

**RBK CAFÉ & JOGLO START-UP BUSINESS**

**A FINAL REPORT**



Written by

Naufal Esa Al Ghifari

Student Number: 20313145

**ECONOMIC DEVELOPMENT**  
**INTERNATIONAL UNDERGRADUATE PROGRAM**  
**FACULTY OF BUSINESS AND ECONOMICS**  
**UNIVERSITAS ISLAM INDONESIA**

**2025**

# **RBK CAFÉ & JOGLO START-UP BUSINESS**

## **A FINAL REPORT**

Presented as Partial Fulfillment of the Requirements

to Obtain the Bachelor's Degree in the Economic Development Program



Written by

Name : Naufal Esa Al Ghifari  
Student Number : 20313145  
Study Program : Economics International Program

**ECONOMIC DEVELOPMENT**

**INTERNATIONAL UNDERGRADUATE PROGRAM**

**FACULTY OF BUSINESS AND ECONOMICS**

**UNIVERSITAS ISLAM INDONESIA**

2025

## DECLARATION OF AUTHENTICITY

Here in I declare the originality; I have not presented anyone else's work to obtain my university degree, nor have I presented anyone else's words, ideas or expression without acknowledgment. All quotations are cited and listed in the bibliography of the of Final Assignment of Business Report

If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.

Yogyakarta, 23 August 2025



Handwritten signature of Naufal Esa Al Ghifari in blue ink.

Naufal Esa Al Ghifari

**APPROVAL PAGE**

**RBK CAFÉ & JOGLO START-UP BUSINESS**

Written by

Naufal Esa Al Ghifari

Student Number: 20313145

**Approved By**

Content Advisor



Drs. Awan Setya Dewanta M.Ec.Dev

Yogyakarta, 23 August 2025

Language Advisor



Ruli Hapsari, S.Pd., M.A

Yogyakarta, 30 September 2025

## EXAMINATION REPORT OF FINAL PROJECT/THESIS

Thesis Title:

RBK CAFÉ & JOGLO START-UP BUSINESS

Written by : Naufal Esa Al Ghifari

Student Number : 20313145

This thesis has been defended before the Board of Examiners and declared Passed  
on Wednesday, November 05, 2025

Examiner/Content Advisor : Drs Awan Setya Dewanta, M.Ec.Dev

Examiner : Abdul Hakim, S.E., M.Ec., Ph.D.

Acknowledged by,  
Dean of the Faculty of Business and Economics  
Universitas Islam Indonesia



Prof. Johan Arifin, S.E., M.Si., Ph.D.

## ACKNOWLEDGEMENT

*Assalamu'alaikum Warahmatullahi Wabarakatuh*

Alhamdulillahirabbil'alamin, all praise is due to Allah SWT, for His blessings, grace, and mercy that enabled the author to complete this Business Project Report successfully. The writing of this business project was carried out in order to fulfill one of the requirements to achieve a Bachelor of Economics degree at the Faculty of Business and Economics at Universitas Islam Indonesia.

In the process of preparing this report, the author realizes that the completion of the RBK Café & Joglo Business Project Report would not have been possible without the support, guidance, and assistance from many parties. Therefore, on this occasion, the author would like to express sincere gratitude to:

1. Allah SWT, who has given me the opportunity and ability so that I can complete this final assignment. I hope that what I am doing now will be a blessing from Him.
2. Mr. Abdul Hakim, SE, M.Ec., Ph.D. as Head of the Development Economics Study Program, Undergraduate Program at Universitas Islam Indonesia
3. Mr. Drs. Awan Setya Dewanta M.Ec.Dev. as my advisor lecturer, he provided patience, direct guidance, and offered a lot of input and advice, enabling the author to complete this final report.
4. Mrs. Ruli Hapsari, S.Pd., M.A, as Language Advisor, for providing correction and guidance in improving the quality of language in this report.

5. To my beloved parents and my brother, Mr. Ir Agung Riyadi S.H., M.H., M.M., Mrs. Fatimawati S.H., M.Kn., and Muhammad Axel Gibran, for their unconditional love, prayers, and endless moral and material support.
6. For all my beloved big family, thank you for the support and love that gives the writer the strength to finish this Final Report.
7. Thanks to friends who are in the IP class, they cannot be mentioned one by one. Thank you for your support, help, advice, and encouragement. May Allah always protect you all, Aamiin.
8. All parties that cannot be mentioned one by one, yet whose support has been truly meaningful.
9. The author himself, for striving with persistence, dedication, and determination to complete this project.

Finally, the author hopes that Allah SWT will reward all the kindness of those who have provided support. May this Business Project Report bring benefits and serve as a valuable contribution to the development of knowledge and future business endeavors.

*Wassalamualaikum Warahmatullahi Wabarakatu*

Yogyakarta, 17 September 2025

Naufal Esa Al Ghifari

## TABLE OF CONTENTS

<b>DECLARATION OF AUTHENTICITY .....</b>	<b>iii</b>
<b>APPROVAL PAGE .....</b>	<b>iv</b>
<b>RBK CAFÉ &amp; JOGLO START-UP BUSINESS .....</b>	<b>iv</b>
<b>EXAMINATION REPORT OF FINAL PROJECT/THESIS.....</b>	<b>v</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>vi</b>
<b>TABLE OF CONTENTS.....</b>	<b>viii</b>
<b>LIST OF TABLES .....</b>	<b>xi</b>
<b>LIST OF FIGURES .....</b>	<b>xii</b>
<b>LIST OF APPENDICES .....</b>	<b>xv</b>
<b>ABSTRACT.....</b>	<b>xvi</b>
<b>CHAPTER I: INTRODUCTION.....</b>	<b>- 1 -</b>
1.1 Study Background.....	- 1 -
1.2 Problem Formulation.....	- 2 -
1.3 Research Objectives .....	- 3 -
1.4 Output.....	- 3 -
1.5 Benefits of the research .....	- 4 -
1.6 Systematic Writing.....	- 4 -
<b>CHAPTER II: LITERATURE REVIEW .....</b>	<b>- 6 -</b>
2.1 Blue Ocean Strategy .....	- 6 -
2.2 SWOT Analysis.....	- 8 -
2.3 Marketing Mix 4P Strategy .....	- 10 -
<b>CHAPTER III: BUSINESS PROJECT IMPLEMENTATION</b>	
<b>METHODOLOGY.....</b>	<b>- 14 -</b>
3.1 Business Overview .....	- 14 -

3.1.1 Business Name.....	14 -
3.1.2 Logo, Font Type, and Color Palette.....	15 -
3.1.3 Location.....	17 -
3.1.4 Layout Plan.....	18 -
3.1.5 Packaging Design .....	21 -
3.1.6 Target Market.....	22 -
3.1.7 Percentage of capital .....	23 -
3.2 Idea of Business Activity .....	24 -
3.3 Market Opportunity .....	27 -
3.4 Business Feasibility Analysis .....	28 -
3.5 Blue Canvas Strategy Framework.....	40 -
3.5.1 Action Framework .....	40 -
3.5.2 Strategy Canvas.....	43 -
<b>CHAPTER IV: BUSINESS PROJECT IMPLEMENTATION AND ANALYSIS .....</b>	<b>45 -</b>
4.1 Realization of Business Startup Plans and Schedules.....	45 -
4.1.1 Preliminary Survey and Location Analysis (Dec 2021 – Jan 2022) .....	45 -
4.1.2 Negotiation Process (Feb 2022).....	50 -
4.1.3 Project Budget Planning (Mar – Apr 2022).....	53 -
4.1.4 Building Renovation and Conceptual Design Implementation (Apr – Jun 2022) .....	53 -
4.1.5 Operational and Digital Preparation Phase (May – Jun 2022).....	60 -
4.1.6 Staff Training and Pre-Opening Preparation (Jun – Jul 2022) .....	63 -
4.1.7 Operational Launch and Execution Phase (Jul 2022 – Present) .....	64 -
4.2 Business Startup Budget Realization.....	71 -
4.2.1 Financial Implementation .....	72 -

4.2.2 Business Performance and Marketing.....	- 78 -
4.3 Problem Identification and Solutions.....	- 87 -
<b>CHAPTER V: CONCLUSION AND RECOMMENDATION .....</b>	<b>- 94 -</b>
5.1 Conclusion.....	- 94 -
5.2 Recommendations.....	- 95 -
5.2.1 Researcher’s Reflection and Business Development Plan.....	- 98 -
<b>REFERENCES.....</b>	<b>- 100 -</b>
<b>APPENDICES .....</b>	<b>- 103 -</b>

## LIST OF TABLES

Table 3. 1. SWOT strategy analysis .....	- 32 -
Table 3. 2. Action framework.....	- 43 -
Table 4. 1. Data of location candidates and rental prices.....	- 47 -
Table 4. 2. Payment scheme .....	- 51 -
Table 4. 3. Budget plan.....	- 53 -
Table 4. 4. Creation of RBK social media .....	- 63 -
Table 4. 5. Budget comparison.....	- 72 -
Table 4. 6. Summary of renovation budget allocation.....	- 74 -
Table 4. 7. Marketing cost details.....	- 77 -
Table 4. 8. Training cost details.....	- 77 -
Table 4. 9. Ramadan promo package .....	- 79 -
Table 4. 10. Comparison of Ramadan 2024 vs. 2025 .....	- 79 -

## LIST OF FIGURES

Figure 3. 1. Cafe front view .....	- 15 -
Figure 3. 2. Logo .....	- 15 -
Figure 3. 3. Color palatte and logo .....	- 16 -
Figure 3. 4. Font type.....	- 16 -
Figure 3. 5. Cafe location point.....	- 18 -
Figure 3. 6. Layout site plan.....	- 18 -
Figure 3. 7. Layout equipment.....	- 20 -
Figure 3. 8. Packaging design.....	- 21 -
Figure 3. 9. Cup design.....	- 22 -
Figure 3. 10. Percentage capital.....	- 23 -
Figure 3. 11. Menu book .....	- 26 -
Figure 3. 12. Sertifikat halal .....	- 29 -
Figure 3. 13. Concept RBK .....	- 31 -
Figure 3. 14. Company structure.....	- 37 -
Figure 3. 15. Strategy canvas diagram .....	- 44 -
Figure 4. 1. Photo of the first location.....	- 48 -
Figure 4. 2. Photo of the second location .....	- 48 -
Figure 4. 3. Photo of the third location .....	- 48 -
Figure 4. 4. Photo of the fourth location.....	- 48 -
Figure 4. 5. Photo of the fifth location .....	- 49 -
Figure 4. 6. Photo of the sixth location .....	- 49 -
Figure 4. 7 Negotiation Process .....	- 52 -

Figure 4. 8. Reference of Filosofi Kopi Jogja .....	- 54 -
Figure 4. 9. Reference of Lini kopi.id Surabaya.....	- 54 -
Figure 4. 10. Reference of Grande Bistro Bali.....	- 55 -
Figure 4. 11. Development documentation.....	- 58 -
Figure 4. 12. Development documentation.....	- 59 -
Figure 4. 13. Job vacancy advertisement.....	- 60 -
Figure 4. 14. Search for food and beverage ingredients .....	- 61 -
Figure 4. 15. Google account RBK .....	- 62 -
Figure 4. 16. Google maps RBK.....	- 62 -
Figure 4. 17. Instagram account RBK.....	- 62 -
Figure 4. 18. Tiktok Account RBK .....	- 63 -
Figure 4. 19. Facebook account RBK.....	- 63 -
Figure 4. 20. Banner grand opening .....	- 65 -
Figure 4. 21. Flower arrangement at RBK grand opening.....	- 66 -
Figure 4. 22. Grand opening promotion.....	- 66 -
Figure 4. 23. Instagram Content RBK .....	- 67 -
Figure 4. 24. Promotional posters.....	- 70 -
Figure 4. 25. New menu poster.....	- 71 -
Figure 4. 26. Plant purchase receipt.....	- 75 -
Figure 4. 27. Estimated electricity payment.....	- 76 -
Figure 4. 28. Comparison of Ramadan 2024 vs. 2025 .....	- 80 -
Figure 4. 29. Comparison of event vs no event.....	- 81 -
Figure 4. 30. Instagram Insight .....	- 83 -
Figure 4. 31. Performance and location audience of Ramadan promotions .....	- 84 -

Figure 4. 32. Audience placement and demographics .....	- 85 -
Figure 4. 33. Performance and audience content nobar.....	- 86 -
Figure 4. 34. Poster nobar for Indonesian national team and F1 .....	- 89 -
Figure 4. 35. Shopee and grab online food accounts .....	- 90 -
Figure 4. 36. New employee adaptation.....	- 91 -

## LIST OF APPENDICES

Appendix 1: Concept RBK Cafe & Joglo.....	- 103 -
Appendix 2: Branding Marketing RBK.....	- 103 -
Appendix 3: Location .....	- 104 -
Appendix 4: Layout & Equipment Plan .....	- 104 -
Appendix 5: Packaging Design.....	- 105 -
Appendix 6: Menu Book.....	- 106 -
Appendix 7: Sertifikat Halal.....	- 108 -
Appendix 8: Company Structure.....	- 108 -
Appendix 9: Strategy Canvas Diagram.....	- 108 -
Appendix 10:: Site Survey .....	- 109 -
Appendix 11: Payment Scheme.....	- 110 -
Appendix 12: Negotiation Process .....	- 111 -
Appendix 13: Renovation documentation & Budget Allocation .....	- 111 -
Appendix 14: Job Vacancy.....	- 113 -
Appendix 15: Social Media .....	- 113 -
Appendix 16: Grand Opening.....	- 114 -
Appendix 17: Promotion Poster & New Menu Poster .....	- 115 -
Appendix 18: Budget Comparison .....	- 116 -
Appendix 19: Poster Nobar.....	- 117 -
Appendix 20: Online Food Account.....	- 117 -

## **ABSTRACT**

The culinary industry in Indonesia has experienced rapid growth, particularly in Yogyakarta, which is known both as a student city and popular tourist destination. Capitalizing on this opportunity, the author established RBK Café & Joglo, a café that integrates traditional Joglo architectural design with a modern industrial style. This distinctive concept was chosen to create a unique atmosphere tailored to its target market, which includes students, young people, families, and tourists. Located in the strategic Seturan area, RBK Café & Joglo seeks to provide a comfortable space for customers to relax, study, and socialize. This study addresses key questions regarding how RBK Café & Joglo develops competitive advantages, overcomes operational challenges, and implements effective marketing strategies to increase revenue. To analyze these aspects, the research applies the Blue Ocean Strategy, SWOT Analysis, and the 4Ps Marketing Mix framework. The findings reveal that RBK Café & Joglo successfully created a new market space by offering a differentiated concept, fostering social interactions through events such as communal match screenings, and focusing on best-selling menu items to reduce customer confusion.

Keywords: RBK Café & Joglo, Blue Ocean Strategy, SWOT Analysis, Marketing Mix 4P, Business Startup, Yogyakarta Café

## ABSTRACT

Industri kuliner di Indonesia semakin berkembang pesat, khususnya di kota Yogyakarta yang dikenal sebagai kota pelajar dan destinasi wisata. Melihat peluang tersebut, penulis memiliki ide untuk merintis bisnis RBK Café & Joglo, sebuah café yang mengusung konsep perpaduan desain tradisional Joglo dengan nuansa industrial modern. Konsep ini dipilih untuk menghadirkan suasana unik dan berbeda bagi target pasar utama yaitu mahasiswa, anak muda, keluarga, hingga wisatawan. Berlokasi di kawasan Seturan yang strategis, RBK Café & Joglo diharapkan mampu menjadi pilihan bagi konsumen yang mencari tempat nyaman untuk bersantai, belajar, maupun berkumpul. Permasalahan utama yang diangkat adalah bagaimana RBK Café & Joglo membangun keunggulan kompetitif, mengatasi tantangan operasional, serta menerapkan strategi pemasaran yang tepat untuk meningkatkan pendapatan. Untuk menjawab permasalahan tersebut, digunakan pendekatan *Blue Ocean Strategy*, *SWOT Analysis*, dan *Marketing Mix 4P Strategy*. Hasil perintisan menunjukkan bahwa RBK Café & Joglo berhasil menciptakan ruang pasar baru dengan menawarkan diferensiasi konsep, menghadirkan interaksi sosial melalui event seperti nonton bareng, serta fokus pada menu andalan untuk mengurangi kebingungan pelanggan.

Kata Kunci: RBK Café & Joglo, Strategi Samudra Biru, Analisis SWOT, Marketing Mix 4P, Perintisan Bisnis, Café Yogyakarta

# CHAPTER I

## INTRODUCTION

### 1.1 Study Background

Yogyakarta is one of the most attractive cities in Indonesia. Geographically situated in the center of Java Island, the region holds a strategically advantageous position. Widely recognized as both a City of Students and a cultural hub, Yogyakarta has become one of the most popular tourist destinations in Indonesia. The presence of numerous universities attracts people not only from across Indonesia but also from abroad.

The large population of students and tourists in Yogyakarta has created significant economic opportunities, encouraging local communities to establish various businesses, particularly in the food and beverage (F&B) sector. Over the past few years, the number of F&B businesses in Yogyakarta has grown significantly, ranging from restaurants and food courts to coffee shops.

A coffee shop is generally defined as a place that sells a variety of coffee beverages, ranging from traditional to modern variations, often enhanced with distinctive flavors and additional toppings (Adhitya, 2021). Febrianti (2022) further describes a coffee shop a commercial business that offers a variety of beverages and light snacks at relatively affordable prices, typically served in an informal atmosphere without strict service protocols. In Yogyakarta, coffee shops have evolved beyond being mere places to relax; they now serve as venues for creative activities such as art and photography exhibitions, cultural discussions, and live music performances. This trend highlights a shift in the role of coffee shops within the urban social structure,

positioning them as part of the creative economy ecosystem while simultaneously supporting cultural tourism (Widodo & Anggraini, 2024).

One of the players in Yogyakarta's culinary industry is RBK Café & Joglo, located in the Seturan area, a metropolitan zone in Yogyakarta. The café integrates traditional Javanese joglo architecture with elements of modern industrial design, creating a distinctive concept that distinguishes it from other establishments. Since its establishment in 2022, RBK Café & Joglo has offered a diverse menu of food and beverages at affordable prices, ranging from main courses and snacks to desserts, coffee, tea, and milkshakes.

RBK Café & Joglo targets a broad market segment, including students, workers and tourists. With its unique concept and comprehensive facilities, the café has become an attractive destination for social gathering, studying, and relaxing. This distinctive market positioning provides RBK Café & Joglo with significant growth potential within Yogyakarta's competitive culinary industry. However, to fully maximize this potential and enhance revenue, the implementation of effective and innovative strategies is essential. Therefore, this study examines RBK Café & Joglo as a case study to analyze and apply relevant business strategies.

## **1.2 Problem Formulation**

Based on the study background, a few research problems are formulated as follows

1. What are the unique characteristics and competitive advantages of RBK Café & Joglo compared to other cafés?

2. What are the main challenges faced by RBK Café & Joglo during its establishment and operational phases, and how can these challenges be addressed?
3. What marketing strategies and plans are implemented by RBK Café and Joglo to revenue generation?

### **1.3 Research Objectives**

Having formulated the research problems, there are three research objectives to be achieved.

1. To identify the uniqueness and attractiveness of RBK Café & Joglo as a differentiation strategy compared to other local café competitors.
2. To analyze the challenges encountered during the establishment, operational preparation, and ongoing business activities, as well as to evaluate the solutions implemented.
3. To formulate effective marketing strategies and plans aimed at increasing brand awareness, attracting customers, and enhancing revenue.

### **1.4 Output**

1. Identification of the unique features and strengths of RBK Café & Joglo's concept.
2. Analysis of challenges during the establishment and operational phases that affect the revenue of RBK Cafe & Joglo
3. Evaluate the effectiveness of the marketing and revenue development strategies and plans used by RBK Café & Joglo.

