

## BUSINESS FEASIBILITY STUDY OF GLUTEN-FREE CHOUX WITH NUSANTARA TASTE “PUFF YOU!”

<sup>1</sup>Bryan Alexander Gumarus , <sup>2</sup>Juliana  
Universitas Pelita Harapan, Tangerang

<sup>1</sup>Bryangumarus19@gmail.com, <sup>2</sup>Juliana.stpph@uph.edu  
Corresponding author : Juliana.stpph@uph.edu

### ABSTRACT

*Puff You! is a Café Specialize Choux located in Greenville, West Jakarta. Puff You! offers the main product Choux gluten-free with the taste of the Indonesia flavors which can provide an opportunity for consumers who cannot eat desserts containing gluten. Puff You! is not only selling dessert choux but also equipped with various types of coffee, tea, and snacks. Puff You! target market are people who from 15 years and above who live in West Jakarta, but it is possible if people who live outside DKI Jakarta visit Puff You! The main purpose of this business feasibility study is to test and assess whether Puff You! can be stated as a business idea that is feasible to run into a real business, seen from various aspects, such as market and marketing aspects, operational aspects, organizational and human resources aspects, and financial aspects. The data in this business feasibility study uses a purposive sampling technique with primary data collection by observation and distribution of online questionnaires with 384 respondents, as well as secondary data (internet and books). Café Puff You! feasible and profitable to run as a real business*

*Keywords: Business Feasibility, Café, Choux, Gluten-free, Nusantara Taste*

### I. INTRODUCTION

Indonesia is the largest archipelagic country in the world, with 17,508 islands and more than 360 different tribes (Kemenlu, 2014). The diversity of ethnic groups with different culinary tastes by utilizing the surrounding natural resources. Various types of food are supported by the wealth of Indonesian animal and vegetable foods so that the culinary of the archipelago becomes a capital in the progress and success of Indonesian food (Gardjito, 2017).

**TABLE 1.** Population Growth Rate by Regency/City in DKI Jakarta Province 2018-2020

Regency/ Municipality	2018	2019	2020
	Total Population (Thousands)		
Thousand Islands	24.1	24.3	27,8
South Jakarta City	2.246,1	2.264,7	2.226,8
East Jakarta City	2.916,0	2.937,9	3.037,1
Central Jakarta City	924,7	928,1	1.056,9
West Jakarta City	2,559,4	2.589,9	2.434,5
North Jakarta City	1.747,3	1.812,9	779,0
DKI Jakarta	10.467,6	10,557,8	10.562,1

Source: Badan Pusat Statistik (2021)

Based on table 1, it can be seen that the population growth rate in the DKI Jakarta province has increased steadily every year. With increasing population growth, the need for clothing, food, and housing will also increase, making DKI Jakarta suitable for business opportunities.

**Figure 1.** Retail Sales Growth 2021 DKI Jakarta



Source: Bank Indonesia (2021)

Based on Figure 1, it is noted that the growth of retail sales in DKI Jakarta has fluctuated every year. At the beginning of 2020, every aspect of sales as seen in Figure 1 experienced a decline, then experienced a recovery in the middle of 2020. Sales of food and beverages from early 2020 to May 2021 experienced an increase compared to other sales, thus proving that the business in the food sector and drinks can survive despite the COVID-19 pandemic.

**TABLE 2.** Lifestyle Changes in Indonesia Society During the Pandemic of COVID-19

Activity	Percentage (%)
eat healthy food	90
testing new food recipes	61
consume a higher daily snack than usual	41

Source: Media Indonesia (2020)

Based on table 2, the COVID-19 pandemic brought a new lifestyle for the Indonesian people, as much as 90% consumed a healthy diet, 61% tested new food recipes and 41% of the Indonesian people consumed a higher daily snack than usual. Indonesian people are starting to become aware of eating healthy food, especially during the COVID-19 pandemic. From the data listed, the food and beverage business have good potential, especially during the Covid-19 pandemic, with the rich and diverse flavors of the Indonesian archipelago that can be used to become a new business innovation. Café Puff You! sells the main product of gluten-free choux with the taste of the archipelago, equipped with various types of coffee, juice, tea, and side dishes that can be enjoyed by all ages. By selling gluten-free products, it can expand the target market of consumers who can consume gluten to those who cannot consume gluten and help Indonesian food because it uses gluten-free mocaf flour. Café Puff You! prioritizing the convenience of consumers in terms of the design of the Puff You! which is simple and natural as well as the combination of white and warm yellow lighting which will give the impression of being comfortable but still aesthetic. The word "Puff" is taken from the name of the product to be sold, namely cream puff (English) or choux au craquelin (French). The logo used is a visual of the product that will be sold to consumers, so by hearing the word puff and seeing the Puff You!



