

A BUSINESS PLAN FINAL REPORT

CULINARY BUSINESS OF I AM RICE BOWL: MARKETING MIX STRATEGY



By:

Sabila Jati Rahmawati Rosyadi

Student Number: 19311033

UNDERGRADUATE INTERNATIONAL PROGRAM IN MANAGEMENT

FACULTY OF BUSINESS AND ECONOMICS

UNIVERSITAS ISLAM INDONESIA

YOGYAKARTA

2023

A BUSINESS PLAN FINAL REPORT  
CULINARY BUSINESS OF I AM RICE BOWL: MARKETING MIX STRATEGY

A Business Plan

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

By:

Sabila Jati Rahmawati Rosyadi

Student Number: 19311033

UNDERGRADUATE INTERNATIONAL PROGRAM IN MANAGEMENT  
FACULTY OF BUSINESS AND ECONOMICS

UNIVERSITAS ISLAM INDONESIA

YOGYAKARTA

2023

## PLAGIARISM STATEMENT

I, the undersigned below:

Name : Sabila Jati Rahmawati Rosyadi

Student Registration Number 19311033

Department : Management International Program

“I hereby declare that this final project does not contain any works that have been previously submitted by other people to obtain a bachelor degree in a university, and to the best of my knowledge, nor does it contain any works or opinions that have been previously written or published by other people, except those referred to in this text and clearly indicated as reference. If it is proven later that this statement is untrue, I am conscious that I will be subjected to punishment/sanction according to the applicable regulations.”

Yogyakarta, March 2023

The Author,



Sabila Jati Rahmawati Rosyadi

A BUSINESS PLAN FINAL REPORT  
CULINARY BUSINESS OF I AM RICE BOWL: MARKETING MIX  
STRATEGY

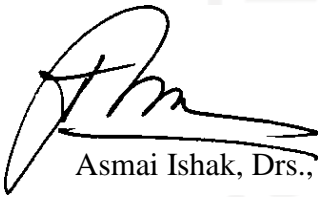
Written by:

SABILA JATI RAHMAWATI ROSYADI

Student Number: 19311033

Approved by:

Content Advisor,



Asmai Ishak, Drs., M.Bus., Ph.D

March 4, 2023

Language Advisor,



Cithra Orisinilandari, S.S., M.A.

March 28, 2023



**YUDICIUM BUSINESS DESIGN REPORT  
MANAGEMENT MAJOR  
INTERNATIONAL UNDERGRADUATE PROGRAM, FACULTY OF BUSINESS AND  
ECONOMICS UII**

No.: 04/BD/IPFBE/IV/2023

Bismillahirrahmaanirrahim

Based on the results of the meeting held on April 03, 2023 the Business Design Report Examination Committee decides that :

Name : **SABILA JATI RAHMAWATI ROSYADI**  
Student Number : **19311033**  
Business Design Title : **CULINARY BUSINESS OF I AM RICE BOWL: MARKETING MIX STRATEGY**

1. **Passes** the business design report examination **with/ without** revision
2. ~~Does not pass the thesis examination~~

Grade in Letter : **A**

Content Advisor : Drs. Asmai Ishak, M.Bus., Ph.D.

Board of Examiner

Team Leader : Drs. Asmai Ishak, M.Bus., Ph.D.

Member : Arif Hartono, S.E., M.Ec., Ph.D.

Signature

Should any mistake is found related to the decision, the committee will revoke and revise the decision accordingly.

Yogyakarta, April 03, 2023

Johan Arifin, S.E., M.Si., Ph.D., CFA  
Dean

Abdur Ruffik, S.E., M.Sc.  
Head of Undergraduate Program in Management

**Note :**

1. As Soon as students pass the final project/ comprehensive exams they have to apply for the completion fee of their study (if want to graduate) at the academic/academics section of the FBE UII (see the procedure).
2. The date of study completion is not the date when students pass the thesis/comprehensive exams. Instead, it is the date when the faculty issues the letter of study completion.
3. Any failure to apply for a study completion after passing the thesis/comprehensive exams may require students to pay tuition fee that still due.

## DEDICATION PAGE

The author recognizes that the completion of this thesis is due to many contributions made by various parties, not just the author. This assistance can be in the form of ideas, experiences, labor, materials, and other assistance. For this reason, the author would like to express her highest gratitude to:

1. Alhamdulillahirobbilalamin, the author expresses the highest and first gratitude to Allah SWT that without the blessing of Allah SWT and His intervention, this final report would not have been completed.
2. Almarhum Nanang Supriyanto and Suci Heryani as parents who always pray and fully support the author during the process of working on this final project. Also to Raihan, Aisyah, and Jati who always support all the conditions and progress of their sister's final project.
3. Content Advisor Lecturer, Mr. Asma'i Ishak, Drs., M.Bus., Ph.D. and Language Advisor Lecturer, Ms. Cithra Orisinilandari, S.S., M.A who have taken the time in the midst of their busy schedule to guide and support the author in completing this final project.
4. The author's younger brother, Raihan Mahendra, who has always been there faithfully to accompany the author in all matters, supporting and also giving advice to the author until now.
5. The author's cousin, Atthiya Raya who has always accompanied and supported the development of the author's business.
6. The author's best friends, Rosy Tri Handayani who has become a place of lamentation, accompanies the author in every difficult times, and always supports every development of the author's life.

7. All parties who helped directly and indirectly until the completion of this Final Project.



## ACKNOWLEDGEMENT

Assalamualaikum Wr.Wb.

Praise the authors pray to the presence of Allah SWT, who for all the grace and affection, the author can complete the final business design report entitled: A BUSINESS PLAN FINAL REPORT CULINARY BUSINESS OF I AM RICE BOWL: MARKETING MIX STRATEGY.

This final project the author compiled is to fulfill the requirements to obtain a bachelor's degree at the Faculty of Business and Economics, Universitas Islam Indonesia. This report contains the implementation of a culinary business called I am Rice Bowl which the author started and has been running since 2022.

The author's thanks go to Almarhum Mr. Nanang Supriyanto, Mrs. Suci Heryani, Raihan, Aisyah, and Jati who have given love and support to the author. The author also thanks Mr. Asma'i Ishak, Drs., M.Bus., Ph.D. who have been willing to guide the preparation of this report from the planning stage to the end. Also to all the figures of the UII FBE Management study program who are willing to help the author to complete this final project.

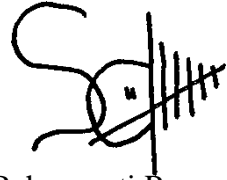
The author realizes that this writing is still far from perfect, and for that the author is very open to suggestions and criticisms. The author hopes that the author's experience in planning and managing this business can benefit anyone who wants to enter the business world, especially the culinary business.

Wassalamualaikum Wr. Wb.



Yogyakarta, March 2023

The Author,



Sabila Jati Rahmawati Rosyadi

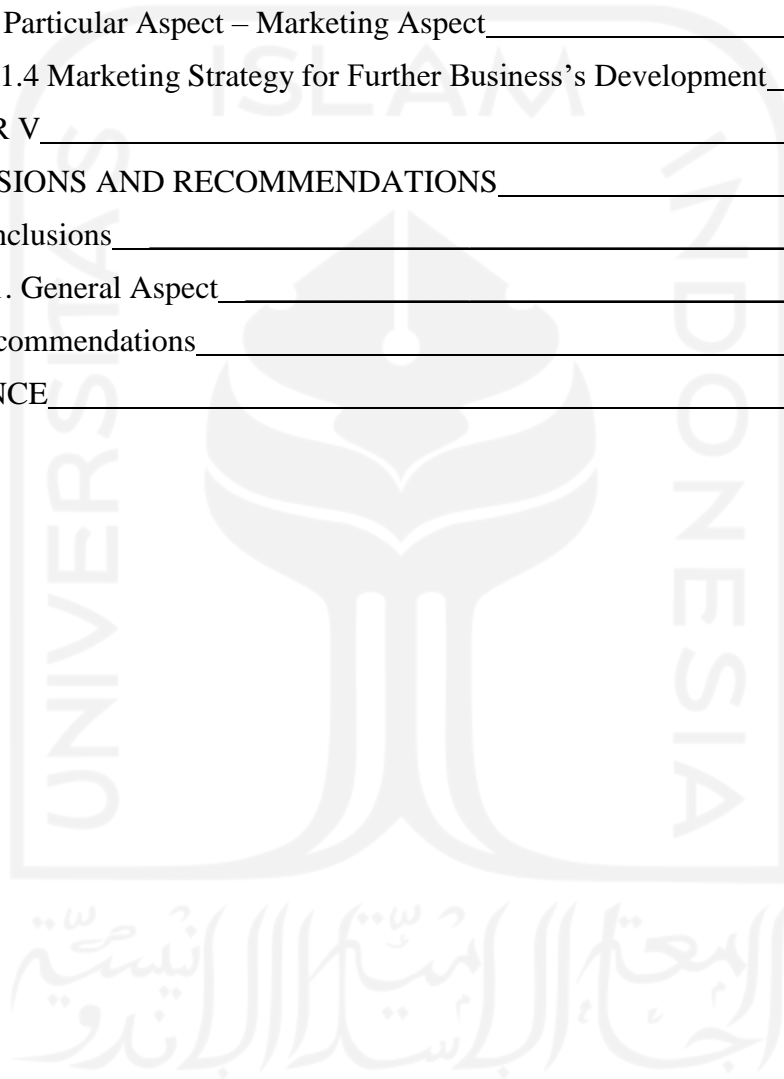


## TABLE OF CONTENTS

PLAGIARISM STATEMENT	i
DEDICATION PAGE	iv
ACKNOWLEDGEMENT	vi
TABLE OF CONTENTS	1
LIST OF FIGURES	4
LIST OF TABLES	5
CHAPTER I	6
INTRODUCTION	8
1.1 Background	8
1.1.1 Success Strategy	12
1.1.2 Marketing Mix	13
1.1.3 Porter's Five Forces	14
1.1.4 Segmenting Targeting Positioning (STP)	17
1.2 Business Purpose	18
1.3 Business Advantage	19
The advantage of creating this business model are:	19
1.4 Business Scope	19
The scopes that will be discussed and involved in the implementation of this business include:	19
1.5 Report Systematic	19
CHAPTER II	22
BUSINESS ANALYSIS AND PROPOSAL	22
2.1 Value Proposition	22
2.1.1. Market and Industry Analysis: Porter's Five Forces	22
2.1.2 Value Proposition Design	28
2.2. Business Model	32
2.3 Implementation Planning and Business Development	36
CHAPTER III	39
GENERAL REPORT OF BUSINESS IMPLEMENTATION	39

3.1	Business Profile	39
3.2	Business Implementation	43
3.2.1	Review of Human Resource and Organizational Aspect	43
3.2.1.1	Management Team and Organizational Structure	43
b.	Business Structure	44
3.2.1.2	Recruitment Process	47
3.2.1.3	Performance Appraisal System	48
3.2.1.4	Compensation System	49
3.2.1.5	Employee Training and Development	52
3.2.2	Review of Production or Operational Aspect	54
3.2.2.1	Production Process	54
3.2.2.2	Equipment Used	59
3.2.2.3	Raw Material Used	60
3.2.2.4	The Layout of the Business Space	62
3.2.2.5	Product Offered in I am Rice Bowl	63
3.2.3	Review of Marketing Aspect	65
3.2.3.1	Market Analysis	65
3.2.3.2	Competitive Strength	71
3.2.3.3	Market Segmentation	73
3.2.3.4	Target Market	74
3.2.3.5	Positioning	74
3.2.3.6	Marketing Strategy	76
3.2.4	Review of Financial Aspect	79
3.2.4.1	Financial Report	79
3.2.4.2	Revenue Report	83
3.2.4.3	Income Statement Report	91
CHAPTER IV		93
IDENTIFICATION AND PROBLEM SOLVING		93
4.1	Identification and Problem Solving of Business' General Aspects	93
4.1.1	General Aspect – Operational Aspect	93
4.1.1.1	Gap Identification	95
4.1.2	General Aspect – Human Resource Aspect	102
4.1.2.1	Gap Identification	103

4.1.2.2. Problem Identification and Solution_____	103
4.1.3. General Aspect – Financial Aspect_____	114
4.1.3.1 Gap Identification_____	114
4.1.3.3 Financial Strategy in the Beginning of the Business_____	125
4.1.3.4. Financial Strategy for Further Business’s Development_____	128
4.2. Identification and Problem Solving of Business’ Particular Aspects_____	129
4.2.1. Particular Aspect – Marketing Aspect_____	129
4.2.1.4 Marketing Strategy for Further Business’s Development_____	157
CHAPTER V_____	159
CONCLUSIONS AND RECOMMENDATIONS_____	159
5.1. Conclusions_____	159
5.1.1. General Aspect_____	159
5.2. Recommendations_____	163
REFERENCE_____	165



## LIST OF FIGURES

Figure 1. 1 Development Chart of Tourists to DIY in 2016-2020	8
Figure 1. 2 The Graph of Existing Number of Restaurant in Yogyakarta	9
Figure 2. 1 Value Proposition Canvas of I am Rice Bowl	27
Figure 2. 2 The google trend of rice bowl	28
Figure 2. 3 The questioner about the majority customer of rice bowl	28
Figure 2. 4 I am Rice Bowl's Business Model Canvas	31
Figure 3. 1 I am Rice Bowl's Google Maps Location	39
Figure 3. 2 I am Rice Bowl's Outlet	40
Figure 3. 3 I am Rice Bowl's Logo	40
Figure 3. 4 Organizational Chart of I am Rice Bowl's Business	44
Figure 3. 5 I am Rice Bowl's Outlet Layout	61
Figure 3. 6 I am Rice Bowl's Outlet	62

## LIST OF TABLES

Table 1. 1 The Number of University Student in Yogyakarta	9
Table 1. 2 Porter's Five Forces Model	13
Table 2. 1 Indication of the development of substitute products	21
Table 2. 2 Indication of The Entry of New Entrants	22
Table 2. 3 Indication Rivalry Among Existing Firms	23
Table 2. 4 Indicator of Bargaining Power of Supplier	24
Table 2. 5 Indicator of Bargaining Power of Buyer	25
Table 3. 1 The Organizational Position and Job Description	44
Table 3. 2 The Assessment of Employee's Performance Appraisal	47
Table 3. 3 The List of I am Rice Bowl's Menu	63
Table 3. 4 The Data of University Student in Yogyakarta	65
Table 3. 5 Projected Number of Age Groups between 15-35 years in D.I.Yogyakarta	66
Table 3. 6 The List of I am Rice Bowl's Working Capital	79
Table 3. 7 The List of I am Rice Bowl's Initial Investment	80
Table 3. 8 February 2022's Revenue Report	83
Table 3. 9 March 2022's Revenue Report	84
Table 3. 10 April 2022's Revenue Report	86
Table 3. 11 May 2022's Revenue Report	87
Table 3. 12 I am Rice Bowl's Income Statement	89
Table 4. 1 Gaps in Operational Aspect	92
Table 4. 2 Operational Aspect's Problems and Solution	93
Table 4. 3 Gaps in Human Resources Aspect	100
Table 4. 4 Human Resource Aspect's Problems and Solutions	101
Table 4. 5 Gaps in Financial Aspect	112
Table 4. 6 Financial Aspect's Problems and Solutions	113
Table 4. 7 Gaps in Marketing Aspect	128
Table 4. 8 Marketing's Aspect Problems and Solutions	130

**A BUSINESS PLAN FINAL REPORT**  
**CULINARY BUSINESS OF I AM RICE BOWL: MARKETING MIX**  
**STRATEGY**

Sabila Jati Rahmawati Rosyadi

19311033@students.uii.ac.id

**ABSTRACT**

The culinary industry is seen as a strategic business sector for economic development in Indonesia, as it is a basic and important need that cannot be replaced by other goods. I Am Rice Bowl is a culinary business established in February 2022 to meet the needs and wants of society for the type of food that is practical, fast to serve, delicious, and affordable. It carries the concept of modern food consisting of sauces and chicken meat as the main raw material. The sales concept is an online and offline sale, with online sales conducted by using the online ordering food application and offline sales conducted by doing a direct transaction with the customer in the outlet. Obstacles such as finding the right employees, operations, processing raw materials, finance, bookkeeping, and marketing strategies can be solved by applying concepts of good recruitment, supply chain management, and financial management to marketing concepts such as marketing communications and marketing mix strategy.

**Keywords:** culinary industry, rice bowl, food, marketing strategy, marketing concept, marketing mix, Yogyakarta, chicken meat.

## **A BUSINESS PLAN FINAL REPORT**

### **CULINARY BUSINESS OF I AM RICE BOWL: MARKETING MIX STRATEGY**

Sabila Jati Rahmawati Rosyadi

19311033@students.uii.ac.id

#### **ABSTRAK**

Industri kuliner dipandang sebagai sektor usaha yang strategis bagi perkembangan perekonomian di Indonesia, karena makanan merupakan sebuah kebutuhan pokok yang tidak dapat digantikan oleh barang lain. I Am Rice Bowl adalah usaha kuliner yang didirikan pada Februari 2022 untuk memenuhi kebutuhan dan keinginan masyarakat akan jenis makanan yang praktis, cepat saji, enak, dan terjangkau. Mengusung konsep makanan modern yang terdiri dari saus dan daging ayam sebagai bahan baku utamanya, I am Rice Bowl mengadaptasi konsep penjualan online dan offline, dimana penjualan online dilakukan dengan menggunakan aplikasi pemesanan makanan online dan penjualan offline dilakukan dengan melakukan transaksi langsung dengan customer di outlet. Hambatan seperti menemukan karyawan yang tepat, pengolahan bahan baku, keuangan, pembukuan, dan strategi pemasaran dapat diselesaikan dengan menerapkan konsep rekrutmen yang baik, manajemen rantai pasokan, dan manajemen keuangan pada konsep pemasaran seperti komunikasi pemasaran dan strategi bauran pemasaran.

**Keywords:** industri kuliner, rice bowl, makanan, strategi pemasaran, konsep pemasaran, bauran pemasaran, Yogyakarta, daging ayam.



## CHAPTER I

### INTRODUCTION

#### 1.1 Background

Nowadays running a business is seen as a trend and something that is commonly done by all circles in society. People think that a business is an activity that contributes greatly to the economy of each individual. According to Ebert (1995, in Sembiring, 2014), the business itself can be defined as an organization that has the activity of managing goods and services to produce profits. Thus, Ebert strongly stated that the core purpose of a business is to make a profit. In a more complete definition of business, Raymond E. Gloss et al in Saydam (2016: 1), stated that business can be defined as all activities organized by everyone with expertise in a particular field that can produce goods and services as a form of their efforts to maintain and improve their standard of living.

A service business is in the ranks of a business type that is greatly demanded by many people. They consider a service business as a business with promising profit and a big potential to grow in the future. According to Kotler (2018), service can be defined as a product in a form of a benefit, activity, and satisfaction that is offered to the other parties that is essentially intangible. Therefore, services can be interpreted as activities or benefits offered by one party to another this product belongs to an intangible product. This can also be related to the production process and maybe not be associated with a physical product. Moreover, according to Lovelock and Wirtz (2011), service is an economic activity that is offered from one party to another, normally in form of a performance to fulfill a customer's desire, an item, or an asset that becomes the customer's responsibility.

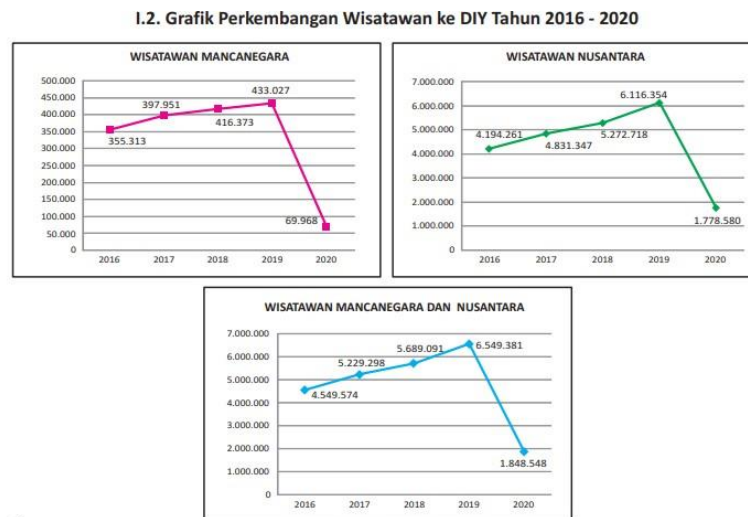
From those statements, service can be defined as something intangible that undergoes a process and performance from some parties, which in turn will be offered to others. Therefore, service business has a definition as an economic activity that produces non-goods products and is usually consumed at the same time after the product is produced. It has added value or it offers a solution to a problem that customers have.

The culinary business is an implementation of the service business concept. The culinary industry is considered as a strategic business sector for economic development in Indonesia. This kind of business has a great opportunity to improve the economy because the need for food is included in a basic and important need that is owned by everyone or cannot be replaced by other goods. The market demand for food will never stop according to the people's consumption pattern which repeats continuously and creates a huge market potential. More than that, food is not only a necessity of life but is also a trend along with the growth of technology. Therefore, people nowadays will tend to post any food they consume on social media. The culinary business is also very flexible because it can be started from a small-scale business with affordable capital.

The culinary and food industry has a good trend among consumers, especially in Yogyakarta. Yogyakarta is known as a tourist city and a student city which means, that most of the tourists and students will tend to choose to buy food from the restaurant rather than to cook their food for daily consumption. Therefore, the potential growth of culinary business in Yogyakarta is promising.

The number of tourist arrivals to Yogyakarta that consist of foreign and domestic tourists, in 2016-2020 can be seen in Figure 1.1 below:

Figure 1. 1  
Development Chart of Tourists to DIY in 2016-2020



Source: BPS Dinas Pariwisata Yogyakarta

Figure 1.1 provides data on the development of the number of tourists visiting Yogyakarta, from 2016-2019. The number of tourists who visit Yogyakarta continued to experience a significant increase, while there was a drastic decline in 2020 due to regulations regarding Covid-19 travel bans throughout the world. However, the Yogyakarta Tourism Office reported that from late 2021 to early 2022, the number of tourists in Yogyakarta continues to increase

Table 1. 1  
The Number of University Student in Yogyakarta

<b>YEAR</b>	<b>THE NUMBER OF UNIVERSITY STUDENT</b>
<b>2018</b>	362.295
<b>2019</b>	368.066
<b>2020</b>	387.319

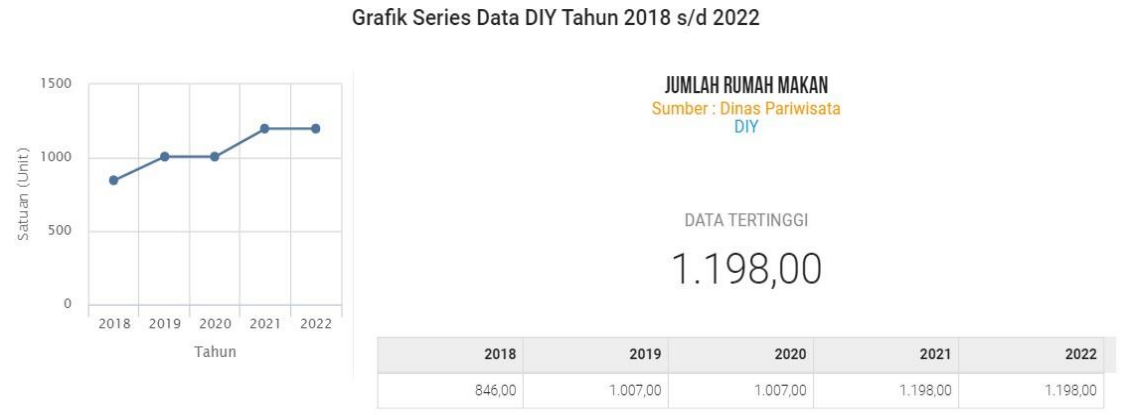
Source: bappeda provinsi Yogyakarta

According to Bappeda Yogyakarta's data in Table 1.1, during 2018-2020 the numbers of university students in Yogyakarta continue to increase. It means the population of newcomers in Yogyakarta also increase. This phenomenon will greatly affect the existing culinary business, because newcomers who prefer to buy food at restaurants rather than cook their food, will increase the amount of income and the level of success of the culinary business in Yogyakarta.