## **1.5 Benefits of the research**

- a. For the author: To fulfill thesis assignments and deepen knowledge in business management, marketing strategies, budget planning, and decision making that is responsive to various problems by strengthening strategic, evaluative, and problem-solving skills.
- b. For RBK Cafe & Joglo: This research can serve as a reference for internal evaluation to improve business management, increase competitiveness, and provide guidance for long-term development strategies.
- c. For academics and practitioners: This research provides insights for academics into the dynamics and trends of the café industry in Yogyakarta, particularly regarding how a café business can be developed gradually with limited resources, and how adaptation to market dynamics is essential for sustainability. Furthermore, this study serves as a practical reference for individuals seeking a deeper understanding of café business management.

## **1.6 Systematic Writing**

The structure of this final report is organized as follows:

1. Chapter I: Introduction presents the study background of the problem, problem formulation, research objectives, output, benefits of research, and systematic writing.
2. Chapter II: Literature Review discusses Blue Ocean Strategy, SWOT Analysis & Marketing Mix 4P Strategy
3. Chapter III: Business Project Implementation Methodology – provides a general description of the business, including the business concept, market

opportunities, feasibility analysis, and the application of the blue canvas strategy framework.

4. Chapter IV: Business Project Implementation and Analysis – elaborates on the execution of business startup plans and schedules, the realization of the startup budget, the identification of problems and the solutions implemented.
5. Chapter V: Conclusions and Recommendations - presents the conclusions of the business project research and provides recommendations based on the experiences gained, offering insights for the improvement of future implementation processes.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Blue Ocean Strategy**

The Blue Ocean Strategy (BOS) is a business strategy that focuses on creating uncontested market space, thereby rendering competition irrelevant (Chan Kim & Mauborgne 2015). In the business world, succeeding in the “red ocean” – where companies compete within established markets - remains important. Hamel & Prahalad (1994) argue that competing for market share in a contracting market may be necessary, but when supply exceeds demand in most industries, such competition is no longer sufficient to achieve superior performance (Chadiq 2009). In contrast, the “blue ocean” emphasizes the creation of new demand rather than fighting over the existing market share. This results in the size of the market and the demand that are unlimited. Entering the blue ocean requires creativity and imagination to develop innovative products, services, and business models. Within this space, companies set their own rules, create their own markets, and make competition and competitors irrelevant because new rules of the game will be formed (Sapudin et al., 2017).

This strategy enables companies to move beyond the “red ocean”, or what is commonly referred to as a highly competitive business environment, by developing new innovations and creating new market spaces where competitors do yet exist. In this way, businesses position themselves as pioneers, thereby avoiding intense competition (Ratnasari et al., 2016). In the context coffee shop, many factors determine whether a business can outperform its competitors, one of which is the implementation of an effective strategy. The Blue Ocean Strategy (BOS) is a strategy

that applies market space control or emphasizes the domination of uncontested market spaces, thereby creating irrelevant competition (Kim & Mauborone, 2015). By entering such a market space, companies gain substantial opportunities to generate higher profits while establishing a distinctive competitive edge (Dehkordi & Rezvani, 2012).

The blue ocean strategy is a strategy for winning the market by redefining the industry, thereby creating new understanding perspectives. It is grounded in the concept of value innovation, which distinguishes it from the red ocean strategy, which is the opposite of the blue ocean strategy. In the Red Ocean concept, companies compete aggressively to reach existing customers, often at the cost of engaging in fierce competition. Such competition typically results in trade-offs between profit margins and growth potential. Companies/institutions operating within this environment face limited opportunities to achieve sustainable success as they are frequently drawn into destructive price wars (Chan Kim & Mauborgne 2005).

According to Kim and Mauborgne (2006, p.37), large and successful companies are those that have successfully developed a blue ocean strategy and left the red ocean behind. To escape the Red Ocean – where competition is fierce – and to create and capture Blue Oceans in uncontested market spaces, businesses must make competition irrelevant. This requires an analytical framework that supports value innovation and facilitates the creation of Blue Oceans. The analytical framework used for this purpose is the strategy canvas.

Kim and Mauborgne (2006, p.47) explain that the strategy canvas is a framework for action and diagnosis in the formation of a good blue ocean strategy. It provides insights into the key factors that drive competition within an industry and presents these dynamics through a graphical representation known the value curve.

The function of the strategy canvas is to capture the current situation in the market by summarizing the factors on which competition is based – whether in terms of products, services, or delivery - and by illustrating what consumers actually receive from existing competitive offerings. Thus, the strategy canvas enables businesses to understand the present competitive landscape and identify opportunities for differentiation and value innovation.

Hamdani (2018) argued that in the application of Blue Ocean Strategy, there are four key actions, namely:

1. Eliminate, which is to remove elements that provide no value to the product.
2. Reduce, which is reducing elements that hold some value but are not essential in large quantities
3. Raise, which is enhancing elements that serve as the product's strengths, elevating them above existing industry standards.
4. Create, which is introducing new elements that have never previously existed in the industry.

## **2.2 SWOT Analysis**

SWOT analysis is an analysis of an organization's internal and external environment. The purpose of this analysis is to identify an organization's internal strengths that can be leveraged to capitalize on external opportunities, while also addressing internal weaknesses to minimize exposure to external threats. According to Valentin (2001), SWOT analysis is a conventional method for determining the most effective approach to achieving strategic alignment. Undoubtedly, it remains a useful tool in business strategy as it allows decision makers to systematically evaluate

important elements of their organizational environment and structure their strategic thinking more effectively.

Albert Humphrey, who led research at Stanford University in the 1960s and 1970s, developed the SWOT analysis technique using data collected from Fortune 500 companies. SWOT analysis an acronym for Strengths, Weaknesses, Opportunities, and Threats - is a strategic planning tool designed to evaluate the internal and external factors that influence a project, venture, or organizational decision. Its primary function is to support goal achievement by identifying strengths to be leveraged, weaknesses to be addressed, opportunities to be pursued, and threats to be mitigated. In practice, SWOT analysis involves continuous monitoring of the internal and external environment of an individual or organization (Wang, K. C., 2007).

In every SWOT analysis, the goal is to identify the most important internal and external factors for achieving objectives.

1. Internal factors consist of an organization's internal strengths and weaknesses.

These elements are further analyzed through the SWOT model matrix, which can generate strategic options such as growth, harvesting, storage, and transformation.

2. External factors encompass opportunities and threats arising from the external environment

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) matrix is very useful for formulating strategic options based on four different factors. This matrix illustrates how a company can align external opportunities and threats with its internal strengths and weaknesses to create four possible strategic alternatives. This matrix consists of four strategies:

1. The SO strategy (Strengths – Opportunities) focuses on how to use the strengths of the business to take advantage of opportunities.
2. The ST strategy (Strengths – Threats) seeks to leverage the strengths of the company to avoid potential threats.
3. The WO strategy (Weaknesses – Opportunities) seeks to eliminate the weaknesses of the company to open up new opportunities.
4. The WT strategy (Weaknesses – Threats) is essentially defensive and focuses primarily on minimizing potential losses.

SWOT analysis plays a crucial role in identifying and examining the internal conditions of a coffee shop business namely its strengths and weaknesses, as well as external conditions such as opportunities and threats. These factors can have either a positive or negative impact on the company's business (Namugenyi et al., 2019). By applying SWOT analysis strategies, businesses can gain a thorough understanding of market conditions. This ensures that the strategies developed not only provide benefits but also prepare business actors to anticipate and manage potential risks in the future (Budiman et al., 2018).

### **2.3 Marketing Mix 4P Strategy**

The marketing mix is one of the key concepts in modern marketing. It refers to the decisions made in relation to the 4Ps: product, price, promotion, and place (distribution) (McCarthy, 1968). Kotler and Armstrong (1996) further define the marketing mix as a set of marketing tools that work together to affect the marketplace. The most fundamental thing in determining an effective marketing mix strategy is to clearly define the target market. Although the target market is not part of the marketing

mix, it plays an important role in shaping the approach to each component of the marketing mix. In essence, the target market becomes the focus of all marketing mix activities.

#### 1. Product

Products are the central point of marketing activities, as all other aspects of the marketing mix exist to support product marketing. Products are the most important element because they reflect the company's efforts to meet consumer needs and desires. According to Sumarni and Soeprihanto (2010), a product is anything that can be offered in the market to gain attention, generate demand, encourage use, or enable consumption to satisfy consumer wants or needs. Decisions related to product formulation involve careful consideration of several factors, namely service, quality, product variety, brand identity, and product superiority.

#### 2. Price

According to Sumarni and Soeprihanto (2010), price is the amount of money (plus some products, if possible) needed to obtain a combination of goods and services. Once the manufactured product is ready to be marketed, the company will determine the price of the product. Pricing plays a crucial role in determining the success of product marketing, as it directly influences consumer purchasing decisions. Furthermore, pricing policy is implemented at various institutional levels, including producers, wholesalers, and retailers. There are four methods for determining prices, namely:

- a) Discriminatory pricing / flexible pricing, which is selling products at two or more different price levels.
- b) Backward pricing, which is market-based pricing by determining prices based on what consumers want to buy.
- c) Market penetration pricing, which aims to rapidly build market share by setting prices lower than those of competitors.
- d) Skimming price, which is a method used when product supply is limited, such as a food product that is produced in limited quantities because it uses high-quality, innovative ingredients and is packaged in a different and attractive way.

### 3. Promotion

According to Tjiptono (2008), promotion is essentially a form of marketing communication. Marketing communication refers to activities aimed at disseminating information, influencing/persuading, and reminding the target market about the company and its products with the ultimate goal of encouraging acceptance, purchase, and loyalty to the products offered. Promotion and products cannot be separated as they mutually support one another for successful marketing. The following are several promotional activities commonly used to increase sales:

- a) Advertising, the dissemination of information about goods and services through various media, such as print, electronic media, posters, banners, and other advertising channels.

- b) Personal selling, which is a conversation between one or more sales representatives and potential customers with the aim of making a sale.
- c) Sales promotion, which involves encouraging customers to make purchases by offering incentives such as gifts, raffles, or discounts.
- d) Publicity, efforts aimed at building and maintaining a positive image of the company among the public. Through publicity, companies can shape a favorable perception, strengthen brand reputation, and counteract any negative information that may arise.

#### 4. Place

Place in the marketing mix refers to the distribution channel through which products are distributed to consumers. To reach a broader audience, place as a product distribution channel plays a crucial role in ensuring product availability. According to Sumarni and Soeprihanto (2010), a distribution channel is a channel used by producers to distribute products from producers to end consumers or user industries. Prior to marketing their products, producers must first plan the distribution pattern that will be implemented.

## CHAPTER III

### BUSINESS PROJECT IMPLEMENTATION METHODOLOGY

#### 3.1 Business Overview

##### 3.1.1 Business Name

The name of a business is crucial when starting an enterprise, as it allows the product or brand to be widely recognized by the public. The owner chose the name RBK Café & Joglo for the following reasons:

- a) RBK: An abbreviation of *Roti Bakar Kemang*, a café/restaurant located in Jakarta that has been operating since 2014. Initially, *Roti Bakar Kemang* was only a modest street food stall, but it quickly gained popularity among young people due to its affordable prices, delicious food, and comfortable atmosphere. By adopting the name *Roti Bakar Kemang (RBK)*, it is expected that the brand will be more easily recognized in Yogyakarta and attract a larger market by leveraging the popularity it has already established in Jakarta.
- b) Café According to Marsum (2005), a café is a place that serves food and beverages, often in the form of light meals or fast food, within a relaxed and informal atmosphere. A café typically provides both indoor and outdoor seating, offering a comfortable environment for its visitors.
- c) Joglo: Joglo is a traditional Javanese house characterized by its distinctive roof structure and spacious interior. It serves as a cultural symbol and a representation of Javanese heritage, frequently used for special occasions such as weddings, ceremonies, and cultural events. Incorporating Joglo into the

business name adds unique cultural value and becomes a distinguishing feature of RBK Café & Joglo.



Figure 3. 1. Cafe front view

### 3.1.2 Logo, Font Type, and Color Palette

Here is the logo, font type, and color palette used by RBK Café & Joglo:



Figure 3. 2. Logo



Figure 3. 3. Color palette and logo



Figure 3. 4. Font type

### **3.1.3 Location**

RBK Café & Joglo is located at Jl. Selokan Mataram No. 8, Kledokan, Caturtunggal, Depok District, Sleman Regency, Special Region of Yogyakarta. It is situated in the Seturan area, a strategic zone within Yogyakarta's metropolitan region. The location is surrounded by major activity hubs and is not far from several well-known universities, such as Universitas Pembangunan Nasional, Universitas Atma Jaya, Universitas Gadjah Mada, Universitas Sanata Dharma, Universitas Negeri Yogyakarta, and Faculty of Business and Economics Universitas Islam Indonesia. This makes the area vibrant with students, professionals, and tourists.

However, despite being in a metropolitan area, RBK Café & Joglo is located slightly off the main bustling street. This positioning creates a unique challenge due to its relatively limited accessibility for pedestrians and casual visitors who usually flow through the main crowd. Such a challenge requires careful strategies in attracting customers, whether through branding, digital promotion, or offering distinctive services that differentiate RBK Café & Joglo from competitors in busier areas.



Figure 3. 5. Cafe location point

### 3.1.4 Layout Plan

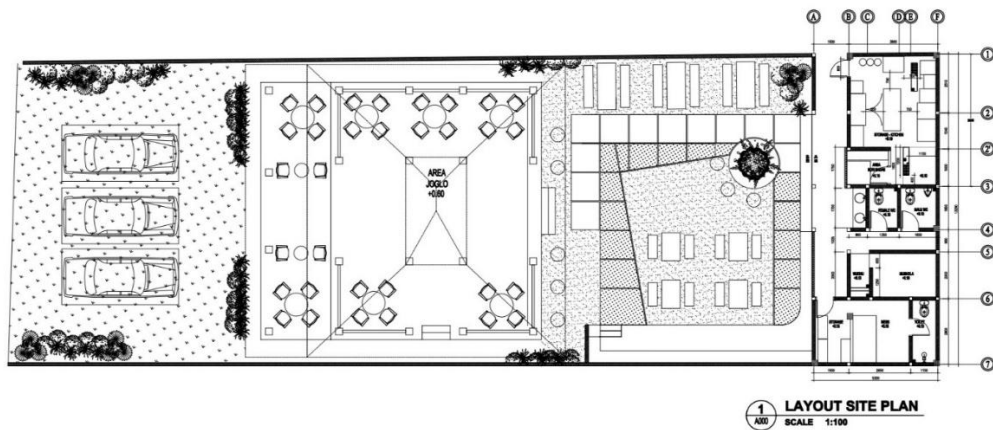


Figure 3. 6. Layout site plan

This floor plan represents the initial design for the construction of RBK Café & Joglo, drawn to a scale of 1:100, meaning that every 1 cm on the drawing corresponds to 100 cm in actual size. The plan illustrates the different areas provided. The description of each area is as follows:

- a) Parking Area: Located on the left side, this space is designated for vehicle parking.
- b) Joglo Area: This area is planned to include the bar, along with tables and chairs arranged around the joglo structure.
- c) Outdoor/Garden Area: This section was converted from a previous building and redesigned into a modern industrial-style outdoor space. At its center, a *ketapang kencana* tree was planted as the focal point, providing shade and enhancing the ambiance. Surrounding the tree are tables, chairs, and concrete seating steps. Additionally, the area is equipped with multiple power outlets around the seating and beneath the tables, facilitating the use of laptops and other devices.
- d) Back Building Area: Located on the right side, this area was also repurposed from a previous structure and redeveloped to house the kitchen, toilets, prayer room (*musholla*), storage, and staff dormitory.

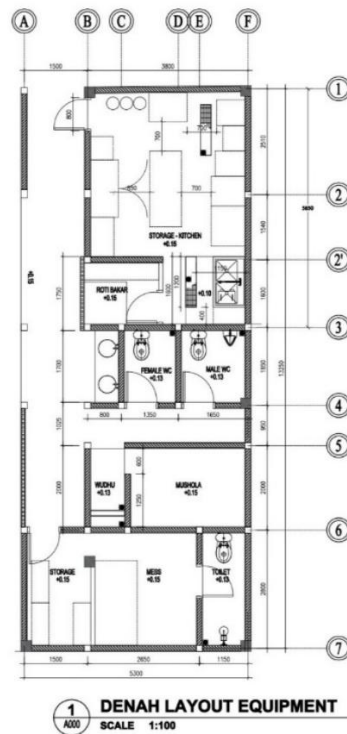


Figure 3. 7. Layout equipment

This layout plan represents the equipment layout of RBK Café & Joglo, drawn to a scale of 1:100. The following is the description of the layout:

- a) Kitchen & Kitchen Storage Area: Located at the top of the drawing, this section is designated for the kitchen and storage of raw materials. It is equipped with an exhaust system, a high-pressure stove, a four-burner low-pressure stove, a griddle stove, a dishwashing sink, a refrigerator, and a freezer.
- b) Roti Bakar (Grilled Bread) Area: This area is designated for the preparation and grilling of *roti bakar*.
- c) Bathroom Sink & Toilet Area: This section provides a bathroom sink and two toilets for visitors.

- d) Prayer Room (*Musholla*) & Ablution Area: This space is designated as a prayer room and ablution area for visitors.
- e) Storage Area: This area is used for storing additional raw materials.
- f) Employee Dormitory & Staff Toilet: Located at the bottom of the drawing, this multifunctional space is intended for various purposes, including an employee resting area and a dedicated toilet/bathroom for staff.

### 3.1.5 Packaging Design

The packaging reflects a strong brand identity with a modern design, while also maintaining its functional purpose as a food container.

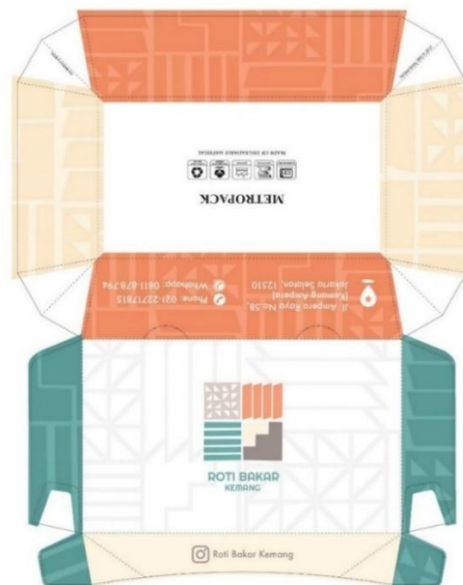


Figure 3. 8. Packaging design



Figure 3. 9. Cup design

The beverage cup design is simple yet effective in communicating RBK's brand identity, with a focus on functionality and visual clarity.

### 3.1.6 Target Market

RBK Café & Joglo targets several market segments, including:

- a) Students: Given the large number of universities and educational institutions in Yogyakarta, students are the primary target market. They often seek a comfortable place to study, complete assignments, or simply relax.
- b) Office Workers and Young Professionals: RBK Café & Joglo also targets office employees and young professionals who require a venue for meetings, work, or unwinding after working hours.
- c) Families: Families are also part of RBK Café & Joglo's target market, as the café provides a comfortable dining area while offering high-quality food and beverages with rich flavors.

- d) Tourists: As Yogyakarta is one of the most popular tourist destinations in Indonesia, the café's unique and attractive joglo design appeals to tourists seeking an authentic Javanese traditional atmosphere.