consumers can know what products are sold and easy to remember. The tagline owned by the cafe Puff You! is Puffing Your Happiness. The definition of puffing is to pump or give strength/energy, so Puffing Your Happiness can be interpreted for every bite of Puff You! will give the power or energy of happiness in consumers. The purpose of this study is to analyze the feasibility of the Café Puff You! business to run or not, from the market and marketing aspects, operational aspects, organizational and human resources aspects, and financial aspects.

Based on Ministry of Tourism and Creative Economy of the Republic of Indonesia No. 11 of 2014, A restaurant is a food and beverage service provider that is equipped with various equipment and supplies for all processes of storage, manufacture and presentation in a place that is not moving with the aim of making a profit. In general, economic policies are formulated with the aim of increasing “output” growth in the form of the production of goods and services needed by individuals. Resources availability is relatively limited but need is unlimited (Pramono et al., 2021). According to Walker (2014, pg. 37), A cafe is a place that sells a variety of fast food and drinks that are equipped with a comfortable and relaxed atmosphere or informal. Café Puff You! implementing the Single Point Service, where consumers place orders and pay at the counter so that the service will be more practical and faster (Cousins Lillicrap, dan Weekes, 2014, pg.19). Menu that offered by Puff You! are a ‘la carte and table d’hote, so consumers have the freedom to choose the product they want or choose a package that is more attractive and relatively cheaper. Products that Puff You! is choux au craquelin using gluten-free mocaf flour as the basic ingredient. The use of filling choux with Indonesian flavors will give a unique impression and attract the attention of consumers and the use of gluten-free flour will give consumers a positive mindset towards Puff You! without worrying about health problems, as well as helping quality local Indonesian food. Café theme design from Puff You! is simple & natural with white interior color with wooden accents. The lighting used is white & warm yellow to give a warm and comfortable impression. Business models, dynamic capabilities, and strategies are interdependent. The strength of the company's dynamic capabilities helped shape its prowess in business model design. Through its influence on organizational design, business models influence the dynamic capabilities of the firm and place limits on the viability of certain strategies.(Tece, 2018)

According to Kotler & Keller (2016, pg. 109), Market demand is the number of requests by certain groups for a product to be purchased, adjusted to the geographical area, time period, and determined marketing program. Market trend analysis for Puff You! Data collection was carried out with online questionnaires using google forms to respondents, due to the Covid-19 pandemic so it was not possible to interact directly with people. The questionnaire distributed consisted of three parts, namely the respondent's profile, market conditions and marketing mix. The number of questions in the questionnaire is 37 questions, with 29 marketing mix questions that use the 8Ps, namely product, price, places, promotion, packaging, people, programming, and partnership using the formula of Krejcie-Morgan (1970) and the results obtained that the minimum number of respondents required for the questionnaire is 384 respondents. Based on Badan Pusat Statistik (2021) The population of DKI Jakarta by age group in 2019 and 2020 is dominated by the age group of 5-44 years, therefore, the age group of 15-39 years is the target market of the Café Puff You!. According to Sekaran & Bougie (2016, pg. 220), the mandatory requirement in using a questionnaire as a measuring tool is that the questionnaire must be valid and reliable so that validity and reliability tests are needed. Validity test is used to test the accuracy level of how well the instrument is to test variables in a study and to measure the concept desired by the researcher (Sekaran & Bougie (2016, pg. 220). Café Puff You! requires 384 respondents using a significance of 0.05 so that the ttable value obtained is 0.100. According to Sekaran & Bougie (2016, pg. 223), reliability test was carried out using Cronbach's Alpha. Offer is a combination of various products, both from services, information, to experiences that will be offered to the market that are useful to meet all consumer needs (Kotler & Armstrong, 2018, pg. 31). Café Puff You! using a bid analysis which is divided into three categories, namely competitor analysis, SWOT analysis and Porter's Five-Forces analysis. According to Kotler & Keller (2016, pg. 71), SWOT analysis is an analysis used to evaluate a company that is seen from the strengths, weaknesses, opportunities, and threats that will occur in a company so that it can run well. According to Enz (2010, pg. 60), Porter's five-forces analysis is an analysis carried out to determine the type and level of competition in an industry and determine the potential benefits to be obtained from consumers, suppliers, obstacles that will occur, alternative products/services, and competition. According to Kotler & Keller (2016, pg. 268), segmentation is an activity that groups the market population according to the same characteristics, seen from needs to want. Café Puff You! implementing