Culinary business is one of the most demanded types of business that every owner wants to build (Arfani, 2017). The creativity of culinary entrepreneurs continues to increase along with the growth of the times and technology that gives rise to innovations in the culinary field.

Figure 1. 2

The Graph of Existing Number of Restaurant in Yogyakarta



Source: Dinas Pariwisata Yogyakarta

The statement about the increasing number of culinary businesses in Yogyakarta is strengthened by the data from the Yogyakarta tourism office in Figure 1.2 above, which describes the steady growth of the increase in the number of culinary businesses in Yogyakarta from 2018-2022.

### 1.1.1 Success Strategy

In creating a business, developing the business is a difficult step that a businessman has to handle. Besides that, it has also become the most important step for the business in the future. Business development has goals to ensure that the business adds value and contributes to an organization, as well as provides results that can ensure the long-term viability of the business itself. Therefore, a successful strategy is one of the keys to making the business run smoothly and successfully, and be able to improve in the future. To achieve success in business, there are several strategies that a businessman has to know based on several

theories, such as Marketing Mix, Porter's Five Model, and Segmenting Targeting Positioning theory.

### 1.1.2 Marketing Mix

In creating a sustainable and successful business, the implementation of the theory about marketing mix is considered as an important part that every business should get through. By implementing this theory, the business will be able to achieve the maximum result for their daily operation. According to Kotler & Keller (2016), a marketing mix can be defined as a set of marketing variables used by a company or a business to generate a response from the market. The marketing mix consists of four elements, they are product, price, place, and promotion. Those elements, which are popularized by McCarthy, are the elements that support each other to produce the best results for the marketing of a business. Therefore, the use of four elements of the marketing strategy is very necessary for the marketing activities of a business (Assauri, 2017).

#### a. Product

A product is something tangible or intangible that is offered by a business entity such as a company or a factory to people in society in order to fulfill the demands and needs of the market. The business entity has to be able to provide a product that can give an increasing value or become the solution to the customer's problem; therefore, the product can be said to have selling power so that the customers are interested in using or consuming the product. The product can be consisting of the product variety, design, quality, brand name, feature, sizes, services, and return.

b. Price

Price can be defined as a nominal unit of money charged to a product in exchange for the value of goods that have become property rights for consumers after they purchased it. The price also can be a sensitive factor behind customers' decisions. Likewise, in marketing mix strategy, price is also considered a determining factor in the decision-making of buyers, therefore a business must determine the price of the product according to the quality of the product they sell.

c. Place

In the marketing mix concept, place can be defined as a location or a distribution channel relating to how the company selects and manages the trade channels used to distribute products to serve the target market through channels that can reach customers.

d. Promotion

According to Alma (2014), promotion is a marketing activity in form of communicating and introducing information about product descriptions, influencing or persuading customers, and increasing target markets. The goal of promotion is to make customers have the willingness to buy, accept, and be loyal to the products in the long term.

### 1.1.3 Porter's Five Forces

Porter's Five Forces is a theory that explains the relationship between business strategy and its performance. It is used to analyze the position of a business among competitors and to develop business strategies. In Porter's Five

Forces, there are five competitive forces elements that should be considered, they are:

- a. Threats of substitutes
- b. Threats of new entrant
- c. Rivalry among existing firms
- d. Bargaining power of suppliers
- e. Bargaining power of buyers

The position of every element related to the competition of a culinary business in Yogyakarta can be described in Table 1.2 below:

Table 1. 2  
Porter's Five Forces Model

<b>Porter's Five Forces Model</b>				
<b>No</b>	<b>Competitive Forces</b>	<b>Threats to Industry Profitability</b>		
		<b>Low</b>	<b>Medium</b>	<b>High</b>
1.	Threat of substitutes		V	
2.	Threat of new entrant		V	
3.	Rivalry among existing firms	V		
4.	Bargaining power of suppliers	V		
5.	Bargaining power of buyers	V		

According to Porter's Five Forces Model, the analysis related to the culinary business in Yogyakarta can be seen below:

- a. Threat of substitutes



Seen from the threat of substitute products, the culinary business in Yogyakarta is classified as medium level. This is due to a large number of restaurants or culinary businesses in Yogyakarta. Nevertheless, seen from the number of restaurants in Yogyakarta, a company or business can take advantage of this phenomenon to be able to provide added value that other businesses cannot provide, this strategy can make customers to be regular customers of the business.

b. Threat of new entrant

Considering the threat of new entrants, the culinary business in Yogyakarta is classified as medium-level. This is because there is only a small number of barriers and entrants in the culinary field with the same concept, besides that customer loyalty in terms of consuming food from one restaurant continuously is rarely found, and access to market distribution also tends to be easy. In this case, the amount of capital is the main challenge, because the amount of capital will affect the company's ability to gain an advantage compared to its competitors in the culinary industry.

c. Rivalry among existing firms

Seen from the rivalry among existing firms, the culinary business in Yogyakarta is classified as low-level. This is because, at the beginning of a business, each business or competitor tends to determine their own target market which has already been customized to the initial concept of establishing the business. The competitor also tends not to create an innovation regarding their service and menus, so they have the same concept as the other competitors. In addition, each competitor in this industry also has their own marketing strategy due to different

target customers. In this industry, there are various trends that cannot be monopolized by only a few players.

d. Bargaining power of suppliers

Based on the bargaining power of the supplier, the culinary business in Yogyakarta is classified as low-level. This is because, in Yogyakarta, there are many suppliers of agricultural and livestock products. Therefore, a business or company does not need to worry about its suppliers, because there are many substitute suppliers available.

e. Bargaining power of buyers

Seen from the bargaining power of buyers, the culinary business in Yogyakarta is classified as low-level. This is because the sensitivity of Yogyakarta citizens related to the price of the product is classified as low, they will tend to be more loyal to products that are in accordance with their tastes and needs despite the low-price difference between competitors. This is supported by the location of places to eat that are close to their domicile.

1.1.4 Segmenting Targeting Positioning (STP)

In business activities, consumer behavior becomes an input for a business entity to determine what marketing strategy they should develop; therefore, it can influence the activities of consumers who are their target market to buy the products. A business entity is also required to develop a marketing strategy in accordance with consumer behavior in the market, and determine market segments which can help them determine the positioning of the business they are running. According to Priansa (2017), to make sure that the business will fulfill

the needs and wants of the market, the business should do the Segmenting, Targeting, and Positioning of their business.

a. Segmenting

Market segmentation is a business activity that includes the process of analyzing heterogeneous or diverse overall markets and classifying them into a group with similarities in terms of their willingness, needs, and responses to a specific market. In this segmentation process, the business entity divides the market into groups of buyers based on the basic needs and marketing mix. The forms of segmentation can be in the form of demographic segmentation, geographic segmentation, psychographic segmentation, and behavioral segmentation.

b. Targeting

The next step after segmenting the market, a business entity must then determine its target market, using the targeting method. Targeting is a process of selecting and evaluating the specific target market, it is about “who” or the customer that will be their target in offering the products they sell.

c. Positioning

Positioning is a process within a business entity in the form of giving an impression or image that can be a characteristic of the products they sell. This positioning process aims to allocate a product brand in the minds of consumers and give the impression of being superior to other competitors in the market.

## 1.2 Business Purpose

The purpose of creating this business model are:

- a. Establish a restaurant that provides everyone's basic needs in the form of food products.
- b. Provide high-quality, healthy, nutritious, and delicious food products at affordable prices.

### 1.3 Business Advantage

The advantage of creating this business model are:

- a. Create Giving a contribution and innovation in the culinary field.
- b. Providing healthy, nutritious, practical food to society.
- c. Becoming one of the solutions to problems for people who need healthy, nutritious, tasty, and affordable food.
- d. Providing job opportunities for the community.

### 1.4 Business Scope

The scopes that will be discussed and involved in the implementation of this business include:

- a. Geographical segmentation of this business is in the Yogyakarta area.
- b. The target customers of this business are all levels of society, especially office workers and students in Yogyakarta, especially in the Babarsari and Seturan areas.
- c. Several marketing platforms that will be used in running this business include GoFood, Grab Food, and Shopee Food

### 1.5 Report Systematic

The systematic report of the business plan's final report consists of several stages as explained in the following:

#### **Chapter I: Introduction**

Chapter I contains the introduction which consists of five sub-chapters, they are the background, the business purpose, the business advantage, the business scope, and

the report systematic. In the background, there is information about the business idea, therefore this business runs, and a description of the process of analyzing the feasibility of the business. The business purpose, it contains the purpose or the reason why the businessman wants to establish the business. In the business advantage, it contains information related to the advantages that society or businessmen can achieve through this business. The business scope contains information about the scope to be achieved or involved in this business. The report systematic, it contains information about the arrangement of the report.

## **Chapter II: Business Analysis and Proposal**

Chapter II contains information about the business analysis and proposal. This chapter is also divided into sub-chapters: business value proposition, business model design, implementation, planning, and, business development. In the business value proposition part, the business is explained by using the value proposition canvas. In the business model design, the business is described in detail by using the business model canvas. In the implementation, planning and business development part, the business is described in more detail how the strategy in implementing the business is in accordance with the business model canvas that has been created.

## **Chapter III: Business Implementation**

Chapter III contains information on business implementation reports which are divided into two sub-chapters: business profile and business aspect overview. The business profile, describes the outline of the business, such as the lines of the business, the business location, and when the business was founded. The business aspect overview describes the implementation of the business seen from several business

aspects such as production or operational aspects, marketing aspects, organizational aspects or human resources, and financial aspects.

#### **Chapter IV: Identification and Problem Solving**

Chapter IV contains identification and problem-solving. This chapter consists of three sub-chapters: problem identification, theoretical review, and problem-solving. In the problem identification, businessmen will describe several problems encountered during the business. The theoretical review contains theories that have a correlation with the business problem, and they will be used by the businessmen in solving the problems. The problem-solving part contains a description of the theoretical approach that will be used to solve the problems at hand.

#### **Chapter V: Conclusions and Recommendations**

Chapter V contains the conclusions and recommendations about the conduct of business in general and specific or functional implementation aspects. In this section, the writer also provides suggestions for further businesses that will be involved in the same field.

The last part of this report contains the bibliography and attachments that support the running of the business.

## CHAPTER II

### BUSINESS ANALYSIS AND PROPOSAL

#### 2.1 Value Proposition

The business was designed based on the analysis of the business value proposition using the Porter's Five Forces theory and the Canvas Value Proposition Model.

##### 2.1.1. Market and Industry Analysis: Porter's Five Forces

According to Porter (in Wheelen, 2012), a company is mainly concerned with the level of rivalry within its industry, which is defined by basic competitive forces, they are the threat of substitute, the threat of new entrants, rivalry among existing firms, bargaining power of suppliers, and bargaining power of buyers. By using these five forces elements, a business can define its competitive position and develop a business strategy to compete with the competitors in the same industry.

##### **a. Threat of Substitutes**

In every industry, there will be substitute products with similar functions and prices that are produced by different producers. According to Wheelen (2012), a substitute product can be defined as a product that has a different appearance but can satisfy the same needs and wants of another product. Normally, the customers in the market search for a certain product with a similar or same function to substitute the other product which has already existed or they have consumed before. The competitive strength of substitute

products can be measured by the market share taken over by these substitute products.

Table 2. 1  
Indication of the development of substitute products

No.	Indicator	Analysis	Conclusion
1.	Level of need for substitutes product	In the culinary business, the food which consist of rice and chicken as the basic ingredients has a low need of substitutes product because in this industry, the difference between one and other brands is only on the innovation of the taste. The consumers of food made from chicken and rice are still numerous.	Low threat
2.	Easy access to substitute products.	Substituting chicken-based food as a source of protein around Yogyakarta is quite easy, it can be beef, duck or fish. but in terms of processing and product marketing, chicken-based food is the food with the most consumers.	Middle threat

**b. Threat of New Entrants**

The potential of new entrants entering a certain market is a normal phenomenon that happens in every business industry. Wheelen (2012), argues that the threat of entry of new entrants into an industry has a close



relationship with the existing barriers in the industry, as well as the reaction of other businesses or companies which have already existed in the industry that new entrants can predict. If in an industry, the barriers faced by new entrants are quite large or hard and there will be fierce resistance from previous companies, then the threat from new entrants will be low. There are six main sources of barriers to the entry of new entrants, including product differentiation, economies of scale, capital requirements, government policies, cost losses, and access to distribution channels.

Table 2. 2  
Indication of The Entry of New Entrants

No.	Indicator	Analysis	Conclusion
1.	Need for capital funds and business investment	In the culinary business with chicken as the raw material, the required capital requirement is small and with basic equipment investment	High threat
2.	Access of distribution channel	Distribution access in this business is quite difficult because it not only uses an online buying and selling system through a free platform, but this business concept also uses an offline system directly to customers through outlets.	Middle threat
3.	Customer loyalty	When it comes to food, customer loyalty is very flexible depending on taste, quality, price, and service according to the customer's own standards.	High threat

### c. Rivalry Among Existing Firms

The competition between firms in industry can increase and lead to fierce competition when a large number of competitors or companies exist in the same industry. Competition between companies can be even tighter and fiercer when a customer can change consumption from one product brand to another product brand easily. According to Porter (in Wheelen, 2012), there are several factors that affect the intense level of competition, such as the number of competitors, rate of industry growth, product or service characteristic, amount of fixed cost, capacity, height of barriers: exit barriers, and diversity of rivals.

Table 2. 3  
Indication Rivalry Among Existing Firms

No.	Indicator	Analysis	Conclusion
1.	Number of competitors	In Yogyakarta, which is known as a student city, there are many restaurants that offer rice with chicken or rice bowl menu, but within the scope of the I am Rice Bowl business area, there are only a few competitors such as DuaEnam Rice Bowl, BobobRice Bowl, Luwe Rice Bowl, and Hugry Bites.id	Middle threat
2.	Competitor with lower price (lower than 15.000)	There is only 1 competitor whose product price is below 15.000	Low threat

3.	Competitor with higher price (higher than 15.000)	There are 4 competitors whose product price is higher than 15.000	Middle threat
----	---	---	---------------

#### d. Bargaining Power of Supplier

The bargaining power of the supplier will highly affect the competition between firms in the same industry. This is because suppliers can have an impact on an industry by increasing costs or lowering the quality of the products and services they sell or supply (Wheelen, 2012). The bargaining power of suppliers will be very influential and can be a threat to business people who only stick to one supplier and have no other alternative suppliers. Suppliers can provide very high prices when the supply of the goods are difficult to find in the market or few sellers can sell these goods, or some suppliers also offer unfavorable deals by selling products at low costs but in poor quality. The bargaining power of suppliers can be strong and dangerous because suppliers are able to suppress the capabilities of industries that are unable to keep up with the increasing prices.

Table 2. 4  
Indicator of Bargaining Power of Supplier

No.	Indicator	Analysis	Conclusion
1.	Number and degree of supplier dominance	There are many suppliers for the raw material, the market is not only dominated by one supplier	Supplier's power is low
2.	The competition between supplier	The suppliers compete in the term of the price	Supplier's power is in the middle level

3.	The alternative supplier of the business	The business not only has one supplier for the raw material	Supplier's power is low
----	--	---	-------------------------

#### e. Bargaining Power of Buyer

The bargaining power of buyers in the market will increase when a company is not able to create products that have distinctive characteristics or differentiation when compared to products that are widely circulated in the market. According to Wheelen (2012), buyers have the power to influence an industry by driving down costs, negotiating for better or more services, and setting competition against one another.

Table 2. 5  
Indicator of Bargaining Power of Buyer

No.	Indicator	Analysis	Conclusion
1.	The group of buyers	The buyers who directly buy the products in the store and from online application	The bargaining power of the buyer is in the middle level
2.	The type of product offered	Type of product offered is not only a standard product that can be found in the market, but also a product that has difference on product innovation.	The bargaining power of the buyer is in high level
3.	The advantage of the product offered	The product offered has the delicious taste which made from the high quality of raw material, served in the hygienic packaging, fast serving time, sold in	The bargaining power of the buyer is in high level

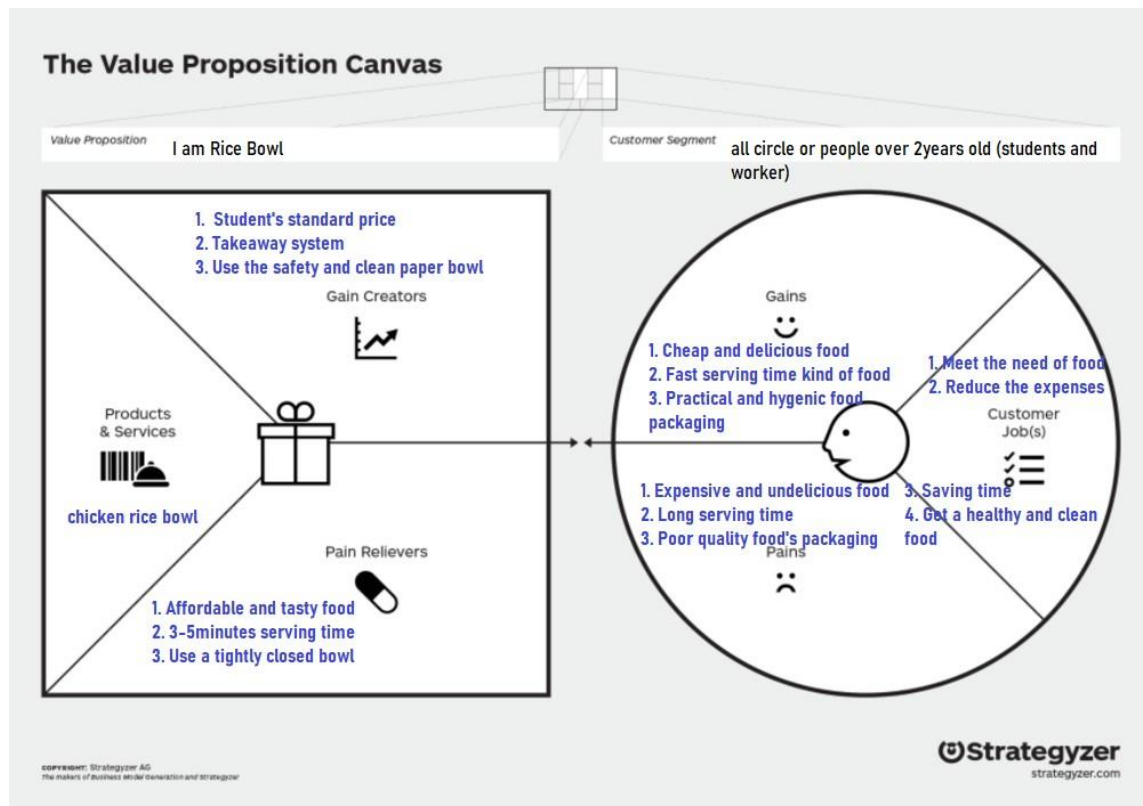
		affordable price in a big portion.	
4.	Product's information clarity	The detail information regarding to the product can be seen through the online food ordering application	The bargaining power of the buyer is in high level

### 2.1.2 Value Proposition Design

According to Kotler & Keller (2012), a value proposition can be defined as a bundle of benefit that a company or firm provide to the customer in order to fulfill the customer's needs. The value proposition is more than just the basic positioning of the business, it also entails the entire collection of advantages that the company guarantees to provide (Kotler & Keller, 2016). Through the value proposition, a company will find it easier to present the advantages of its products. The value proposition is very useful for a company because it will make its customers have reasons why they should buy the company's products. In arranging the business value proposition, there is a framework that can be used, namely the value proposition canvas.

Value Proposition Canvas (VPC) is considered as a tool that can make value proposition of a business becomes tangible, visible, and easier to be implemented and discussed (Osterwalder, Pigneur, & Bernarda, 2014). Value proposition canvas is one part of the business model canvas which is a description of how a company can create value for its customers. VPC consists of 3 parts, they are customer profile, value map, and fitting.

Figure 2. 1  
Value Proposition Canvas of I am Rice Bowl



As shown in Figure 2.1, the value proposition canvas is divided into two parts: the customer profile on the right side and the value map in the left side of the canvas. In the customer profile part consists of three pieces of information, such as the customer's job(s), gains, and pains. While in the value map, it consists of the business products & services, gain creators, and pain relievers.

The customer segment of I am Rice Bowl is all groups of people starting from two years old, in the more specific segmentation, the target customers are students and workers. The customer segmentation is arranged based on the Google trends related to the customer's trend of rice bowls in Yogyakarta and through the questionnaires spread to the society.

Figure 2. 2  
The Google trend of rice bowl



Figure 2. 3  
The questionnaire of the majority customer of rice bowl



Based on Figure 2.2 and Figure 2.3, the majority of the customers of the rice bowl are in Yogyakarta and from groups of students.

In the customer profile, there is also several information related to the customer's job which contains an emotional, functional, and social duty implemented by the customer to solve their problem and meet their needs. In the value proposition canvas

of I am Rice Bowl, the customer job consists of four points, the first is to meet the need for food. The need for food is the highest need for humans, therefore the customer's job related to daily life is to meet this need. The second is reducing expenses, in meeting customers' needs of daily consumption, people also tend to reduce their expenses for food along with fulfilling their needs for food. Third is saving time; customer tend to demand the restaurant which can save time in serving their food. Lastly is having healthy and clean food.

The part of "pains" describes the unpleasant experiences that customers have when they want to meet their needs. According to the value proposition canvas of I am Rice Bowl, the pains include expensive and bad taste food, long-serving times, and poor-quality food package. In the customer profile, "gains" describes the information of benefits that are expected by the customers or what the customers want to have. According to the value proposition canvas of I am Rice Bowl, the gains are cheap and delicious food, fast serving time, and practical and hygienic packaging.

Besides the customer profile part, the value proposition canvas also consists of the value map part. The value map is part that describes the business' gain creators, pain relievers, and products & services. The product that I am Rice Bowl want to provide to the market is a chicken rice bowl, the product that I am Rice Bowl sells is one of the problem solutions for customer's pains and to meet their needs and wants. The gain creators provide solutions to meet customer needs and benefits in terms of products or services. According to I am Rice Bowl's value proposition canvas, the gain creators consist of three points, they are students' standard price, using the takeaway system, and using a safe and clean paper bowl.



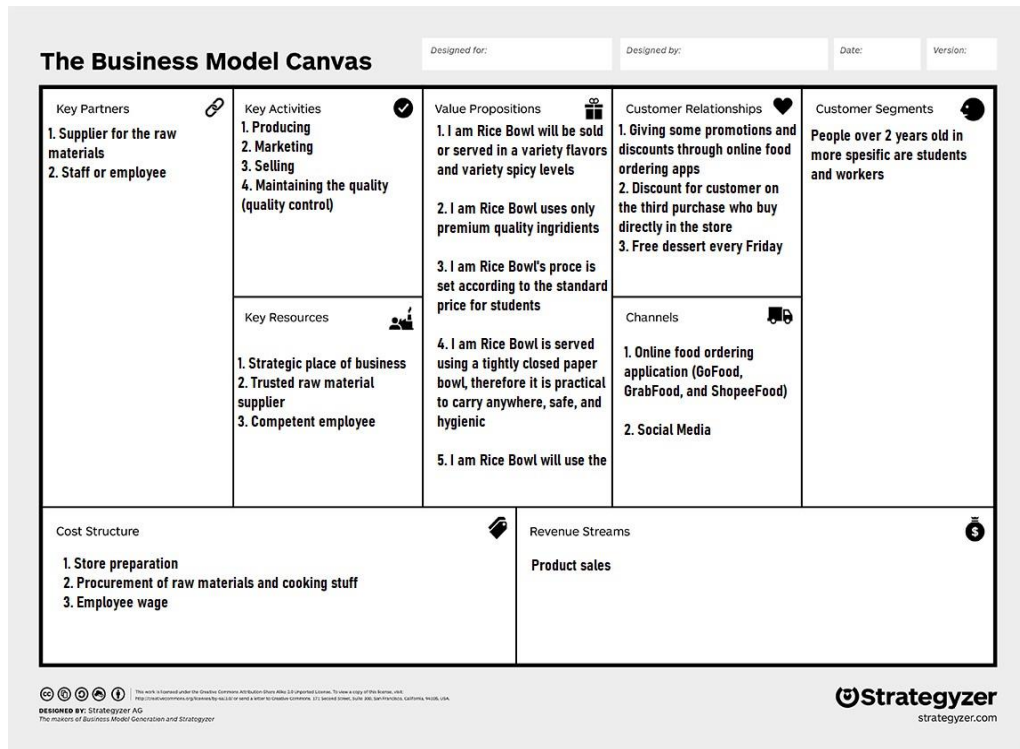
The next part of the value map part is pain relievers. This part, contains information about how the company's products or services can remove the pain of the customer profile. According to the I am Rice Bowl's value proposition canvas, the pain relievers consist of three points: affordable and tasty food, 3-5 minutes serving time, and using a tightly closed bowl.