### 3.1.7 Percentage of capital

RBK Cafe & Joglo's business capital is divided among three shareholders with the following proportions:

- a) Naufal Esa Al Ghifari: Holds the largest share of capital, namely 38% of the total capital and acts as the majority shareholder
- b) Yuliawati: Holds a 36% stake in the total capital and acts as the second largest shareholder
- c) Mochamad Fardiansyah: Holds a 26% stake in the total capital, making it the shareholder with the smallest stake

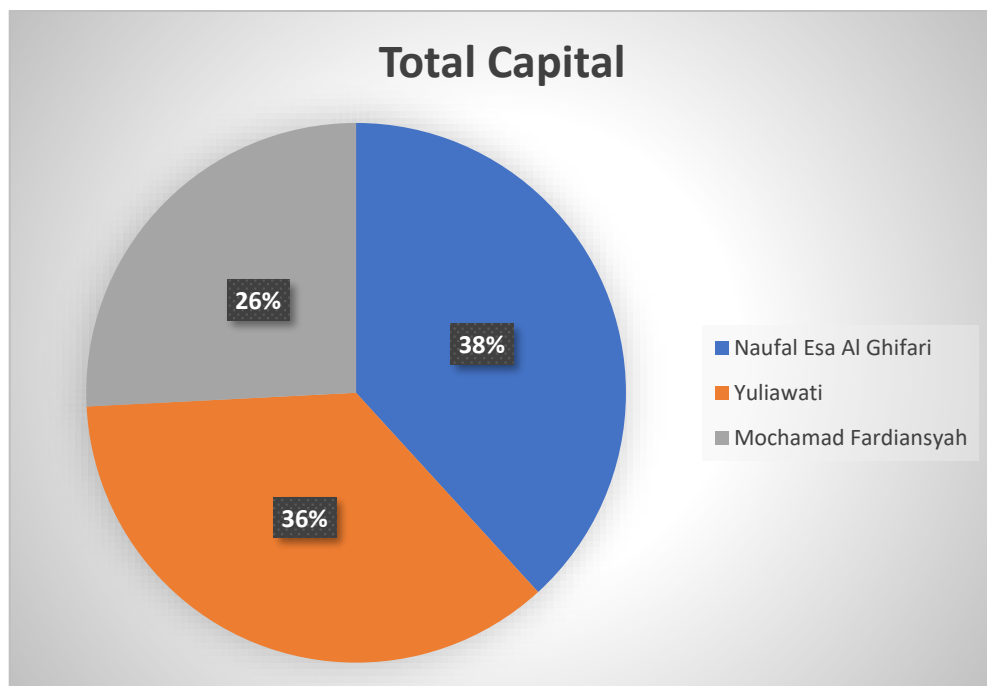


Figure 3. 10. Percentage capital

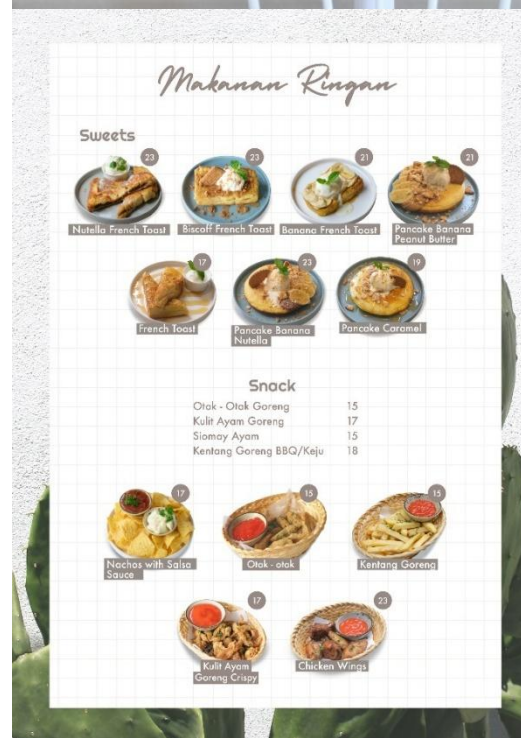
### 3.2 Idea of Business Activity

Yogyakarta was chosen as the location for this business because the city is widely known as the city of students, tourism, and culture, which consistently attracts new visitors and residents every year. This aligns with our main target markets, namely students, office workers, families, and tourists.

RBK Café & Joglo is one of the cafés in Yogyakarta with a unique concept that blends modern design while maintaining traditional elements. It combines the distinctive Javanese *joglo* architectural style with an industrial concept. RBK Café & Joglo is designed with two main areas: the first is an authentic *joglo* building supported by modern lighting to create a warm yet traditional atmosphere, accommodating up to 50 people. On the other hand, RBK Café & Joglo also provides an industrial-style outdoor area that gives a modern and contemporary impression. Located behind the main building, this outdoor space can accommodate up to 70 people.

Since its establishment in 2022, RBK Café & Joglo has offered a diverse menu to cater to a wide range of customer preferences. The menu ranges from toast and grilled bananas with various delicious flavors to hearty main courses. Popular main dishes include “*Nasi Goreng, Mie Goreng/Mie Rebus, Kwetiaw Goreng/Rebus, Nasi Gila, Nasi Ayam Lengkuas, Ayam Geprek, Nasi Kulit Daun Jeruk, Nasi Dori Sambal Matah, and Fish & Chip*” as well as various pasta dishes. For lighter options, the café provides a variety of snacks and instant noodles while dessert lovers can enjoy indulgent choices such as Nutella French toast, Biscoff French toast, banana French toast, and a wide selection of pancakes. For beverages, RBK Café & Joglo serves an extensive selection of beverages for its customers, including teas, coffees, and refreshing milkshakes. With

this diverse menu, RBK Café & Joglo is committed to delighting its customers with delicious and high-quality dishes.



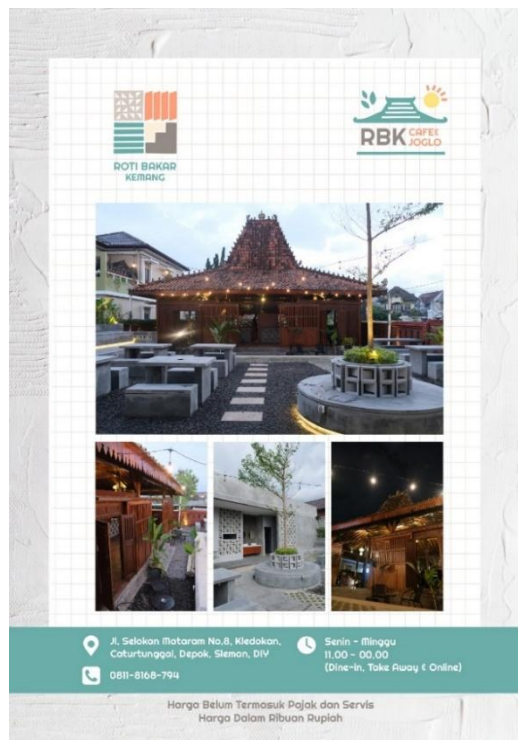
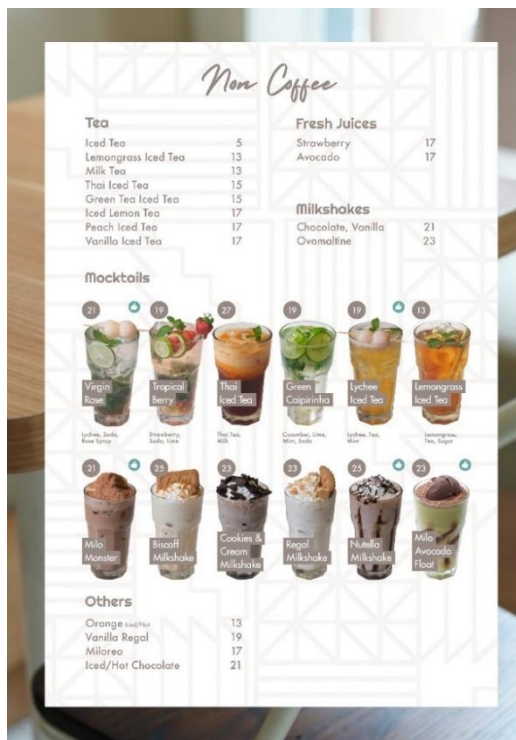
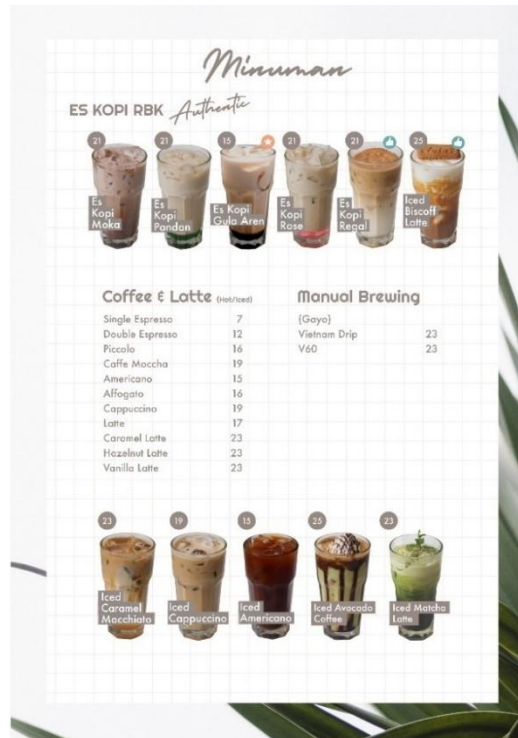


Figure 3. 11. Menu book

### **3.3 Market Opportunity**

In the increasingly competitive culinary industry, RBK Café & Joglo emerges with significant and promising market potential, particularly due to its location in the Seturan area of Yogyakarta - one of the city's hubs for students, young people, and creative communities. This area is surrounded by several prestigious universities such as Atma Jaya University, Mercu Buana University, and Duta Wacana Christian University, generating a high flow of traffic from the youth and student segments on a daily basis.

As a café that combines the distinctive Joglo ambiance with an industrial concept, RBK presents an appealing alternative for consumers seeking a unique dining experience. One of RBK's strengths lies in its ability to attract a wide range of market segments, from young people to families. Millennials and Gen Z, who make up a large portion of Yogyakarta's population, are drawn to RBK's concept, which offers a comfortable space for socializing, studying, or simply relaxing. At the same time, families represent another potential market, as RBK provides a cozy dining atmosphere along with high-quality food and beverages.

Additionally, RBK Café & Joglo's menu is positioned at a relatively affordable price point compared to similar competitors. This affordability, combined with premium-quality offerings creates a strong value proposition. By delivering quality products and memorable dining experiences at accessible prices, RBK strengthens its appeal to cost-conscious yet experience-driven consumers.

The increasing use of food delivery services through digital platforms such as ShopeeFood and GrabFood further expands RBK's market reach. This allows the business to serve not only dine-in customers but also those who prefer the

convenience of online services. Such integration represents a significant growth opportunity, particularly in the post-pandemic era, where flexibility and convenience have become top consumer priorities.

### **3.4 Business Feasibility Analysis**

According to Husein Umar (2012:7), a business feasibility study is an activity that involves an in-depth examination of a business or enterprise to be established, with the aim of determining whether the business is feasible to run. Kasmir and Jakfar (2003:37) further emphasize that to assess the feasibility of a business or enterprise, it must be evaluated from various aspects, each of which has specific standards that are assessed comprehensively. The aspects considered in a business feasibility study include:

a) Legal Aspect

Halal Certification: RBK Café & Joglo has fulfilled various legal requirements necessary to operate a culinary business in Indonesia. As a form of commitment to product quality and safety, RBK has successfully obtained an official Halal Certificate from the *Majelis Ulama Indonesia (MUI)*. This certification assures consumers, especially the Muslim community, that all ingredients, production processes, and food served at RBK comply with the halal standards set by MUI.



Figure 3. 12. Sertifikat halal

b) Market Aspect

RBK Café & Joglo is located in the Seturan area of Yogyakarta, a densely populated district dominated by students and various groups of young people. The local lifestyle, which is closely associated with hanging out, working from cafés, and a preference for aesthetic yet comfortable places, positions RBK as a business with a potential target market.

To strengthen this, a SWOT approach is used. The following table summarizes the SWOT analysis of RBK Café & Joglo:

<b>Strengths:</b>	<b>Weaknesses:</b>
<p>1) <b>Yogyakarta as a Student and Cultural City:</b> Yogyakarta is a popular tourist destination in Indonesia. This creates a huge opportunity for cafés in the region.</p> <p>2) <b>F&amp;B Sector as a Primary Need:</b> Food and beverages represent essential daily necessities, ensuring continuous demand within the market</p> <p>3) <b>Relatively Affordable Prices:</b> RBK Café &amp; Joglo provides more affordable prices compared to its competitors.</p> <p>4) <b>Unique Concept:</b> RBK Café &amp; Joglo is one of the few cafés in Yogyakarta with a unique concept, combining the traditional Javanese <i>joglo</i> architecture with an industrial</p>	<p>1) <b>Limited Resources:</b> similar to other businesses, RBK Café &amp; Joglo faces limitations in capital, human resources, and high-quality raw materials.</p> <p>2) <b>Limited Marketing Budget:</b> In addition to limited resources, RBK Café &amp; Joglo also has a restricted marketing budget, which makes it more challenging to reach potential customers effectively.</p> <p>3) <b>Difficulty in Maintaining Consistency:</b> Ensuring consistent quality in food and beverages can be a challenge for RBK Café &amp; Joglo.</p>

style. This concept is one of a kind in Yogyakarta



Figure 3. 13. Concept RBK

- 5) **Varied Menu:** RBK Café & Joglo offers a wide variety of menu options, ranging from main courses, snacks, and desserts to tea, coffee, and milkshakes.
- 6) **Comfortable Ambience:** The cafe offers a cozy atmosphere suitable for relaxing, socializing, or working.
- 7) **Relatively Low Operational Costs:** Compared to other regions in Indonesia, Yogyakarta has a lower

<p>cost of living, which allows RBK Café &amp; Joglo to maintain relatively low operational expenses.</p>	
<p style="text-align: center;"><b>Opportunities:</b></p> <p>1) <b>Expansion into New Markets:</b> RBK Café &amp; Joglo has the potential to broaden its market reach by leveraging online delivery platforms or by opening new branches in strategic locations.</p> <p>2) <b>Hosting Innovative Events and Services:</b> The cafe can organize creative events or services such as live music performances, movie screenings, or coffee education classes.</p> <p>3) <b>Digital Marketing:</b> Utilizing social media and digital platforms for promotion and customer engagement can enhance visibility and sales.</p>	<p style="text-align: center;"><b>Threats:</b></p> <p>1) <b>Intensifying Competition:</b> The rapid growth of cafés in Yogyakarta has intensified competition, posing a challenge for RBK Café &amp; Joglo in both attracting customers and building brand awareness.</p> <p>2) <b>Competition from Large Franchises:</b> The presence of major coffee chains and international franchises in Yogyakarta, such as Starbucks, Fore Coffee, and Kopi Kenangan, presents a significant threat to smaller local cafés like RBK Café &amp; Joglo.</p>

Table 3. 1. SWOT strategy analysis

c) Strategy and Marketing Aspect

According to Sunyoto (2014:32), marketing is the management of business activities intended to design, determine pricing, promote, and deliver appropriate products that meet consumer needs while enabling the company to achieve its target market and goals. RBK Café & Joglo implements adaptive promotional strategies through digital and community-based approaches. Promotions are carried out via social media, collaborations with local Key Opinion Leaders (KOL) ranging from micro to mid-level influencers, as well as organizing events such as live music and movie screenings all of which foster stronger emotional engagement with customers.

- 1) Product: Roti Bakar Kemang Yogyakarta offers a unique blend of traditional and modern design elements, creating an attractive and distinctive atmosphere. The menu offers a wide variety of options, ranging from coffee and non-coffee beverages, appetizers, main courses, and desserts, ensuring that customers have diverse choices to suit their preferences.
- 2) Price: Roti Bakar Kemang Yogyakarta adopts a competitive pricing strategy by offering attractive prices aligned with the local market while highlighting the café's unique value proposition. Prices are specifically tailored to the student segment, with food items ranging from IDR 14,000 to IDR 29,000 and beverages priced between IDR 5,000 and IDR 25,000.

- 3) Place: RBK Café & Joglo is located at Jl. Selokan Mataram No.8, Kledokan, Caturtunggal, Depok, Sleman, Yogyakarta Special Region, in the Seturan area - a strategic metropolitan hub in Yogyakarta. Its proximity to major activity centers and prominent universities such as Universitas Pembangunan Nasional, Universitas Atma Jaya, Universitas Gadjah Mada, Universitas Sanata Dharma, and Universitas Negeri Yogyakarta ensures high accessibility for students, professionals, and tourists, serving as a key factor in its marketing success.
- 4) Promotion: Roti Bakar Kemang Yogyakarta implements a strong marketing strategy leveraging social media platforms such as Instagram and Tiktok to capture the attention of its target audience. By showcasing the café's unique atmosphere and menu offerings, as well as promoting special events and exclusive deals, social media enhances brand visibility and customer engagement. Collaborations with local influencers further boost credibility and extend market reach. Promotional campaigns, such as Happy Iftar, sports event promotions (e.g., World Cup), bundling packages, and National Day promotions, are designed to attract new customers while fostering loyalty among existing patrons. Additionally, hosting live music and broadcasting football matches draws diverse customer groups, further strengthening the café's appeal.

d) Financial Aspect

RBK Café & Joglo adopts a flexible and adaptive financial management approach to ensure operational stability from its inception through its development phase. The budgeting plan is carefully structured, covering the following key components:

- 1) Rent (Lease Agreement): A long-term contract of 10 years has been secured. The payment system is structured annually rather than upfront in full, providing highly beneficial cash flow flexibility for RBK Café & Joglo. This scheme allows the company to allocate funds more efficiently for construction and initial operations without being burdened by a large upfront rental cost.
- 2) Building Renovation: Funds are allocated gradually in line with construction phases, covering indoor and outdoor areas, the kitchen, bar, storage, and customer facilities. This phased approach ensures quality development while maintaining controlled and measurable use of financial resources
- 3) Furniture and Interior Procurement: Furniture and interior purchases are directed toward creating an atmosphere that aligns with the café's distinctive traditional-modern Joglo concept. Decorative elements such as hanging lamps, ornamental plants, and a combination of wood and metal materials are selected to enhance aesthetic value.
- 4) Operational Equipment: Essential equipment such as kitchen appliances, barista machines, and serving tools is procured to support smooth daily operations. Supporting technology is also considered,

including the acquisition of a Point of Sales (POS) system with two cash registers, printers, and a cash drawer to facilitate professional transaction management and financial reporting.

- 5) Supporting Technology and Initial Raw Materials Procurement: Procurement activities are carried out efficiently based on estimated needs during the initial operational period, thereby avoiding wasteful spending. This initial stock management plays a crucial role in maintaining healthy cash flow while ensuring service quality from the very first day of operation.

e) Technical/Operational Aspect

In this aspect, RBK Café & Joglo has established a service system and workflow tailored to customer needs. Although initially facing challenges in terms of human resources, intensive training provided by staff from the central team successfully shaped an adaptive and responsive workforce. The adjustment of operating hours from afternoon to evening also serves as an efficiency strategy, positively impacting labor costs and resource utilization.

Technically, the RBK project is considered to have sufficient readiness. Supporting technologies such as POS machines, printers, and digital cashier systems have been efficiently implemented to facilitate transactions and enhance financial reporting accuracy. In addition, raw material availability has also been anticipated through partnerships with local suppliers, ensuring a consistent and reliable supply.

The internal supply chain and distribution system have been carefully designed to ensure operational efficiency. Responsibility for each piece of

equipment and key raw material is clearly assigned, while the distribution flow from kitchen to customer is structured to remain efficient and quality-oriented. This approach ensures smooth and reliable daily operations.

The project’s location in Seturan is considered strategically advantageous. Although not situated directly on the main road, it is positioned within a densely populated area with a significant student presence. Accessibility to logistics needs, raw material distribution channels, and integration with digital food delivery platforms such as ShopeeFood and GrabFood further strengthen the café’s operational system.