a differentiation strategy on the product to the cafe atmosphere offered. The variety of choux flavors that are unique and gluten-free, the dine-in atmosphere is made in such a way by paying attention to the cleanliness and comfort of consumers, especially during the Covid-19 pandemic, so that consumers will not mind spending more to get products and services from Café Puff You!. According to Morrison (2019, pg. 204), price is a determinant of the profit of a company. Café Puff You! using sophisticated approaches with the type of cost-plus pricing approach where the determination of the price will be added with a certain percentage to increase profits. The price discounting and discrimination approach will also be used to provide discounts to consumers who meet certain requirements to increase the quantity of products sold and attract consumers' attention to buy Puff You! products. Promotion is part of marketing communication to provide complete and persuasive information to the public about a company (Morrison, 2019, pg. 205). There are five promotion techniques, namely advertising, personal selling, sales promotion, merchandising, and public relations and publicity. According to Morrison (2019, pg. 207), there is a technique used to measure service quality in a company called SERVQUAL (Service Quality) which consists of five things, namely tangibles, reliability, responsiveness, assurance, and empathy. Cooperative cooperation between companies and service or service providers in promoting and marketing a company (Morrison, 2019, pg. 206). There are five types of cooperation, namely customers, suppliers, organizations in the same business, organizations in non-related businesses, and online alliances.

In the operational aspect, the aspect of the type of activity and facilities is one aspect that needs to be considered in making a business. What activities and facilities are needed and will be carried out by consumers so that they need to be prepared to support the operations of a business. According to Cousins, Lillicrap, dan Weekes (2014, pg. 15), service activities in food and beverage consist of two systems that operate simultaneously, namely service sequences (employee activities) and customer processes (consumer activities). Analysis of functional relationships between activities and facilities is carried out to find out what facilities can support activities in a place of business so that the operations of a place of business can run effectively and efficiently. (Cousins, Lillicrap, dan Weekes, 2014, pg. 55). All needs in the facility space require precise calculations tailored to the type of activity and facilities to support the operations of a place of business (Cousins, Lillicrap, dan Weekes, 2014, pg. 116). In calculating the space requirements for the Puff You! has a land area of 80m<sup>2</sup> and a building area of 180m<sup>2</sup> which consists of three floors. In each facility room there is equipment used to support the operations of the Puff You! so that the services provided are efficient and effective. The following is the inventory calculation needed by the Café Puff You!. Restaurant accessibility is an important factor in reaching potential target markets, so it is necessary to choose a strategic and adequate location for the convenience of consumers who want to visit (Davis, 2018, pg. 31). The criteria for site selection are seen from the potential target market, accessibility, availability of human resources, presence of competitors, and rental costs.

According to Dessler (2020, pg. 3), An organization is a group of people who have separate formal roles who work together to achieve company goals. Job analysis is a process of determining the obligations and responsibilities of a characteristic position in the company and the human resources needed to be employed in a particular position (Dessler, 2020, pg. 100). Business manager analysis is an analysis of the business manager which aims to determine the strengths and weaknesses so that they can anticipate threats that may be faced and take advantage of existing opportunities. Café Puff You! operates in the field of providing food and beverage services. Form a Puff You! is a Limited Liability Company (PT) named PT Aquelinfood. Based on Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies Article 1, Limited Liability Company is a legal entity of a capital partnership which is established based on an agreement, business activity with authorized capital divided into shares and fulfills the requirements stipulated in the law. Café Puff You! must fulfill the articles of association to establish PT Aquelinfood. The budget is obtained from private capital by shareholders. According to Dessler (2020, pg. 240), Training is a teaching process needed by employees to hone the basic skills needed when doing the work to be given. Development is an effort made to improve performance by increasing skills, knowledge, and changing attitudes (Dessler, 2020, pg. 257). Café Puff You! will provide training and development for each employee to maintain and improve the quality of products and services at the café.



