**

### **CONCLUSION**

#### **5.1 Conclusion**

Based on business implementations that have been carried out from March 2022 to July 2022 with a business plan that has been made previously, it can be concluded that Rendang Ratu is a business engaged in the Food and Beverages (FnB) sector that focused on processed meat products. The products offered are Rendang and Rendang Sauce which had the product concept "Authentic Padang Rendang" that is "Easy to Bring and Easy to Eat". In addition to earning profit, this business also provided awareness of the culture, habits, desires, and culinary identity of West Sumatra. Strengthening these elements is a strong correlation to the business tagline "Food is not rational. Food is culture, habit, craving, and identity". For this reason, Rendang Ratu product wanted to inform that this company provided food that not only sold products, but also introduced West Sumatra culture.

During the business implementation process, there were several problems that arose, causing differences between the initial business plan concept and the implementation results. The problems that arose in each aspect were different and are resolved by referring to the theory listed in chapter II. The conclusion of Rendang Ratu's business implementation from the general aspects of Human Resources, Operations and Finance management towards planning, implementation and evaluation is as follows:

In the Human Resources Management aspect, the recruitment process experienced obstacles due to the lack of labor discipline and the educational background of the

workforce (honorary employees) which affected production productivity. This problem was solved by evaluating and emphasizing SOPs to employees.

In addition, the Rendang Ratu business also provided an organizational culture in the form of free meals for employees, a supportive environment and comfortable workplace facilities to increase employee satisfaction and productivity.

In terms of Operational Management aspect, there was a concept change in packaging color design to change the concept from the bright dominant color to predominantly black (dark color), and also adjustments to only print one variant for the packaging printing process. This adjustment was made in order to consider the halal logo which at that time was still in the process of being updated. Additionally, it also considered the budget and production operational costs for the initial stage.

Furthermore, from the aspect of Financial Management, a gap was also found where there was a change in the price of rendang sauce products due to packaging upgrades. For this reason, the price of rendang sauce products was recalculated to determine the new selling price. To see the progress of business development, the author summarized all financial data in and out of financial reports in the form of financial statements, income statements and cash flow.

Afterward, based on the conclusion of the Marketing Management aspect, which is also a special aspect according to the author's specialization, there are several evaluations during the implementation period of the business implementation as followed:



Taking into account the costs and conditions of a business that was still in the pioneering stage, product marketing is focused through online stores by utilizing social media with the highest level of users, such as Instagram, WhatsApp, and Shopee. In the process, it could not be separated from creating interesting content and establishing interaction with consumers. It is necessary to have the ability and creativity to be able to see trends and consumer interests which can then become a benchmark for determining what strategies will be used by business people. This became the key to the digital marketing process. For evaluation, looking at the current environment where more users make transactions online than shopping offline, it is very necessary to be able to adjust to environmental changes that can occur. Promotions, advertisements, and influencer services helped the initial introduction of products more widely and increase sales significantly.

## **5.2 Recommendation**

It is common knowledge that culinary business is one of the most popular business sectors that have business opportunities and are considered sustainable for the long term. Not only relatively easy, the culinary business is considered to be able to survive in the midst of uncertain economic conditions.

Starting a culinary business also does not always require large capital. Currently, starting a culinary business can be started from a home-based scale that is still conducted at home where the location is flexible and the cost is more cost-effective. Furthermore, with the development of the digital era, entrepreneurs can sell products online by utilizing social media and e-commerce such as Instagram, Facebook, Whatsapp, Mbiz Market, Shopee, GoFood, and GrabFood.