Overall, RBK Café & Joglo is well-prepared operationally in terms of infrastructure, technology, raw material availability, and supply chain management. This comprehensive readiness enables the business to sustain stable and professional daily operations.

f) Management Aspect

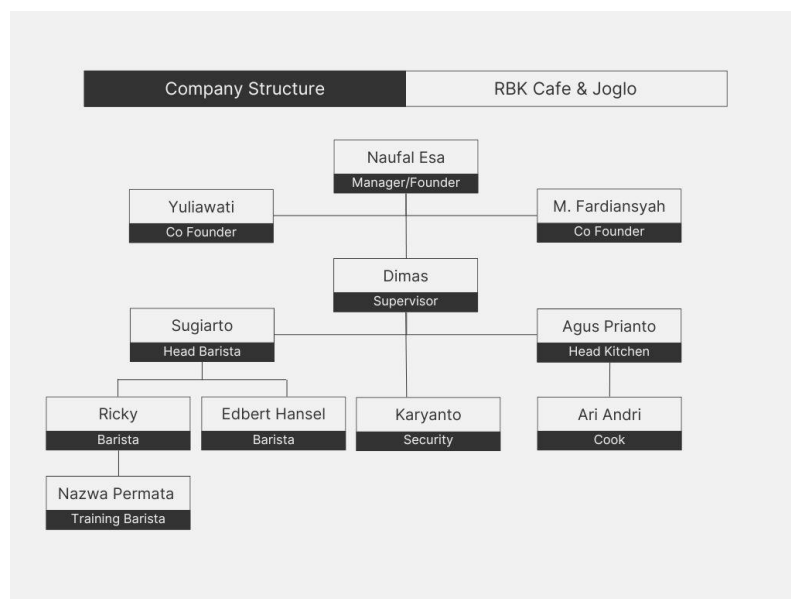


Figure 3. 14. Company structure

In addition to infrastructure and workflow systems, RBK Café & Joglo established an organizational structure from the outset to ensure clear accountability and effective task distribution. The initial role distribution within the company is as follows:

**Top Management:**

- 1) Naufal Esa - Manager/Founder, serves as the primary leader of the company. In addition to acting as the operational head, he is also responsible for managing all financial aspects and business marketing, which are crucial to the growth and sustainability of RBK Café & Joglo.
- 2) Yuliawati and M. Fardiansyah - Co-Founders, founding partners who assist in business management

**Middle Management:**

- 1) Dimas - Supervisor, responsible for overseeing daily operations, coordinating activities between the barista and kitchen divisions, ensuring smooth workflow, and maintaining quality standards in both service and products.
- 2) Under the Supervisor, there are two main divisions: Sugiarto as Head Barista and Agus Prianto as Head Kitchen

**Operational Level:**

- 1) Divisi Barista (under Sugiarto as Head Barista): Ricky as Barista, Edbert Hansel as Barista, and Nazwa Permata as Trainee Barista (under Ricky's supervision)
- 2) Kitchen Division (under Agus Prianto as Head Kitchen): Ari Andri as Cook

3) Security Division: Karyanto as Security, responsible for maintaining the safety and security of the cafe.

g) Economic and Social Aspects

RBK Café & Joglo contributes positively to the economic and social environment, particularly in the Seturan area of Yogyakarta. Economically, its presence creates new job opportunities for the local community, ranging from service roles (such as baristas, kitchen staff, and security personnel) to raw materials supply, and construction-related jobs sector during the development phase.

From a social perspective, RBK is designed as an inclusive space that functions not only as a café but also as a hub for community interaction. It serves as a venue for discussions, collaborative work, and various events such as live music performances, community screenings, and other communal activities. In this way, RBK has become part of a new public space that fosters a positive, creative, and collaborative atmosphere for the surrounding community.

h) Environmental Impact Aspect

In its operations, RBK Café & Joglo pays attention to environmental sustainability through several simple yet impactful approaches. During the renovation and construction process, the main structure of the original joglo building was preserved to maintain traditional architectural heritage while simultaneously reducing construction waste that would have resulted from total demolition.

The spatial design, which integrates both indoor and outdoor areas to optimize natural air circulation and lighting, thereby minimizing dependence on air conditioning and artificial lighting during daytime operations. In addition, the use of ornamental plants and other green elements not only enhances the café's aesthetic appeal but also contributes to creating a cooler, healthier and more environmentally friendly environment.

### 3.5 Blue Canvas Strategy Framework

According to the definition, the Blue Ocean Strategy incorporates two strategic analysis tools: the Strategy Canvas and the Four Actions Framework. In order to determine and evaluate the elements that need to be implemented, eliminated, reduced, or created to generate new value for the business in the future, RBK Café & Joglo has initially applied the Four Actions Framework. Subsequently, the outcomes are projected into the Strategy Canvas curve, enabling customers to more clearly understand and compare the positioning of conventional cafés with that of RBK Café & Joglo.

#### 3.5.1 Action Framework

Factor	Step	RBK Café & Joglo Action	Strategic Reason
Price	Reduce	Lowering prices below conventional cafés through cost-efficiency strategies without compromising quality.	Attracting student and youth segments who are highly price-sensitive yet still demand quality.

Taste Quality	Raise	Improve taste quality standards through standardized recipes and strict control.	Maintain consistency to ensure customers have the best experience in every visit.
Menu Variations	Eliminate	Eliminating less popular menu items, such as “ <i>Nasi Goreng Pete, Nasi Goreng Kambing, Nasi Goreng Merah khas Makassar, Bihun Goreng variations, Roti Bakar KitKat Green Tea, Roti Maryam variants, as well as beverages such as boba drinks, melon juice, and watermelon juice</i> ”	Reducing the risk of food waste, saving operational costs, and avoiding customer confusion caused by an excessive number of unpopular menu options.
	Create	Creating new menu items that align with market preferences while maintaining a focus on best-selling dishes	Expanding the appeal of the menu by adjusting it to customer preferences in order to reach a wider market segment without overcomplicating the menu list.

Location	Reduce	Choosing a location slightly off the main road and using a gradual annual rent payment scheme	Benefiting from relatively low rental costs and reducing the burden of large upfront payments, thereby ensuring greater cash flow flexibility.
Uniqueness of Concept	Create	Creating a unique concept combining traditional Javanese Joglo architecture with modern industrial café design.	Establishing a strong differentiation that is difficult for competitors to replicate while simultaneously attracting a broader market segment, ranging from families, workers, students and tourists.
Event	Create	Organizing entertainment events such as match screenings( <i>nobar</i> ), including national team matches, the World Cup, Euro, and Formula 1, as well as hosting	Enhancing the café's overall attractiveness, strengthening customer loyalty, and creating memorable experiences

		live music performances and student talk shows.	
Digital Promotion	Reduce	Reducing spending on conventional promotional tools such as banners or print advertisements, which are less effective in reaching the primary target market (young generations).	Redirecting the promotional budget toward more targeted digital media, such as Instagram and Meta Ads, to increase efficiency and effectiveness.
	Raise	Strengthening digital marketing activities through Instagram, TikTok, and Meta Ads by implementing creative campaigns aligned with seasonal events (Ramadhan, Independence Day, Valentine's Day, New Year).	Reaching a wider target market, increasing brand visibility, and customer loyalty.

Table 3. 2. Action framework

### 3.5.2 Strategy Canvas

The Strategy Canvas diagram illustrates that RBK Café & Joglo excels in several key factors, including affordable pricing, taste quality, focused menu variety, unique concept, interactive events, and effective digital promotion through platforms

such as Instagram and Meta Ads. In contrast, conventional cafés hold an advantage primarily in terms of strategic location. RBK leverages its distinctive modern joglo concept and interactive activities such as public viewing events to attract customers, thereby creating differentiated value in line with the principles of the Blue Ocean Strategy, and reducing reliance on location-based competition alone.

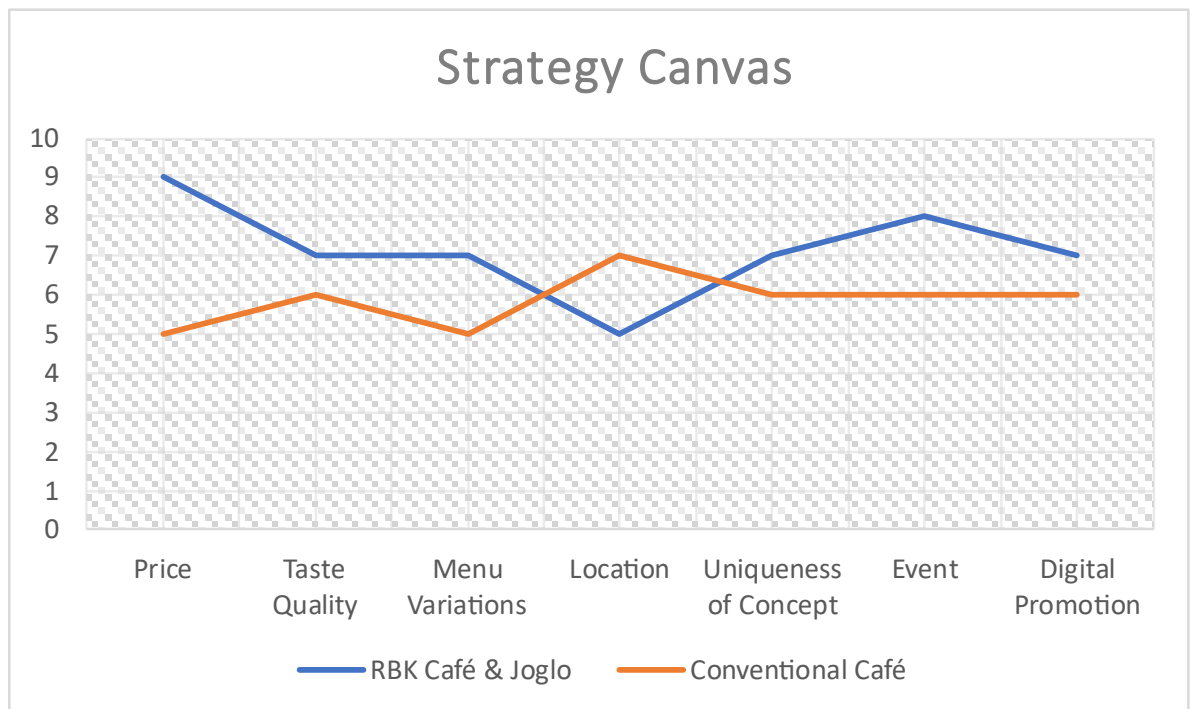


Figure 3. 15. Strategy canvas diagram

## **CHAPTER IV**

### **BUSINESS PROJECT IMPLEMENTATION AND ANALYSIS**

#### **4.1 Realization of Business Startup Plans and Schedules**

The business project timeline of RBK Café & Joglo spans the period from December 2021 to June 2025

##### **4.1.1 Preliminary Survey and Location Analysis (Dec 2021 – Jan 2022)**

The survey phase represented a crucial initial step in establishing RBK Café & Joglo. During this stage, the founding team conducted an assessment of six potential locations, all situated within the Seturan area of Yogyakarta. The choice of Seturan as the focal point of the location survey was based on several strategic considerations:

- a) Seturan is one of the metropolitan areas and economic growth centers in Yogyakarta, characterized by a high density of activities.
- b) The presence of numerous major universities in the vicinity of Seturan.
- c) The area is also surrounded by densely populated residential neighborhoods, student boarding houses, culinary hubs, and other commercial zones that support the café business ecosystem.

The survey evaluated several key indicators, including:

- a) Location and accessibility to the target market
- b) Annual rental costs and compatibility with the allocated budget
- c) Land area and condition of existing buildings
- d) Potential for developing the café concept
- e) Surrounding environmental atmosphere

The following provides a summary of the six candidate locations surveyed within the Seturan area:

No	Location	Rentals Price (Per Year)	Description
1	First Location	Rp 135,000,000	A three-story shop-house located on the main road, offering high visibility. However, the building size is relatively small, and the rental price is considered high, making it less compatible with the allocated budget.
2	Second Location	Rp 100,000,000	This location is situated quite close to the first one and offers a lower rental cost. However, it is not located on the main road, resulting in limited visibility, and it is directly adjacent to a competing coffee shop.
3	Third Location	Rp 85,000,000	A two-story shop-house with an affordable rental price and decent visibility. However, the available parking area is very limited, which could be an obstacle to customer convenience.
4	Fourth Location	Rp 40,000,000	A small stall inside a commercial building with a low rental price. Negotiations with the building owner were conducted; however, the concept and space requirements did not align, leading to this location being rejected.

5	Fifth Location (selected)	Rp 62,500,000	This location has a land area of 399 m <sup>2</sup> , equipped with a potential joglo building and adequate parking space. The rental price fits within the budget, and visibility is fairly good, making it an ideal choice for the café concept.
6	Sixth Location	Rp 750,000,000	A highly strategic location in the bustling center of Seturan with a very large land area. However, the rental price is far beyond the project budget, making it impossible to select.

Table 4. 1. Data of location candidates and rental prices

**Photo Documentation of Locations:**

As visual references and planning materials, the following is a list of location photos obtained during the survey and attached in this report:



Figure 4. 1. Photo of the first location



Figure 4. 2. Photo of the second location



Figure 4. 3. Photo of the third location



Figure 4. 4. Photo of the fourth location



Figure 4. 5. Photo of the fifth location



Figure 4. 6. Photo of the sixth location

### **Location Selection Analysis:**

After considering the strengths and weaknesses of each location, the fifth location was chosen as the location for RBK Cafe & Joglo. The strategic reasons for choosing this location include:

- a) The rent is relatively affordable (Rp62,500,000 per year) compared to the size of the land and the potential of the building.
- b) One of the determining factors in selecting this location was the existence of a joglo building on the site. Although initially the owner had not decided on a specific concept for the cafe, the distinctive form and character of the joglo, reflecting strong traditional Javanese architectural elements, but still flexible for modification, inspired its adoption as the main icon of the café's concept.
- c) The 399 m<sup>2</sup> land area allows for both outdoor and indoor areas, including a parking space.
- d) The strategic location near tourist areas and residential areas promises potential customers from various segments.
- e) The location is quite strategic in Seturan, close to student and tourist activity centers, yet still within the available budget.

#### **4.1.2 Negotiation Process (Feb 2022)**

After the observation and discussion process, a lease agreement was prepared and signed with the property owner, Mr. Nyoman. This agreement serves as the legal foundation for the renovation and operational activities of RBK Café & Joglo on the designated land. The following is a summary of the contract clauses mutually agreed upon:

## Details Of Contract Clause Proposal: Lease Agreement for Joglo House – Mr.

### Nyoman:

- a) Lease Location: Selokan Mataram, Babarsari, Special Region of Yogyakarta
- b) Lease Purpose: Culinary business under the name “*RBK Café & Joglo*”
- c) Grace Period for Renovation: 3 months (February 1, 2022 – April 30, 2022), allocated specifically for initial renovation activities prior to commencing operations
- d) Lease Term: Full 3 years, effective from May 1, 2022, until April 30, 2025
- e) Annual Rental Fee: IDR 62,500,000
- f) Payment Scheme:

No.	Pembayaran	Jumlah	Tanggal
1.	Tanda Jadi (Booking Fee)	Rp5.000.000,-	16 Desember 2021
2.	Pembayaran Tahun I  Note: Estimasi pada saat penandatanganan kontrak sewa di bulan Januari 2022	Rp57.500.000,-	1 Januari 2022
3.	Pembayaran Tahun II	Rp62.500.000,-	1 Juli 2022
4.	Pembayaran Tahun III	Rp.62.500.000,-	1 Agustus 2023
5.	Pembicaraan Kontrak baru 1 Mei 2025 – 30 April 2028		1 Januari 2025

Table 4. 2. Payment scheme

### Approved Renovation Terms:

In the agreement, it was stipulated that the Lessee may carry out renovations under the following conditions:

- 1) The main structure of the joglo building, including its form and primary framework, must be preserved.

2) The Lessee is permitted to:

- a) Add clean water pipelines and drainage systems (for kitchen, bar, toilet, etc.).
- b) Construct partition walls to create functional rooms.
- c) Install additional frames, windows, and doors to support interior needs.
- d) Demolish secondary walls to open spaces if necessary.
- e) Conduct general renovations that involve additions or physical modifications to the building, provided that the main joglo structure is not damaged.
- f) Restore all permanent alterations to their original condition upon the expiration of the lease term, unless otherwise agreed by the Owner.

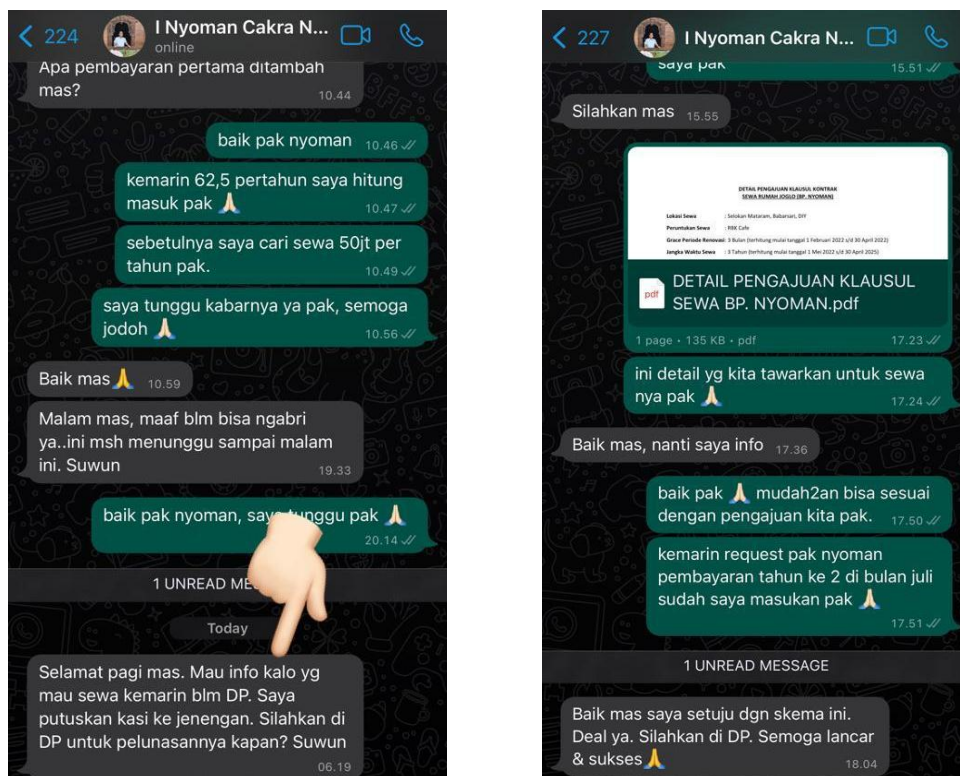


Figure 4. 7 Negotiation Process

#### 4.1.3 Project Budget Planning (Mar – Apr 2022)

During March to April 2022, the RBK Café & Joglo team prepared a budget plan with a total allocated fund of IDR 450,000,000. The budget was focused on supporting the initial operational readiness of the café, ranging from renovation to the purchase of equipment and raw materials. The detailed components are as follows:

**Rencana Anggaran Proyek RBK Café & Joglo  
Yogyakarta  
Budget yang disiapkan Rp450.000.000,-**

No.	Deskripsi	Keterangan	Biaya
1	Sewa tempat		Rp62,500,000,-
2	Renovasi Pengerjaan Sipil & Landsaping (penghijauan)	Penyekatan, pembongkaran ruangan, perapihan dll	Rp60,000,000,-
3	Furniture & Interior		Rp150,000,000,-
4	Operasional Equipment	Perlatan dapur, penyimpanan, becah belah dll	Rp160,000,000,-
5	Tech Support	Mesin POS, Server, Cctv, Internet dll	Rp10,000,000,-
6	Bahan Baku Produk	Bahan baku	Rp7,500,000,-
Total			Rp450.000.000,-

Table 4. 3. Budget plan

#### 4.1.4 Building Renovation and Conceptual Design Implementation (Apr – Jun 2022)

The renovation of RBK Café & Joglo was carried out over three months, from April to June 2022, with a design approach that combined the authenticity of Javanese cultural heritage through the traditional Joglo structure, integrated with modern industrial design elements.

#### Conceptual References for Building Design

The concept inspiration for RBK Café & Joglo was drawn from several buildings and cafés with similar approaches, including:

- a) **Filosofi Kopi Jogja:** Filosofi Kopi Jogja consists of several sections. The outdoor area features a garden with ambient lighting and casual seating. In addition, the café includes a coffee bar and several semi-open spaces that provide a cool and comfortable atmosphere for enjoying coffee. None of the rooms uses air conditioning instead the design relies on natural ventilation to create a refreshing and serene environment.