Source of funds is money used as investment capital and working capital. Sources of funds can be obtained from shareholders, bondholders, banks, and others (Evans, 2020, pg.16). Details of initial investment funds include renovations, equipment, supplies, legal expenses, initial inventory, insurance, rental fees, and legal fees. Operational costs are costs incurred to support the operations of a business so that products or services can be produced (Elliott & Elliott, 2019, pg. 237). According to Weygandt (2019, pg. 13), Revenue is income derived from business activities carried out. Estimated income can be calculated by calculating the restaurant's maximum seating capacity, sales assumptions, calculating operating hours, and the time spent by consumers in the restaurant so that seat turnover can be determined. The balance sheet is a report that contains assets, owner's capital, and debts on the financial condition of a company made in accordance with the specified period (Weygandt, 2019, pg. 29). Café Puff You! balance projection divided into three, namely current assets, fixed assets, and intangible assets. According to Hariharan (2019), profit and loss projections are financial projections consisting of expenses and income generated by a company to find out the profits and losses during the company's operations within the specified time. The cash flow statement is a report that records several net cash flows which are equivalent to cash in and out of the company. According to Hariharan (2019), The break-even point or the break-even point is the point of fixed production costs (fixed costs) and variable production costs (variable costs) multiplied by sales. The function of the break-even point is to determine the number of products that must be sold to consumers at a predetermined price that can cover production costs to get maximum profit. Investment appraisal is a process to determine the value of a company's assets so that it can determine the feasibility of a company (Hariharan, 2019). Investment appraisal consists of weighted average cost of capital (WACC), payback period, internal rate of return (IRR), net present value (NPV), and profitability index (PI).

## II. METHOD

This study uses quantitative research methods. The data were analyzed using the SPSS program. The data analyzed is primary data with a Likert scale of 1-7. Primary data come from questionnaires distributed online and direct observation. Secondary data were obtained from government publications, websites on the internet containing online surveys, articles, e-journals, e-books, and physical books related to and supporting the research. The sampling technique used in this business feasibility study is non-probability sampling, namely convenience sampling to facilitate the acquisition of information. Determination of sample size using the theory of Krejcie & Morgan with a known population. Based on the theoretical calculations, the minimum sample size produced is 384 samples. From the questionnaires that have been distributed, 384 respondents were obtained, which means that the minimum sample target was exceeded. The questionnaire data obtained were then tested for validity and reliability tests. According to Ghozali (2018), validity tests are needed to measure valid questionnaire instruments in data collection. A reliability test is a test conducted on each research instrument to find out whether or not the data has been collected. It is said that if the variable Cronbach's alpha number is less than 0,60 then the data is considered weak, if the number is in the range of 0,70 then the data can be received temporarily if it exceeds the number 0,80 then the data is considered good (Sekaran & Bougie, 2016). Based on the validity and reliability tests, all 384 questionnaire data were declared valid and reliable. The analysis conducted on the questionnaire consists of various aspects, namely aspects of the market and marketing (market demand and supply, competitors, market share, and marketing mix); operational aspects (flow of activities and facilities, location determination, and technology); organizational and human resource aspects (legal aspects of the company, human resource management, and corporate organization) and financial aspects (needs and resource analysis, operating expense estimates, operating income estimates, balance sheet projections, profit and loss projections, cash flow projections, break-even analysis and investment valuations to test feasibility (Weighted Average Cost of Capital, Payback Period, Net Payback Present Value, Internal Rate of Return, and Profitability Index) and analysis of the company's financial ratios.

## III. RESULTS AND DISCUSSION

### Market and Marketing Aspects



Puff You! conducted a market survey by distributing online questionnaires through Google Forms and obtained as many as 384 respondents using the Krejci-Morgan formula to find out the estimates and the required sample population. The author distributes a questionnaire with a total of 37 question indicators, with 29 marketing mix questions using the 8Ps. All questions in the questionnaire are valid with the results of the reliability test using Cronbach's Alpha above the average of 0.943. Café Puff You! target market! are people aged 15 to 39 years who live in West Jakarta, with middle to upper incomes, various educational backgrounds, and various occupations, but it is possible if people who live outside DKI Jakarta visit the Puff You! Psychographic segmentation of the café Puff You! is a person who has an interest in dessert food products and is interested in visiting a dessert café for various reasons, such as concept, taste, price, service, to the facilities provided. The results of the respondent profile questionnaire for the age range are dominated by the age range of 20-24 years as many as 335 respondents, thus indicating that consumers aged 20 and over are suitable and interested in the Café Puff You! business form.!