The last part of the value map is product and service. This part contains the information and specification of the product that is being offered by the business. According to the I am Rice Bowl's value proposition canvas, I am Rice Bowl provides a food product that is made from chicken fillet meat packaged in a paper bowl.

## 2.2. Business Model

According to McQuillan & Scott (2015), a business model can articulate a business alternative perspective as how a company can create and deliver business value to its customer. In creating a business model design of a business, a company normally uses the template of Business Model Canvas to help them define and arrange the business model design of their business. A business model canvas is a template of a business that consists of nine business building blocks. These building blocks contains important information related to the process of how the business or company create benefits and get the benefit from its customer. Those nine-building blocks are customer segments, value proposition, channel, customer relationship, revenue stream, key resource, key activities, key partners, and cost structure.

Figure 2. 4  
I am Rice Bowl's Business Model Canvas



According to Figure 2.4, I am Rice Bowl has nine business building blocks which have already been arranged as the base for implementing the business. Those nine business building blocks are:

### 1. Customer Segment

This block contains information about the social group segmentation that becomes the target of potential customers for a company. I am Rice Bowl has customer segments from all groups of society, such as women, men, adults, children, and teenagers. Besides that, to narrow the consumer segment from I am Rice Bowl, in terms of age, I am Rice Bowl prioritizes its target people whose ages are more than 2 years. This is related to the products, where the content and taste of the product

will not match the tastes and preferences of the consumers with the ability to consume food from children under 2 years. In terms of profession, I am Rice Bowl targets its market to students and workers, this is related to the value offered by the product itself, which is fast, practical, cheap, and clean. These points are the main points that workers and students want in meeting their daily consumption needs.

## **2. Value Proposition**

This part contains information about the values that are owned by the company and becomes the reason or the factor why the customers buy their product. I am Rice Bowl's value proposition consists of providing the variety flavor of a product, not only the flavor, in the certain product, customer also can request the level of spiciness. In producing the product, I am Rice Bowl only uses the high-quality raw material so the product will be delicious and healthy. Besides the using of high-quality raw material, the price of each product is affordable and the price is also arranged in accordance with the students' ability to pay. To make the customer feel safe to bring their food, I am Rice Bowl uses a tightly closed paper bowl to avoid the food from any damaged and maintain the taste and the hygiene of the food. I am Rice Bowl also uses the takeaways concept therefore there will fasten the process of serving the food and avoid the contamination of any other material on the food.

## **3. Channels**

This part contains information related to the media or ways for a company to be able to reach their customers. The channels that I am Rice Bowl use are the online food ordering application such as Grab Food, Go Food, and Shopee Food, the other channel is social media. In using the food ordering application, it will be easier for the customers to buy the product in terms of the time and location. Social media also

help the customer to know better about the product specification through the content which uploaded in the social media's page.

#### **4. Customer Relationship**

It contains information about the method used by the company to maintain the good relationship with the customer. The method used by I am Rice Bowl is giving some promotion through the online food ordering application. This method is used in order to attract the customers to buy the product regularly. The other method is, giving promotion in the store, such as giving coupons to the customers or direct discount. On every Friday, I am Rice Bowl also provides a free dessert to the customer.

#### **5. Revenue Stream**

It contains information about the income source from the product they produce and sell. The revenue stream of I am Rice Bowl comes from the daily sales of the product.

#### **6. Key Resource**

This part contains information about several resource needed by the company or business to create their value proposition. Key resource used by I am Rice Bowl is the strategic place of the business which is near with Atma Jaya University, UPN Veteran University, Shopee Operational Office, and around students boarding houses. This location will help the business to reach its target market. Another key resource for I am Rice Bowl is a cooperation with the trusted raw material suppliers to make sure that the raw material is in a good condition, fresh, and have a great quality. I am Rice Bowl also only recruits the competent employees who are credible to serve the food in fast, neat, and delicious to satisfy the customers.

## **7. Key Activities**

This part contains information about the whole activity in the business. The activities include producing the product, marketing activities such as make a content for social media and give the promotion to the customer, selling activity such as sell the product in offline and online store, and the last activity is maintaining the quality of the product by evaluating the taste based on the feedback from the customer and progress of sales.

## **8. Key Partners**

This part contains information about several parties that are connected to the business. I am Rice Bowl's key partners are suppliers for the raw material such as the chicken meat, vegetable, the paper bowl, and ice cube. The other partners are the staff or the employees.

## **9. Cost Structure**

This part contains information about the fund needed by the company to run the business. I am Rice Bowl's cost structure consists of the fund for the store preparation, procurement for the raw material, and employee wages.

### **2.3 Implementation Planning and Business Development**

In the beginning of the Covid-19 pandemic, between 2020-2021, the government set various efforts to handle and prevent the spread of the Covid-19 virus among the community by disseminating various policies such as self-quarantine, lockdown, limiting community activities, to prohibiting the use of public facilities. In this period, many community parties suffered from loss, especially for MSME owners, one of which was a business owner who engaged in the culinary field. During the quarantine and lockdown

period, many restaurants were forced to close and do not operate normally, the ban on dine-in and the prohibition on buying food from outside. All these government regulations must be obeyed and implemented by all Indonesian people, including the business people.

In difficult situations, business people are forced to be able to generate creative and innovative ideas therefore, a business can survive and run without disturbing or violating policies that have been set by the government. Being able to take advantage of opportunities and produce brilliant solutions is one of the characteristics that must be possessed by every business people in every situation. In this case, business people who are engaged in the culinary field can create new ideas according to the situation, such as in terms of service, buying and selling process systems, and innovations to the product.

I am Rice Bowl is a business brand that is engaged in the culinary world. In the initial business plan, I am Rice Bowl focused on providing chicken-based food served in paper bowls with three kinds of sauces, such as black pepper, teriyaki, and nano. According to the research that has been done, the marketing and business implementation of I am Rice Bowl will use an online and offline buying and selling system. The online system will go through several online food ordering applications, while the offline system will be in the form of selling directly at the outlet. In terms of direct service at the outlet, I am Rice Bowl will use a takeaway system as a business concept, where buyers will only be able to take away their food or in other words, the restaurant does not provide a place to dine in. The principle of this takeaway system is executed in accordance with the research that has been carried out at the initial business planning stage which is adapted to current market conditions. In this business, I am Rice Bowl chooses the students and workers as the priority of their target customer. Moreover, the business concept promoted

by I am Rice Bowl targets an increase and a positive graph of the quantity of the products, which in the future will be followed by new innovations related to the creation of new flavors and types of products. This is also supported by the marketing strategy of I am Rice Bowl in the form of direct product introductions to buyers or providing detailed product specifications through online sales platforms and social media, therefore buyers will be more familiar with the products they will consume.

The long-term business development planning of I am Rice Bowl is five years, I am Rice Bowl plans to increase the variety of products and menus that will be produced and sold. In terms of taste, I am Rice Bowl plans to add a variety of new flavors in accordance with the development of food trends that exist among consumers such as sauces with flavors of Korean, Japanese sauces, curry sauces, or even sauces with local and traditional flavors. Thus, consumers have many choices of flavors that they will try and the taste of the menu offered is not monotonous. I am Rice Bowl also plans to develop the types of products sold in terms of the types of basic ingredients used to food package innovations, such as lunch packages, savings packages, children's packages and others in which consumers can get food, drinks, and desserts in one purchase.

## CHAPTER III

### GENERAL REPORT OF BUSINESS IMPLEMENTATION

#### 3.1 Business Profile

Culinary business still becomes the most popular and profitable business among entrepreneurs. Especially in Yogyakarta, there are several new businesses which run the culinary industry because there is a great potential for a culinary business to develop and be successful in Yogyakarta. This is also related with the consumption habit of Yogyakarta's citizen. Most people who live in Yogyakarta are dominated by students and workers who prefer to buy their food from the restaurant instead of cooking their own meal for daily consumption. Moreover, the majority of students and workers always look for the type of food which are practical, fast serving, delicious and affordable.

Food in the form of rice bowl has been popular among "food hunters" or people who hunt for delicious, practical but affordable food. There are several varieties of rice bowl which are offered in the marketplace. The things that make the biggest difference between one and another rice bowl might be the basic ingredients, the variety of sauce and the side dish. Recently, rice bowl has become everyone's favorite and one of the best choices for people who demand a practice kind of food.

I am Rice Bowl is a culinary business which was established in February 2022. This business exists to meet the needs and demands of society for the type of food which is practical to bring and eat everywhere, fast serving time, delicious, and affordable. The vision of I am Rice Bowl's vision is "to create and develop a culinary



business with a simple and practical concept for public consumption”. In its practice, I am Rice Bowl will always implement the concept of good service and provide products that will satisfy the customers. To realize this business vision, I am Rice Bowl has created several missions that can support the implementation, they are:

1. Provide the food with practical concept for consumption
2. Provide friendly, fast, and thorough service
3. Provide the halal, delicious, affordable, and healthy food

Those visions and missions are also supported and completed by the business motto which is “a bowl of happiness, a delicious food is everyone’s rights”. It means that I am Rice Bowl tries to provide delicious, healthy, practical, and affordable food which will make everyone who eats it will be happy. More than that, I am Rice Bowl also only uses the best quality of ingredients and most people’s favorite ingredient of food which is chicken meat, therefore everyone can consume and taste the delicacy of the food.

I am Rice Bowl carries the concept of modern food consisting of various types of sauces and the main raw material of chicken meat. I am Rice Bowl also use the paper bowl as a packaging to support the reducing of plastic trash. The choice of business name "I am Rice Bowl" intends to give a unique and an attractive impression, therefore it can be easily embedded in the minds of consumers. "I am" means an acknowledgment that the product provided is a "rice bowl" and "I am" in Indonesian accent sounds like "Ayam" which means chicken.

The sales concept that is used by I am Rice Bowl is an online and offline sale. The online sales are conducted by using the online ordering food application, while the offline is conducted by doing a direct transaction with the customer in the outlet. I am

Rice Bowl uses the take away system of offline sales in which the customers buy the product in the outlet and consume it at home. I am Rice Bowl's outlet is located in Jl. Tambak Bayan No.10/01, Tambak Bayan, Caturtunggal, Depok, Sleman, Yogyakarta. It occupies a shop with an area of 65m<sup>2</sup>. This business location is close to Atma Jaya Campus, UPN Veteran Campus, Shopee branch offices, and student boarding areas. This greatly supports the potential for increasing the number of consumers.

Figure 3. 1  
I am Rice Bowl's Google Maps Location

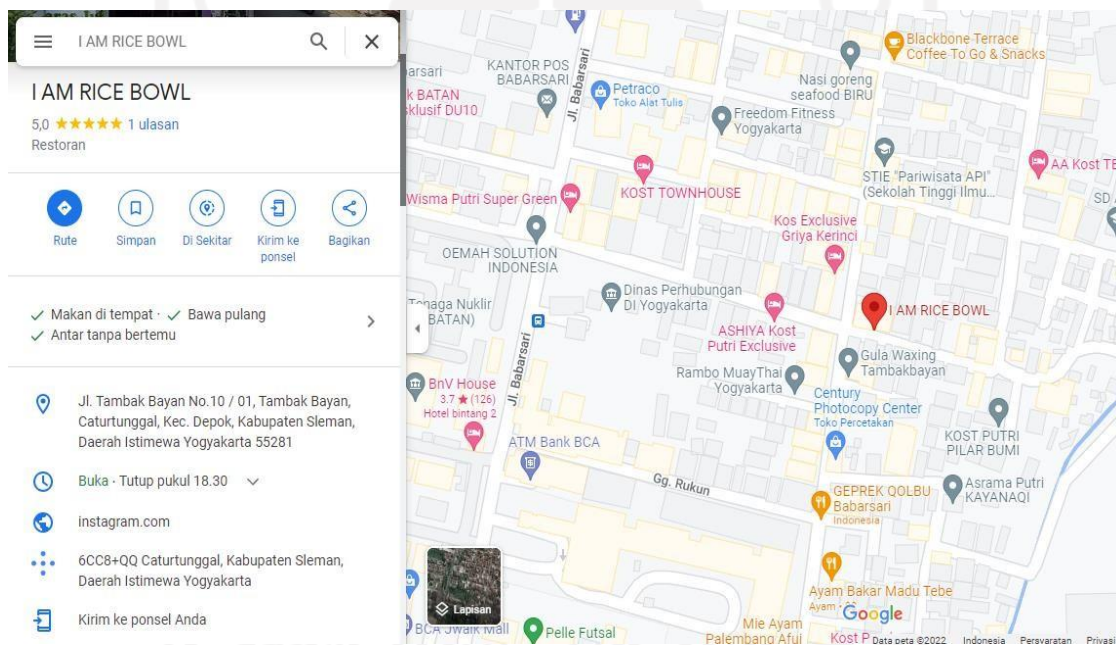


Figure 3. 2  
I am Rice Bowl's Outlet



Figure 3. 3  
I am Rice Bowl's Logo



## 3.2 Business Implementation

### 3.2.1 Review of Human Resource and Organizational Aspect

#### 3.2.1.1 Management Team and Organizational Structure

##### a. Team Management

Within a business, the existence of team management becomes the crucial and important element that need to be considered carefully. All of the individuals that are involved in I am Rice Bowl's team management are required to have certain background of skills according to the position they will be placed. In the beginning of I am Rice Bowl opening preparation, the owner already creates the team management consists of four members. Each of the staff or member has their own skill and ability which is appropriate to their position within the business. The recruitment process of the I am Rice Bowl's staff is based on the specification needed in the business.

The member of I am Rice Bowl's team management consist of:

##### 1) **Business Owner or the CEO**

Business owner has an experience in the managerial aspect, product marketing, and has other abilities such as handling production processes, managing human resources, and managing business finances. Business owner also has the ability in the field of catering or cooking, because in the beginning of the business, the business owner also has a duty as someone who is in charge for producing the products.

## **2) COO (Chief Operating Officer)**

The COO (Chief Operating Officer) of I am Rice Bowl has the experience and ability to manage the operations of a business with various field conditions. In addition, the COO is also proficient in creating an effective work operational system.

## **3) First Staff (Chef Assistant)**

The first staff has some experience in the culinary field, both cooking food with patent recipes, creating and modifying a recipe. The first staff background is a student from the culinary field who has gone through an internship at several hotels in Klaten and Yogyakarta.

## **4) Second Staff (Waitress and Cashier)**

The second staff has a friendly, polite, and sociable character in the work; therefore, she can provide the best service to the customers. Moreover, the second staff also has the ability to operate technology such as cash registers and tablets.

### **b. Business Structure**

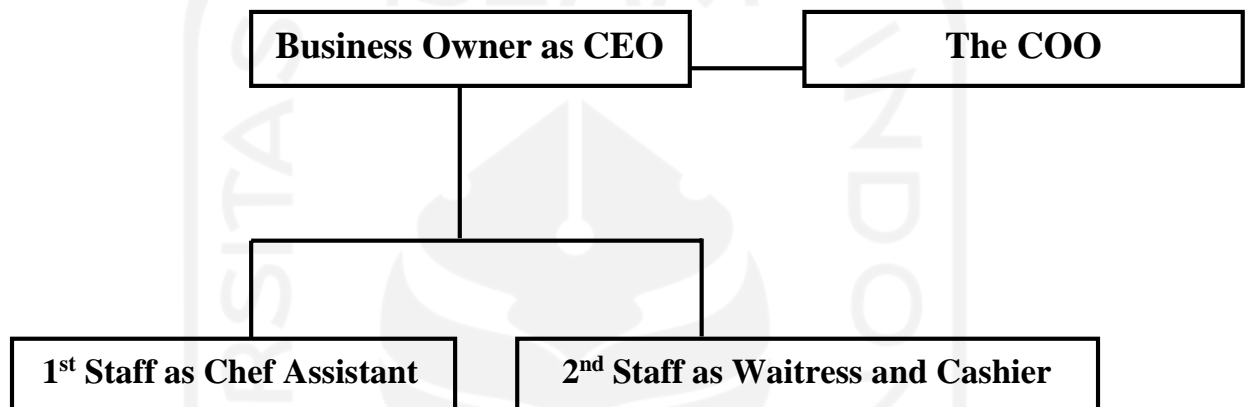
I am Rice Bowl has a simple business structure, making it easier for business owners to monitor and control the operations and workperformance of I am Rice Bowl on a regular basis. At the beginning of thisbusiness, I am Rice Bowl only had two employees apart from the help of thebusiness owner and the COO. In practice, the business owner is responsible for both employees in terms of work performance and job evaluation. Besides that, the business owner is also responsible for the operation of the

business and the product production process. In addition, business owner also has a COO as a partner in discussing work operations and how the business can run smoothly and develop well.

Below is the chart of the business structure on I am Rice Bowl:

Figure 3.4

Organizational chart of I am Rice Bowl's Business



From the chart in Figure 3.4 above, it shows that in I am Rice Bowl, the business owner as the CEO is directly connected to the COO as the business partner who will focus on the operational aspect in the business. The business owner is also directly connected to the 1st staff as the chef assistant who will focus on helping the business owner in the production process for the product. More than that, the business owner is also connected to the 2nd staff who will focus on serving the customers.

In the business operation, there is also specific job descriptions of each member in the team management. This will help the business owner and also the staff understand and be responsible for their job. Therefore, it will minimize any mistakes that possibly occurs during the business.



Table 3.1

The Organizational Positions and Job Descriptions

<b>Position</b>	<b>Job Description</b>	<b>Skill</b>
<b>Business Owner</b>	<ul style="list-style-type: none"> <li>-Responsible in producing and controlling the quality of the product that is being sold.</li> <li>-Responsible in the running or the operational of the business.</li> <li>-Responsible in controlling and monitoring the performance of the staffs.</li> </ul>	<ul style="list-style-type: none"> <li>-Having skill to produce the product</li> <li>-Having skills in managerial fields (marketing, HR, operations, and finance)</li> <li>-Having the “problem solving” skill</li> </ul>
<b>The COO</b>	<ul style="list-style-type: none"> <li>-Responsible for the operational of the business</li> <li>-Responsible for making the effective and efficient way in conducting the operational aspect within the business</li> <li>-Responsible for helping the business owner to create the development for the business</li> </ul>	<ul style="list-style-type: none"> <li>-Having the ability and skill to communicate ideas</li> <li>-Having the ability to lead operational activities in business</li> </ul>
<b>1<sup>st</sup> Staff (Chef Assistant)</b>	<ul style="list-style-type: none"> <li>-Responsible for helping the business owner to produce the food or product</li> <li>-Responsible for producing the good quality of product</li> </ul>	<ul style="list-style-type: none"> <li>-Having the skill in cooking</li> <li>-Having the experience in the culinary field</li> </ul>

	<p>from the raw material until ready-to eat product</p> <p>-Responsible for the quality taste of the product or the food</p>	
<b>2<sup>nd</sup> Staff (Waitress and Cashier)</b>	<p>-Responsible for serving the food and customers' needs</p> <p>-Responsible for transaction with the customers</p>	<p>-Having the good communication skill</p> <p>-Having the polite and humble characteristic</p> <p>-Having the ability to operate gadgets and cashier machine.</p>

### 3.2.1.2 Recruitment Process

The process of recruiting employees for I am Rice Bowl starts from using three media to inform the public that I am Rice Bowl needs employees. The first media that I am Rice Bowl uses is vacancies advertisements that was posted in several strategic places to make it easier for people to capture the information. The second media is advertisements for vacancies on the internet such as Instagram. The last media used is information spread by word of mouth using some relatives.

In each of the job vacancy, there are descriptions of the job requirements for each position and qualifications that must be met by prospective applicants. The job vacancies advertisement also contains information on how to submit the job application forms and the contact person. After prospective applicants completed the requirements, the next stage is interview. This interview stage is carried out with the aim of getting to know the personalities



of prospective employees and ask for more detail about their experience in their previous job, work motivations, expected wages, and several other abilities that are not included in their CV.

The interview process is carried out by the business owner and the COO as the partner in considering employee recruitment. The next process is making the decision by the COO as one of the partners in the business operation and the business owner. The decision is taken based on the results of interviews and was decided a week after the interview. The results of the interview are announced to applicants via each applicant's cellphone. In the message contains a decision to accept or reject the job applicant. If accepted, a notification will be given as to when to start work, while if rejected, it will contain an apology because it is not in accordance with the specifications required.

### 3.2.1.3 Performance Appraisal System

In the implementation of this business, the business owner makes an assessment system or a performance appraisal system based on the attitudes, abilities, and behavior of employees when carrying out their daily tasks and activities. The performance appraisal system used in the I Am Rice Bowl business uses the 360° method. This method is used with the aim of getting feedback on the performance of each employee from all sides, such as from the business owner, the COO as a business consultant, and fellow employees. With this assessment method, workers will be assisted to identify their strengths and weaknesses and try to improve their performance.

In carrying out this performance appraisal, the COO will participate in assessing employee's performance. The performance appraisal system has been implemented since the opening of the I Am Rice Bowl restaurant. With the performance appraisal system, it is expected that employees are able to maintain productivity and are professional and responsible.

Table 3. 1  
The Assessment of Employee's Performance Appraisal

Average 360° Assessment Results		
Assessment Aspect	1 <sup>st</sup> Employee	2 <sup>nd</sup> Employee
Discipline	23	23
Neatness	24	22
Friendliness	23	21
Politeness	24	24
Total Score	94	90

Filling points are based on the digits 1 – 25, with an established standard of 80. Employees are required to have a minimum performance with a total score of 80 since performance appraisals are used to assess how well employees can work responsibly and professionally.

Employees that perform below expectations in the future will first receive a warning; nevertheless, if the performance level stays below expectations, a bonus or compensation reduction may be considered.

#### 3.2.1.4 Compensation System

Compensation system is one of the important systems that should be implemented during the business. Through the compensation, the employees

feel that they are cared for and they enjoy working. Besides that, they can also be motivated to improve their performance in the future. Therefore, the business owner prepares a compensation system one week before the business operations by considering the compensation expectations received by employees and other aspects, such as the compensation system that has already been implemented by competitors.

There are several compensation systems that have been established by the business owner, such as:

**a. Wage system**

In this system, there is a different amount of wage received by the 1st employee and 2nd employee. This is due to the difference of burden and complexity of the work carried out by each employee. Below is the amount of wage that will be received by the employees:

- 1st employee: Rp1.300.000 in a month
- 2nd employee: Rp700.000 in a month

In deciding the wage for the employee, the business owner does not give the amount of the wages based on the Regional Minimum Wage (UMR: Upah Minimum Regional) due to several considerations, such as:

- The business is still new and it requires a large amount of capital to set it up. If the business owner is able to recruit employees with wages that are not too high, it will be able to reduce the business expenses.
- The recruited employees are employees who do not have special abilities in the culinary field, they do not have a professional

background or expertise in the culinary field, therefore in terms of wage, they tend to be cheaper.

- The workload given to employees is light and relatively easy to work on, more than that female workers tend to be cheaper than male workers.

For several reasons above, the amount of wage that is given by the business owner is based on an agreement between the business owner and the employee in the beginning. This is also supported by Article 81 point 28 of the Job Creation Law which contains only Article 90B paragraph (1) of the Manpower Law and Article 81 point 28 of the Job Creation Law which contains new Article 90B paragraph (2) of the Manpower Law which stated that the Regional Minimum Wage is allowed to be not implemented for the SMEs and the new small business. Those articles also mentioned that the amount of the wage that will be paid to the employee can be from the agreement between the business owner and the employee.