Figure 4. 8. Reference of Filosofi Kopi Jogja

- b) **Lini Kopi.Id - Surabaya:** Lini Kopi.id is a café renowned for its minimalist concept and industrial design, offering a calm and comfortable ambiance



Figure 4. 9. Reference of Lini kopi.id Surabaya

- c) **Grande Bistro – Bali:** This café which features tiered seating integrated with the natural landscape, using materials such as wood and exposed concrete served as the primary inspiration for the tiered seating area at RBK Café and Joglo. This design creates a relaxed atmosphere with strong aesthetic appeal. The approach was adopted to create a tiered seating area at RBK Café & Joglo that is not only functional but also serves as a visual attraction for visitors.



Figure 4. 10. Reference of Grande Bistro Bali

## Renovation Phases

- 1) Preliminary Works
  - a) Land clearing and demolition of unnecessary existing structures
  - b) Inspection and reinforcement of the main joglo building structure
  - c) Measurement and planning of the new spatial layout

- d) Construction of temporary bathrooms and toilets for workers
  - e) Installation of temporary electricity and water supply for workers
- 2) Structural Works
- a) Addition and partitioning of functional spaces such as the kitchen, bar, and toilets
  - b) Construction of additional elements such as entry access and staircases
  - c) Reinforcement of foundations for the tiered seating (tribune) area and outdoor spaces
  - d) Installation of water tank (toren)
- 3) Architectural Works
- a) Application of exposed concrete flooring, unfinished walls, or a combination of natural stone and wood
  - b) Incorporation of industrial aesthetic elements such as metal pendant lamps, iron frames, and solid wood furniture
  - c) Installation of large windows and doors for natural lighting
  - d) Refurbishment of the joglo roof and addition of protective coverings
  - e) Installation of essential facilities, including toilets, sinks, bar fittings, and kitchen facilities
- 4) Mechanical, Electrical & Plumbing (MEP)
- a) Installation of electrical panels, decorative lighting, sockets, internet network, and CCTV system
  - b) Installation of exhaust system, air circulation, and kitchen ventilation
  - c) Addition of clean water pipelines and drainage systems for the kitchen, bar, and toilets

5) Outdoor Courtyard

- a) Landscaping of small gardens and green elements
- b) Construction of exposed concrete tiered seating as a leisure area and photo spot
- c) Development of the parking area and installation of RBK Café & Joglo signage

Documentation Photos of the Construction of RBK Café & Joglo:



Figure 4. 11. Development documentation



Figure 4. 12. Development documentation

#### 4.1.5 Operational and Digital Preparation Phase (May – Jun 2022)

This phase took place in parallel with the final stage of renovation, between May and June 2022, and was focused on fulfilling human resource requirements, logistics, and interior–exterior arrangements as part of the operational readiness of RBK Café & Joglo. The key activities in this preparation phase included:

##### 1) Operational Staff Recruitment:

The selection and recruitment process for the following positions: Barista, Kitchen staff (Cook, Cook Helper), Waiter/Waitress, Cleaning service, Supervisor, and Security.



Figure 4. 13. Job vacancy advertisement

##### 2) Supplier Search and Selection

This process focuses on identifying reliable partners to provide coffee raw materials (roastery partners), food ingredients such as vegetables, chicken, fish, and dry goods, as well as beverage ingredients.

### 3) Procurement of Equipment and Raw Materials

- a) Kitchen Equipment: Gas Open Burner Stove, Gas Deep Fryer, Gas Noodle Maker, Griddle, Gas Kwali Range, Exhaust Hood, Preparation Table, Kitchen Sink, Rice Cooker, Freezer, Refrigerator, and Plates.
- b) Bar Equipment: Coffee Machine, Grinder, Cup Sealer, Water Boiler, Blender, Magic Com, Chest Freezer, Showcase, and Glass
- c) Procurement of initial raw materials for menu testing and stock purposes.

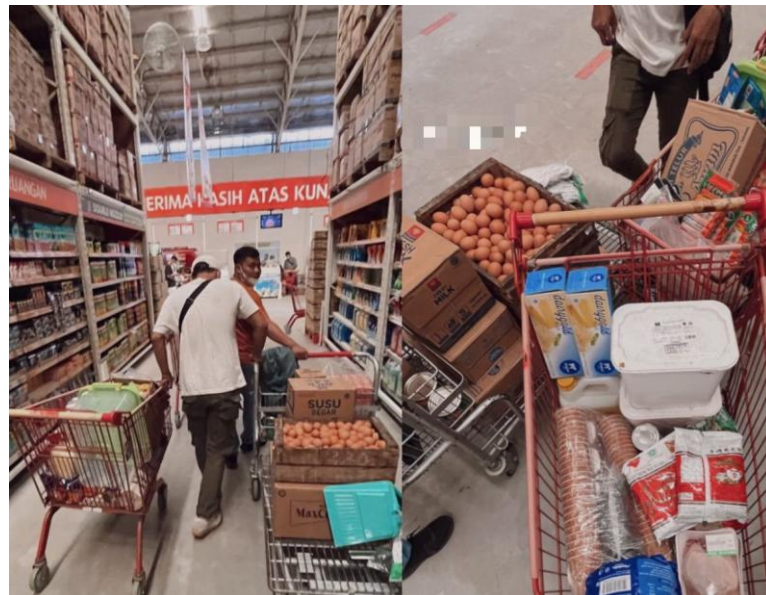
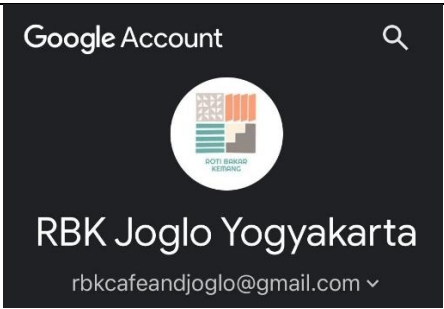




Figure 4. 14. Search for food and beverage ingredients

### d) Interior Purchasing and Installation

Include the procurement and setup of woven lamps, spotlights, and ambient lighting, complemented by decorative plants placed in both indoor and outdoor areas.

### e) Creation of Digital and Social Media Accounts

Platform	Function/Usage	Account Photo
Gmail	Official email for communication and registering other business-related accounts.	 <p data-bbox="874 689 1319 723">Figure 4. 15. Google account RBK</p>
Google Maps	Register café location to ensure customer accessibility, display opening hours, photos, and reviews.	 <p data-bbox="874 1081 1319 1115">Figure 4. 16. Google maps RBK</p>
Instagram	Primary channel for sharing menu photos, café ambiance, promotions, and event updates.	 <p data-bbox="874 1585 1319 1619">Figure 4. 17. Instagram account RBK</p>



Tiktok	Platform to reach younger audiences with creative and viral video content.	 <p>Figure 4. 18. Tiktok Account RBK</p>
Facebook	Expands outreach and engages with local communities through events and updates.	 <p>Figure 4. 19. Facebook account RBK</p>

Table 4. 4. Creation of RBK social media

#### 4.1.6 Staff Training and Pre-Opening Preparation (Jun – Jul 2022)

This phase represents the final stage of preparation before the café officially begins its operations. Conducted from the last week of June to mid-July 2022, it includes final training sessions, operational simulations, and market testing through a soft opening.

##### a) Final Intensive Training

The final intensive training was conducted as a refresher from previous training phases, with a focus on improving team efficiency, strengthening interdepartmental communication, and practicing customer scenario

simulations. This training was carried out under direct management supervision to ensure that service standards and quality were consistently met.

b) Soft Opening

The soft opening was organized in early July 2022 as the café's first public introduction. It was attended by a limited number of invited guests, including family members, friends, and business colleagues. The purpose of this event was to test the workflow, evaluate service speed, and assess the team's responsiveness to customer feedback.

c) Evaluation and Adjustment

Evaluation and adjustments were carried out by the management team through daily reviews following the soft opening. Adjustments were made to pricing, menu offerings, room layout, and workflow processes as necessary. Additionally, improvements of the ordering system were implemented when issues were identified, while customer feedback served as a crucial reference for continuous improvement.

#### **4.1.7 Operational Launch and Execution Phase (Jul 2022 – Present)**

Following the preparation and soft opening phases, RBK Café & Joglo officially entered its full operational stage. This execution phase commenced with the Grand Opening in mid-July 2022 and has continued to the present. The primary focus of this stage is to build a solid customer base, maintain consistent service quality, and develop long-term marketing strategies.

1) Grand Opening: The grand opening was held in mid-July 2022 and featured a series of promotional activities designed to attract early customers and create market awareness. The event included the following special offers:

- a) Complimentary *Roti Bakar Coklat Keju* for the first 100 visitors.
- b) Special price of IDR 10,000 for *Es Kopi Gula Aren*.
- c) A 30% discount applied to all main course menu items.

The event was attended by the general public, business partners, food reviewers, and coffee enthusiast communities in Yogyakarta, creating an initial platform for brand exposure and customer engagement.



Figure 4. 20. Banner grand opening



Figure 4. 21. Flower arrangement at RBK grand opening



Figure 4. 22. Grand opening promotion

## 2) Brand Identity Strengthening

In an effort to build a strong brand image and enhance the presence of RBK Café & Joglo in Yogyakarta, various brand-strengthening strategies have been

implemented, particularly through social media activation and community collaborations.

- a) Social Media Activation: Instagram serves as the primary platform for customer engagement. The content shared on this channel includes Introduction of RBK Café & Joglo's unique concept, Presentation of menu offerings ranging from coffee and light snacks to full meals, Promotional information such as discounts, bundled packages, and seasonal deals, and Event announcements, including live music, football match screenings, and community gatherings.

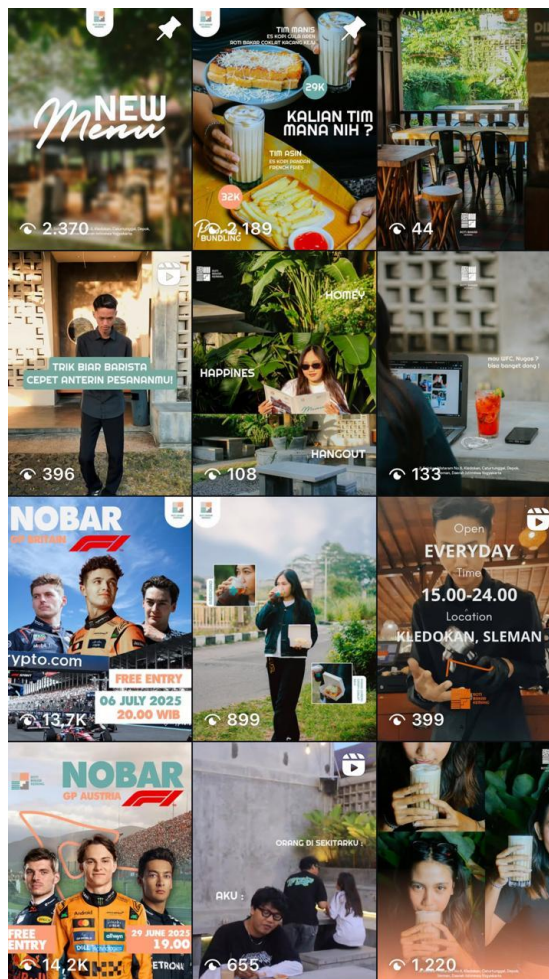


Figure 4. 23. Instagram Content RBK

**b)** Collaboration with Local Key Opinion Leaders: RBK Café & Joglo has also established collaborations with several local Key Opinion Leaders (KOLs), ranging from micro to mid-level influencers. These KOLs support promoting efforts through review content, visit stories, and event reposts. This approach has proven effective in reaching the target market, particularly young people and university students around the Seturan and Babarsari areas.

3) Promotional and Community Development Programs.

As part of its efforts to strengthen customer engagement and the local community, RBK Café & Joglo consistently develops a range of promotional programs and community-based activities aligned with the interests and trends among younger generations.

**a)** Regular Events & Community Collaborations: RBK Café actively organizes regular events that serve as a unique attraction for visitors. These include match screenings of major sporting tournaments such as Formula 1, the World Cup, the EURO, and matches featuring Indonesia's national football team. The café also hosts live music performances on weekends, creating a lively atmosphere for guests. In addition, collaborative events with students are held, such as open mic sessions and public discussions, fostering creativity and strengthen community engagement. RBK Café further enhances its presence by partnering with university organizations around the Seturan and

Babarsari areas, offering event spaces and sponsorship support for various student activities.

- b) Regular Evaluation and Innovation: To ensure sustainable operations and consistent business growth, RBK Café & Joglo conducts routine evaluations and implements continuous innovations. This step is crucial to maintaining service quality, customer satisfaction, and operational efficiency
- c) Periodic Promotional Programs: To attract more visitors and maintain customer loyalty, RBK Café introduces several promotional initiatives that provide added value and set it apart from competitors. These include food and beverage bundle packages designed for two or more people, as well as special Iftar Gathering (Bukber) packages offered during the month of Ramadan. The café also provides match screening packages that combine drinks and snacks for guests enjoying sporting events. Additionally, Valentine's Day promotions with special pricing are introduced to create a festive and memorable experience. Collectively, these initiatives reinforce RBK Café & Joglo's position as a community-oriented and socially active establishment.



Figure 4. 24. Promotional posters

d) Monthly Evaluation

Routine evaluations are conducted at the end of each month to ensure effective business performance and continuous improvement. These evaluations include monitoring monthly revenue to track sales performance and income growth, as well as reviewing expenditures such as operational costs, raw material procurement, and energy efficiency. The effectiveness of marketing efforts is also assessed, particularly in terms of digital promotions and social media engagement. In addition, the performance of supervisors and staff is evaluated based on service standards, productivity, and work discipline, ensuring that operational goals are consistently met.

e) Adjustment Based on Feedback

RBK Café also actively collects and responds to customer feedback, both directly and through social media or Google Reviews. Several follow-up actions have been implemented, including: Adjustments to menu items and pricing to remain competitive and relevant to market preferences. **And**

introduction of new menu items, particularly seasonal offerings or customer-requested additions, such as new coffee variants, light snacks, or sharing plates. These evaluations and innovations form an integral part of RBK Café & Joglo's sustainability strategy, enabling the business to remain adaptive to evolving trends and customer needs.



Figure 4. 25. New menu poster

#### 4.2 Business Startup Budget Realization

At the initial planning stage, the management team of RBK Café & Joglo developed a conservative budget estimate for project development, carefully adjusted to the constraints of available capital. However, during implementation, several significant adjustments were made, particularly in the renovation and supporting infrastructure segments. These adjustments resulted in actual expenditures substantially exceeding the initial budget allocation.

#### 4.2.1 Financial Implementation

##### 1) Initial Budget vs Final Realization

No	Component	Initial Budget	Final Realization
1	Rental Place	Rp 62,500,000	Rp 62,500,000
2	Civil Works Renovation & Landscaping	Rp.60,000,000	Rp 432,500,000
3	Furniture & Interior	Rp 150,000,000	Rp 80,000,000
4	Operational Equipment	Rp 160,000,000	Rp 160,000,000
5	Tech Support	Rp 10,000,000	Rp 4,085,000
6	Purchase of Raw Materials	Rp 7,500,000	Rp 7,000,000
7.	Plant Purchase	-	Rp 11,000,000
8.	Electricity Capacity Upgrade	-	Rp. 11,611,900
9.	Marketing	-	Rp 7,000,000
10.	Training Costs	-	Rp 7,500,000
<b>TOTAL</b>		<b>Rp 450,000,000</b>	<b>Rp 783,196,900</b>

Table 4. 5. Budget comparison

##### 2) Renovation Budget Increase

The initial budget allocated for building renovation was Rp 60,000,000; however, this amount proved to be insufficient once the construction process

began. In reality, renovation costs escalated drastically to Rp 432,500,000. This significant increase was primarily due to major changes in the development plan, which had not been comprehensively considered at the early stage. Initially, the team only planned to utilize the main joglo building without substantial intervention in the rear area. However, after thorough observation and careful consideration of operational needs, workflow efficiency, and customer experience, a decision was made to demolish the old rear building and rebuild it into a more functional structure.

These additions included a dedicated outdoor area and a newly built rear section designed to improve both functionality and customer comfort. The new rear building accommodates essential facilities such as a kitchen and kitchen storage, a Roti Bakar grill area, a bathroom sinks and restroom facilities, a storage room, and an employee mess. Furthermore, electrical installations and additional lighting were incorporated to ensure smooth operations and enhance the overall ambiance of the café.

### Summary of Renovation Budget Allocation:

NO	DESCRIPTION	TOTAL	TOTAL SUM
I.	PRELIMINARY WORKS	Rp 23,900,000	
II.	STRUCTURE WORKS	Rp 51,052,984	
III.	ARCHITECTURE WORK	Rp 232,456,244	
IV.	MECHANICAL, ELECTRICAL & PLUMBING	Rp 84,333,250	
V.	OUTDOOR COURTYARD	Rp 40,830,367	
TOTAL SUM			Rp 432,572,845
ROUNDDOWN			Rp 432,500,000

Table 4. 6. Summary of renovation budget allocation

In addition to the increased renovation expenses, there are a number of additional costs that were not included in the initial planning, but are crucial and unavoidable. The following is a breakdown of these additional items:

- 1) **Plant Purchase – Rp 11,000,000:** To create a natural and refreshing atmosphere, ornamental plants were purchased as part of the café's décor, particularly for the outdoor and amphitheater-style seating areas.

Here is the proof of purchase for the plants:

**Mulia Asri Jogja**  
CENTRAL TANAMAN HIAS JOGJA  
Jl. Raya Stadion, Denokan, Maguwoharjo  
Depok, Sleman, Yogyakarta  
Telp. / WA 0818 0422 9166 | 0818 0422 9168 | 0812 3323 2013

Yogyakarta 08 Juli - 2022  
Kepada Yth : .....

No.	Nama Barang	Banyak	Harga	Jumlah
1.	Tanah subur	1/2 kol		250.000
2.	Dilloas	1		150.000
3.	Anturium bunga	1		150.000
4.	Diven batik	1		70.000
5.	Silih Gading	3	150.000	450.000
6.	Jemari	1 pcg		1.700.000
7.	Pandan lali	1		100.000
8.	Palem kuning	3	100.000	300.000
9.	Palem merah	2	100.000	200.000
10.	Tales	1		100.000
11.	Monstera	1 pig		1.000.000
12.	Pisang kipas	1		350.000
13.	Rumput Manila	5 m <sup>2</sup>	35.000	175.000
14.	Pisang karibia lele	7	50.000	350.000
15.	Palem kuning untuk depan	40	35.000	1.400.000
16.	Paket likwanju	44	120.000	5.280.000
17.	Npk	1 kg		25.000
18.	Jangan air penyiraman likwanju			850.000
19.	Tales ungu	1		150.000
			NET : 11.000.000	
Tanda Terima		Hormat Kami	Total Rp.	13.000.000
			Uang Muka Rp.	
			Kekurangan Rp.	LUNAS

Sangat baik GRATIS, Anda terima kami dengan  
Melayani :  
Pembuatan Taman, Penjualan Tanaman Hias, Renovasi Taman, Perawatan Taman Berkala,  
Penjualan Pot dan Media Tanam, Rental Dekorasi Tanaman Hias

Figure 4. 26. Plant purchase receipt

- 2) **Electricity Capacity Upgrade – Rp 11,611,900:** At the initial stage, the electricity capacity available at RBK Café & Joglo was only 900 watts, which was clearly insufficient to support full café operations. After conducting a technical analysis of the equipment to be used, the estimated total requirement was calculated at 9,335 watts, covering all operational areas including the kitchen, bar, customer area, and supporting facilities such as storage and staff quarters. To address this, an upgrade was planned, increasing the capacity from

900 watts to 11,000 watts at a cost of Rp 11,611,900. With consideration of current needs and anticipation of future expansion, the decision was made to raise the capacity to 11,000 watts. This upgrade was essential and strategic as it provides reserve capacity for new equipment, ensures operational stability during simultaneous use of heavy machinery, and prevents the risk of electrical trips or disruptions during peak hours.