### Cafe Facilities

Based on the results of the questionnaire there are 138 respondents (35.9%) choosing smoking and non-smoking areas in a dessert café, 216 respondents (56.3%) choosing Wi-Fi facilities, 293 respondents (76.3%) choosing a design and atmosphere that comfortable, 238 respondents (62%) chose aesthetic photo spots, and as many as 368 respondents (95.8%) chose to carry out mandatory health protocols for visitors and employees (temperature checks, use masks, hand sanitizer available, and seat restrictions). This can be a consideration for the café Puff You! in determining what facilities are in accordance with consumer needs, such as carrying out mandatory health protocols, especially during this Covid-19 pandemic, as well as the design and comfortable atmosphere in the Puff You!

### Marketing Mix

Café Puff You! implementing a differentiation strategy on the product to the café atmosphere offered. The variety of choux flavors that are unique and gluten-free, the dine-in atmosphere is made in such a way by paying attention to the cleanliness and comfort of consumers, especially during the Covid-19 pandemic, so that consumers will not mind spending more to get products and services from the Café Puff You!. Puff You! marketing mix using the 8Ps, namely product, price, promotion, packaging, programming, people, and partnerships that are used to meet consumer needs. According to Sekaran & Bougie (2016, pg. 223), reliability test was carried out using Cronbach's Alpha. If the results of Cronbach's Alpha are less than 0.60, it can be concluded that the results of the questionnaire are weak or not good. If the results of Cronbach's Alpha are greater than 0.60 and less than 0.70, it can be concluded that the questionnaire results are sufficient. If the result is greater than 0.80, it can be concluded that the results of the questionnaire are good.

TABLE.3 Reliability Test

Cronbach's Alpha	N of Items
0.943	29

Source: Processed Data (2021)

The Cronbach's Alpha coefficient value obtained is 0.943, then the results of the Puff You! can be declared reliable because it is greater than 0.80. Café Puff You! Not only does it offer gluten-free choux with Indonesian flavors, but there are also a variety of other flavors, such as cream and ice cream variants as well as offering various types of light bites, and various beverage products from juice, coffee to tea. Café Puff You! using profit-oriented pricing objectives, namely determining prices based on the profits to be achieved and planned for maximum profits. The price discounting and discrimination approach will also be used to provide discounts to consumers who meet certain requirements to increase the quantity of products sold and attract consumers' attention to buy Puff You! products. Café Puff You! conduct marketing research to get feedback from consumers to find out consumer views and customer satisfaction with Puff You! via guest comment cards. Merchandising by café Puff You! from the menu design, banner, and packaging with the Puff You! to increase brand awareness. Café Puff You!

provide a 20% discount on all items at the grand opening, a special 15% discount on all choux packages on café birthdays, Chinese New Year, Eid Mubarak, Christmas and New Year and free 1 pcs choux all variant for birthday consumers, and the price is Rp. 17,845 all variant choux to celebrate Indonesia's Independence Day with a minimum purchase of three pcs. All Puff You! mandatory to attend training to ensure SERVQUAL services and information about products, promos, packages, and perform product up-selling to consumers so that they can interact well, and consumers buy the products offered. Café Puff You! collaborating with organizations in related business, namely collaborating with suppliers to get good quality raw materials at low prices, besides the Puff You! also cooperates with QRIS (Quick Response Code Indonesian Standard) to facilitate payments with electronic money such as BCA Mobile, OVO, Shopee Pay, Go Pay, and others to provide transactions without direct physical contact between employees and consumers, as well as cooperate with several banks in providing EDC (Electronic Data Capture) payments such as debit/credit. Café Puff You! collaborating with online food delivery services such as Go Food, Grab food, Traveloka Eats, and Shoppe Food, as well as collaborating with online alliances with influencers, food bloggers on social media Tik Tok and Instagram, and search sites, such as Pergikuliner and Zomato. Direct Competition or direct competition is a type of competition between business competitors in offering similar/similar products and services to meet consumer needs. Here are businesses that offer products and services that similar with Café Puff You! as follows:

**TABLE 4.** Direct Competitor List of Café Puff You!

No	Name	Product	Price (Rp)	Location
1	Beard Papa's	<i>Cream Puff</i>	Rp. 20.000 – Rp. 42.000	Mall Central Park, Lantai LG, Jl. Letjen S. Parman, Jakarta Barat
2	Mr. Puff	<i>Cream Puff</i>	Rp. 12.000 – Rp. 37.000	Mall Taman Anggrek, Lantai 4, Jl. Letjen S. Parman, Jakarta Barat
3	Mihimihi	<i>Croquant Choux</i>	Rp. 24.000 – Rp. 38.000	Mall Taman Anggrek, Lantai G, Jl. Letjen S. Parman, Jakarta Barat.