**b. The Salary of the Business's CEO and COO**

Within the business, the salary of the CEO and COO becomes an important part to be considered and managed well. This will affect the performance of the CEO and COO in running and developing the business. The salary or income which will be received by the CEO and COO of I am Rice Bowl monthly consist of two components, such as the fixed amount of salary that will be received every month and the bonus which will be received by the CEO and COO whenever the sales volume of the I am Rice Bowl exceeds the predetermined sales target.

The fixed salary of the CEO and COO is determined based on the workload and role of the CEO and COO in business daily operations. Below is the projection of the fixed salary of the CEO and COO of I am Rice Bowl:

- The CEO salary: Rp 2.500.000 a month
- The COO salary: Rp 1.000.000 a month

In addition to the fixed salary that is given every month, I am Rice Bowl also includes variables in the form of bonuses to the CEO and COO. Bonuses are given based on an increase in sales volume that exceeds the target. The percentage of bonuses given to the CEO and COO are as follows:

- The CEO's bonus is 60% of the profit of increased sales
- The COO's bonus is 40% of the profit of increased sales

**c. Holiday Allowance or Eid Al-Fitr Allowance**

Holiday allowance is given to employees for a maximum of two weeks before Eid al-Fitr, 75% of the salary is received every month.

**d. Monthly Bonus**

Bonuses are given to each of the workers monthly when there is an increase in sales or the sales are above the average sales target that has been set. The bonus given is 15% of the basic salary.

**3.2.1.5 Employee Training and Development**

In implementing the business, I am Rice Bowl provides an opportunity for each employee to continue to train and develop their abilities, skills, and knowledge. In addition to providing opportunities for workers to develop during work and in business activities, each employee will also get a training session by the business owner.

The training sessions are given from the first day until the fifth day, when the business is opened. Each of the employees will get different training according to their respective work assignments and job description. The first employee who has the position as an assistant chef to the business owner will get training on how to cook the menu along with tips and tricks on managing the dish, which is in accordance with the recipe that has been created by the business owner. This process was carried out even up to one week in the early days of the opening of the I am Rice Bowl business. After being considered as capable of completing the duties well, the business owner will continue to monitor the taste of the food and the stability of the quality of the food. Not only get the training about how to cook and serve the food, but the first employee also will get training in terms of how to keep the kitchen clean and hygienic, along with all the cooking stuff.

The second employee who has the position of waitress and cashier will get training in terms of how to serve the food neatly, cleanly, and attractively. Besides being given the training on how to serve the food, the second employee will also get the training on how to take orders and provide courteous, kind, and clear service to customers starting from offering and explaining the available menu specifications, accepting orders given by customers, and properly answering questions that may be asked by customers.

In addition to the training on service, the second employee will also receive training on how to keep the restaurant clean, sterile, and hygienic. By getting used to wiping and sweeping the restaurant. Since the second employee is also a cashier, she will also get training on how to use a tablet as a cash register.

The existing HR training and development aims to ensure that everyone can improve their ability to carry out their work. This is because, with the increasing competition and the development of the era, employees are required to be able to continue to compete and improve their abilities so as not to lag behind competitors. This will automatically increase their work performance which will have a good impact on the development of the I am Rice Bowl business in the future.

### 3.2.2 Review of Production or Operational Aspect

#### 3.2.2.1 Production Process

##### a. Raw Material Management

The production process in the I am Rice Bowl's daily activity starts with purchasing the raw material from the traditional market. In the morning, the chef's assistant buys raw materials such as vegetables, spices, and basic ingredients such as chicken meat that are not provided by the supplier are purchased from Gowok Market, Caturtunggal, which is located around the business location. The selection of Gowok Market as a place to buy raw materials is based on several considerations, such as, that the distance or close location makes the raw materials fresh and saves transportation costs. Another reason is that there are regular sellers who provide low prices for each raw material.

After all the raw materials have already been purchased and arrived at the kitchen, the first employee washes, cleans, and separates the raw material based on the kind of process that each raw material will have. The first process of the production part is cooking several kinds of sauce and

putting them in different containers that have been named, so they are not swapped with the other types of sauce. After the process of making the sauce has finished, then the next step is preparing the chicken meat and frying it with the special flour. The sauce and the fried chicken fillet are the main menus that should be made.

The last step in the production or cooking process is preparing the vegetables as the side dish for each menu and putting them in a special box to keep the vegetable fresh and hygienic.

b. Outlet or Restaurant Preparation

The next step is preparing the outlet. In this step, the second employee will clean the restaurant and check the stock of paper bowls, cups, spoons, and straws. In this step, the second employee also checks the cashier machine. All this process is carried out in order to make the business activity runs smoothly.

c. Customer Arrival

The next step will be carried out when the customers have arrived at the outlet. When the customer has arrived, the waitress or the second employee will give the menu list to the customers and give some information about the specification, the taste, or the most wanted menu while the customers are choosing their order. After the customers have decided on their order, the waitress then makes an invoice and informs the customer to wait for the order. After that, the assistant chef or the first employee will prepare the order.



d. Serve the Order

The next step is preparing the order. After the customer decided what kind of rice bowl they want to have, then it is processed, packaged in a paper bowl, and serve to the customers.

In the production process, there are two steps that have to be done, they are the back stage process and the front stage process.

a) Back Stage Process

Back stage process is an operational process within a business that is not shown to the customer the backstage operational process in I am

Rice Bowl includes:

- The Relationship with Suppliers

Supplier is one of the business elements which have a high influence on the smooth running of the business. In the implementation of the I am Rice Bowl business, the owner establishes several relationships with the supplier for each raw material, such as:

➤ **Supplier for chicken fillet**

The business owner has a supplier of chicken fillet that provides a halal, fresh, and high-quality chicken fillet. To get the best supplier of chicken fillet, the business owner previously conducted a survey in the traditional markets in Yogyakarta area, and also went to suppliers who had been recommended by the business partners. After the business owner has selected the best quality supplier, the next step is to make a sale and purchase

agreement for further delivery to the business location. To keep the chicken fillet fresh, it is immediately processed after it is delivered or if there are still some unprocessed leftovers then it will be kept in the refrigerator.

➤ **Supplier for Spices**

The business owner also has a supplier for the spices, such as flour, black pepper, salt etc. Before selecting the best supplier, the business owner conducts several surveys of the spices store which provide a complete and cheap spices product. After the business owner found the best and suit supplier, then the business owner directly made an agreement for the price and delivery system.

- The Business' SOP

SOP (Standard Operating Procedure) is one of the most important points to standardize and maintain the quality of the business in I am Rice Bowl. The business owner made a business' SOP a month before the business opened. The SOP (Standard Operating Procedure) is structured with several considerations, including the goals and the objectives of the business, the discussion between the business owner and the COO as the business partner, and the references from other similar businesses' SOP.

I am Rice Bowl prioritizes product quality, both in terms of the taste of each sauce and the quality of the chicken fillet, as well as when processing and making the sauce and frying the chicken file.

The cooking process is carried out in a hygienic, clean, neat, and professional manner. Therefore, the product's quality is always maintained. The followings are the SOP of I Am Rice Bowl:

1. The quality of raw materials must be excellent, it is fresh and hygienic.
2. In the process of making the sauce, the dose of the spices used must always be accurate.
3. The cutting of the chicken filet must be 10 grams for each piece.
4. Before and after the cooking process, the kitchen condition must be always clean.
5. The cooking tools must be always clean, sterile, hygienic and neat.
6. The condition of the store must be always clean and neat.
7. In serving the customer and preparing the food or product, each employee has to use a mask and plastic gloves.

- The Business' Facilities

Because the concept of the I am Rice Bowl business is a type of culinary business that uses the Take Away system, therefore, the customers cannot enjoy food on the spot or in the restaurant. The only facilities that can be provided to customers are comfortable seats and Wi-Fi while waiting for orders.

b) Front Stage Process

The front stage process is an operational process that can be seen by the customers. The front stage operational process in I am Rice Bowl includes:

a) A Business Place (The Outlet)

In choosing the business' location, there are several considerations such as the location of the business, the outlet's size, and the rent price. After conducting several surveys of several business locations, the business owner found the outlet in Babarsari, Yogyakarta with 60m<sup>2</sup> on Rp 18.000.000/year.

b) Billboards or Signboards

To attract the customer and to give a sign for the existence of the business outlet, the business owner created a billboard or signboard for the business location or the outlet. The business owner did research on advertising companies that offer billboard-making services along with a price list of their products. After conducting several surveys and price comparisons between advertising companies, the business owner found one advertising company that provides the best offer, which was around 1,500,000 for a billboard including the light. The process of making this advertisement takes around 2 weeks to finish.

### 3.2.2.2 Equipment Used

In establishing a business including this I am Rice Bowl business, there are several pieces of equipment that should be made to support the business

to run smoothly. Before buying all equipment, the business owner makes a list for the equipment needed. After all the equipment has been listed, the business owner then conducts a survey to several stores that sell the cooking stuff in Yogyakarta such as Progo and Remujung. After the survey, the business owner decided to buy the equipment in the Remujung. The decision is based on the business owner's consideration about the price and the store's completeness. Here is several equipment that are purchased for daily business operation:

- a) Stove
- b) LPG gas
- c) Regulator
- d) Frying pan
- e) Spatula
- f) Scoop
- g) Knife
- h) Cutting board
- i) Refrigerator
- j) Beverage press
- k) Spoon
- l) Pan

#### 3.2.2.3 Raw Material Used

- a) The main menu of I am Rice Bowl is a chicken rice bowl that consist of several variants sauce, such as the Nano sauce, Teriyaki sauce, Black Pepper sauce, Geprek Sambal, etc. The basic and most

important raw material and ingredient is the chicken filet. In more detail and brief, here is the list of the raw material or the ingredients of

I am Rice Bowl's menu: The sauce's ingredients:

- Oyster sauce
- Tomato sauce
- Mushroom soy sauce
- Black pepper
- Sweet soy sauce
- Salt
- Sugar

b) The fried chicken filet's ingredients:

- Chicken filet
- Flour
- Cornstarch
- Pepper
- Salt

c) The side dish's ingredients:

- Lettuce
- Carrots
- Cabbage
- Mayonnaise
- Tomato sauce
- Chili sauce

### 3.2.2.4 The Layout of the Business Space

Regarding the layout concept and shape of the I am Rice Bowl outlet, the business owner and business partner or COO determined the design of the outlet one month before the outlet was established and opened. This is due to the maturation of concepts and ideas for the I am Rice Bowl outlet itself.

In designing the layout of I am Rice Bowl's outlet; the business owner has several considerations regarding to the concept of the business and the customer's convenience. Since the basic concept of I am Rice Bowl's outlet is a take away service system, the business owner considers several details related to the placement of the waiting room design, in addition, and the layout design that makes it easy for the customers to order, pay and receive their orders. The design should make customers feel comfortable while waiting for their orders

Figure 3.5  
I am Rice Bowl's Outlet Layout

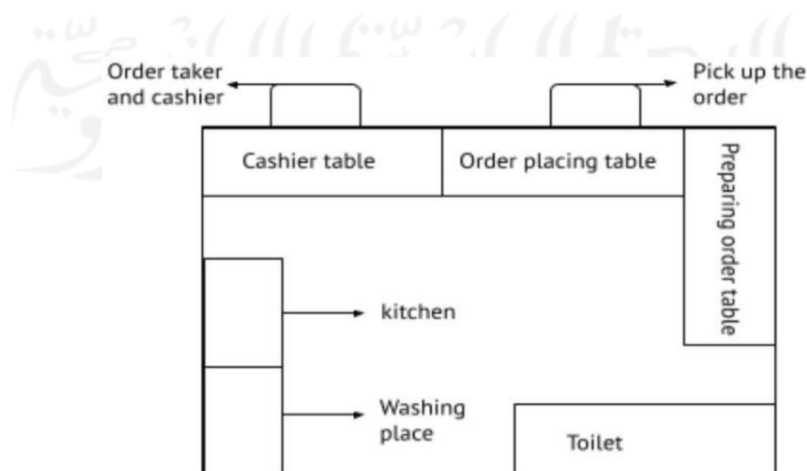


Figure 3.6  
I am Rice Bowl's Outlet



#### 3.2.2.5 Product Offered in I am Rice Bowl

As a business that is engaged in the culinary industry with products in the form of food and beverage, it is important for I am Rice Bowl to have innovation in the appearance and taste of the product. The products in I am Rice Bowl are as follows:



a. Rice Bowl Product

Table 3.3

The List of I am Rice Bowl's Menu

Product's Name	The Product's Appearance	The Product Price
I am Nano		Rp 15.000
I am Black pepper		Rp 15.000
I am Teriyaki		Rp 15.000
I am Geprek		Rp 15.000

I am Mie Katsu		Rp 17.000
I am Mie Katsu Geprek		Rp 18.500

b.

#### Beverage product

In providing the beverage product, since I am Rice Bowl focuses in offering the rice bowl product or menu, the beverage offered is in standard type. The beverage products include:

- a) Ice Tea: Rp 4.000
- b) Ice Coffee: Rp 6.000
- c) Lemon Squash: Rp 10.000
- d) Orange Squash: Rp 10.000

### 3.2.3 Review of Marketing Aspect

#### 3.2.3.1 Market Analysis

In establishing a business, market analysis is one of the steps that every business owner cannot ignore. Market analysis is important for business companies to know their position when entering the market, therefore when a

business is opened, the market analysis plays an important part to make the business entities exist and win the market competition well and elegantly (Kasmir, 2016:40). There are several points that a business owner should pay attention when analyzing the market, such as:

a. Market Condition

The potential for the success of establishing a culinary business in Yogyakarta can be categorized as great potential, that is because the population of university students and the local people of Yogyakarta that are dominated by the young generation, and the numbers still continue to increase. It can be seen from the data of university students in Table 3.4 below:

Table 3.4  
Data of University Students in Yogyakarta

	2018	2019	2020
Total Number of University Student	392.295	368.066	387.319
Number of State University Students	123.280	99.823	102.108
Number of Private University Students	269.015	269.015	269.850

Source: Aplikasi Dataku Daerah Istimewa Yogyakarta

Although, there has not been data available for the number of university students who live in Yogyakarta for the 2021 and 2022 period, due to the Covid-19 pandemic, the data from 2018-2020 shows the trend of an

increasing numbers of students living and studying in Yogyakarta. This is because Yogyakarta is also known as “Kota Pelajar” or student’s city, therefore there are many people who live outside Yogyakarta who move to Yogyakarta to study. In addition, Yogyakarta is also known to have a low cost of living, which attracts more young people and prospective students to come to this city.

Moreover, the market condition regarding the potential business growth by the customer distribution in Yogyakarta, according to BPS (Badan Pusat Statistik) of D.I.Yogyakarta is promising. There is a big amount of local people whose range of age fits with the business’ target of customers which is, between 15-35 years old. The data from BPS of D.I.Yogyakarta is shown in Table 3.5 below::

Table 3.5  
Projected Number of Age Groups between 15-35 years in  
D.I.Yogyakarta

Age Group	2018	2019	2020	2021	2022
Ages 15-19	282,320	281,857	280,715	279,337	278,125
Ages 20-24	311,280	315,393	318,922	320,763	321,808
Ages 25-29	303,192	309,503	317,182	325,554	332,680
Ages 30-34	298,471	299,096	299,569	300,526	303,417
<b>Total</b>	<b>1,195,263</b>	<b>1,205,849</b>	<b>1,216,388</b>	<b>1,226,180</b>	<b>1,236,030</b>

Source: Badan Pusat Statistik Daerah Istimewa Yogyakarta

The data in Table 3.4 and Table 3.5 above shows a fairly large number and a tendency to increase every year. By looking at the data above, it can be assumed that the market for processed chicken flour in the form of rice bowls for youth and especially students in Yogyakarta, has a lot of potentials to exist.

b. Competitor Identification

The primary competitors for I am Rice Bowl are other restaurants that also provide rice bowls as one of their menus and also a restaurant that specializes in rice bowls. The competitors are:

a. YamYam

YamYam is one of the rice bowl restaurants located in Galeria Mall, Yogyakarta. This restaurant offers a rice bowl with chicken pop as their recommended menu. This menu consists of rice, Taiwan chicken fillet pop, and a sauce as the topping. The price of the menu offered by YamYam is around Rp. 15.000 for each bowl. They have the advantage of a business place which is popular among teenagers, strategic, and easy to find. But other than that, this restaurant has shortcomings in terms of the taste of the sauce which is a little bland.

b. Hungry Bites.id

Hungry Bites.id is a rice bowl restaurant located on Seturan Street, Yogyakarta. There are several menus that are offered by this restaurant. The dishes of Hungry Bites.id not only use chicken fillet as the main ingredient but they also offer a squid and egg dish. The price of each menu is around Rp. 15.000 to Rp. 20.000. This restaurant has the advantage of the location that they choose, Seturan street is known as an area where there are several delicious and cheap restaurants, therefore this restaurant has the potential to be recognized by the customers. The variety of menu which not only focuses on chicken will make the restaurant stand out and have a wider market. But other than that, this

restaurant has struggles in terms of quality control, because the taste of its menu is still not consistent.

c. Luwe Rice Bowl

Luwe rice bowl is a rice bowl restaurant which is located in Nologaten, Yogyakarta. This restaurant also offers a menu that consists of fried chicken fillets processed with several kinds of sauces. Luwe rice bowl also provides an added topping for the customer such as scrambled egg and also fried chicken fillet. The price of each menu is around Rp.18.000 to Rp.23.000. This restaurant has the advantage of the variety of menu and the combination of dishes that they can offer to the customers. But other than that, this restaurant has shortcomings in terms of the taste of the sauce, and seeing from the food's portion and taste, the menus can be considered as a bit expensive.

d. Endes Jogja

Endes Jogja is also one of the restaurants in Yogyakarta that includes a rice bowl as one of their menus. There are several kinds of menus offered by this restaurant. Such as Pindang Sambal Ijo, Rica Wagyu, and Rendang Jengkol. The price of each menu is around Rp.20.000 for each bowl. The advantage of this restaurant is that they use a variety of basic ingredients in their menus which will make the target market wider. However, the variety of menus combined with the other supporting dishes sometimes does not blend well.

### c. Customer Behavior

In identifying customer behavior in Yogyakarta, the business owner carries out various survey methods, including surveys using a Google form that contains people's interests and opinions of a food product, direct surveys through local people regarding the expenses to buy food or their daily consumption, and also a survey by visiting and buying in several restaurants that sell rice bowl menus with various prices to identify the price range and the variety of flavors in the market.

The survey results from Google Form, it shows that most of the potential customers who as students, college students, and office workers expect various factors from food, including good taste, practicality, and affordable prices. From these three factors, the price factor is also related to the second survey, which is a survey conducted directly with several college students regarding how much of their budget they spend per month for buying food. Most of them provide a budget of Rp 1.000.000 to Rp 1.500.000 for their total monthly consumption costs. In other words, they spend 50% of their monthly budget on consumption. According to the data collected by Jurnal Perguruan Tinggi, from the survey conducted in February 2022, Bank Indonesia stated that the average expenditure incurred by students each month is around Rp 3.000.000 per month, therefore it is predicted that in Yogyakarta the circulation of student money is Rp 143 billion per month or Rp 4.8 billion per day. The third or last survey that was conducted in several restaurants shows that most restaurants sell the rice bowl at a quite high price



which is above Rp 15.000, and the popular menus that are offered are made from chicken meat with sauce.

Through these three surveys result, the amount of number described by the survey and the data above regarding the amount of money spent by college students are certainly promising for a business engaged in the culinary or food sector. In addition, the first and third surveys, which describe specifically about the tastes and favorite food desired by potential customers in the market, show that the culinary business especially the rice bowl menu is quite promising. Based on these conditions, I am Rice Bowl dared to enter the market because the opportunities and market potentials remain open and have a big opportunity to run successfully.

#### 3.2.3.2 Competitive Strength

The products by I Am Rice Bowl can be categorized into two types, such as, the rice bowl menu and the drink menu. The rice bowl menu is a heavy food or a heavy meal menu containing rice, vegetables, processed fried chicken filet, and various flavors of the sauce. The sauce of menu includes a spicy to non-spicy sauces, sauces with a combination of sweet and salty flavors, and sauces with Indonesian oriental flavors. The various types of rice bowl menus are intended for I am Rice Bowl to reach a broad target market, allowing people of all ages and tastes preference to try and consume the menu available at I am Rice Bowl. Meanwhile, the beverage menu provided by I Am Rice Bowl consists of tea, coffee, squash, or carbonated drinks that accompany the customer's meal menu.



a. Uniqueness

In establishing a culinary business that focuses on providing rice bowl menus that are already gaining popularity among the public, I Am Rice Bowl seeks to create a distinct uniqueness that distinguishes rice bowl businesses in general. There are several uniqueness that I am Rice Bowl tries to create, such as:

1. I am I am Rice Bowl is a rice bowl menu made from high-quality chicken fillet with large cutting portions, therefore this business is called "I am," which if articulated in Indonesian will sound like the word "Ayam," which means chicken meat.
2. I Am I Am Rice Bowl provides various kinds of sauces that have a high-quality taste because all the sauce recipes provided are the result of several steps of research without using instant spices, therefore, the taste produced will be different from similar seasoning sauces in general.
3. I am I am Rice Bowl uses a takeaway system, and this sales system will really help sellers and buyers maintain the quality of food because it remains hygienic and clean before it is consumed. This is also an effort by the business owner to implement a movement to prevent food exposure to viruses in the era of the COVID-19 pandemic.

b. Competitive Advantages

In terms of competitive advantage, I am Rice Bowl will establish a strong supplier network in order to obtain lower raw material prices

than competitors. From the various raw materials used in the production process, I am Rice Bowl will get all the ingredients from suppliers with the lowest price offers while still prioritizing the best quality of these raw materials. This lower supplier price allows I am Rice Bowl to generate better profit margins than other competitors who have the same price. Apart from that, I Am Rice Bowl also carries a sales concept that is different from most rice bowl restaurants in general; I Am Rice Bowl uses the take away concept, which speeds up the service process from the seller due to reduced worker responsibility to clean the existing dining area in the restaurants. Besides that, the application of this concept will keep the restaurant environment clean and hygienic.

#### 3.2.3.3 Market Segmentation

Market segmentation means dividing the market into several different groups of buyers who may require different products and marketing mix strategies (Kasmir, 2016:48). Several variables must be considered when performing market segmentation to ensure proper segmentation. In the consumer market, the variables to be considered include segmentation based on geography (place of residence), segmentation based on demographics (age, education, and income), segmentation based on psychographics (social class, lifestyle), and segmentation based on behavior (attitudes, responses to a product).

Based on geography point of view, the market segmentation of the I am Rice Bowl is college students who study at Atma Jaya University

and UPN Veteran University which locations of these campuses are close to the business location. The location of, I am Rice Bowl's business is also surrounded by the boarding houses of the workers who work in the Shopee office and other companies in Babarsari and Seturan Street. Therefore, based on the demographic point of view, the specific segment targeted by I am Rice Bowl is young people such as workers and college students. Then, when viewed from the perspective of psychographic and behavioral segmentation, the university students and workers who are targeted are those who have a tendency to consume food in a practical, cheap, and fast way of serving.

#### 3.2.3.4 Target Market

Setting a target market generally refers to analyzing the current market segments and selecting one to target (Kasmir, 2016: 50). I Am Rice Bowl has selected the following target markets, such as:

1. College students who study at Atma Jaya Univeristy and UPN Veteran University.
2. Workers who live around Babarsari and Seturan Street.
3. Young people such as college or university students and workers who have the preference to consuming practical, affordable, delicious, and fast-serving food.

#### 3.2.3.5 Positioning

Positioning refers to where a product lies in relation to other similar products on the market and in the consumer's mind (Indiatimes, 2021). A good

positioning or product makes a product stand out and encourages the customer to choose this product rather than another similar product that exists in the same market. In the practice of the business, the business owner conducts surveys in several restaurants which offer a rice bowl menu in Yogyakarta area before determining aspects and points of positioning. Several points to consider in conducting the survey are the taste of the food, the price of the food, the variety of menus, cleanliness, methods, media that are used to wrap the food, and the time needed to serve the food. The survey was conducted a month before the business was established. Therefore, the business owner can position their products in Yogyakarta.