Rincian Harga	
Rupiah Biaya Penyambungan ( $(11000-900) \times 969$ )	Rp 9.786.900
Rupiah Jaminan Langganan ( $11000 \times 140$ )**	Rp 1.540.000
Materai	Rp 10.000
Rupiah SLO ( $11000 \times 25$ )	Rp 275.000
<b>Total Estimasi</b>	<b>Rp 11.611.900</b>

Figure 4. 27. Estimated electricity payment

- 3) **Marketing Expenses – Rp 7,000,000:** To support the promotion of the café during the soft opening and the initial phase of operations, a specific budget was allocated for promotional purposes. Details of marketing cost:

No	Component	Cost (IDR)
1.	Print 1.500 Brochures	Rp 1,000,000
2.	Promotion KOL @Wonderfulljogja	Rp 1,200,000
3.	Promotion KOL @Infodhaharjogja	Rp 350,000
4.	Social Media Management Payment (first 2 months)	Rp 3,000,000
5.	Promotion KOL @Faisal.a.zuhri	Rp 450,000
6.	Promotion KOL @harrisalhaqlbs	Rp 200,000
7.	Promotion KOL @Cafepediajogja	Rp. 300,000
8.	Promotion KOL @jogiacafeid	Rp 300,000
9.	Payments to several local KOLs	Rp 200,000
TOTAL		Rp. 7,000,000

Table 4. 7. Marketing cost details

- 4) Training Costs – Rp. 7,500,000:** RBK Café & Joglo brought in a training team from the head office (outside the city) to assist with initial operational training, particularly in the kitchen and barista sections. Cost breakdown:

No	Component	Cost (IDR)
1.	Purchase of Round-Trip Accommodation Tickets for 2 People	Rp. 600,000
2.	Trainer Salary for 2 people (15 days)	Rp 4,500,000
3.	Residence for trainers	Rp. 1,400,000
4.	Meal allowance	Rp 1,000,000
TOTAL		Rp 7,500,000

Table 4. 8. Training cost details

#### 4.2.2 Business Performance and Marketing

a) Sales Performance (with Ramadhan & Event Comparison):

One of the most critical sales moments for RBK Café & Joglo occurred during the month of Ramadhan. This period serves as a strong indicator for evaluating the effectiveness of promotional strategies, as consumer spending patterns tend to increase during iftar time, especially among young people and families who prefer to break their fast outside the home. Comparison of Sales During the First and Second Ramadhan:

- 1) **First Ramadhan (March 12 – April 9, 2024)** In the first year, RBK Café & Joglo did not implement any special promotional activities during the fasting month. Sales relied entirely on organic traffic and walk-in customers. During this period, RBK successfully generated a total revenue of IDR 36,068,516.
- 2) **Second Ramadhan (March 1 – March 30, 2025)** Learning from the previous year, in the second year, RBK actively implemented promotional and digital marketing strategies by launching the “Ramadhan Berkah Package”, supported by digital advertising through Meta Ads. The package included bundled menu offerings designed specifically for the fasting season.

No	Package Contents	Price (Rp)
1	Nasi Dori Sambal Matah + Iced Tea + Kurma + Es Buah	Rp 32,000
2	Nasi Ayam Lengkuas + Iced Tea + Kurma + Es Buah	Rp 29,000
3	Nasi Goreng Spesial + Iced Tea + Kurma + Es Buah	Rp 27,000

4	Nasi Kulit Daun Jeruk + Iced Tea + Kurma + Es Buah	Rp 25,000
---	--	-----------

Table 4. 9. Ramadan promo package

**Comparison of Ramadan Sales in 2024 vs. 2025:**

Description	Ramadhan 2024	Ramadhan 2025
Period	12 Mar – 9 Apr 2024	1 Mar – 30 Mar 2025
Sales Items	2,398	4,626
Total Sales	Rp 36,068,516	Rp 56,554,910
Total of Bills	574	1019
Average Sales per Transaction	Rp 62,395	Rp 55,600
Promotional Package Sales	-	Rp 20,794,000

Table 4. 10. Comparison of Ramadan 2024 vs. 2025

The analysis indicates that the promotional strategies implemented by RBK Café & Joglo during Ramadhan 2025 had a significant impact on increasing sales. Compared to the same period in the previous year, when no special promotions were carried out, RBK’s revenue increased from IDR 36,068,516 to IDR 56,554,910, an approximate growth of 57%. In addition, the number of transactions nearly doubled, from 574 to 1,019, indicating greater consumer interest and higher foot traffic. The largest contribution to this growth came from sales of the “*Ramadhan Berkah Package*”, which accounted for IDR 20,794,000 of the total revenue. Although the average transaction value slightly decreased due to the more economical pricing of the package, the strategy proved effective in attracting a larger customer volume. This also reflects

the effectiveness of Meta Ads in reaching a wider audience while delivering strong value to customers. The combination of promotional strategies with thematic menu offerings emerged as a highly relevant approach that can be adapted to other special occasions in the future.

Roti Bakar kemang ROTI BAKAR KEMANG Bistro Group X Sales Day Report OP:ESA ReportNo:12322			Group: All Pos 17 Jul 2025 00:54		
Type	Qty	Amount	Type	Qty	Amount
ItemSales	(+) 4626	54,141,000	ItemSales	(+) 2398	34,955,954
ItemDiscount	(-) 0	0	ItemDiscount	(-) 0	0
BillDiscount	(-) 59	279,200	BillDiscount	(-) 32	313,800
FOC Items	(-) 0	0	FOC Items	(-) 0	0
FOC Bill	(-) 0	0	FOC Bill	(-) 0	0
Total Sales	(=)	53,861,800	Total Sales	(=)	34,642,154
Estimated Sales		53,861,800	Estimated Sales		34,642,154
----- MEDIA -----			----- MEDIA -----		
CASH	384	34,155,877	CASH	391	20,230,944
BCA DEBIT	635	22,399,033	BCA DEBIT	158	14,176,418
TOTAL CARD	635	22,399,033	GRAB	25	1,661,154
TOTAL CASH	384	34,155,877	TOTAL CARD	183	15,837,572
----- VOID / REFUND SUMMARY -----			----- VOID / REFUND SUMMARY -----		
Refund	0	0	Refund	2	32,000
Pre-Send Void	742	8,133,586	Pre-Send Void	540	7,174,550
Post-Send Void	23	393,000	Post-Send Void	16	295,000
TotCollection	1019	56,554,910	TotCollection	574	36,068,516
Service 5%		2,693,110	Service 5%		1,426,362
Nett Sales		53,861,800	Nett Sales		34,642,154
Bills Pending	0	0	Bills Pending	0	0
Total # of Bills		1019	Total # of Bills		574
Avg Bills		55,500	Avg Bills		62,837
Total # of Covers		1196	Total # of Covers		669
Avg Covers		47,287	Avg Covers		53,914
Begin Receipt#		A25000001284	Begin Receipt#		A24000000896
End Receipt#		A25000002359	End Receipt#		A24000001546
----- GROUP SALES -----			----- GROUP SALES -----		
BEVERAGE	1226	16,755,000	BEVERAGE	964	12,209,500
FOOD	870	13,449,000	FOOD	864	15,868,804
PROMOTION	2337	20,794,000	PROMOTION	419	4,424,000
ROTI	193	3,143,000	ROTI	151	2,453,650
TOTAL GROUP	4626	54,141,000	TOTAL GROUP	2398	34,955,954
----- GROUP FOC -----			----- GROUP FOC -----		
BEVERAGE	0	0	BEVERAGE	0	0

Figure 4. 28. Comparison of Ramadan 2024 vs. 2025

In addition to the increase in sales during the Ramadhan period, the effectiveness of promotional activities was also evident during special events, such as match screenings (*Nonton Bareng*) for the Indonesia National Team vs. China match on June 5, 2025. This event was promoted digitally through Meta Ads and demonstrated a significant impact on RBK Café & Joglo's daily sales performance. On that day,

revenue reached IDR 3,173,320 with a total of 95 transactions, far exceeding the following day (June 6, 2025) without an event, which recorded only IDR 1,031,258 in sales from 31 transactions. This increase of more than 300% indicates that community events such as watch parties, when combined with digital promotion, are effective in attracting more visitors and enhancing customer retention. Furthermore, these results highlight the importance of integrating event marketing concepts with social media promotion to drive sales. This pattern reinforces the notion that well-organized events, when promoted appropriately, serve as an effective strategy to enhance business performance, particularly for cafés that rely on daily traffic and customer loyalty.

Roti Bakar kemang ROTI BAKAR KEMANG Bistro Group X Sales Day Report OP:ESA ReportNo:12322			POS:POS001 17 Jul 2025 02:17		
Type	Qty	Amount	Type	Qty	Amount
ItemSales	(+) 188	3,052,000	ItemSales	(+) 62	1,012,000
ItemDiscount	(-) 0	0	ItemDiscount	(-) 0	0
BillDiscount	(-) 5	27,600	BillDiscount	(-) 8	29,850
FOC Items	(-) 0	0	FOC Items	(-) 0	0
FOC Bill	(-) 0	0	FOC Bill	(-) 0	0
Total Sales	(=)	3,024,400	Total Sales	(=)	982,150
Estimated Sales		3,024,400	Estimated Sales		982,150
-----MEDIA-----					
CASH	29	814,590	CASH	5	98,753
BCA DEBIT	64	2,268,630	BCA DEBIT	26	932,505
GRAB	2	90,000	TOTAL CARD	26	932,505
TOTAL CARD	66	2,358,630	TOTAL CASH	5	98,753
TOTAL CASH	29	814,590	-----VOID / REFUND SUMMARY-----		
-----VOID / REFUND SUMMARY-----					
Refund	1	18,900	Refund	0	0
Pre-Send Void	7	109,000	Pre-Send Void	6	112,000
Post-Send Void	0	0	Post-Send Void	0	0
TotCollection	95	3,173,220	TotCollection	31	1,031,258
Service 5%		148,820	Service 5%		49,108
Nett Sales		3,024,400	Nett Sales		982,150
Bills Pending	0	0	Bills Pending	0	0
Total # of Bills		95	Total # of Bills		31
Avg Bills		33,402	Avg Bills		33,266
Total # of Covers		95	Total # of Covers		31
Avg Covers		33,402	Avg Covers		33,266
-----					
Begin Receipt#		A25000004605	Begin Receipt#		A25000004705
End Receipt#		A25000004704	End Receipt#		A25000004735
-----GROUP SALES-----					
BEVERAGE	111	1,851,000	BEVERAGE	28	394,000
FOOD	40	663,000	FOOD	27	502,000
PROMOTION	15	145,000	ROTI	7	116,000
ROTI	22	393,000	TOTAL GROUP	62	1,012,000
TOTAL GROUP	188	3,052,000	-----GROUP FOC-----		
-----GROUP FOC-----					
BEVERAGE	0	0	BEVERAGE	0	0
FOOD	0	0	FOOD	0	0
ROTI	0	0	ROTI	0	0
TOTAL GROUP	0	0	TOTAL GROUP	0	0

Figure 4. 29. Comparison of event vs no event

b) Instagram Audience & Ads Insight

Instagram has become the primary channel in RBK Café & Joglo's digital marketing strategy due to its highly visual nature and its strong ability to reach a wide young audience. Since the beginning of operations, RBK has actively utilized Instagram to introduce the café's concept, deliver promotional campaigns, and build interactions with customers through engaging and informative content. Based on Instagram Insights, within the last 30 days (June 16 – July 15), the account @rbkjogja recorded that the majority of its audience falls within the 25–34 age group, followed by 18–24 years (27.8%) and 35–44 years (15.4%). This indicates that the primary target audience consists of young and early adult generations. In terms of gender distribution, 58% of the audience are female and 42% male, reflecting a slight dominance of female followers

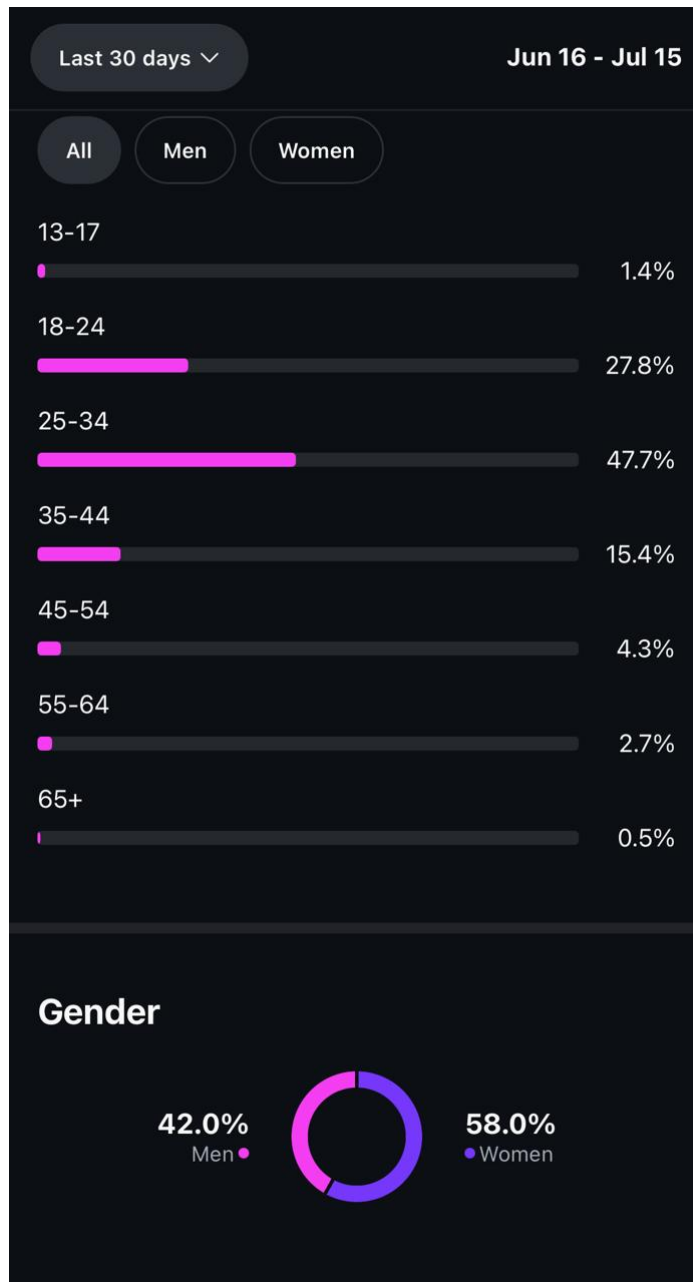


Figure 4. 30. Instagram Insight

Additional data from the Instagram and Facebook Ads campaign during the Ramadhan period further reinforces the effectiveness of paid promotional strategies. With a budget allocation of IDR 382,047 over 30 days, the campaign successfully reached 24,671 people, generated 46,764 impressions, and achieved 2,964 link clicks,

with a highly efficient cost per click (CPC) of only IDR 129. Most of the audience came from the Yogyakarta area (24,404 people), confirming that the geographical targeting of the campaign was highly relevant.

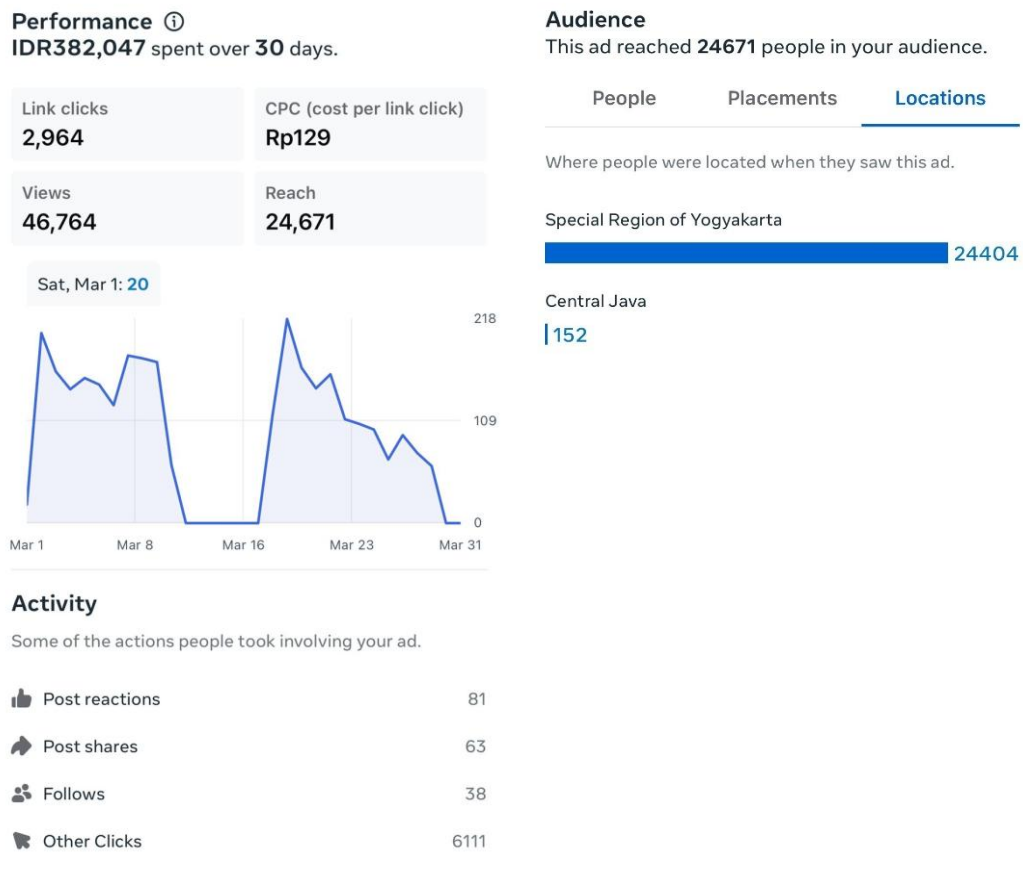


Figure 4. 31. Performance and location audience of Ramadan promotions

The distribution of ad impressions shows that the Instagram Feed was the most effective channel (11,751 impressions), followed by Stories (9,624) and Reels (6,227). This suggests that while Reels are effective for generating interaction, the Feed remains the primary medium for reaching and capturing the audience’s attention. In terms of advertising demographics, female audiences were the dominant segment, accounting for 85.8%, particularly within the 18–24 age group (approximately 57%) and the 25–34 age group (around 30%). This segmentation aligns with the previously

observed organic Instagram audience data, reinforcing the understanding that the majority of Roti Bakar Kemang’s customers consist of young female consumers.



Figure 4. 32. Audience placement and demographics

Consistency in audience characteristics was also evident in the digital advertising campaign conducted to support the match screenings (*Nonton Bareng*) Indonesian National Team vs. China” in 5 June 2025. Although the campaign only ran for five days, the results were significant. The ads reached 6,432 people with a total of 10,886 impressions. Furthermore, the campaign generated 11 inbound messages via direct message, along with 381 additional clicks, indicating strong interest and positive responses from the audience toward the promotional content. When compared with the Ramadhan campaign, a notable demographic shift was observed. The majority of the audience during the event campaign consisted of males (90.2%), predominantly within the 25–34 and 18–24 age groups. This segmentation is highly consistent with the characteristics of football spectators, who are generally younger males. These

findings demonstrate that the advertisements successfully reached the appropriate target market for the nature of the event.