Source: Processed Data (2021)

Substitute Services is a type of competition between businesses that offer substitute/alternative products and services but are still in the same food and beverage industry. Here is a list of alternative businesses that are still in the same industry as Puff You! as follows:

**TABLE 5.** List of Alternative Competitors of Café Puff You!

No	Name	Product	Price (Rp)	Location
1	Tokyo Gorilla	<i>Bakery, coffee</i>	Rp. 25.000 – Rp. 35.000	Jl. Ratu Kemuning, Blok AS No. 43, Greenville, Jakarta Barat
2	Papa Mama Bakery	<i>Bakery, coffee, eatery</i>	Rp. 9.900 – Rp. 380.000	Jl. Greenville Blok AS No. 40C, Greenville, Jakarta Barat
3	Strawberry Cafe	<i>Eatery, snacks, board games</i>	Rp. 25.000 – Rp. 125.000	Jl. Greenville Blok AY Np.9A, Jakarta Barat
4	Evlogia Café & Co	<i>Sandwiches, coffee</i>	Rp. 15.000 – Rp. 40.000	Jl. Gang Macan No. 102C,
5	Tyfel Coffee	<i>Sandwiches, pasta, coffee</i>	Rp. 20.000 – Rp. 80.000	Jl. Mangga Raya No. 4, Greenville, Jakarta Barat
6	Dinobites Cafe	<i>Eatery, pizza, coffee</i>	Rp. 5.000 – Rp. 45.000	Jl. Gang Macan No. 102C, Greenville
7.	Tsurukamedou Ramen	<i>Japanese Cuisine</i>	Rp. 5.500 – Rp. 66.000	Jl. Ratu Kemuning Blok A2 No. 8A, Greenville
8	Saung Greenville	<i>Eatery, Seafood</i>	Rp. 20.000 – Rp. 700.000	Jl. Greenville No. 12A, Greenville



Source: Processed Data (2021)

According to Kotler & Keller (2016, pg. 71), SWOT analysis is an analysis used to evaluate a company that is seen as a whole from the strengths, weaknesses, opportunities, and threats that will occur in a company so that it can run well.

a. Strengths

According to Mariotti & Glackin (2016), strengths is an ability or advantage possessed in a business venture. Here are the strengths of the Café Puff You!

- 1) Café Puff You! offers a main product that has a variety of flavors that are different from competitors, such as variations in archipelago flavors (Klepon, Martabak sweet, a combination of Pandan and Srikaya, Piscok (chocolate banana), Nastar Cheese, and Kopyor), as well as choux produced which is gluten-free.
- 2) Location of the Café Puff You! strategically located in Greenville, which is one of the culinary attractions in West Jakarta, and close to various universities, schools, housing, apartments, shopping centers, offices, and various types of food & beverage businesses.
- 3) Offering good quality gluten-free choux in accordance with health protocol standards is mandatory in the product manufacturing process to product delivery to consumers. The use of new normal service attributes for employees and periodic sterilization in the cafe area and eating utensils used by consumers so that cleanliness is guaranteed.

b. Weaknesses

According to Mariotti & Glackin (2016), Weaknesses are deficiencies in an unprofitable business venture, so they need to be avoided by improving the quality of products or services. Here are the weaknesses of the Café Puff You!

- 1) Café Puff You! as a newcomer to the business of selling gluten-free choux, so it takes time to become known to the public.
- 2) The large capital costs required to build a Puff You! in Greenville, West Jakarta, and other costs, such as employee training, equipment, and supplies that support the company's operations.
- 3) Experience in the field of Food & Beverage is not as much as that of competitors.

c. Opportunities

According to Mariotti & Glackin (2016), Opportunities are external conditions and operational environment that can be used to help a business venture to be superior to competitors. Here are the opportunities that Café Puff You! has:

- 1) The main products that the cafe Puff You! has a variety of flavors that are different from competitors, such as variations in the taste of the archipelago, variations in cream flavors, and variations in ice cream flavors, and the choux produced is gluten-free
- 2) The development of technology, especially social media that can be used to carry out various promotions for the Puff You! to the public
- 3) Offering gluten-free choux products, will attract public interest, especially during the Covid-19 pandemic because people are more aware of health.

d. Threats

According to Mariotti & Glackin (2016), Threats are external factors in the form of obstacles faced by the company, thus hindering the development of a business venture. Here are the threats that café Puff You! has:

- 1) The unstable economic conditions in Indonesia during the Covid-19 pandemic, affecting the cost of raw materials, suppliers, and consumer demand.
- 2) The number of competitors in the food and beverage sector around the location of the Café Puff You!