The business owner identifies and prioritizes important points within the business in terms of quality. The business owner is very concerned about the quality of the taste that comes from the fried chicken, the sauce, and the level of freshness of the vegetables used. The quality of the food depends on the combination of ingredients for the rice bowl menus. In addition, based on the survey results, potential customers in the market are very sensitive to price. Most of them will choose food that is not only delicious but also affordable, even with big portions. Through this point, I am Rice Bowl decided to assign positioning points to the prices and portions of the products offered. I am Rice Bowl also targets the university students and the workers' group by offering affordable prices with big portions of the food.

The other aspect that I am Rice Bowl puts in the positioning point is the service aspect. In addition to prioritizing taste and price, the business owner also ensures that the service that consumers will receive is very satisfying, therefore

employees were given training and knowledge about excellent service for customers before the business starts. In general, customers demand cheap, clean, and delicious food. I Am Rice Bowl offers many advantages and uniqueness in terms of taste, price, time of food serving, and also the cleanliness of the food, to make the customers will feel satisfied.

#### 3.2.3.6 Marketing Strategy

The marketing strategy of I am Rice Bowl is the Marketing Mix concept. According to McCarthy (1996), marketing mix refers to the classification of the activities planning which is related to the marketing of a product. In the marketing mix concept, there are four points that are the benchmark in carrying out a marketing strategy, they are product, price, place, and promotion.

##### 1. Product

The kinds of product which are offered by “I am Rice Bowl” is rice bowl food. Each menu will consist of fried chicken filet processed with a various kinds of sauce and served together with rice and fresh vegetables.

##### 2. Price

In deciding the product price, I am Rice Bowl has the principle to create an affordable price for students. This is because the main target market of I am Rice Bowl is students. The students tend to buy food that is affordable, delicious, fast, and practical. By using the students;’ standard ability to pay for the food to decide the price, I am Rice Bowl can attract many students as its customers. The price for each bowl is around Rp.15.000.

### 3. Place

The business is located on Babarsari street, Yogyakarta. The reason behind choosing this location is because Babarsari street is famous for its densely populated areas and most of them are students. Many people like to live in Babarsari because of its strategic location and easy to reach from anywhere. This restaurant is also located 1km from Atma Jaya University and Veterans National Development University. This location will be very advantageous because this restaurant will indirectly become a traffic lane for students and can attract the attention of students to try to buy products from I am Rice Bowl.

### 4. Promotion

I am Rice Bowl will use several promotion tools and strategies, such as:

#### a. Social Media Marketing and Advertising

Social media nowadays give several contributions for the business account to expand their business. Advertising in social media features such as Instagram ads and Facebook ads help disseminate information about the existence of a product. In the practice of daily business, I am Rice Bowl uses the advertising of Shopee Food, Go Food, and Grab Food features such as advertisement and promotion as the best way to promote the business.

b. Take Away Service System

The “takeaway” restaurant concept means that the restaurant only provides the end processed food which is wrapped by certain packing or in the other words, the restaurant only serves the food but it does not provide a place to dine in. The reason for choosing this concept is to achieve the satisfaction and convenience of the customers. Nowadays, customers tend to choose a restaurant that is able to provide fast-serving time for their product without letting the customers wait for a long time for food. By using the “takeaway” concept, it can reduce the time for serving the food because the employees do not need to prepare and clean the food area, therefore they can focus on serving the order. More than that in the convenience context, the situation of Covid-19 makes people feel afraid that their food is contaminated by the virus which is transferred by other people. By using this concept, it will minimize the group of people, and it makes the possibility of food being contaminated by many things is minimal.

c. Online Food Order Application’s Partnership

Cooperation with online food order applications such GoFood, Grab Food, and Shopee Food will make it easier for customers to buy their food without having to come directly to the restaurant, this will also expand the reach of customers.

#### d. Routine Free Gift

I am Rice Bowl will hold a "Blessing Friday or Jum'at Berkah" program for every customer by giving them a free gift. Apart from being a charity activity, giving free gifts can also foster customer loyalty.

- Distribution Strategy

In Yogyakarta, there are various types of culinary delights that are very up-to-date, and the use of a sales system that keeps abreast of modern technological developments will be an advantage. One form of I Am Rice Bowl's efforts to improve and carry out modern technology-based marketing that keeps up with the times is by working with the online food ordering application that many modern people currently use. By using an online food ordering application, I am Rice Bowl is able to reach a wider market and more customers.

### 3.2.4 Review of Financial Aspect

#### 3.2.4.1 Financial Report

In terms of the investment, the business owner compiles the detailed list of supplies and equipment purchased which are used for the business's operations. In reporting the investment which exists within the I am Rice Bowl, the business owner divided the investment into two components, such as the working capital and the initial investment.

The working capital is net capital that is used by the business to finance the business's daily activities and is a short-term period, in which



payments or expenses of this capital will be paid for a certain period such as every month. In the implementation of the business from I am Rice Bowl, the working capital is categorized as capital with a short period and runs out quickly, it can be cash and supplies. The working capital in the I am Rice Bowl consists of the supplies or the raw material and the monthly rent which is arranged in a monthly period. Below is the detail projection of I am Rice Bowl's working capital for the monthly period.

Table 3.6

The List of I am Rice Bowl's Working Capital

The Object	The Using Period	The Price
Chicken fillet	1 month	Rp 1.820.000
Seasoning	1 month	Rp 700.000
Vegetable	1 month	Rp 500.000
Rice	1 month	Rp 1.404.000
Beverage	1 month	Rp 350.000
Paper Bowl	1 month	Rp 1.547.000
Plastic cup	1 month	Rp 273.000
Spoon	1 month	Rp 91.000
Straw	1 month	Rp 31.200
Outlet rent	1 month	Rp 1.500.000
<b>Total working capital in monthly period</b>		<b>Rp 8.216.000</b>

In procuring the working capital for I am Rice Bowl, the business owner uses personal funds as a source of capital which is Rp 8.216.000 every month.

The other investment of I am Rice Bowl is also from the initial investment. The initial investment can be considered as the number of funds and tools or stuff that the business owner must spend for initial capital in building a business. In the other words, the initial investment is the capital required to start a business or a company and normally it is included as a long-term period investment. The initial investment that exists within the I am Rice Bowl business includes the equipment or the machinery and the rent for a 1-year period. Below is the detailed list of I am Rice Bowl's initial investment.

Table 3.7  
The List of I am Rice Bowl's Initial Investment

No	Name of The Stuff	Quantity	Price for Each	Total Price
1.	Ice Bucket	1	135.000	135.000
2.	Greater	1	16.500	16.500
3.	Ladle	5	2.500	12.500
4.	Spatula	2	24.500	49.000
5.	Turner Nylon	1	17.000	17.000
6.	Tea Strainer	1	15.500	15.500
7.	Oil Filter	1	28.000	28.000
8.	Cutting Board	1	21.000	21.000
9.	Cheese Greater	2	2.000	4.000
10.	Frying Pan	1	38.000	38.000
11.	Holding Pan	2	51.000	102.000
12.	Pot	4	77.500	310.000
13.	Small jar	3	10.000	30.000
14.	Big Jar	6	18.000	108.000

15.	Knife	3	6.000	18.000
16.	Tongs	2	21.000	42.000
17.	Rice Bowl Measure	2	19.000	19.000
18.	Small Bowl	2	8.500	17.000
19.	Napkin	4	3.500	14.000
20.	Pan	1	190.000	190.000
21.	Chopper	1	281.000	281.000
22.	Flour Jar	3	12.500	37.500
23.	Sauce Bottle	6	11.000	66.000
24.	Rice Scoop Package	1	9.000	9.000
25.	Measuring Cup	1	13.000	13.000
26.	Food Container	1	70.000	70.000
27.	Food Plastic Container Big	1	30.000	30.000
28.	Food Plastic Container Small	3	14.500	43.500
29.	Refrigerator	1	2.020.000	2.020.000
30.	Stove	1	500.000	500.000
31.	Rice Cooker	2	240.000	480.000
32.	Blander	1	240.000	240.000
33.	Stove wiver	1	100.000	100.000
34.	Outlet Rent for year	1	18.000.000	18.000.000
35.	Paper Bowl	1000	1.925.000	1.925.000
36.	Plastic Spoon	200	15.000	15.000
37.	The spices' procurement		300.000	300.000
<b>Total</b>				<b>25.316.500</b>

The capital which has been spent by the business owner amounted to Rp. 25.316.500. The capital is spent to buy all the equipment, and some of the initial capital is from the business owner.

#### 3.2.4.2 Revenue Report

The business owner collects data in the first four months when the business was opened regarding the income derived from the number of sales per week starting from February 2022–March 2022, which consists of 4 weeks, and April 2022, which consists of 3 weeks because the first week is used as the Eid al-Fitr 2022 holiday.

In February 2022, I am Rice Bowl gives a 10% discount for all menus to the customer, this is a promotion program at the beginning of the business. This promotion has the goals to attract customers and introduce the taste and menu to the market. In the first week of February 2022, the number of sales is quite big for the opening. In the second week, there is a slight decrease in revenue, but it increased in the third week. In the last week of February, the amount of the revenue decreased due to the total days which was only five days according to the calendar in February. The revenue data shown in February 2022 shows that at the beginning of the business opening, the income from sales cannot be determined reliably because it is still in the phase of introducing the new business to customers and markets. The following Table 3.7 is the February 2022's revenue report:

**Month: February 2022**

Table 3.7

February 2022's Revenue Report

Week	The Menu	Quantity	Price	Total Revenue
1 <sup>st</sup> week	I am Nano	37	Rp 13.500	Rp 499.500
	I am Teriyaki	52	Rp 13.500	Rp 702.000
	I am Black Pepper	46	Rp 13.500	Rp 621.000
	Side dish (Egg)	15	Rp 3.000	Rp 45.000
	Beverage (Ice Tea)	53	Rp 4.000	Rp 212.000
<b>Total</b>				<b>Rp 2.079.500</b>
2 <sup>nd</sup> week	I am Nano	32	Rp 13.500	Rp 432.000
	I am Teriyaki	47	Rp 13.500	Rp 634.500
	I am Black Pepper	44	Rp 13.500	Rp 594.000
	Side dish (Egg)	20	Rp 3.000	Rp 60.000
	Beverage (Ice Tea)	42	Rp 4.000	Rp 168.000
<b>Total</b>				<b>Rp 1.888.500</b>
3 <sup>rd</sup> week	I am Nano	33	Rp 13.500	Rp 445.500
	I am Teriyaki	49	Rp 13.500	Rp 661.500
	I am Black Pepper	52	Rp 13.500	Rp 702.000
	Side dish (Egg)	14	Rp 3.000	Rp 42.000
	Beverage (Ice Tea)	43	Rp 4.000	Rp 172.000
<b>Total</b>				<b>Rp 2.023.500</b>
4 <sup>th</sup> week	I am Nano	41	Rp 13.500	Rp 553.500
	I am Teriyaki	43	Rp 13.500	Rp 580.500
	I am Black Pepper	41	Rp 13.500	Rp 553.500

Side dish (Egg)	17	Rp 3.000	Rp 51.000
Beverage (Ice Tea)	32	Rp 4.000	Rp 128.000
<b>Total</b>			<b>Rp 1.866.500</b>
<b>Total in a Month</b>			<b>Rp 7.858.000</b>

In March 2022, the promotion in the form of a 10% discount was still being implemented. The increase in sales continued until the second week of March 2022 with fairly stable sales fluctuation, but there was a slight decrease in sales in the third week of March 2022 due to the high and fairly frequent rainfall in Yogyakarta. In the fourth week of March 2022, there is an increase in sales which has a similar amount to the first and second weeks of March 2022. As seen from the sales data for March 2022, the sales have started to stabilize even though there were some declines caused by unfavourable weather in Yogyakarta. Table 3.8 is the March 2022's revenue report:

**Month: March 2022**

Table 3.8

March 2022's Revenue Report

Week	The Menu	Quantity	Price	Total Revenue
1 <sup>st</sup> week	I am Nano	42	Rp 13.500	Rp 567.000
	I am Teriyaki	51	Rp 13.500	Rp 688.500
	I am Black Pepper	57	Rp 13.500	Rp 769.500
	Side dish (Egg)	22	Rp 3.000	Rp 66.000
	Beverage (Ice Tea)	40	Rp 4.000	Rp 160.000
<b>Total</b>				<b>Rp 2.251.000</b>

2 <sup>nd</sup> week	I am Nano	40	Rp 13.500	Rp 540.000
	I am Teriyaki	39	Rp 13.500	Rp 526.500
	I am Black Pepper	41	Rp 13.500	Rp 553.500
	Side dish (Egg)	17	Rp 3.000	Rp 51.000
	Beverage (Ice Tea)	52	Rp 4.000	Rp 208.000
<b>Total</b>				<b>Rp 1.879.000</b>
3 <sup>rd</sup> week	I am Nano	39	Rp 13.500	Rp 526.500
	I am Teriyaki	52	Rp 13.500	Rp 702.000
	I am Black Pepper	45	Rp 13.500	Rp 607.500
	Side dish (Egg)	27	Rp 3.000	Rp 81.000
	Beverage (Ice Tea)	39	Rp 4.000	Rp 156.000
<b>Total</b>				<b>Rp 2.073.000</b>
4 <sup>th</sup> week	I am Nano	37	Rp 13.500	Rp 499.500
	I am Teriyaki	53	Rp 13.500	Rp 715.500
	I am Black Pepper	47	Rp 13.500	Rp 634.500
	Side dish (Egg)	20	Rp 3.000	Rp 60.000
	Beverage (Ice Tea)	43	Rp 4.000	Rp 172.000
<b>Total</b>				<b>Rp 2.081.500</b>
<b>Total in a Month</b>				<b>Rp 8.284.500</b>

In April 2022, the 10% discount program was discontinued and all products were sold at normal prices. In the first and second weeks of April 2022, sales were still stable with reasonable fluctuations, and there was only a slight decrease in the number of items sold. In the third and fourth weeks of April 2022, there was a decrease in sales because most of the college students

and some workers who were not from Yogyakarta returned to their hometowns to celebrate Eid al-Fitr. The following Table 3.9 is the April 2022's revenue report:

**Month: April 2022**

Table 3.9

April 2022's Revenue Report

Week	The Menu	Quantity	Price	Total Revenue
1 <sup>st</sup> week	I am Nano	35	Rp 15.000	Rp 525.000
	I am Teriyaki	42	Rp 15.000	Rp 630.000
	I am Black Pepper	51	Rp 15.000	Rp 765.000
	Side dish (Egg)	13	Rp 3.000	Rp 39.000
	Beverage (Ice Tea)	55	Rp 4.000	Rp 220.000
<b>Total</b>				<b>Rp 2.179.000</b>
2 <sup>nd</sup> week	I am Nano	37	Rp 15.000	Rp 555.000
	I am Teriyaki	43	Rp 15.000	Rp 645.000
	I am Black Pepper	47	Rp 15.000	Rp 705.000
	Side dish (Egg)	22	Rp 3.000	Rp 66.000
	Beverage (Ice Tea)	49	Rp 4.000	Rp 196.000
<b>Total</b>				<b>Rp 2.167.000</b>
3 <sup>rd</sup> week	I am Nano	29	Rp 15.000	Rp 435.000
	I am Teriyaki	38	Rp 15.000	Rp 570.000
	I am Black Pepper	48	Rp 15.000	Rp 720.000
	Side dish (Egg)	14	Rp 3.000	Rp 42.000
	Beverage (Ice Tea)	45	Rp 4.000	Rp 180.000
<b>Total</b>				<b>Rp 1.947.000</b>



4 <sup>th</sup> week	I am Nano	25	Rp 15.000	Rp 375.000
	I am Teriyaki	29	Rp 15.000	Rp 435.000
	I am Black Pepper	37	Rp 15.000	Rp 555.000
	Side dish (Egg)	19	Rp 3.000	Rp 57.000
	Beverage (Ice Tea)	51	Rp 4.000	Rp 204.000
<b>Total</b>				<b>Rp 1.626.000</b>
<b>Total in a Month</b>				<b>Rp 7.919.000</b>

The first week of the I am Rice Bowl in May 2022 is closed for a week due to the Eid al-Fitr holiday in 2022. This month, I am Rice Bowl also created several new menus to expand the market share of the business itself. As seen from the second and third charts, sales have increased although not significantly because many students and workers still stay in their hometowns during the holiday. In the fourth week, there was an increase in sales, and new products began to be accepted by the market. The following is the May 2022's revenue report:

**Month: May 2022**

Table 3.10

May 2022's Revenue Report

Week	The Menu	Quantity	Price	Total Revenue
1 <sup>st</sup> week	We are closed due to Idul Fitr			

<b>Total</b>				<b>0</b>
2 <sup>nd</sup> week	I am Nano	19	Rp 15.000	Rp 285.000
	I am Teriyaki	17	Rp 15.000	Rp 255.000
	I am Black Pepper	16	Rp 15.000	Rp 240.000
	I am Geprek	13	Rp 15.000	Rp 195.000
	I am Nano Uduk	10	Rp 18.000	Rp 180.000
	I am Teriyaki Uduk	8	Rp 18.000	Rp 144.000
	I am Blackpepper Uduk	9	Rp 18.000	Rp 162.000
	I am Geprek Uduk	5	Rp 18.000	Rp 60.000
	I am Mie Katsu	11	Rp 17.000	Rp 187.000
	I am Mie Katsu Geprek	9	Rp 18.500	Rp 166.500
	I am Mie Katsu Telur	7	Rp 18.500	Rp 129.500
	I am Mie Katsu Telur Geprek	5	Rp 20.000	Rp 100.000
	Side dish (Egg)	20	Rp 3.000	Rp 60.000
	Beverage (Ice Tea)	37	Rp 4.000	Rp 148.000
<b>Total</b>				<b>Rp 2.312.000</b>
3 <sup>rd</sup> week	I am Nano	14	Rp 15.000	Rp 210.000
	I am Teriyaki	23	Rp 15.000	Rp 345.000
	I am Black Pepper	15	Rp 15.000	Rp 225.000
	I am Geprek	21	Rp 15.000	Rp 315.000
	I am Nano Uduk	12	Rp 18.000	Rp 216.000
	I am Teriyaki Uduk	6	Rp 18.000	Rp 108.000
	I am Blackpepper Uduk	14	Rp 18.000	Rp 252.000
	I am Geprek Uduk	8	Rp 18.000	Rp 144.000
	I am Mie Katsu	9	Rp 17.000	Rp 153.000

	I am Mie Katsu Geprek	12	Rp 18.500	Rp 222.000
	I am Mie Katsu Telur	14	Rp 18.500	Rp 259.000
	I am Mie Katsu Telur Geprek	12	Rp 20.000	Rp 240.000
	Side dish (Egg)	25	Rp 3.000	Rp 75.000
	Beverage (Ice Tea)	43	Rp 4.000	Rp 172.000
<b>Total</b>				<b>Rp 2.936.000</b>
4 <sup>th</sup> week	I am Nano	11	Rp 15.000	Rp 165.000
	I am Teriyaki	10	Rp 15.000	Rp 150.000
	I am Black Pepper	17	Rp 15.000	Rp 255.000
	I am Geprek	19	Rp 15.000	Rp 285.000
	I am Nano Uduk	12	Rp 18.000	Rp 216.000
	I am Teriyaki Uduk	13	Rp 18.000	Rp 234.000
	I am Blackpepper Uduk	10	Rp 18.000	Rp 180.000
	I am Geprek Uduk	18	Rp 18.000	Rp 324.000
	I am Mie Katsu	17	Rp 17.000	Rp 289.000
	I am Mie Katsu Geprek	11	Rp 18.500	Rp 203.500
	I am Mie Katsu Telur	17	Rp 18.500	Rp 314.500
	I am Mie Katsu Telur Geprek	9	Rp 20.000	Rp 180.000
	Side dish (Egg)	22	Rp 3.000	Rp 66.000
	Beverage (Ice Tea)	39	Rp 4.000	Rp 156.000
<b>Total</b>				<b>Rp 3.018.000</b>
<b>Total in Month</b>				<b>Rp 8.266.000</b>

### 3.2.4.3 Income Statement Report

Table 3. 2  
I am Rice Bowl's Income Statement

Income Statement				
I am Rice Bowl				
	February 2022	March 2022	April 2022	May 2022
Revenue	Rp 7.858.000	Rp 8.284.500	Rp 7.919.000	Rp 8.266.000
COGS	Rp 3.423.000	Rp 3.605.000	Rp 3.134.000	Rp 3.225.500
<b>Total</b>	<b>Rp 4.435.000</b>	<b>Rp 4.679.500</b>	<b>Rp 4.785.000</b>	<b>Rp 5.040.500</b>
Operating expenses				
Salary and wages	Rp 1.300.000	Rp 1.300.000	Rp 1.800.000	Rp 1.500.000
Electricity cost	Rp 206.000	Rp 206.000	Rp 206.000	Rp 206.000
Rent	Rp 1.500.000	Rp 1.500.000	Rp 1.500.000	Rp 1.500.000
The CEO's Salary	Rp 2.500.000	Rp 2.500.000	Rp 2.500.000	Rp 2.500.000
The COO's Salary	Rp 1.000.000	Rp 1.000.000	Rp 1.000.000	Rp 1.000.000
<b>Total</b>	<b>Rp 6.506.000</b>	<b>Rp 6.506.000</b>	<b>Rp 7.006.000</b>	<b>Rp 6.706.000</b>
<b>Net Profit</b>	<b>-Rp 2.071.000</b>	<b>-Rp 1.826.500</b>	<b>-Rp 2.221.000</b>	<b>-Rp 1.665.500</b>

From the income statement in Table 3.11 above, in the first 4 months of the establishment of I am Rice Bowl, the business still experiences a deficit in the profit for the total amount of around Rp 7.784.000. The occurrence of this deficit is due to the low level of sales and income or profits that have not been able to cover expenses incurred during the business. The working capital that has been estimated in the planning section

stated that every month the business owner spends Rp 8.216.000, however after the establishment, the income earned in the first 4 months of this business is less than the working capital. Therefore, the business is still unable to process the payback phase.



## CHAPTER IV

### IDENTIFICATION AND PROBLEM SOLVING

#### 4.1 Identification and Problem Solving of Business' General Aspects

In this chapter, the business owner will identify the specific business problems that occur in I am Rice Bowl, based on general aspects, such as operational, human resource, and financial aspects. In compiling this chapter, the business owner will explain the course of the business from the planning stage to the implementation stage. Besides that, in this chapter, the business owner will also describe some of the gaps that have arisen, problems that occur during the business operation, and solutions to those problems.

##### 4.1.1 General Aspect – Operational Aspect

After the business implementation described in Chapter III and compared with the business plan, it was found that there are several gaps in the operational aspect, as shown in Table 4.1:

Table 4.1

Gaps in Operational Aspect

Aspect	The Plan	The Realization	The Gap
<b>Operational</b>	Looking for suppliers for raw materials such as chicken fillets, vegetables, rice, and spices with the best quality,	I am Rice Bowl found several suppliers of chicken fillets and vegetables with the best quality, but the business team sometimes still has to buy the materials at	Each of the suppliers has different advantages and disadvantages where I am Rice Bowl

	<p>lowest prices, and provide delivery services</p>	<p>the market because a delivery service is only available for a certain amount of orders and I am Rice Bowl's order is below the amount for the free delivery service.</p> <ul style="list-style-type: none"> <li>- Suppliers for spices sometimes run out of some stock of spices supplies needed by I am Rice Bowl</li> <li>- The raw material purchases are made directly by I am Rice Bowl staff at different suppliers to get better price margins.</li> </ul>	<p>should have several suppliers reserves for each type of raw material, therefore in the future, there will be no more obstacles to raw material stocks and the business can run smoothly</p>
	<p>Purchasing equipment for production must be carefully planned to carry out business operations</p>	<p>After the business is running, there are several additional pieces of equipment that must be purchased and provided to support the daily business operations.</p>	<p>There are changes in preparation for purchasing equipment to support the smooth running of a business such as supporting production capacity and facilities.</p>

#### 4.1.1.1 Gap Identification

From Seen from the presentation and explanation of the plans and realization from the operational aspect, there are several gaps that must be answered and given a solution, they are:

1. Each supplier has advantages and disadvantages, and sometimes some suppliers lacked on the ready stock of the material.
2. In completing the equipment for the daily operations, there are additional purchases of the equipment that is previously not on the list but it is necessary to support the business operations.