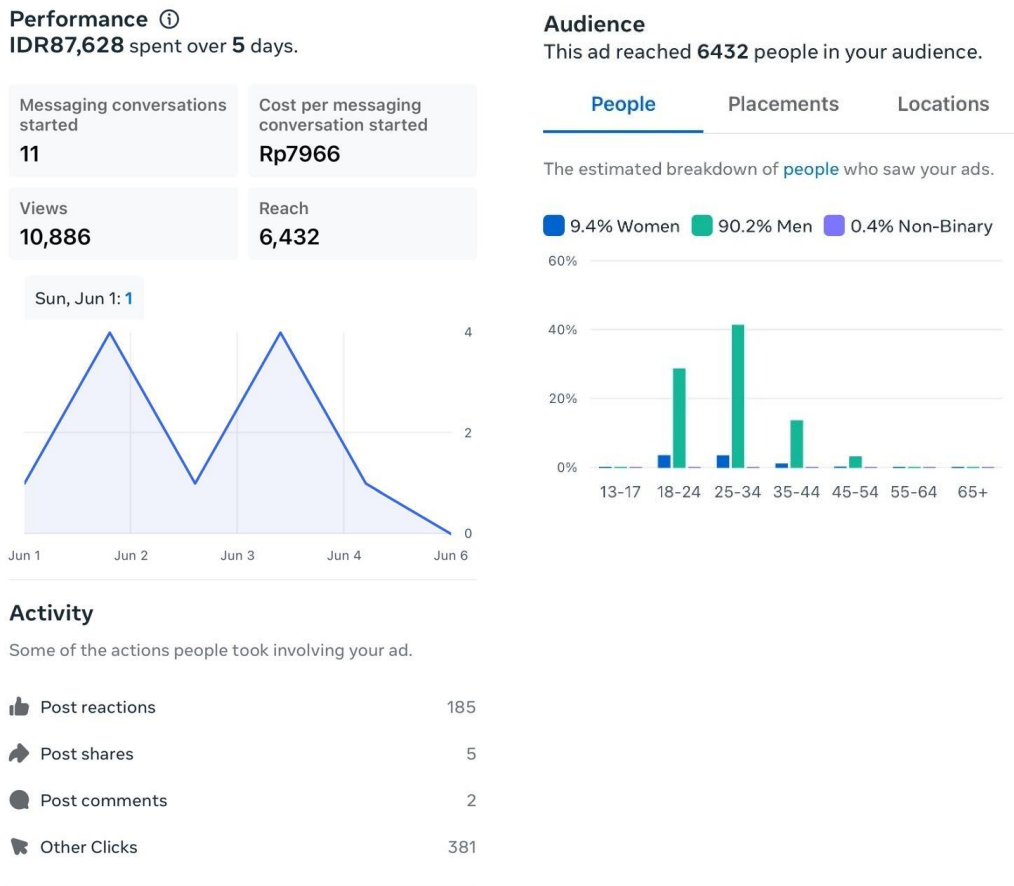


Figure 4. 33. Performance and audience content *nobar*

From these results, it can be concluded that promotional strategies through Meta Ads were highly effective. Selecting segmentation that aligns with the characteristics of the event audience enhanced advertising performance and encouraged direct interaction. Moving forward, similar strategies may continue to be developed by paying close attention to the relevance of content to audience interests, ensuring that campaigns not only expand reach but also generate more meaningful responses.

### 4.3 Problem Identification and Solutions

During the development and initial operational phase of RBK Café & Joglo, several challenges emerged from technical, managerial, and market perspectives. The following outlines the main issues identified, along with the solutions implemented:

#### 1) Cost Overruns in Renovation

**Problem:** The initial renovation budget was set at Rp 60,000,000. However, actual expenses escalated to Rp 432,500,000 due to changes in building scale and the need for more complex functional spaces than originally planned.

**Solutions:**

- a) Reallocating the budget by reducing expenses in other components.
- b) Cutting the furniture and interior budget from Rp 150,000,000 to Rp 80,000,000.
- c) Postponing the purchase of secondary items such as the CCTV system, and replacing certain premium decorative items with more affordable alternatives.
- d) Prioritizing essential items to maintain healthy cash flow, especially during the transition to full operations.
- e) These efficiency measures proved effective in enabling the RBK team to manage budget constraints without compromising the quality of the café's conceptual design.

#### 2) Low Visitor Traffic During Early Operations Due to Off-Main Road Location

**Problem:** In the initial phase of operations, RBK Café & Joglo experienced relatively low visitor traffic. Although the café is located in Seturan - a strategic area surrounded by universities, boarding houses, and student activity centers

- its position slightly off the main road reduced visibility compared to competitors situated directly along the roadside. While the location was chosen for its rental cost efficiency, it posed challenges in building awareness and attracting foot traffic

**Solutions:**

- a) Implementing an intensive early-stage marketing strategy will involve aggressive promotion on social media platforms such as Instagram and TikTok, supported by a soft launching campaign that offers large-scale promotions, including free complimentary Roti Bakar Coklat Keju for the first 100 visitors, a special promotional price of IDR 10,000 for Es Kopi Gula Aren, and a 30% discount on all main course menu items. In addition, collaborations with local Key Opinion Leaders (KOLs) and campus communities will be carried out to introduce RBK to the appropriate market segment effectively.
- b) Installing directional banners at key points surrounding the café.
- c) Optimizing Google Maps, customer reviews, and Instagram location tagging to enhance online discoverability.
- d) In addition to these marketing efforts, RBK will also prioritize building atmosphere and fostering community engagement through the organization of regular events. Weekend live music performances will be designed to attract local visitors and students, creating a lively and enjoyable dining experience. Moreover, special match screenings (Nonton Bareng) for Indonesian national team games and major sporting events such as the World Cup, EURO, and Formula One will

be held to strengthen the sense of community among customers while simultaneously enhancing customer loyalty. Through these combined strategies, RBK aims not only to capture initial market interest but also to cultivate long-term relationships with its customer base.

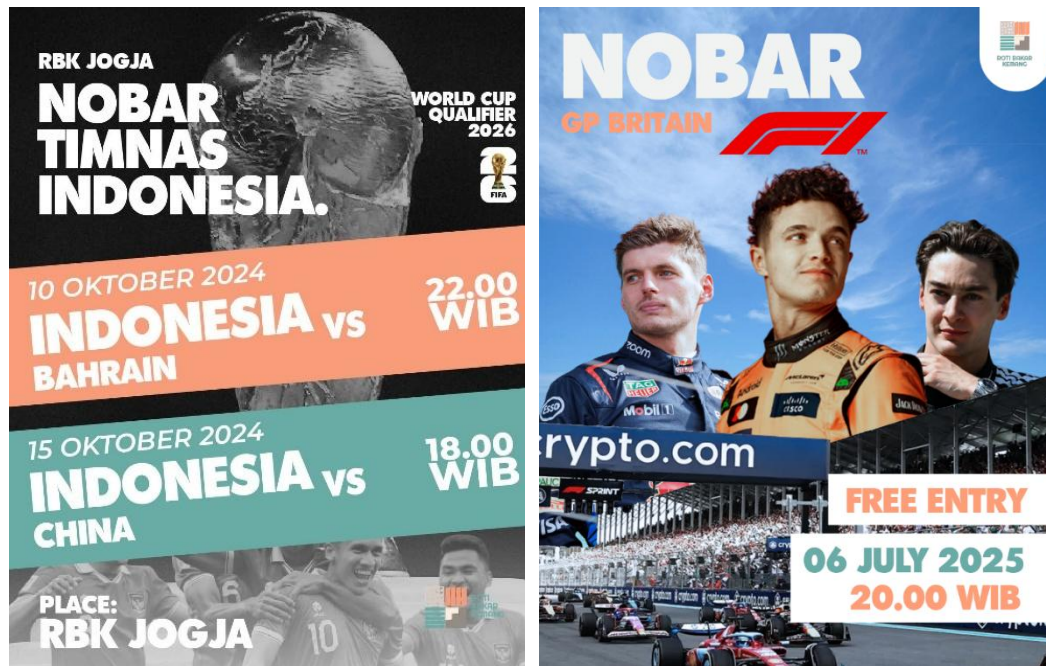


Figure 4. 34. Poster nobar for Indonesian national team and F1

### 3) Expansion of Sales Channels through Online Food Delivery Platforms

**Problem:** During the early phase of operations, sales were focused solely on dine-in and takeaway customers. This limited the market reach of RBK Café & Joglo, particularly among customers who preferred the convenience of ordering from home or boarding houses. This limitation hindered the optimization of the café's market potential

#### **Solutions:**

- a) RBK Café & Joglo established partnerships with online food delivery platforms such as ShopeeFood and GrabFood.

- b) Adjustments were made to food and beverage packaging to ensure safety and appeal during delivery.
- c) Exclusive promotions were launched on ShopeeFood and GrabFood, including 40% discounts, free delivery, and value bundling offers, to attract new customers through online channels.
- d) Customer ratings and reviews were utilized to build a positive digital reputation and enhance trust among application users.

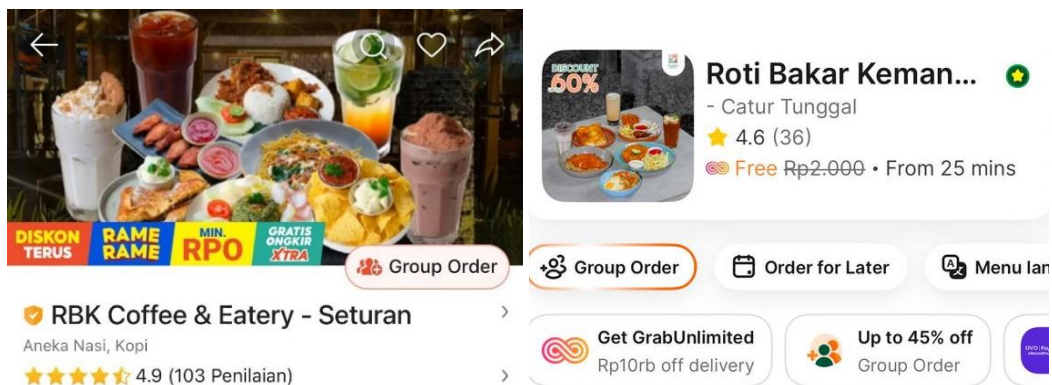


Figure 4. 35. Shopee and grab online food accounts

#### 4) Adaptation of New Employees

**Problem:** All employees recruited during the initial operations of RBK Café & Joglo were newly hired workers with no prior experience related to service SOPs, café operational flow, or knowledge of RBK’s signature menu. This condition caused several challenges, such as errors in serving, inconsistent service times, and a lack of confidence when interacting with customers

**Solutions:**

- a) A training team from the RBK central outlet was brought in to provide hands-on training for the new employees. The team guided them

through service flow simulations, menu familiarization, and strategies for handling peak hours.

- b) A pre-soft opening training phase was conducted, which included: Mastery of service SOPs and product knowledge, rush hour simulations and barista and kitchen training according to central standards
- c) A work manual was created as a daily reference for employees.
- d) Leaders were appointed in both the kitchen and bar divisions to monitor performance and provide direct feedback.



Figure 4. 36. New employee adaptation

#### 5) Menu Adjustment Based on Customer Preferences

**Problem:** At the beginning of operations, RBK Café & Joglo offered a wide variety of menu items. However, after several months, it became evident that not all items performed well in terms of sales. Some menus were less popular among customers, while there was also demand for additional menu items that aligned more closely with the tastes and habits of the primary customer segment, especially students and young adults.

**Solution:**

- a) Conducting monthly menu sales evaluations to identify both underperforming and top-selling items.
- b) Reducing several menu items that were inefficient in terms of raw materials and preparation processes.
- c) Introducing new menu items that were more relevant to customer preferences.
- d) Adjusting the price structure to remain competitive while still ensuring profit margins.

#### 6) Adjustment of Employee Working Hours

**Problem:** Initially, RBK Café & Joglo operated from 09:00 to 24:00. However, after several months, it was observed that customer traffic during the morning and early afternoon was relatively low, while evening visits were significantly higher and more stable, particularly between 18:00 and 23:00. This imbalance negatively impacted labor efficiency and operational costs during morning hours.

**Solutions:**

- a) Evaluating and revising the operating hours to 15:00–24:00, aligning with actual peak periods.
- b) This adjustment reduced the need for active staff during mornings, which previously added to payroll and operational costs without contributing significantly to sales.
- c) Employee schedules were reorganized to concentrate on peak (evening) hours while maintaining optimal service.
- d) Electricity and raw material consumption in the morning were also reduced, directly contributing to monthly cost efficiency.

## CHAPTER V

### CONCLUSION AND RECOMMENDATION

#### 5.1 Conclusion

RBK Café & Joglo embodies the implementation of a business plan that emphasizes not only commercial aspects but also the integration of local cultural values with a modern design approach. The project began with location scouting, budget planning, and building renovation, followed by daily operations, each stage providing significant learning experiences. Although the chosen location in Seturan was not situated directly along the main road, the decision was strategic, taking into account rental affordability, the potential student market, and opportunities for concept development. The establishment, which integrates the traditional Javanese joglo structure with modern industrial design, has become the café's primary distinguishing feature, setting RBK apart from competitors in the surrounding area.

Despite encountering several challenges, such as budget overruns during renovation, menu adjustments, employee adaptation, and low customer traffic in the mornings, RBK Café & Joglo demonstrated the ability to adapt effectively. Strategic measures such as adjusting operating hours, implementing intensive digital promotions, collaborating with local KOLs, and partnering with online food delivery platforms such as GrabFood and ShopeeFood proved effective in enhancing visibility and operational performance. The application of Blue Ocean Strategy was evident in RBK's efforts to create a new market space by offering a unique concept that integrates the traditional joglo with modern industrial aesthetics, organizing interactive events such as communal match screenings (*nonton bareng*), and focusing on best-selling menu

items to reduce customer confusion. This approach made direct competition with conventional cafés less relevant, as RBK achieved clear differentiation while maintaining affordable pricing.

From a SWOT Analysis perspective, RBK's strengths lie in its distinctive concept, competitive pricing, quality taste, and effective digital promotion strategies, while its weaknesses include a less strategic location and limited promotional capital. Opportunities arise from consumer trends favoring unique social spaces and the growing integration with food delivery platforms, while threats primarily come from intense competition in the Seturan area and shifting customer preferences. Furthermore, through the Marketing Mix (4Ps), RBK has successfully positioned itself by offering products aligned with local tastes, maintaining affordable yet high-quality pricing, operating in a location with significant market potential despite not being situated on the main road, and optimizing promotional efforts through Instagram, Meta Ads, KOL collaborations, and community-based events.

The success of RBK Café & Joglo to date reflects not only sound business decision-making but also the ability to remain flexible, adaptive, and creative in leveraging market opportunities. The integration of the Blue Ocean differentiation strategy, a comprehensive SWOT Analysis, and the effective implementation of the 4Ps Marketing Mix has established a strong foundation for achieving long-term competitive advantage.

## **5.2 Recommendations**

Based on the experiences gained throughout the development and operation of RBK Café & Joglo, the following recommendations are proposed for individuals

seeking to establish a business in the Food & Beverage industry, particularly in the café sector:

a) Define a Unique and Authentic Concept

The F&B market, especially cafés, is highly competitive and continuously evolving. It is therefore essential to establish a concept that is not only visually appealing but also embodies cultural narratives or values that customers can meaningfully experience. A well-defined concept strengthens brand identity and provides clear differentiation from competitors.

b) Start with Efficient and Measurable Capital

One key lesson from RBK Café & Joglo is that a business does not necessarily require a large initial investment. It is advisable to start with efficient and carefully allocated capital, focusing on essential elements. Excessive spending on decorative or premium items should be avoided until revenue streams become stable. This approach reduces financial risks while maintaining flexibility for future growth.

c) Select a Location that Truly Supports the Business or Be Prepared to Work Extra.

Location remains a crucial factor. In the case of RBK, although situated in the strategic Seturan area, its position off the main road required extra effort in marketing and promotion to attract customers. Ideally, entrepreneurs should choose a location with good visibility, easy access, and steady natural foot traffic. However, if budget constraints prevent securing such a location, they must be prepared to adopt more aggressive and sustained promotional strategies to offset the disadvantage.

d) Develop a Flexible Budget Plan

While initial financial estimates should be prepared as accurately as possible, it is vital to allocate a financial buffer for unexpected expenses. In practice, many budget components, especially renovation costs, often exceed projections. Maintaining budget flexibility is therefore critical to ensuring the sustainability of the project.

e) Prioritize Early Promotions and Community Building.

Customer traffic may not be stable in the early stages of operation. Therefore, promotional activities, events, and collaborations with local KOLs or community groups are highly recommended. Social media should be leveraged consistently and creatively, allowing customers to feel integrated into the café's brand narrative.

f) Be Adaptive to Market Changes and Customer Feedback

Regular monitoring of sales performance, peak operating hours, and customer feedback is essential. If certain menu items are underperforming or operating hours are inefficient, adjustments should be made promptly. Adaptability is key to surviving in the fast-changing F&B industry.

7) Maximize Digitalization and Online Sales Channels

Relying solely on dine-in sales is no longer sufficient. Businesses should integrate with online food delivery platforms, implement efficient point-of-sales (POS) systems, and utilize paid digital marketing campaigns to expand their market reach. Building an F&B business is not merely about selling food or beverages; it involves creating a meaningful and engaging space for customers. The experience of RBK Café & Joglo demonstrates that success is

not the product of a single factor, but rather the outcome of carefully designed, executed, and continuously evaluated strategies.

### **5.2.1 Researcher's Reflection and Business Development Plan**

The development of RBK Café & Joglo is not merely an academic exercise but a personal entrepreneurial journey. The initial motivation for establishing this business stems from the author's intention to build the first entrepreneurial venture within the author's family, driven by the ambition to create something meaningful, sustainable, and impactful. Prior experience in the F&B industry, particularly in the coffee shop sector, provided the author with valuable operational and managerial insights that inspired the development of a business concept that reflects both knowledge and vision.

Moving forward, the primary focus is to ensure steady and sustainable growth. The initial target is to reach the break-even point (BEP), after which profits will be reinvested into further business development. Planned improvements include expanding the indoor air-conditioned area, adding a dedicated meeting room to support group activities and professional events, and upgrading bar equipment with more advanced machines. In the long term, RBK Café & Joglo is expected to operate efficiently and independently, allowing daily operations to continue seamlessly without direct dependence on the author's involvement.

Furthermore, the authors are considering the possibility of acquiring a coffee roastery machine in the future to produce house-roasted coffee beans, which could potentially be distributed to other coffee shops. Beyond internal development, the broader vision is for the business to expand into multiple sectors and contribute

positively to society by generating employment, collaborating with local suppliers, and providing meaningful value for the community.

This business plan is therefore not only intended as part of academic fulfillment, but is envisioned as a long-term entrepreneurial framework that can continue to evolve, innovate, and grow sustainably.