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**Attachment**

Attachment 1 Product Halal Certificate



Attachment 2 Certificate of Training in Production Techniques



Attachment 3 Certificate of Training in Business Management and Entrepreneurial Management



Attachment 4 Certificate of Product Standardization Training for SMEs in Padang City



Attachment 5 Top 100 Selected Proposals for Business Competition

The image shows two screenshots from a mobile device. The left screenshot is an Instagram post from the account 'mec\_sumbar'. The post features a red background with white and yellow text. The main text reads: 'Selamat Kepada Peserta 100 Proposal Terpilih SAVE THE date 13 - 17 Juni 2022'. Below this, it says: 'Selamat kepada 100 besar Proposal terpilih yang lolos ke tahap selanjutnya. Silahkan Cek Inbox "Kotak Masuk" atau Spam Email masing-masing. Deadline Video Pitching'. The Instagram interface shows 63 likes and a comment from 'mec\_sumbar' saying 'Helo, Millenial Sumatera Barat! Selamat untuk 100 Besar Proposal Terbaik ESC III! Informasi selanjutnya, Segera! Ayo Follow dan ikuti terus IG @mec\_sumbar'.

The right screenshot is an email notification from 'mec sumbar' dated '12 Jun 2022'. The subject is 'Pengumuman 100 Besar ESC Batch 3 2022'. The email body contains the following text: 'SELAMAT ! Kamu terpilih untuk seleksi tahap selanjutnya. VIDEO PITCHING PHASE Selamat Entrepreneur! Kamu sudah selangkah lebih dekat untuk menjadi Juara Kompetisi Bisnis Entrepreneur Success Challenge BATCH 3 Sumatera Barat 2022! Kamu adalah salah satu dari 100 Entrepreneur yang terpilih untuk melanjutkan ke tahap seleksi selanjutnya. Di tahap ini, kamu wajib membuat vlog pitch mengenai ide bisnis atau bisnis kamu dengan ketentuan sebagai berikut: SYARAT & KETENTUAN 1. Buat vlog pitch kamu semenarik mungkin 2. Durasi vlog max. 10 menit dan pastikan vlog ini memuat setiap poin yang ada di guidelines. 4. Gunakan kalimat pembuka "Saya, (sebutkan nama kamu), saya siap untuk KEBANGKITAN EKONOMI MILENIAL SUMATERA BARAT!" 5. Boleh direkam dengan HP dengan format horizontal 6. Boleh memperlihatkan branding/ merchandise/ produk kamu.'



Attachment 6 Top 30 Selected Proposals for Business Competition

**Kompetisi Bisnis**  
**ENTREPRENEUR SUCCESS CHALLENGE**

**SELAMAT KEPADA 30 BESAR PROPOSAL TERPILIH**

Selamat kepada peserta yang lolos seleksi ke bootcamp Entrepreneur Success Challenge Sumatera Barat Batch III Tahun 2022!  
Cek inbox atau spam email

**Wakil Gubernur Sumatera Barat**

Liked by rudimaulana\_official and 305 others  
mec\_sambar Helo, Millenial Sumatera Barat!

Selamat untuk 30 Besar Proposal Terbaik ESC III! Bagi yang belum terpilih, ini bukanlah akhir perjuangan bisnis atau ide bisnis kamu. Tetap semangat, terus berkarya dan kami tunggu di ESC selanjutnya 🙌

Informasi selanjutnya, Segera!

**Kompetisi Bisnis**  
**ENTREPRENEUR SUCCESS CHALLENGE**

**PROPOSAL BISNIS**

- **Rahmadi Ramlan | Desawariors (Connecting Village to the World)**
- **Nancy Hendry | BIOSKINLAB**
- **Irma Jhonita | Embun Daily (Usaha Pakaian dengan Sistem Pemberdayaan dan Himpun Donasi)**
- **Muthyarana Darosha | Loop Refill**
- **Rindang Desmanta | Es-Pala**
- **Idwar Wanandi | Molen Bombom**
- **Yoga Susetyo Pauzi | Es Kawa Minangkabau**
- **Rahmat Hidayat N | KampungGalo-Galo.Id**
- **Vinni Nasrul | Kafe Mahakbul**
- **Ratu Fathia Rasyid | Rendang Sauce by Rendang Ratu**

**ESC III 2022**  
**ENTREPRENEUR SUCCESS CHALLENGE**

Attachment 7 Documentation of Training Activities





Attachment 8 Documentation of Visiting Sentra Rendang in Padang City with other Rendang MSME practitioners