#### 4.1.1.2 Problem Identification and Solution

The operational aspect of the business experiences problems due to the gaps discovered when the exposure and implementation of the business are compared to the previously developed business plan. Therefore, the business owner made a problem solving for each of the problems as seen in the following Table 4.2:

Table 4. 1  
Operational Aspect's Problem and Solution

Aspect	The Problem	The Solution
Operational	In the procurement of raw materials, some suppliers experienced several problems in terms of delivery service and sometimes they experienced stock shortages for certain items	Conducting further supplier selection and recording the stock of materials needed to run the business while at the same time estimating the expiration time of the stock of these goods. In



		the future, purchases of some raw materials are not made suddenly and if the supplier cannot provide these materials, the business owner can buy these materials from another supplier.
	As a result of inaccuracy when identifying equipment and supplies during the planning process, when the business is carried out, it is necessary to add some equipment to support the production capacity, facilities, and place layout	To make I am Rice Bowl can purchase additional equipment to support production capacity and smooth business operations, additional funds are needed to purchase the equipment. Therefore, a decision was made to issue additional funds for the purchase from the personal funds of the business owner

*a. The 1<sup>st</sup> problem: Lack of accuracy and lack of supplier management, as the consequence, the management of suppliers along with the stock of business' raw materials is not well organized*

In When running the I am Rice Bowl business, it was found that in practice there were obstacles from several suppliers. The obstacles encountered were in the form of problems related to some raw materials that are not always in stock, which hinders the business operations,

moreover, some suppliers sometimes have problems in the process of delivering the purchased raw materials because the purchases made by I am Rice Bowl do not meet the minimum requirements for the delivery service.

To solve this problem, the business owner identifies suppliers who had a good track record and groups suppliers into supplier categories for raw materials such as chicken filets and suppliers for cooking spices such as flour, seasoning for chicken marination, and seasoning for the sauce. By identifying this, the business owner gets the right supplier. Moreover, the business owner also performs a simple calculation of the amount of safety stock which aims to identify the minimum amount to make a repeat purchase. When solving these problems, the theoretical approach used by the business owner is the Supply Chain Management approach by O'Brien (in Lukman, 2021:1). Supply Chain Management is a cross-functional, inter-company system that makes use of information technology to support and manage the various connections among some of the core business operations of the company as well as with suppliers, clients, and business partners. Referring to the review of supply chain management theory above, three main components of supply chain management should be understood, including:

1. Upstream Supply Chain

Upstream supply chain management focuses only after business agreements have been achieved between the business owner and

suppliers or other parties involved in the movement of commodities. The company's products are therefore distributed to other distribution businesses rather than being delivered to consumers directly.

## 2. Downstream Supply Chain

Downstream supply chain management is the management of the supply chain that handles the flow of commodities from producers to customers. This kind of supply chain management is the opposite of upstream supply chain management, that is because, through the downstream supply chain, the raw material or product can directly be bought by the customers without having to pass through the other supplier.

## 3. Internal Supply Chain

Internal supply chain management is related to the activity of importing goods. In this case, what has often been considered is production management, manufacturing, and also control of the availability of raw materials.

From the three main types of components of Supply Chain Management discussed above, I am Rice Bowl uses concepts from Internal Supply Chain theory as a basis for managing suppliers and stock of raw materials needed in daily operational activities. The I am Rice Bowl implemented the process of recording and updating the amount of raw material stock that will be used and has been used regularly. Therefore, the business owner can manage the time to purchase the raw materials so that when one of the suppliers does not

have ready stock, the business owner can contact another supplier or arrange the delivery of the stock of these raw materials. With the implementation of this concept, the operational activities of I am Rice Bowl are no longer hampered.

*b. The 2<sup>nd</sup> problem: Lack of accuracy and thoroughness in identifying equipment to be used for business operations*

In carrying out business related to operational aspects, the owner of the I am Rice Bowl business previously identified and compiled a list of plans to purchase several pieces of equipment and supplies to be used for business operations, considering the importance of equipment and equipment to support the production process. The process of identifying equipment and supplies when planning is carried out in detail, such as their uses, the amount needed, and the estimated price of this equipment and supplies.

After the I am Rice Bowl business was running, there was some equipment that was lacking. Some of the equipment had not been purchased even though it was necessary to support business facilities. This was related to the previously planned production capacity, which was different from when the business was running.

Since there was the need to purchase additional equipment, the business owner decided to purchase some equipment and supplies to support production capacity, business facilities, and the layout of the existing business space. Considering that the production capacity for a business is very important and will help the production process run

smoothly; therefore, the business owner makes the decision to purchase the additional equipment. The purchase of the equipment uses the business owner's personal funds.

Decisions taken by the business owner refer to a theory of production capacity. According to Heizer & Render (2015), a production capacity can be defined as a breakthrough or the number of units that the facility can generate, receive, or store in a certain amount of time. According to Kusuma (2014), capacity is defined as the maximum amount of output or a product that can be produced by a production facility within a certain period. Based on the two concepts above regarding the theory of production capacity, it can be seen that the number of products or output that will be produced by a business will be closely related to the facilities of the business itself which will also greatly affect the production time.

In addition, in managing a production process in a business it is also necessary to manage production capacity in the operational activities of the business itself, therefore the business can achieve the maximum profit. According to Heizer & Render (2015), there are several tips for adjusting capacity to market demand and business targets. Some of the tips include:

- a. Changing the number of existing staff in a business, either reducing or increasing the number of staff involved in the business.

- b. Adjusting the amount of equipment used by providing additional machines or selling and renting the required machines.
- c. Improving processes to increase production yields.
- d. Increasing process flexibility to better meet the changing product choices.
- e. Closing the production facility.

With several alternatives for managing production capacity as explained in the concept above, the business owner can make considerations related to how the operational activities of the business can run well and the business can generate maximum profits. I am Rice Bowl in its business implementation process uses an alternative to this concept in the form of adjusting production facilities or equipment used in daily operational processes. Adjustments regarding tools are necessary to support the business production capacity, by providing additional equipment, hence business operational activities in the form of production can run smoothly and follow the production targets in a day.

#### 4.1.2 General Aspect – Human Resource Aspect

Based on the explanation of the business implementation in chapter III and the business plan that had been presented, the gaps will be found in the human resource aspects as shown in Table 4.3:

Table 4. 2  
Gaps in Human Resource Aspect

Aspect	The Plan	The Realization	The Gap
<b>Human Resource</b>	Recruiting employees with the criteria: Vocational High School graduates majoring in culinary art (Tata Boga) or having work experience background in the culinary field	During the recruitment process, most of the prospective applicants who came from vocational high schools majoring in culinary arts preferred to work in hotels and had a high standard of salary, therefore public recruitment was carried out with predetermined specifications.	There is a difference between planning and executing recruitment of Vocational High School students majoring in culinary art to become the general public who have skills in the field of cooking, therefore the desired qualifications are different from before

#### 4.1.2.1. Gap Identification

From the presentation and explanation regarding plans and realization from the aspect of human resources, there are several gaps that must be answered and given a solution, including the following:

1. There is a different qualification for the employee due to the real condition of the majority of the job applicant.
2. The majority of the job applicants have a different study background from the qualification of the job applicant that has been already stated in the business plan.

#### 4.1.2.2. Problem Identification and Solution

The human resource aspect of the business experiences several problems due to the gaps discovered when the exposure and implementation of the business are compared to the previously developed business plan. Therefore, the business owner made a problem solving for each of the problems as seen in Table 4.4 below:

Table 4. 3  
Human Resource Aspect's Problem and Solution

Aspect	The Problem	The Solution
Human Resource	There is an obstacle in terms of searching for prospective employees, where those who come from vocational high schools with a culinary department choose to work in hotels and have high salary standards, therefore applicants do not have to be those from vocational high	Recruit employees from all social backgrounds with qualifications that are in accordance with the job requirements.



	schools with a culinary department	
--	------------------------------------	--

*a. The problem: The inaccurate targeting of prospective employees who are graduates of a vocational high school with a culinary major, because the majority of them choose to work in hotels or restaurants with high salary standards, therefore, they do not fit the I am Rice Bowl recruitment criteria.*

In conducting business on the aspect of human resources, at the previous business planning stage, the business owner had planned several stages of recruitment and a certain target of recruitment to fill the employee positions in the I am Rice Bowl. One of them is recruiting employees from vocational high school graduates, especially the ones who from the culinary department. Graduates of vocational high schools are no longer in doubt both in terms of knowledge and skills. Most of the graduates of vocational high schools are people who are ready to work because they have previously got the training program to

support jobs according to their majors. Apart from that, because I am Rice Bowl is engaged in the culinary sector, employees who come from vocational high school graduates majoring in culinary arts are ideal candidates.

From the planning process to implementation, the business owners encounter an obstacle related to the field or real conditions of the candidates who apply as an employee at I am Rice Bowl. Most of the candidates who come from vocational high schools with culinary majors prefer to work in hotels and restaurants. This is related to the high standard and demand for the salary they want to get, therefore, it does not meet the recruitment requirements of I am Rice Bowl. Because of this problem, the business owner decided to open up employment opportunities for the general public by placing advertisements on internet sites, spreading information to several relations, and attaching a poster. Importantly, the business owner also includes all the specifications and the experience needed to get all the jobs done in the daily activities of the business.

In making decisions for human resources problems, the business owner refers to the recruitment theories by several experts. According to Simamora (2015; 212), recruitment is a series of activities to find and attract job applicants with the necessary motivation, abilities, skills, and knowledge to save identified deficiencies in staffing planning. Moreover, according to Mathis and Jackson (in Hermaddin, 2017),

recruitment is defined as the process of producing a group of qualified applicants for organizational work. Another definition stated by Hasibuan (in Hermaddin, 2017) who defined recruitment as an effort to find and attract workers to apply for job vacancies in a company. Those three concepts of recruitment show that in business whether or not it fits the planning of the recruitment process at the beginning of the business, the recruitment process still should be done.

In conducting a recruitment process within the business, a business owner has several objectives that also refer to the concept of the objective of the recruitment process stated by Sulistiyani and Rosidah (in Yusuf, 2015), recruitment has several objectives, including:

a. The recruitment of labor as a tool of social justice. This process of recruitment has more objectives for the public interest in general and is not oriented to specific interests that must be achieved by the organization. The recruitment of labour is carried out by giving proportional consideration to the party that needs to be protected, which is very likely to be the party that is disadvantaged as a result of the recruitment of labour.

b. The recruitment of labour as a technique to maximize efficiency. This kind of recruitment is usually carried out strictly. The purpose of attracting workers is to recruit qualified prospective

employees, therefore, if accepted, they can later meet the demands and rhythms of the organization.

c. The recruitment of labour as a political responsiveness strategy will arise with turmoil in a country or region, such as problems at the border, and changes in political policies that are made. With changing conditions, it is very possible that HR needs will also change.

If it is adjusted to the concept of the purpose of holding an employee recruitment process in the I am Rice Bowl business, I am Rice Bowl in principle really prioritizes the goals in the second concept described above. I am Rice Bowl carries out the selection process strictly and based on certain criteria with the aim that, when one of the employee candidates is accepted, their abilities and expertise will be able to meet the expectations of business owners and carry out business operations properly.

Apart from the several concepts described above, I am Rice Bowl carried out the employee recruitment process. According to Purnaya(2016), the method for recruiting employees can be divided into two methods, including:

a. Internal Method

Internally, candidates for certain positions are selected from the existing workforce in the current organization, or in other

words, employees who occupy these positions are those who have already been in the organization. This method has several advantages in its implementation, such as the recruited workforce have already understood the organization well, therefore, the adjustment process becomes easier and the probability of success will be higher. This method will encourage higher morale, loyalty, and work commitment, and usually, the internal recruitment method is cheaper than the external method.

However, internal recruitment also has drawbacks, including the limited possibility of potential workforce candidates in the organization, the lack of fresh new ideas that usually come from newcomers, and the possibility of complacency in the workforce that does not encourage further work performance. This recruitment can be done through the existing manpower information system in the organization or through turnover charts for higher management levels.

#### b. External Method

External employee recruitment is a process of recruiting employees by trying to attract prospective employees from outside the organization. The external employee recruitment method can be done through advertisements for job positions

in newspapers or magazines or through universities that will produce the desired graduates. Through this method of recruitment, the organization will have the possibility to lose out on the training investment in the workforce. Recruitment in another way is by collaborating with private institutions, both formal and informal, labour departments, or non-governmental groups to recruit potential candidates.

There are several ways to carry out the process of recruiting employees externally, including the following:

- 1) Direct Applicants and References

The applicants come directly to the organization even though the organization does not publish any job vacancies. The advantage is that organizations can save on advertising costs and can focus more on qualifying incoming applicants. If by reference, the applicant is recommended by a person or employee from within the organization to the personnel department. The advantage of this method is that employees who recommend applicants already know the expertise of potential applicants, therefore the human resources department has complete information about applicants, including their strengths and weaknesses. In reality, employees tend to recommend their own friends who have the same attitudes and habits. Applicants usually also already

knew the organizational conditions of the employees who recommend them.

## 2) Newspaper and Magazine Ads

The next way to organize external employee recruitment is by using advertising media. This kind of media is very commonly used and is known as a fairly effective way to recruit applicants. However, in practice, this method also has a weakness, that is, the organization will be flooded with calls from people looking for positions in the advertisement. In general, advertising can be done in media that is read by certain groups, it can also be in media that is read by a wide range of people by including the desired position specifications, ranging from staff positions to managers. The use of advertisement can contribute to the formation of organizational image and prestige. However, sometimes a longer period of time is required for this publication.

## 3) Government Employment Agency

Employment agencies that are managed by the government usually provide information that is more easily accessible to people who need jobs, especially those who are unskilled. These agents function as a liaison between job seekers and companies that need workers. Prospective workers can register at the labour office, while job seekers notify vacant job vacancies. Then the employment office will inform job seekers if there is a suitable job vacancy.

#### 4) Private Employment Agencies

In practice, private employment agencies do not contribute significantly to the external recruitment process. Its presence is limited to big cities organized by consultants and human resource information institutions. This private institution is not only looking for trained manpower but also placing trained manpower to fulfil the organization's request to be placed at the manager level.

#### 5) Leasing

This technique is commonly used in organizations that want to save money in terms of human resource budget, such as saving on retirement funds, insurance, incentives, or other benefits.

#### 6) Open House

The organization opens opportunities for outsiders around the organization to come and see the existing facilities, organization, and a brief history of the organization. This method is expected to make people interested in working at the company. This technique is more suitable when the organization wants to attract potential applicants who have limited skills and expertise. This method has been tried by several organizations in Indonesia by holding business competitions via the internet.



#### 7) Nepotism

The assignment of positions to relatives is still common in this recruitment model. Because of strong family ties, they are usually more trusted in carrying out tasks. However, the weakness of this application is not necessarily able to demonstrate capable abilities at work.

#### 8) Educational Institutions and Universities

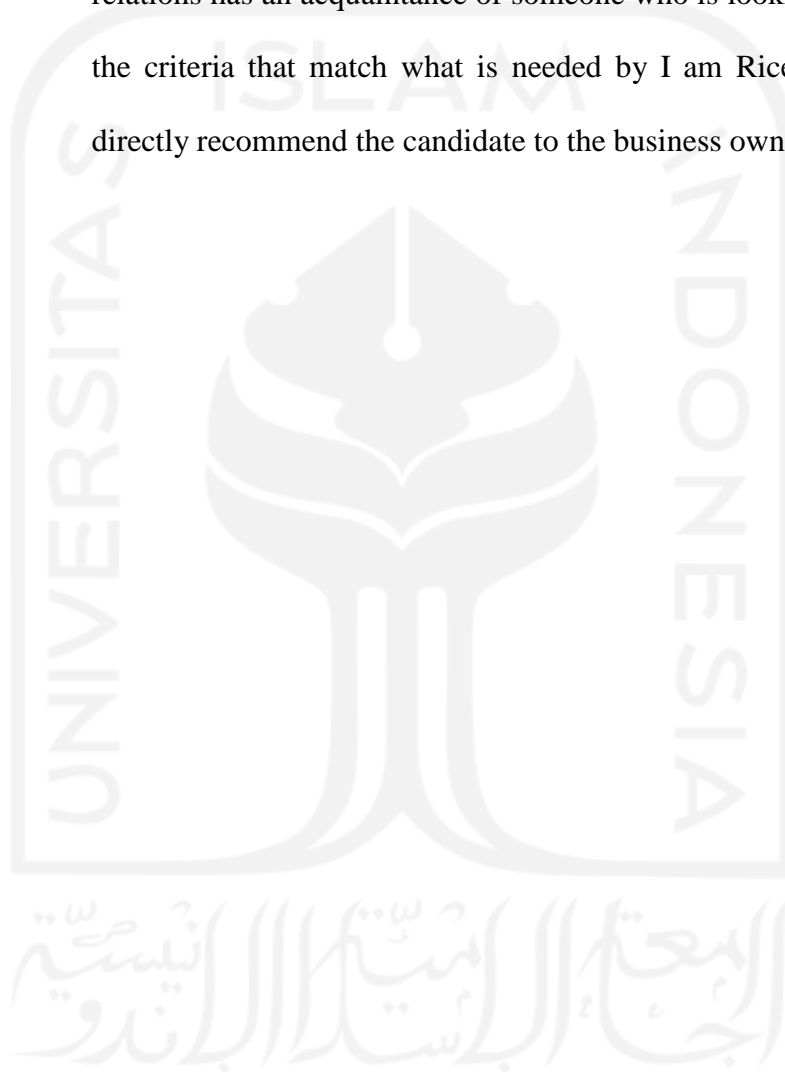
Recruitment from schools and universities can be done by collaborating with these institutions. You can do this by screening the best graduates from the school to try an internship with the organization. If indeed the employee's performance is good, then the employment contract can be continued.

#### 9) Electronic Recruitment

Through the internet, opportunities for companies to recruit high-potential applicants are wide open. There are many ways that the internet can do for the recruiting process. Companies that use this media are also increasing.

In the employee recruitment process, I am Rice Bowl uses an external employee recruitment method, where I am Rice Bowl seeks employees who are not from the organization. In its implementation, I am Rice Bowl uses methods such as giving announcements regarding opening job vacancies via the internet and social media as well as

brochures that aim to facilitate the spread of news about these job vacancies and get more job candidates. Besides that, I am Rice Bowl also provides information about this job vacancy orally from several relations of the business owner. Therefore, if one of the businessowner's relations has an acquaintance of someone who is looking for a job with the criteria that match what is needed by I am Rice Bowl, they can directly recommend the candidate to the business owner.



#### 4.1.3. General Aspect – Financial Aspect

Based on the explanation of business implementation in chapter III gaps will be found in the financial aspects as shown in Table 4.5:

Table 4. 4  
Gaps in Financial Aspect

Aspect	The Plan	The Realization	The Gap
<b>Financial</b>	The process of purchasing all equipment and supplies is carried out before the business runs or opens	When a business starts operating, sometimes there is equipment whose role is less effective in operational activities, besides that there is a purchase of additional equipment used to support business operations which require extra funds	There are funds that must be reissued to purchase additional equipment
	Prepare and arranged financial reports manually or without using digital applications only with a simple cashier application	In the process of making a financial report with more detail, business owners have difficulty because the application used cannot accommodate detailed information and sometimes there are errors	There needs to be a change in the method for preparing financial statements

##### 4.1.3.1 Gap Identification

From the presentation and explanation regarding plans and realization from the aspect of finances, it was found that there are several gaps that must be given solutions, such as:

1. There is an additional fund that must be issued. This fund is used for purchasing some equipment that is not included in the financial planning.
2. The need for an easier, simpler, more effective, and more thorough financial recording method that can make it easier for business owners to monitor the financial aspects or report of the business.

#### 4.1.3.2 Problem Identification and Solution

The financial aspect of the business experiences a number of problems due to the gaps discovered when the exposure and implementation of the business are compared to the previously developed business plan. Therefore, the business owner made a solution for each problem as explained in Table 4.6 below:

Table 4. 5  
Financial Aspect's Problem and Solution

Aspect	The Problem	The Solution
Financial	When the business is running, there are several additional needs to purchase equipment used in business operations, therefore, additional funds need to be spent to purchase the equipment.	It is necessary to have a reserved fund that can be used at any time in an emergency, therefore, there is no need to issue or add capital from the business owner

	Found problems in the form of complexity and lack of accuracy when doing sales data collection manually	Using the simple cashier application that can save daily sales and revenue
--	---	--

a. *The 1<sup>st</sup> problem: In carrying out the business, there is additional equipment that must be purchased for business operational needs. Therefore, the purchase of additional equipment is made using personal funds from the business owner.*

In conducting the business, especially in the planning stage, the business owner already made a list regarding the equipment and supplies that should be purchased to support the operational business in the daily activity of the business.

However, as the business progresses, there are several pieces of equipment that are necessary but have never been purchased before and that should have been purchased to support the business operations. This creates a problem in the financial aspect of the business because the funds used to procure and purchase the required additional equipment are taken from the personal funds of the business owner, or, in other words, this creates additional capital that is not predictable beforehand. With the problems that are present, the business owner needs to find a solution.

Learning from the experience of the problems and anticipating similar problems to happen in the future, the business owner decides to create a special reserve fund or special cash that is used for the purchase

of additional equipment or other emergency needs. Therefore, when there is any need for additional equipment in the future, the business owner does not need to use the personal fund, she can use, a "development fund," that is, the funds reserved for additional needs such as equipment or other things that are useful for future business development.

In determining the solutions in the I am Rice Bowl business; the business owner refers to a theory regarding the flow and existence of cash funds in a business. According to Purwaji (2017: 8), cash is a means of payment that is ready to use to finance general activities within the company. In addition, according to Martani et al (2016: 182), cash is a financial asset that can be used for operational activities in a company. Inside the cash, there are assets whose value is the most liquid because they can be used to pay obligations in the company. The definition or concept of cash was also conveyed by Priyati, (2016: 89) who stated that cash is a medium of exchange that can be called a means of payment that is already owned by a company, and its users are never limited in the slightest.

From several explanations from experts regarding the definition and concept of cash in a business, it can be seen that the existence of cash in a business plays an important role as a reserve fund that will be used for daily business operational needs. Therefore, I am Rice Bowl creates a reserve fund, or what is referred to as a development fund that serves as a fund to use when a business needs equipment or all media

to support the sales and operations of the business. By having this fund, the business will no longer need personal funds from business owners.

In addition to the concept of cash in a business, the business owner makes a solution to problems in the financial aspect which refers to the concept of reserve funds. Companies are required to set aside reserve funds to cover possible losses in the future. Apart from that, for business actors, running a business does not only expect profit and success to come but also be prepared when facing bad risks, one of which is business loss. Therefore, it is necessary to have a reserve fund in a business.

*b. The 2<sup>nd</sup> problem: In conducting business, there are difficulties in compiling detailed financial reports because the business owner does not use applications to record sales and some financial transactions.*

In the application of business to the financial aspect, there are constraints related to the preparation of financial reports and the collection of data on purchase transactions. Besides that, some expenses for purchasing materials are still written manually, so when making financial reports, checking expenditures, and income transactions, it is sometimes not accurate. Therefore, the business owner starts using a simple application that is useful for recording income and transactions that occur every day.

Using a cash register application that is connected to a tablet or gadget that is used with a printer machine is very helpful or makes it easier for the business owner to monitor daily sales and give the

customer a sophisticated and professional impression of the business because they have already used a cash register. In this application, the business owner can also update or record the stock of products and some of the items used. However, the application cannot be used in preparing financial reports automatically, so the business owner still needs to prepare the financial reports. In the future, the I am Rice Bowl business owner will create a detailed financial report digitally on a laptop to make it easy to monitor the performance of the business. I am Rice Bowl is also in the process of finding a suitable application to help prepare the financial reports for this business in the future.