## REFERENCES

- Armstrong, G., & Philip, K. (2012). Dasar-dasar pemasaran. Jilid I, Alih Bahasa Alexander Sindoro dan Benyamin Molan. Jakarta: Penerbit Prenhalindo.
- Adhitya, B. (2021). Home Coffee Shop-Inspirasi Membangun Kedai Kopi Mungil di Teras Rumah. Bima Adhitya.
- Budiman, I., Tarigan, U. P. P., Mardhatillah, A., Sembiring, A. C., & Teddy, W. (2018, April). Developing business strategies using SWOT analysis in a color crackers industry. In *Journal of Physics: Conference Series* (Vol. 1007, No. 1, p. 012023). IOP Publishing.
- Chadhiq, U. (2009). Implementasi Strategi Blue Ocean untuk Mencapai Kinerja Perusahaan yang Kompetitif. *AKSES: Jurnal Ekonomi dan Bisnis*, 4(7).
- Chan Kim, W., & Mauborgne, R. (2015). Strategi Samudra Biru: Cara menciptakan ruang pasar yang tak tertandingi dan membuat persaingan tidak relevan.
- Chan Kim, W., & Mauborgne, R. (2005). Inovasi nilai: lompatan ke samudra biru. *Jurnal strategi bisnis*, 26 (4), 22-28.
- Dehkordi, GJ, Rezvani, S., & Behravan, N. (2012). Strategi samudra biru: Sebuah studi tentang strategi yang membantu perusahaan bertahan dalam lingkungan persaingan. *Jurnal Internasional Penelitian Akademik dalam Bisnis dan Ilmu Sosial*, 2 (6), 477-483.
- Febrianti, A. R. (2022). Tinjauan Aspek dan Potensi Pajak Penghasilan Sektor Usaha Coffee Shop di Kota Malang (Doctoral dissertation, Politeknik Keuangan Negara STAN).
- Hamdani, M. (2018). Analisis Penerapan Red Ocean Strategy dan Blue Ocean Strategy Menggunakan Skema Hapuskan-Kurangi-Tingkatkan-Ciptakan, Kanvas Strategi dan Indeks Samudra Biru pada Coffee Shop di Medan (Doctoral dissertation, Universitas Sumatera Utara).
- Kasmir dan Jakfar. (2003) *Studi Kelayakan Bisnis*. Edisi Revisi. Jakarta: Kencana.
- Kim, W., & Mauborgne, renee. (2015). *Blue Ocean Strategy*.
- Kim, W.C. & Mauborgne, R. (2006), *Blue Ocean Strategy (Strategi Samudera Biru): Menciptakan Ruang Pasar Tanpa Pesaing Dan Biarkan Kompetisi Tak Lagi Relevan*, Jakarta: Penerbit Serambi Ilmu Semesta

- Kotler, P. and Armstrong, G., (1996). Principles of Marketing. United States of America: Prentice Hall International Inc.
- Marsum, W. A. (2005). Restaurants and all their problems. Yogyakarta: Graha Ilmu
- Pramataty, V.
- Marsum, W. A. (1991). Restoran dan segala permasalahannya. Andi Offset.
- McCarthy, J. E. (1968). Basic Marketing. A Managerial Approach. Homewood, IL: Irwin.
- Namugenyi, C., Nimmagadda, S. L., & Reiners, T. (2019). Design of a SWOT analysis model and its evaluation in diverse digital business ecosystem contexts. *Procedia Computer Science*, 159, 1145-1154. <https://doi.org/10.1016/j.procs.2019.09.283>
- Ratnasari, R., Kumadji, S., & Yulianto, E. (2016). Penerapan Blue Ocean Strategy (Bos) Dalam Upaya Meningkatkan Keunggulan Bersaing (Studi Pada Waroeng Steak and Shake Cabang Jl. Kawi Bawah 18 Malang) (Doctoral dissertation, Brawijaya University).
- Sapudin, A., Najib, M., & Djohar, S. (2017). Strategi pengembangan lembaga keuangan mikro syariah (studi kasus pada bmt tawfin jakarta). *Al-Muzara'ah*, 5(1), 21-36.
- Sumarni, M., & Soeprihanto, J. (2010). Pengantar Bisnis (Dasar-dasar Ekonomi Perusahaan) Edisi ke 5. Yogyakarta: Liberty Yogyakarta.
- Sunyoto, D. (2014). Konsep Dasar Riset Pemasaran dan Perilaku Konsumen. Cetakan ke-2. Penerbit: CAPS (Center for Academic Publishing. Service), Yogyakarta.
- Tjiptono, F. (2008). Strategi pemasaran edisi III. Yogyakarta: CV. Andi Offset.tu
- Umar, Husein. (2012). Studi Kelayakan Bisnis; Teknik Menganalisa Kelayakan Rencana Bisnis Secara Komprehensif. Edisi Revisi 3. Jakarta: PT. Gramedia Pustaka Utama.
- Valentin, E. K. (2001). SWOT analysis from a resource-based view. *Journal of marketing theory and practice*, 9(2), 54-69. <https://doi.org/10.1080/10696679.2001.11501891>
- Wang, K. C. (2007, July). A process view of SWOT analysis. In Proceedings of the 51st annual meeting of the ISSS-2007, Tokyo, Japan.
- Widodo, W. I., & Anggraini, F. D. (2024). PARTISIPASI COFFEE SHOP SEBAGAI RUANG KREATIF DALAM MENDORONG PARIWISATA BUDAYA

DI YOGYAKARTA. Mabha Jurnal, 5(2), 96-108.

<https://doi.org/10.70018/mb.v5i2.88>

## APPENDICES

Appendix 1: Concept RBK Cafe & Joglo



Appendix 2: Branding Marketing RBK



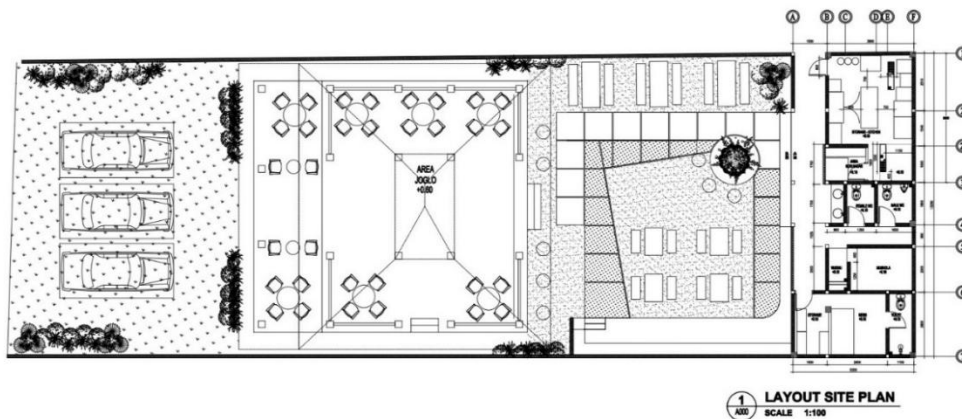
**Righteous**     *Holiday*     Futura  
 RoBbCcDdEeFfGgHhIiJj     AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz     AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz  
 KkLlMmNnOoPpQqRrSs     AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz     AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz  
 TtUuVvWwXxYyZz     AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz     AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz  
 1234567890     1234567890     1234567890



Appendix 3: Location

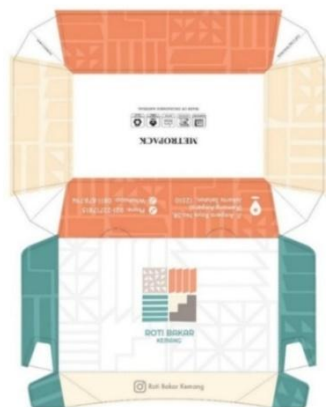


Appendix 4: Layout & Equipment Plan





Appendix 5: Packaging Design



Appendix 6: Menu Book



## Roti & Pisang Bakar








<b>Roti Bakar</b>		<b>Roti Maryam</b>	
Coklat Susu	12	Roti Maryam Coklat Crunchy	15
Kayu Susu	13	Roti Maryam Nutella	21
Coklat Crunchy	15	Roti Maryam Susu	12
Coklat Keju	15	Roti Maryam Caramel	15
Coklat Kacang	15	Roti Maryam Tiramisu	15
Coklat Kacang Keju	18		
Talor Karamel	17	<b>Pisang Bakar</b>	
Kayu Karamel	17	Pisang Bakar Coklat Crunchy	19
		Pisang Bakar Caramel	19
		Pisang Bakar Coklat	17
		Pisang Bakar Keju	17






<b>Extra</b>			
Keju	4	Meses	4
Coklat Crunchy	4	Oreo	4
Nutella	6	Ragi	4
Susu	4	Caramel	4
		Vanilla Ice Cream	7
		Choco Ice Cream	7

## Minuman

### ES KOPI RBK Authentic








<b>Coffee &amp; Latte</b>		<b>Manual Brewing</b>	
Single Espresso	7	(Gaya)	
Double Espresso	12	Vietnam Drip	23
Piccolo	16	V60	23
Caffè Macchiato	19		
Americano	15		
Allongato	16		
Cappuccino	19		
Latte	17		
Caramel Latte	23		
Hazelnut Latte	23		
Vanilla Latte	23		



















## Non Coffee

<b>Tea</b>		<b>Fresh Juices</b>	
Iced Tea	5	Strawberry	17
Lemongrass Iced Tea	13	Avocado	17
Milk Tea	13		
Thai Iced Tea	15	<b>Milkshakes</b>	
Green Tea Iced Tea	15	Chocolate, Vanilla	21
Iced Lemon Tea	17	Ovomaltine	23
Peach Iced Tea	17		
Vanilla Iced Tea	17		

### Mocktails

<b>Others</b>	
Orange	13
Vanilla Ragi	19
Miloreo	17
Iced/Hot Chocolate	21









📍 A. Setelan Mataram No.8, Kledikan, Caturtunggal, Depok, Sleman, DIY  
📞 081-8568-794

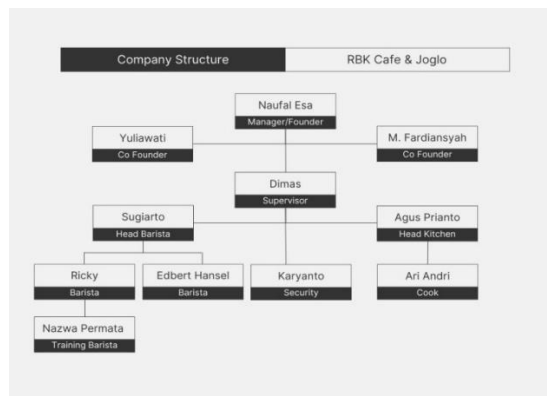
🕒 Senin - Minggu  
 11.00 - 00.00  
 (Dine-in, Take Away & Online)

Harga Belum Termasuk Pajak dan Servis  
 Harga Dalam Ribuan Rupiah

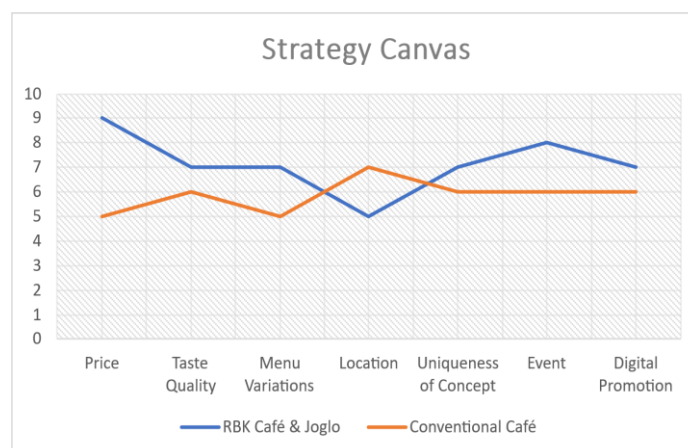
## Appendix 7: Sertifikat Halal



## Appendix 8: Company Structure



## Appendix 9: Strategy Canvas Diagram



Appendix 10:: Site Survey

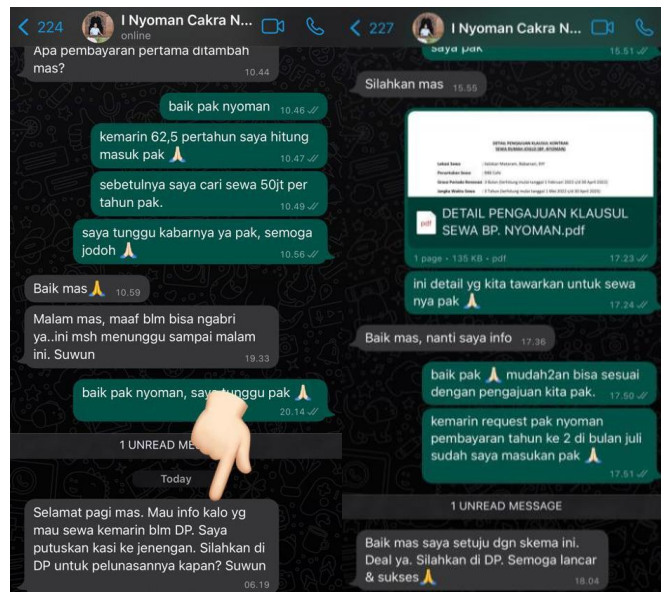




Appendix 11: Payment Scheme

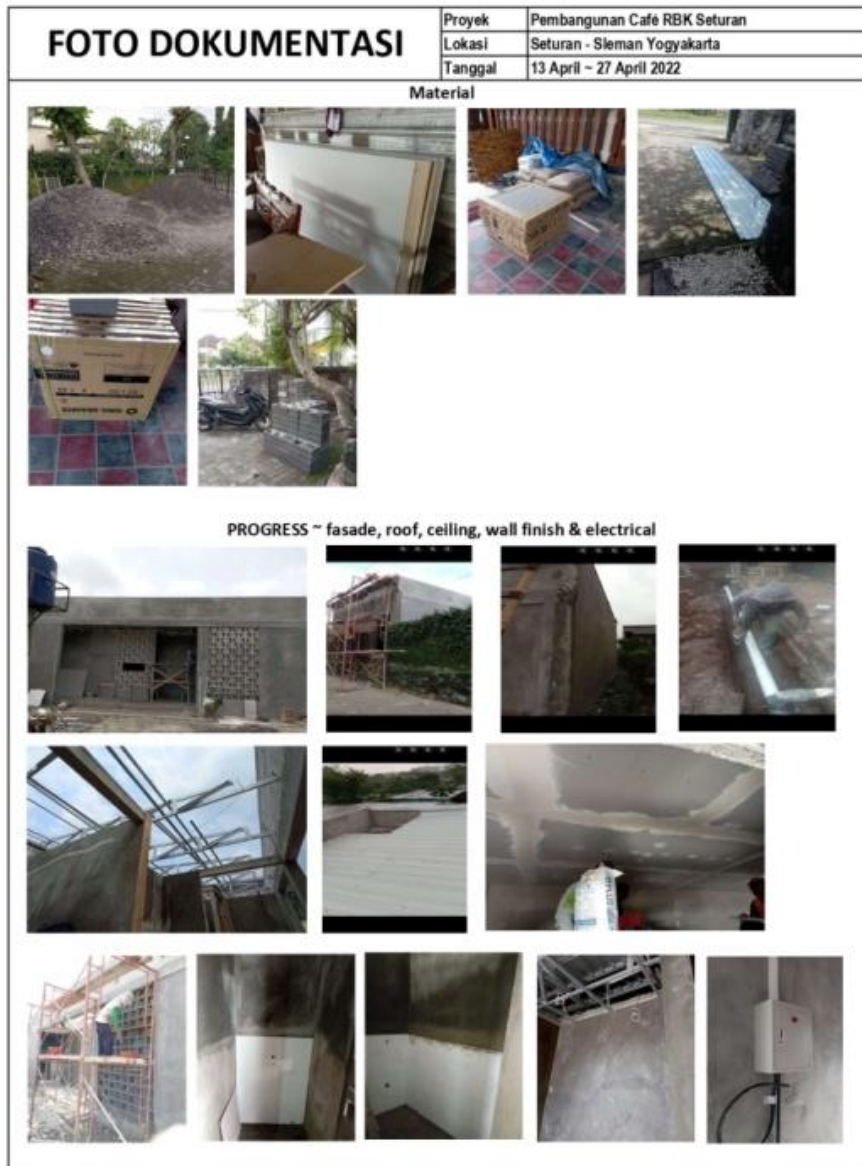
No.	Pembayaran	Jumlah	Tanggal
1.	Tanda Jadi (Booking Fee)	Rp5.000.000,-	16 Desember 2021
2.	Pembayaran Tahun I  Note: Estimasi pada saat penandatanganan kontrak sewa di bulan Januari 2022	Rp57.500.000,-	1 Januari 2022
3.	Pembayaran Tahun II	Rp62.500.000,-	1 Juli 2022
4.	Pembayaran Tahun III	Rp.62.500.000,-	1 Agustus 2023
5.	Pembicaraan Kontrak baru 1 Mei 2025 – 30 April 2028		1 Januari 2025

## Appendix 12: Negotiation Process



## Appendix 13: Renovation documentation & Budget Allocation





NO	DESCRIPTION	TOTAL	TOTAL SUM
I.	PRELIMINARY WORKS	Rp	23,900,000
II.	STRUCTURE WORKS	Rp	51,052,984
III.	ARCHITECTURE WORK	Rp	232,456,244
IV.	MECHANICAL, ELECTRICAL & PLUMBING	Rp	84,333,250
V.	OUTDOOR COURTYARD	Rp	40,830,367
TOTAL SUM			Rp 432,572,845
ROUNDDOWN			Rp 432,500,000

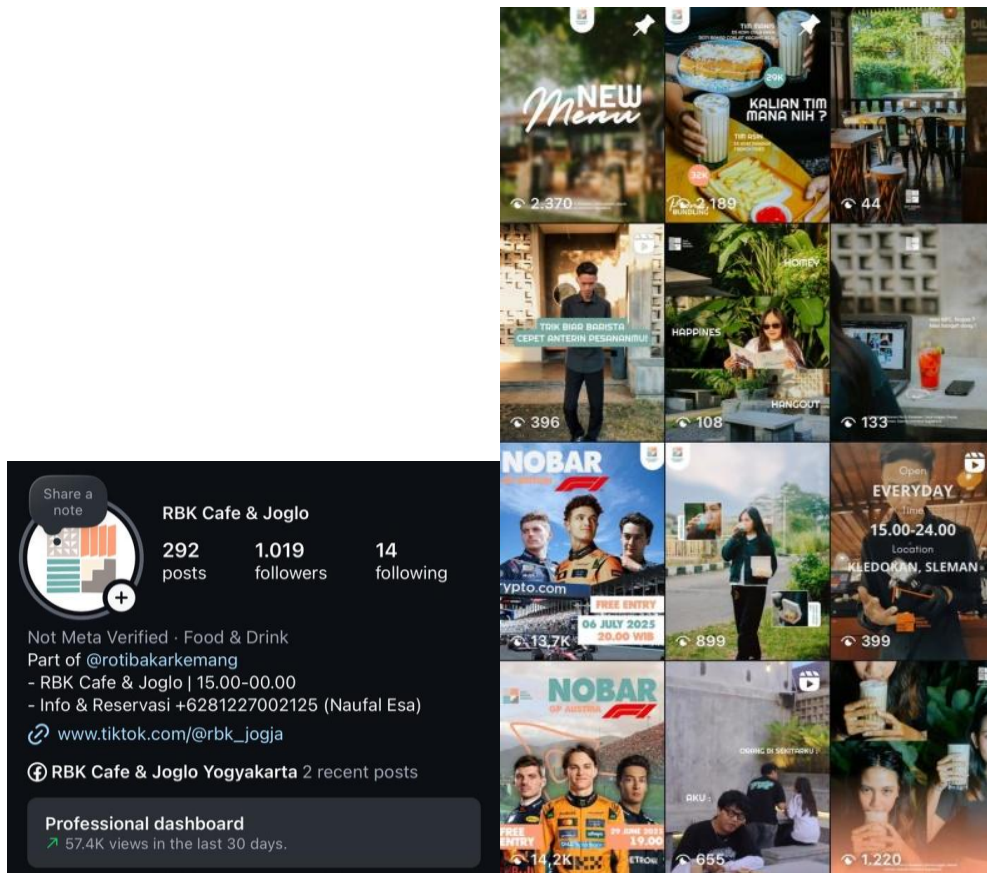
## Appendix 14: Job Vacancy



## Appendix 15: Social Media

**ROTI BAKAR KEMANG** Cafe & Joglo

4,6 ★★★★★ (158) · 🚲 9 min  
Coffee shop · Rp 25–50K  
**Closed** · Opens 15.00  
Saved in Favorites  
You manage this Business Profile  
5,272 customer interactions



## Appendix 16: Grand Opening





Appendix 17: Promotion Poster & New Menu Poster





Appendix 18: Budget Comparison

No	Component	Initial Budget	Final Realization
1	Rental Place	Rp 62,500,000	Rp 62,500,000
2	Civil Works Renovation & Landscaping	Rp.60,000,000	Rp 432,500,000
3	Furniture & Interior	Rp 150,000,000	Rp 80,000,000
4	Operational Equipment	Rp 160,000,000	Rp 160,000,000
5	Tech Support	Rp 10,000,000	Rp 4,085,000
6	Purchase of Raw Materials	Rp 7,500,000	Rp 7,000,000

7.	Plant Purchase	-	Rp 11,000,000
8.	Electricity Capacity Upgrade	-	Rp. 11,611,900
9.	Marketing	-	Rp 7,000,000
10.	Training Costs	-	Rp 7,500,000
<b>TOTAL</b>		<b>Rp</b>	<b>Rp 783,196,900</b>
		<b>450,000,000</b>	

Appendix 19: Poster Nobar



Appendix 20: Online Food Account