In deciding the solution used for this financial problem, the business owner uses the concept of the importance of a financial report in a business as a theoretical based. In addition to referring to the concepts and definitions of financial reports according to several experts, among others, Sugiono & Untung (2016: 1), stated that financial reports are the end result of accounting activities (accounting cycle) that reflect the financial condition and results of operations of a company at a certain time or a certain period of time. Besides that, according to Kasmir (2016: 7), financial reports are reports that show the company's financial condition at this time or in a certain period. Apart from these two definitions, according to Fahmi (2017: 22), financial reports are information that describes the condition of a company, which will then become information that describes the performance of a company.



Those three concepts of the financial report show that the financial report of the business has the role to illustrate and show the performance, improvement, and financial condition of the business in a certain period of time. Therefore, to understand the condition of the business and monitor the improvement of the business, the business owner should provide a detailed and correct financial performance of the business.

There are several objectives for the preparation of the financial statements. According to Fahmi (2017: 10), the purposes of preparing financial reports are to provide:

- 1) Information about the type and amount of assets owned by the company at this time
- 2) Information about the type and amount of liabilities and capital owned by the company at this time
- 3) Information about the type and amount of income obtained in a certain period
- 4) Information about the total costs and types of costs incurred by the company in a certain period
- 5) Information about the changes that have occurred to the company's assets, liabilities, and capital
- 6) Information about the performance of company management in a period
- 7) Information about the notes to the financial statements.

From the statements above regarding the objective of the financial report, it can be seen that a financial report is very important for a business, one of which is to provide information to business people regarding the financial condition of the business.

There are also some people that need the information from the financial report to make decisions or only for personal use. According to Kasmir (2016:18), financial reports are made for the benefit of the owners and management of the company and provide information to parties who have a strong interest in the company. The following is each party that has an interest in financial statements, including:

a) Owner

The current business owners are those who own the business. This is reflected in its share ownership. The shareholders who are the owners of the company have an interest in the results of the financial statements that have been made because the statement will be used for

1. Understanding the current condition of the company
2. Identifying the development and progress of the company in a period. Progress can be seen from management's ability to create profits and develop company assets. From this report, the owner can assess whether there has been a change or not.
3. To assess management performance against predetermined targets. This means that an assessment is given to the future management of the company, whether

there is a need for a change of management or not. Then, the next plan is to determine what steps need to be taken, both additions and improvements.

#### b) Management

For the management, the financial statements of the business generate a specific meaning. The financial reports made are a reflection of their performance in a certain period. The followings are the important values of the financial reports for the management:

1. From the financial reports, the management can assess and evaluate their performance in a certain period, whether the company has achieved the targets or goals that have been set or not.
2. The management will be able to evaluate their ability to optimize the company's existing resources.
3. The financial reports can be used to see the strengths and weaknesses of the company at this time therefore, they can be used as a basis for making decisions in the future
4. The financial reports can be used to make future financial decisions based on the strengths and weaknesses of the company, both in terms of planning, monitoring, and controlling in the future. Therefore, the desired targets can be achieved

### c) Creditors

Creditors are the funder of the company that provides funds such as a bank or other financial institution. The creditor's interest in the company's financial statements is in terms of giving loans. For creditors, the principle of prudence in channelling funds (loans) to various companies is vital. The interests of creditors include the followings:

1. The creditor does not want the business he is financing to fail in terms of repaying the loan. Therefore, before disbursing the credit, in the first place, the creditor will consider the company's ability to pay it. One of the measurements that can be used to assess the company's ability to pay is by analysing the financial reports.
2. Creditors also need to monitor ongoing credit to see if the company is complying with paying its obligations. Therefore, the feasibility of the business to be financed and the amount of the approved loan will be reflected in the financial reports prepared.
3. The creditor does not want the credit or loan provided to become a burden for the customers in returning it if it turns out that the company's ability is beyond what was expected.

d) Government

The government also has an important value on the financial statements made by the companies. Even the government through the Ministry of Finance requires every company to prepare and report company finances periodically. The significances of financial reports for the government are:

1. To assess the company's honesty in reporting all of the company's true finances.
2. To find out the company's obligations to the state from the results of the reported financial statements. This report will show the amount of tax that must be paid to the state in an honest and fair manner.

e) Investors

Investors are parties who want to invest in a company. If a company needs funds to expand its business or business capacity, in addition to obtaining loans from financial institutions such as banks, it can also be obtained from investors through the sale of shares. In choosing a source of funds, the company has various considerations, such as the interest factor and the number of future instalments. However, on the other hand, the company also wants to provide ownership opportunities to the community or other parties.

For investors who want to invest their funds in a business, before deciding to buy shares, it is necessary to consider many things carefully.

The basis for investors' consideration is by learning the financial statements presented by the company. In this case, investors will see the company's business prospects for the present and the future. The prospect in question is the profit that will be obtained (dividends) and the development of the value of the shares in the future. After that, then investors can make a decision to buy shares of a company or not.

#### 4.1.3.3 Financial Strategy in the Beginning of the Business

At the beginning of the formation of the I am Rice Bowl business implementation plan, the business owner focused on how the business will not experience losses, so that the owner will be able to return on investment, pay a number of expenses including paying the employees, and add long-term investments in order to develop the business in the future. In an effort to realize these several businesses' focus and goals viewed from a financial perspective, the business owner has developed several financial strategies that will be implemented when the business is running. The planned strategies are as follows:

- a) Minimizing expenses that will be incurred during the business, such as looking for employees with low salaries and looking for suppliers who are able to offer the cheapest prices for goods.
- b) Being able to sell at least 40 portions in a day, therefore daily income which will later be calculated in a monthly period can

cover the working capital that has been budgeted within a one-month estimation.

- c) Planning expenses in running a business or preparing an expense plan, therefore in practice the business will not over-utilize the existing capital because it will develop a spending plan that fits the business needs.
- d) Recording incoming and outgoing money in detail, so the business owner can control the circulation of money from the running business.

Several strategies that have been prepared at the business planning stage or before the business ran have been able to be implemented in the first four months of the business. In its practice, some of the strategies that had been prepared could not be properly implemented and caused several problems in the I Am Rice Bowl business. Those several problems which occurred during the first four months of the implementation of the I am Rice Bowl business include:

- a) The sales volume achieved every day to every month has not met the target, therefore the income and profits generated have not been able to meet all the expenses that have been incurred by the business in its daily and monthly operational activities.
- b) The business still cannot return the working capital which has already been prepared at the beginning of the business due to the low income and profit from the business.

- c) The business experienced a loss or deficit in the first four months.
- d) There are still expenses that are out of planning and often uncontrolled, this is also a failure in implementing a system for recording incoming and outgoing funds carefully because sometimes unexpected expenses are missed to be recorded.

To address some of the problems above, the business owner has developed several solutions to overcome these conditions, they are:

- a) In an effort to increase sales volume, which will also have an impact on increasing revenue and the business's profit, I am Rice Bowl uses several marketing strategies that will support the spread of the I am Rice Bowl brand among prospective customers and encourage them to try the products offered by I am Rice Bowl.
- b) Compile a spending plan and possible expenses that will occur in a real business implementation by preparing a reserve fund that will be sufficient to finance these expenses. Apart from that, I am Rice Bowl also improved the system for recording expenses in more detail, therefore, expenses and income would be more controlled.

Minimizing expenses through supplier selection with the ability to supply goods at the lowest prices, preventing unexpected expenses, and maximizing the work function of equipment and supplies. These solutions



will create a small amount of expenditure but the greater net profit will be obtained.

#### 4.1.3.4. Financial Strategy for Further Business's Development

After implementing several financial strategies in the first four months of running the business and facing several obstacles, the business owner developed several strategies that can be used for future business continuity. The preparation of the strategy that will be used for business in the future, not only becomes a form of correction and revision of the strategy that was prepared before the business was built, but it also aims to improve the performance of the I Am Rice Bowl business in its financial aspect. Some of these strategies include the followings:

- a) Sales volume and the interest of prospective customers to buy the products greatly affect how the marketing process takes place, therefore to improve the stability and performance of the financial aspects of the I am Rice Bowl business, it is necessary to apply an appropriate, effective and efficient marketing strategy.
- b) Create business budgeting at the beginning of each month to allocate funds and capital for the specific needs in detail. By implementing this strategy, it will be easier for the business owner to control funding and money used in the business operations.

Financial reports are prepared at the end of each month to improve business finances by analyzing risks and managing them.

## 4.2. Identification and Problem Solving of Business' Particular Aspects

This particular aspect will be discussed related to the marketing aspect which is the concentration of the business owner. In this section, the business owner identifies the business problems that occurred at I am Rice Bowl based on its marketing review. The discussion will begin by detailing every aspect from the planning stage and then the realization that has occurred to find gaps which will then be discussed further.

### 4.2.1. Particular Aspect – Marketing Aspect

Based on the explanation of business implementation in chapter III the business plan presentation, gaps will be found in the marketing aspects as shown in the Table 4.7 below:

Table 4.7

Gaps in Marketing Aspect

Aspect	The Plan	The Realization	The Gap
<b>Marketing</b>	For the marketing tools, I am Rice Bowl uses social media such as Instagram, Facebook, and TikTok to promote the product.	The use of Facebook, Instagram, and TikTok is not too significant to increase sales and spread information about the product, therefore I am Rice Bowl uses the advertisement and promotion program of Go Food, Grab Food, and Shopee Food as the promotion and marketing tools	There is a difference in social media that I am Rice Bowl used to promote the business with the plan and the realization, therefore the social media used is also changed
	Convince the target market to	There is still a small percentage of the target	The incompatibility of

	<p>recognize the I am Rice Bowl brand as a restaurant that provides the best chicken rice bowl menu in Yogyakarta, in terms of quality, taste, and affordable prices</p>	<p>market knows that there is an I am Rice Bowl brand that offers quality chicken rice bowls, taste good, and also at affordable prices</p>	<p>the plan with the realization carried out in an effort to create awareness of the I am Rice Bowl brand in the market</p>
--	--	---	---

#### 4.2.1.1. Gap Identification

From the presentation and explanation regarding plans and realization from the aspect of marketing, there are several gaps that must be answered and given a solution, including the following:

1. The use of different channels of social media to promote the business due to the real condition in the market.
2. The difficulty in establishing the brand awareness in the market.

#### 4.2.1.2. Problem Identification and Solution

The marketing aspect of the business experiences a number of problems due to the gaps discovered when the exposure and implementation of the business are compared to the previously developed business plan. Therefore, the business owner made a solution for each of the problem as seen in Table 4.8 below:

Table 4.8

Marketing Aspect's Problems and Solutions

Aspect	The Problems	The Solutions
Marketing	The use of social media such as Instagram, Tiktok, and Facebook does not really have a significant impact on increasing sales.	The use of advertisements through Grab Food, Go Food, and Shopee Food turned out to be more effective in increasing sales.
	Lack of promotional information that convinces the target market that there is a new brand that offers culinary rice bowls with the best quality, affordable prices, and delicious taste.	Apply the concept of marketing communication concepts into the strategy carried out and include testimonials from consumers who have tried rice bowls in promotional media to convince target markets who do not know I am Rice Bowl restaurant products.

Marketing activities are activities that are directly related to sales and how to bring in actual and potential customers. The failure of the marketing process has an impact on sales and cash flow from the company to increase turnover in order to create larger margins. To overcome these problems, the actions taken by business owners are:

*a. The 1<sup>st</sup> problem: Ineffectiveness of the marketing activity that is done by the business owner in spreading the information about the business through Instagram, Tiktok, and Facebook. Moreover, there is also less creativity in promoting and introducing the product.*

In terms of marketing activity within a business, all those activities should have the goal to make the business known to the market and the customers so as to increase daily sales and stabilize the financial performance of the business. The marketing activities done by I am Rice Bowl by using social media such as Instagram and Facebook do not really give a significant impact on sales and brand awareness of the I am Rice Bowl., This happens due to several difficulties to compete with well-known accounts, therefore, new accounts are difficult to develop and take too long to grow. In solving this problem, the business owner of I am Rice Bowl decided to change the kind of social media used for the daily promotion of the product. Considering the effectiveness, the spreading of information, and the easiness for the customer to access, I am Rice Bowl prefers to use the advertising media offered by several online food ordering applications such as Go Food, Grab Food, and Shopee Food.

The business owner's decision to change the type of social media that is used for marketing is based on digital marketing theory that emphasizes the importance of digital marketing to be applied to a business. According to Coviello et al (in Fawaid, 2017) digital marketing can be defined as the use of the internet and the use of other

interactive technologies to create and engage a dialogue between identified companies and consumers. Coviello et al. also argued that e-marketing is part of e-commerce.

Moreover, according to Chaffey & Chadwick (2016: 11), digital marketing is the application of the internet and related digital technologies in conjunction with traditional communications to achieve marketing objectives. It means that from Chaffey & Chadwick's statement regarding the definition of digital marketing, it can be concluded that digital marketing is a mix and fusion of applications and the internet, both of which are connected to digital technology, which relates to traditional communication to achieve marketing objectives, namely conveying information about a product or business to the market and generate a buy-sell transaction.

The definition of digital marketing is also stated by Sanchez-Franco. According to Sánchez-Franco et al., (2014), digital marketing is the result of evolutionary marketing. Evolution occurred as companies used digital media channels for a large part of marketing. Digital media channels can be addressed and allowed continuous, two-way, and personal conversations between marketers and consumers.

From several concept statements of digital marketing explained by the experts above, it can be concluded that digital marketing is one of the media or activities for the marketers or the business to introduce and explain their business to the market through the media or technology connected with the internet. The goal of using digital

marketing is similar to traditional marketing which is to reach the sale activity and the transaction between the business and the customers in the market. Digital marketing includes social media, web, blog, e-mail, database, digital, etc.

Quoted by Kafi (2022), there are several important roles of digital marketing within a business that will give several benefits to the business, including:

a) Boost and Increase the Sales

The practices of digital marketing, based on experts, also have great benefits in the form of boosting sales or increasing profits. This is because the working concept of digital marketing is like an outlet that is always open and never closes 24 hours for 7 days. In addition, due to an increase in the number of target customers who are not geographically limited, the sales of the business also can also increase. The implementation of digital marketing can also make online businesses even gain more benefits without opening an outlet or owning a product due to a dropship or reseller scheme.

b) Save the Cost

The implementation of digital marketing can also save costs from operations and marketing activities in a business. This is because the platforms used in the marketing process are usually available free of charge without the need to incur costs for their use.

c) Wide Reach on the Global Scale

One of the advantages of internet technology is the elimination of barriers that separate people, such as distance or national boundaries, which are increasingly being erased due to the existence of internet technology, which connects users from all over the world in almost real-time. In the application of the business, a business actor who is far away from the customer's geographical location is now starting to be reached. Technology enables an open global market and digital marketing enables businesses to utilize it effectively.

d) Accurate on the Target

The implementation of digital marketing also helps businesses to be right on target. This is because smartphone user information is collected to reveal specific profiles that allow businesses to target consumers precisely. Some information regarding age, gender, product preferences, and some other data helps digital marketing practices target specific consumer targets precisely.

e) Increase Engagement with Customers

By implementing digital marketing practices, two-way communication will be created between business people and target customers. By this means, communication actors can detect and describe market tastes, besides that, the business people can also improve good relations with their customers. Good communication will form an emotional relationship that refers to a differentiator when



potential customers choose products with similar specifications and prices that are also the same or nearly the same.

Implementing digital marketing brings a lot of benefits to a business. I am Rice Bowl uses social media as a form of digital marketing activity to promote the business and product to the market. The concept of social media has been initiated by many experts, one of them is Carr & Hayes. According to Carr & Hayes (2015), social media is internet-based media that allows users get the opportunity to interact and present themselves, either immediately or delayed, with a wide audience.

The reason for using social media as a form of implementation or practice of the digital marketing concept is not without reason, this is because social media makes a major contribution to the marketing process and dissemination of information about a matter, one of which is introducing a product to the wider community without having to go to them one by one but with the internet or digitally with wide coverage and in a relatively short time with accurate targets. According to Peter & Jerry (2013: 3) every advertising publication that is carried out will reach potential buyers according to what buyers are often looking for and what they like by investing money and time.

In addition to the problems discussed above regarding the ineffectiveness of marketing activities through several social media platforms, in terms of promotion, I am Rice Bowl also experienced problems in attracting customers' attention to start trying to consume

the products offered by I am Rice Bowl. To overcome this problem, the owner of the I Am Rice Bowl creates various types of promotions, such as giving a 10% discount in the first month of opening, so that customers will be interested in buying the rice bowl food menu offered by I Am Rice Bowl. Not only in the form of discounts, but I Am Rice Bowl has also created several economical bundle menus that contain one portion of a rice bowl and iced tea at a more economical price. At the launch of the new menu, I am Rice Bowl provides discounts for the first three buyers of the day for each new menu. The uniqueness of the I Am Rice Bowl promotional program is that promotions can not only be found in offline stores but discounts and promotions are also given to customers who buy through the online food ordering application. Another uniqueness is that every Friday and Fasting Day, I am Rice Bowl gives away free pudding as a form of charity while providing added value to the company from a customer perspective.

The theoretical approach used in determining the solution to problems in the marketing and the creation of discount and promo programs refer to the theory or concept of marketing by Tjiptono & Diana (2020: 3). They stated that marketing is the process of creating, distributing, promoting, and pricing goods, services, and ideas to facilitate satisfying exchange relationships with customers and to build and maintain positive relationships with stakeholders in the dynamic environment. It means within the marketing activity there is a goal in making a program which creates satisfaction and a good impression of

the customer towards the business. One of the ways to realize this goal is by creating a promotion for the product of the business. This is what the I am Rice Bowl tries to apply to the business's daily activity in order to increase sales and to fasten the introducing phase of the business to the market.

Other than that, according to Kotler & Keller (2016:26), marketing is about identifying and meeting human and social needs. One of the shortest good definitions of marketing is meeting needs profitably. According to the description provided above, marketing is an activity carried out by persons or groups of people in order to satisfy the demands of customers and provide benefits for both parties. The marketing activity that has a goal of creating or providing benefits for both parties, which is the seller and the buyer, has been implemented by I am Rice Bowl in the form of creating a promotion.

Promotional activities are very important to introduce a new product; therefore, the business owner actively carries out promotions at the beginning of the month when I am Rice Bowl opens. The first months of the opening, the business owner considered as a period of product and brand introduction to the target market. By optimizing several existing marketing strategies in the marketing mix, one of which is promotion.

According to Lupiyoadi (2014: 91), a marketing mix is a device or tool for marketers consisting of various elements of a marketing program that need to be considered, therefore, the implementation of

the marketing strategy and determining the position can be successful. Moreover, according to McCharty (in Malau, 2017:10), within the marketing mix, there are four mixes which are product, price, promotion, and place (4P).

a) Product

Product is the physical appearance of the business. According to Kotler & Armstrong (in Ginting, 2015), a product can be defined as anything that can be offered in a market for attention, acquisition, use, and consumption that might satisfy a want or need. In creating and developing a product within a business, a business owner should understand the stage of the product. According to Kotler & Keller (2007:408), there are five stages of a product, including:

1) Core Benefit

Product as a core benefit means that the product provides the benefits that are actually needed and will be consumed by customers from each product. Or the core benefit of the product that is offered by the product itself to the market or customer.

2) Basic Product

Basic product means that the product provides the basic version of a product or in the other words the basic form of a product that can be felt by the five senses.

### 3) Expected Product

Expected products have the meaning of a set of conditions and attributes that the buyers normally have as an expectation and, in the end, will agree to purchase this product.

### 4) Augment Product

Augment product that includes additional service and benefit that distinguishes the company's offer from the competitor's offer. In other words, an augment product provides any special factor and benefit that makes it different and unique from other competitors.

### 5) Potential Product

Potential product means all of the arguments and transformations that this product ultimately undergoes in the future.

More than that, according to Kotler & Armstrong (2017:246), a product can be divided into two kinds based on the customer who uses and consumes those products, they are:

#### 1. Consumer products

Consumer products are products purchased by final consumers and used for personal use. Marketers usually differentiate products based on how consumers buy the product.

## 2. Industrial products

Industrial products are products purchased for use in a business and to be processed into a final product. In other word, it means that the product of the industrial product being bought by the customer that is not for personal use but for the selling goal of the other business.

### b) Price

Price also becomes part of the 4P marketing mix and sometimes becomes the factor of the competitive advantage that is created by a business to differentiate the business from other businesses. According to Kotler & Keller (2015:383), price is one of the elements of the marketing mix that generates revenue, while the other elements generate expenses. According to Kotler & Armstrong (2017:324), price is the amount of money charged for a product or service. Or the amount of exchange value that customers exchange for the benefits of having and using a product or service.

From those definitions and concepts of a price, it can be concluded that a price is a number of values or numbers given by a business for a product or service that they create and trade. In setting the price for a product, the business gives several considerations based on the price of production costs, features, and availability of the product.

In deciding and setting the price for the product, the business owner should go through several stages and consider several factors to

make sure that the price they set is appropriate for the benefit and position of the product in the market. According to Kotler & Keller (2015: 389), there are six steps of setting the price in business, including:

1) Determining the Pricing Objective

At this stage, business owners should decide where they want to place the market offering for their product. The clearer the business goals, the easier it is to determine the price.

2) Determining the Market's Demand

In the reality, every price will lead to a different amount of demand and affect the business' marketing goals differently. The demand for a certain product may decline because of its increasing price. The demand curve often rises for luxury products. In this case, the majority of the customers believe that a high price reflects the quality of the goods.

3) Estimating the Cost

The price that a business can set depends on market demand. Fees initially set boundaries. The business aims to determine a price that will pay for the costs of making, distributing, and selling the product, as well as a reward for their labor and risk. However, sales may not always

turn into a profit when prices are adjusted to fully cover manufacturing expenses.

#### 4) Analyzing the Costs, Prices, and Other Competitors' Offerings

Costs, prices, and potential pricing responses from the business's competitors should be considered by the business owners. If a business provides distinctive characteristics that the competitors do not, it is the business owners' responsibility to assess the value of such qualities to consumers and factor that value into the pricing charged by the competitors. On the other hand, if the competitors provide features that the business does not provide, the business owner should reduce that cost from its pricing. By doing so, the business owner has the option of raising, lowering, or maintaining their current prices.

#### 5) Choosing a Pricing Method

Considering the results of observations regarding customer demand, cost functions, and competitors' prices, the business is now ready to choose a price.

#### 6) Deciding the Final Price

Pricing strategies minimize the number of options a business must consider when determining its final pricing. When setting a price, a business must take into consideration a number of other aspects, such as the



impact of other brand awareness, internal pricing policies, gain and risk sharing pricing, and the price's impact on third parties.

c) Promotion

According to Kotler & Armstrong (2019:63), promotion is an activity in an effort to convey product benefits and persuade customers to buy the products offered. Promotion is one of the determining factors regarding the success of a marketing program. If a customer has never heard of or knows the products offered by the business and also the benefits that the customer will receive, then the customer will never buy the products. The concept of promotion is also stated by Buchari Alma, (in Hurriyati, 2018), who stated that promotion can be defined as a form of marketing communication that seeks to disseminate information, influence or persuade, and remind the target market of the business to be willing to buy and be loyal to the products offered by the business.

From the two concepts regarding a promotion that have been described by the two experts above, it can be seen that the main objectives of promotional activities carried out by a business are to persuade, provide information or inform, influence, and increase the number of customers and provide satisfaction to customers. However, according to Hurriyati (2018:58), the purpose of the promotional activities of a business can be described in more detail, as follows:

a) To Inform

The purpose of a promotion carried out by a business is to inform the market about the existence of a new product, correct the wrong impression of the market towards the product, reduce the fear and anxiety of buyers about the product, and also build the business' image.

b) To Persuade the Target Customers

One of the objectives of promotion is to persuade target customers and to divert customers' choices to the products offered by the business, change customers' perceptions of product attributes, and also encourage customers to have the intention to buy the product.

c) To Remind or as a Reminder

The purpose of promotion as a reminder consists of reminding customers about the place that sells the business' products, reminding customers that the product is needed in the near future, and keeping the customers' first memory of falling on the business' products.

Besides the objective of the promotion, in creating a promotion program or activity within the business, the business owner should also understand and implement the concept of the promotion mix. According to Kotler & Armstrong (2019:116), promotion mix is the specific mix of advertising, sales promotion, public relations, and personal selling that a business uses to persuasively communicate

customer value and build customer relationships. The detailed information on the promotion mix concept is explained as follows:

1) Advertising

Advertising is a communication strategy delivered by a business to the general public through the media in order to inform, convince, and also serve as a reminder of the business's products.

2) Sales Promotion

Sales promotion refers to a business's efforts to promote product sales by drawing customers' attention to the products it sells through a variety of limited benefits.

3) Public Relations

Public relation consists of building positive business relationships, creating a positive business image, and addressing or responding to negative rumors, news, and occurrences.

d) Place

To establish a business, a place to run the business becomes one of the important factors that should be considered by the business owner. In other words, the business place is also known by the distribution channel of the business. According to Kotler & Armstrong (2019:63), place or distribution channels can be defined as business activities that make a product available for consumption by consumers. The business' channel decisions will directly affect all other marketing

decisions. Based on the concept explained by Kotler & Armstrong, one of the elements of the 4p marketing mix is a place that is often interpreted as a distribution channel. Therefore, both also argue that the channel level refers to the layers of intermediaries that help bring the product closer to the final buyer or consumer. The number of distribution channel levels, according to Kotler & Armstrong (2019:42), is divided into two categories:

1) Direct Marketing Channel

A direct marketing channel is one that does not use brokers, implying that the business sells to clients directly.

2) Indirect Marketing Channel

Indirect marketing channels are those that have one or more intermediary stages.

Effective marketing mixes all marketing components into a well-coordinated plan intended to help a business reach its marketing objectives by offering customers value. A set of tools to establish a dominant position in the target market is produced by the marketing mix.

*b. The 2<sup>nd</sup> problem: The lack of attachment of the I am Rice Bowl brand in the minds of customers in the market or the lack of awareness of customers regarding the existence of the I am Rice Bowl brand due to the minimum information obtained by the customer*

Loyalty and customer satisfaction are important for business units to carry out the sustainability of their business units, especially to gain

sales profits. In running the business, the business owner of I am Rice Bowl realizes that the lack of maximum sales is caused by the lack of recognition and the attachment of the I am Rice Bowl brand in the minds of the public or customers. This can be triggered by several factors, one of which is due to a lack of information obtained by the public or potential customers regarding the I am Rice Bowl brand and the menus offered by I am Rice Bowl. With the lack of product and brand information through promotional activities, the public and potential customers do not understand the advantages and uniqueness offered by I am Rice Bowl when compared to other brands.

From the problems that occurred, the business owner decided to apply the concept of marketing communication using brochures given to nearby student boarding houses because the I am Rice Bowl outlet is located between several university student boarding houses, collaborating with youth organizations and surrounding prayer rooms which often hold joint events for orphans or routine charity events that provide food and entertainments for participants in their events. Apart from that, I am Rice Bowl also collaborates with one of the tours and travels.

With some of these brand recognition efforts, it is hoped that the I am Rice Bowl brand will begin to be recognized, which does not only sell in the business space but also relies on direct relations with the community. When this is done intensively, word-of-mouth marketing, through consumers who have tried I am Rice Bowl restaurant products,

will flow continuously, from one person to another, which of course will form brand equity.

In defining and creating solutions to problems related to the marketing aspect, the business owner uses a theory regarding marketing communications as a reference. According to Kotler & Keller (2016), marketing communication can be defined as a tool used by companies in an effort to inform, persuade, and remind consumers either directly or indirectly about the brands they sell. More than that, according to Priansa (2017), marketing communication is a multidisciplinary approach that combines the theories and concepts of communication science and marketing science. These two concepts of science study resulted in a new study called the study of marketing communications. Marketing communication is a marketing activity that using communication techniques to give information about a business to the target market.

Marketing communications serve a variety of purposes for customers or target markets, most importantly informing and demonstrating to them how and why a product is used, who the target market is, and how and when to obtain it. The environment for marketing communications has transformed along with the advancement of communication process technology, and in recent years, there has been an increase in global developments. This will have an impact on how consumers learn about the products.

The marketing communications mix is one of several different types of marketing communications. It includes a business's efforts to directly or indirectly educate, convince and remind the customers about the products. According to Kotler & Keller (2016:582), the marketing communication mix consists of eight major modes of communication, including:

a) Advertising

Advertising is all paid forms of non-personal presentation and promotion of ideas, goods, or services through clear sponsorship in the form of printed media such as newspapers and magazines, broadcasting media such as radio and television, network media such as telephone and satellite cable, electronic media such as sound recordings, video recordings, and website pages, and the last is exhibition media such as billboards, signboards, and posters.

b) Sales Promotion

Sales promotion includes various short-term incentives to encourage the trial or purchase of a product or service including consumer promotions such as samples, coupons, and premiums, trade promotions such as advertising and perks, and finally sales force promotions such as contests for sales reputation.

c) Events and Experiences

Event experiences are company-sponsored activities and programs designed to create daily or brand-specific interactions, related

to consumer interactions, including the arts, sports, entertainment, and less formal events and activities.

d) Public Relations and Publicity

Public relations and publicity are various programs directed internally to employees from outside companies or consumers, other companies, governments, and the media to promote or protect the company's image or individual communication products.

e) Online and Social Media Marketing

This kind of marketing includes online activities and some programs that are designed to engage customers or prospects and directly or indirectly raise awareness, improve the business' image, or elicit sales of products and services.

f) Mobile Marketing

A special form of online marketing that places communication on customers' cell phones and smartphones.

g) Direct and Database Marketing

Use of mail, telephone, facsimile, e-mail, or the internet to communicate directly with or solicit responses or dialogue from customers with certain prospects.

h) Personal Selling

Personal selling is a face-to-face interaction with one or more prospective purchasers for the purpose of making a presentation, answering questions, and procuring orders.



The practice and implementation of marketing communication concepts during the business can help the business to increase its sales, create a good image in the public, spread information about the business or the business itself, and create brand awareness in society. According to Kotler & Keller (2016:583), marketing communication efforts throughout all media can build brand equity and increase sales in a variety of ways, including by raising customer knowledge of the brand, establishing a positive impression of it in their minds, creating favorable brand perceptions, and building brand loyalty.

According to Priansa (2017), there are several steps in the process to communicate with the customer in the market, they are:

- 1.The sender has ideas or notions.
- 2.Ideas are turned into messages.
- 3.Messages sent to the public.
- 4.Recipient receives the message.
- 5.The recipient of the message reacts and sends feedback.

The statements above show that every message that will be given or spread to the public must have clear objectives based on the idea of the business owner, therefore, the public or customer will not misunderstand the message and receive the information properly. When the message or the business implements the concept of marketing communication and creates an advertisement to inform the market about a certain product, the customer can give feedback to the business.

More than that, in implementing the marketing communication mix within the daily activity of the business, according to Kotler & Keller (2016: 597), should consider several factors in developing and creating their communication mix, they are:

a) Type of Product Market

Consumer marketers typically spend more on sales promotion and advertising, while business marketers typically spend more on personal selling. Personal selling is typically utilized more with complicated, pricey, and dangerous commodities as well as in markets with fewer and larger sellers.

b) Buyer Readiness Stage

The cost-effectiveness of communication methods varies depending on the consumer readiness level. The most significant functions are played by publicity and advertising during the period of raising awareness. Advertising and personal selling have the most impact on consumer comprehension. Personal selling has a significant influence on customer conviction. The most effective methods for closing the deal are personal selling and sales promotion. Reordering is also partially impacted by reminder advertising, but largely by personal selling and sales promotion. Virtually, any stages are susceptible to the effects of online activity.

c) Product Life-Cycle Stage

The most cost-effective marketing strategies in the product life cycle's introduction stage include advertising, events and experiences,

and publicity. These are followed by personal selling to increase distribution coverage, sales promotion, and direct marketing to encourage trial.

Demand in the growth stage is driven by word-of-mouth and interactive marketing. The maturity stage experiences a rise in the role of advertising, events, experiences, and personal selling. When a product is in the decline stage, the sales advertising is still active, but fewer additional communication channels are used, and tend to give the little attention to the product.

#### 4.2.1.3. Marketing Strategy in the Beginning of the Business

In the early stages of the establishment of I am Rice Bowl business and planning, the business owner focuses on product marketing and informs the market widely about the products offered by I am Rice Bowl, therefore many people know about the existence of this product and have an interest in trying and buying products from I am Rice Bowl. This will also affect the number of daily sales of the I am Rice Bowl business. In an effort to realize the focuses and objectives of I am Rice Bowl in terms of marketing aspects, the business owner developed a marketing strategy plan that will later be implemented when the business is running. Some of these strategies include:

- a) Determining the target market or market share in accordance with product qualifications so that it will affect the methods and processes of presenting products to customers.

- b) Focusing on the elements of the marketing mix in forming branding and placing the products offered among the public or prospective customers, by preparing and considering the right prices, products, places and promotions to introduce products to customers.
- c) Utilizing social media such as Facebook, Instagram, Tik Tok in marketing products to customers.
- d) Implementing a branding system through advertising and promotion whereby with this method I am Rice Bowl has the opportunity to build a brand image among potential customers, therefore the brand will be embedded in the minds of customers and will tend to buy the products offered by the I am Rice Bowl.

Several marketing strategies planned at the business planning stage have been successfully implemented in the first four months of running the business. But in its implementation, some of these marketing strategies were deemed ineffective and encountered several obstacles or problems. Some of the obstacles encountered in the implementation of these marketing strategies including:

- 1) Marketing through social media does not help increase sales from I am Rice Bowl, therefore the sales volume is still low.
- 2) The implementation of the branding system is less effective, therefore the I am Rice Bowl brand is not attached to the minds

of potential customers in the market and most of them do not know the existence of this I am Rice Bowl brand.

- 3) The sales volume of I am Rice Bowl each month is still low and has not reached the target to be able to return on investment, this also causes low revenue and operating profit.

To address some of the problems or obstacles above, the business owner develops several solutions, including:

- a. To market the products of I am Rice Bowl, the advertising system is carried out using different social media, which is through online food ordering applications such as Go Food, Grab Food, and Shopee Food.
- b. To create several promotions to attract the attention of potential customers and create initiatives for potential customers to try to buy I am Rice Bowl products
- c. To apply the marketing communication concept and utilize distribution channels in the community such as travel agents, boarding house owners around the I am Rice Bowl outlet, and community leaders who have a stake in mosque foundations as channels to promote products from I am Rice Bowl.
- d. Apart from promoting the product through social media, I am Rice Bowl also distributes a number of flyers to the surrounding environment.

#### 4.2.1.4 Marketing Strategy for Further Business's Development

After implementing several marketing strategies in the first four months of running the business and facing several obstacles, the business owner developed several strategies that can be used for future business continuity. The preparation of the strategy that will be used for business in the future, not only becomes a form of correction and revision of the strategy that was prepared before the business was built, but it also aims to improve the performance of the I Am Rice Bowl business in its marketing aspect. Some of these strategies include the followings:

- 1) Expanding market share or target market by creating a variety of menus that can be consumed by various groups in society. With the wider market share and target market of I am Rice Bowl, it can support an increase in sales volume, revenue, and business profits.
- 2) Providing several attractive and profitable promotions for customers, therefore potential customers will be interested in buying I am Rice Bowl products. This strategy is also an effort to create good customer relationships.
- 3) Providing the best service such as explaining product information and products with high quality to give a good impression and imprint on the minds of buyers who will later make repeat purchases.

Several marketing strategies that have been prepared and planned for the growth and development of the I am Rice Bowl business will be closely related to the growth and financial stability of this business. Therefore, aspects of the marketing strategy will be very important to implement and be

paid attention to the business. By increasing sales volume, revenue and business profit will increase, therefore the business will no longer experience a deficit and be able to cover all expenses, pay salaries for employee, CEO and COO and be able to return the initial capital that was issued by the business owner as an initial investment and working capital.



## CHAPTER V

### CONCLUSIONS AND RECOMMENDATIONS

#### 5.1. Conclusions

##### 5.1.1. General Aspect

The conclusions from the implementation of the I am Rice Bowl business seen from general aspects such as operational aspects, human resource aspects, and financial aspects towards the planning, implementation and evaluation stage are as follows:

During the process of carrying out or realizing the I am Rice Bowl business, the business owner has made business concepts and plans for all management aspects as well as general aspects which include operational aspects, human resource aspects, financial aspects, and even particular aspects such as marketing aspects. However, in practice, it requires a lot of evaluation and adjustments, the realization of which is sometimes slightly different from the implementation of a business when it is in the planning stage.

The first conclusion that the author gains as the business owner realizes that in the operational aspect, a plan regarding equipment, facilities, and infrastructure in a business is very important considering the important role of equipment in a business for the smooth operation of every business activity. Accuracy in identifying equipment, facilities, and infrastructure in a business will have a close relationship with the production capacity of the business. Therefore, the business owner must be careful and thorough in predicting the amount of daily production capacity in a business which will later be related to how much equipment and supplies will be provided for the business continuity. By doing so, there will be no shortage or excess of business equipment and supplies that will disrupt the continuity of business operations in the future.



Furthermore, in the business operational aspects of I am Rice Bowl, it has implemented the concept of raw material management. I am Rice Bowl seeks to establish a raw material management process originating from selected suppliers with guaranteed raw material quality and through a backstage process. In the backstage process, the raw materials originating from suppliers will be processed and sorted into the production process. In the production process, I am Rice Bowl has also implemented the SOP concept which is a business standard for managing products and serving customers.

In implementing the frontstage concept, I am Rice Bowl also uses a room layout concept that is in accordance with the business concept of I am Rice Bowl, which is a clean and hygienic takeaway restaurant. Determining the business location of the I am Rice Bowl in the middle of the city of Yogyakarta which is surrounded by universities and student boarding houses is a form of implementing strategic location selection in accordance with the approach to target customers from the I am Rice Bowl.

The second conclusion is viewed from the human resource aspect, that is, the author as a business owner realizes that the aspect of human resources is an important aspect that supports the running of business operations because, without assets in the form of human resources or employees, the business will not be able to run. The real implementation of the human resource aspect within the I am Rice Bowl business is in terms of recruiting employees along with established criteria, creating a business structure or management team, setting incentive policies, providing employee performance appraisals, and all kinds of training and development that can increase employee skills.

Overall, in carrying out the I am Rice Bowl business, the business owner has applied the basics and concepts regarding human resources to business activities, such as establishing a staff recruitment process using externally sourced recruitment methods

from the general public with certain criteria. Within the business, the business owner also establishes the employee performance appraisal process using indicator theory and the 360 method which is more effective because it is more comprehensive.

Furthermore, in the aspect of human resources, in the recruitment process, there are several differences that occur between the plan and the realization related to the educational background of the prospective employees who were expected to come from a vocational school with a major in culinary arts but with obstacles in terms of salary requests and unavailability of registrars, therefore the I am Rice Bowl created a solution by holding a recruitment system for the public and using the open recruitment method while keep providing certain criteria that are in accordance with the job descriptions in the day-to-day business activities.

For the third conclusion from the financial aspect, the author as the business owner realizes that the financial aspect is an aspect that is no less important than other aspects, in this aspect the business owner also understands that it is very important to manage the finances of a business, how to maintain profits or how to reduce production costs incurred. More than that, through a financial report or analysis of financial data, the business owners can monitor the growth and development of the business.

In the financial aspect, accurate and detailed financial reports are very important for the continuity of the business itself, as well as for determining future business targets. In the process of recording sales and making business financial reports, it is better to be supervised or done directly by the business owner because this avoids input errors by employees and helps the business owner to better understand the financial condition of the business.

### 5.1.2. Particular Aspect

The conclusions from the special aspect, namely the marketing aspect which is also a concentration of the author on the planning, implementation, and evaluation of the implementation of the I am Rice Bowl business, are as follows:

The marketing aspect has been the focus of the business owner in creating the I am Rice Bowl business. The business owner has implemented several concepts that become the basis for the businesses to move forward and compete in the market such as the concept of STP (Segmentation, Targeting, Positioning), the concepts from Porter's Five Forces to analyze market's condition, and VPC (Value Proposition Canvas) concepts to develop the business and BMC (Business Model Canvas) that have been prepared at the business planning stage.

In the business implementation, some of these concepts have also been applied to the marketing aspects of the I am Rice Bowl business, besides those several marketing concepts such as the 4P marketing mix (Product, Price, Promotion, Place), the concept of marketing communications, the concept of the marketing communication mix is also applied in business implementation and become the basis for solving problems that arise during the running of the business. In fact, implementing a business, needs time to process, both in introducing a new product or a new brand that the public or the target market has never heard of before.

The implementation of various kinds of marketing strategies in this business, especially in relation to the application of the 4P marketing mix concept, which focuses on promotion either through an advertisement or any type of delivering product value to consumers, is very important for a new brand. When a certain brand, especially the I am Rice Bowl business, has gained a place in the hearts of customers or is recognized in the

market, the customers will convey their own value to other customers who have the potential to purchase products from I am Rice Bowl, through what is called as "word of mouth" in marketing communication language.

The university students and workers, especially those from outside Yogyakarta, are the biggest targets that contribute significantly to the development of the I am Rice Bowl business. Viewed from the lifestyle of university students and workers who tend to be practical and concise in terms of their consumption habits, matches with the I am Rice Bowl business offer. This is because in principle I am Rice Bowl tries to fulfill customer requests such as providing practical, concise food, delicious, but still at an affordable price.

Culinary businesses currently have the potential to grow and develop in Yogyakarta. Recently, the culinary industry in Yogyakarta is not just a matter of the stomach or a form of consuming food but has also become a lifestyle for some people. Therefore, the opportunity and great potential in the culinary field in Yogyakarta must be utilized as best as possible.

## 5.2. Recommendations

The culinary business has indeed become a trend among young people recently. Therefore, the culinary business is also considered as a business that will not be timeless. This is due to the need for ideas and innovation in developing a business, therefore it can compete in the market. Besides that, the culinary business also contains opportunities and risks that every business owner must always be ready to face.

In establishing a culinary business, the main goals that must be emphasized are how this business can meet market demand and how this business can become a solution to customer problems in the market, one of which is to provide healthy, clean, hygienic

nutrition, and at a price range that is not burdensome for its customers. The principles that are grown in a business that focuses on providing prosperity and many benefits for customers can help the business continue to grow in the market.

From the business experience that has been faced by the author as a business owner, It is recommended that the next culinary business owner in Yogyakarta make careful planning of all aspects of management and also be ready to make changes if needed to support business continuity.



## REFERENCE

- Alma, B. (2014). *Manajemen Pemasaran dan Pemasaran Jasa*. Bandung: Alfabeta.
- Assauri, S. (2017). *Manajemen Pemasaran: Dasar, Konsep & Strategi cetakan 15*. Jakarta : PT. Raja Grafindo Persada.
- Assauri, S. (2017). *Manajemen Pemasaran: Dasar, Konsep, Strategi Cetakan ke 15*. Jakarta: Rajawali Press.
- Carr, C. T., & Hayes, R. A. (2015). *Social Media: Defining, Developing, and Divining*, *Atlantic Journal of Communication*.
- Chaffey, D., & Ellis-Chadwick, F. (2016). *Digital Marketing: Strategy, Implementation, and Practice 6th Edition* . Pearson .
- Fahmi, I. (2017). *Analisis Keuangan* . Bandung : Alfabeta.
- Fawaid, A. (2017). Pengaruh Digital Marketing System, Terhadap Daya Saing Penjualan Susu Kambing Etawa . *Ekonomi & Perbankan Syariah*, 104-119.
- Ginting, N. (2015). *Manajemen Pemasaran* . Bandung: Yrama Widya.
- Heizer, J., & Render, B. (2015). *Manajemen Operasi : Manajemen Keberlangsungan dan Rantai Pasokan Edisi 11*. Jakarta : Salemba Empat.
- Hermaddin, D. (2017). *Pengaruh Proses Rekrutmen dan Seleksi Terhadap Kinerja Karyawan* . Bandung: Fakultas Bisnis dan Manajemen Universitas Widyatama.
- Hurriyati, R. (2018). *Bauran Pemasaran dan Loyalitas Konsumen* . Bandung : Alfabeta.
- Kafi, R. A. (2022, March 3). *Digital Marketing Menurut Para Ahli dan Manfaatnya bagi Pelaku Bisnis*. Retrieved from Media Mahasiswa Indonesia: <https://mahasiswaindonesia.id/digital-marketing-menurut-para-ahli/>
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Depok: PT. Rajagrafindo Persada.

- Kotler, P., & Armstrong, G. (2017). *Principles of Marketing*. United Kingdom: Pearson.
- Kotler, P., & Armstrong, G. (2018). *Principles of Marketing 17th edition*. London : Pearson Education.
- Kotler, P., & Armstrong, G. (2019). *Principles of Marketing 17th edition*. London : Pearson Education.
- Kotler, P., & Keller, K. (2007). *Manajemen Pemasaran* . Jakarta: PT. Indeks.
- Kotler, P., & Keller, K. (2012). *Manajemen Pemasaran Jilid 1 Edisi ke 12*. Jakarta: Erlangga.
- Kotler, P., & Keller, K. (2015). *Manajemen Pemasaran Edisi 13*. Jakarta: Erlangga.
- Kotler, P., & Keller, K. (2016). *Marketing Managemetn 15th edition*. New Jersey: Pearson Pretice Hall.
- Kotler, P., & Kevin, K. (2016). *Marketing Management 15th edition*. New Jersey: Pearson Pretice Hall.
- Lovelock, C. W. (2011). *Services marketing: people, technology, strategy* . Harlow: Pearson Education .
- Lupiyoadi, R. (2014). *Manajemen Pemasaran Jasa Berbasis Kompetensi Edisi ke 3*. Jakarta: Salemba Empat.
- Malau, H. (2017). *Manajemen Pemasaran. Teori dan Aplikasi Pemasaran Era Tradisional Sampai Era Modernisasi Global*. Bandung : Alfabeta.
- Martani, d. V. (2016). *Akuntansi Keuangan Menengah Berbasis PSAK Edisi 2*. Jakarta : Salemba EMpat.
- McQuillan, D. &. (2015). *Models of internationalization: A business model approach to professional service firm internationalization*.

- Osterwalder, A., Pigneur, Y., Bernada, G., & Smith, A. (2014). *Value Propotion Design*. New Jersey : L John Wiley & Sons, Inc.
- Peter, J. P., & Jerry, C. O. (2013). *Perilaku Konsumen dan Strategi Pemasaran*. Jakarta: Salemba Empat .
- Priansa, D. J. (2017). *Komunikasi Pemasaran Terpadu Pada Era Media Sosial*. Bandung: CV Pustaka Setia.
- Priyati, N. (2016 ). *Pengantar Akuntansi*. Jakarta : PT. Indeks.
- Purnaya, I. G. (2016). *Manajemen Sumber Daya Manusia Edisi 1*. Yogyakarta.
- Purwaji, A. e. (2017). *Pengantar Akuntansi 2 Edisi 2*. Jakarta : Salemba Empat.
- Sanchez-Franco, M., Peral-Peral, B., & Villarejo-Ramos, A. (2014). User's Intrinsic and Extrinsic Drivers to Use a Web Based Educational Environment . *Computers & Education* , 74, 81-97.
- Sembiring, Rasmulia. (2014). *Pengantar Bisnis* . La Goods Publishing.
- Simamora, H. (2015 ). *Manajemen Sumber Daya Manusia* . Bandung : STIE YKPN.
- Sugiono, A., & Untung, E. (2016). *Analisis Laporan Keuangan*. Jakarta : PT. Grasindo.
- Tjiptono, F., & Diana, A. (2020). *Pemasaran*. Yogyakarta: Penerbit ANDI.
- Wheelen, T. L. (2012). *trategic management and business policy : toward global sustainability 13th ed*. Boston: Pearson.
- Yusuf, B. (2015). *Manajemen Sumber Daya Manusia di Lembaga Keuangan Syariah Edisi Cetakan ke 1*. Jakarta: Rajawali Pers.