Based on the strengths, weaknesses, opportunities, and threats that may occur in Café Puff You!, then Puff You! will carry out the following strategy:

a. Strategy S-O (Strengths - Opportunities)

- 1) Maintaining product quality so as to get customer loyalty, to following trends by innovating products so that they can attract public interest and can compete in the long term.





- 2) Utilizing technological advances to carry out promotions so that they reach consumers widely through social media (Instagram, Facebook, Tiktok), collaboration with delivery services (Go-Food, GrabFood, Traveloka Eats, ShoppeFood), collaboration with websites and online restaurant search applications (Zomato, Chope, Eatigo, Go Kuliner, Google Search), as well as cooperation in bank payments (EDC) and online payments (Gojek, Grab, Shopee, Dana).
- 3) Pay attention to the quality of cleanliness from the cafe to the employees. Carrying out mandatory health protocols for visitors and employees (checking temperature, using masks, available hand sanitizers, and seating restrictions), using new normal service attributes for employees, periodically sterilizing equipment and equipment in the work area, as well as take away boxes for the purchase of food that is taken home with a UVC sterilization box so that it is guaranteed cleanliness and can increase consumer confidence in café Puff You!
- b. Strategy S-T (Strengths – Threats)
  - 1) Maintain good relations with consumers, suppliers, online delivery services, and banks to overcome rising prices for food and beverage raw materials.
  - 2) Improve cleanliness and safety in restaurants by following targeted health protocol standards so that consumers will feel comfortable to dine-in.
  - 3) Conduct employee training to maintain service quality, product knowledge to product manufacture.
- c. Strategy W-O (Weaknesses-Opportunities)
  - 1) Conduct scheduled promotions using social media to increase brand awareness and invite food bloggers and influencers to provide reviews on restaurants so that they can attract consumers' attention.
  - 2) Looking for investors to invest and borrow capital.
  - 3) Recruiting employees according to the required qualifications in a professional manner.
- d. Strategy W-T (Weaknesses-Threats)
  - 1) Provide guest comment cards for reviews and as an evaluation of deficiencies in products and services that the café provides to consumers.
  - 2) Providing promotions in attractive discounts and packages
  - 3) Maximize the use of existing resources effectively and efficiently so that cafe operations run well

According to Enz (2010, pg. 60), Porter's five-forces analysis is an analysis carried out to determine the type and level of competition in an industry and determine the potential benefits to be obtained from consumers, suppliers, obstacles that will occur, alternative products/services, and competition. Here's a five-forces analysis of the porter café Puff You! include:

a. Bargaining Power of Customer

According to Enz (2010, pg. 60), consumers have the power to bargain on demand that can indirectly affect the company. The following factors allow consumers to have high bargaining power:

- 1) The low number of consumers has an impact on companies to keep consumers from switching to other companies. The Greenville location is always crowded with visitors because it is one of the strategic areas and is famous for its food and beverage business in West Jakarta. To anticipate the low number of consumers, the cafe Puff You! will carry out regular promotions through social media which is expected to attract the attention of consumers to visit.
- 2) Consumers who make purchases in large quantities can influence the selling price and request special services. Based on the results of the questionnaire, the majority of respondents visited a dessert café one to two times a week with an average expenditure of Rp. 150,001 – Rp. 200,000. This shows that the purchasing power of customers is high, so the Puff You! provides a choice of package menus that can be selected according to the needs and desires to minimize the bargaining power of consumers.
- 3) Consumers can find alternative products or services in other companies. There are several competitors from the cafe Puff You! which offers similar products, but product variations to the ambience offered by the Puff You! different and cannot be found in other companies so that consumers' bargaining power is low.
- 4) A company can move forward to become its own consumer and can move as its own supplier.
- 5) Consumers are motivated to get similar products at more affordable prices so that consumers will tend to compare products from other companies.
- 6) Consumers do not care about the quality of the products purchased. This can happen when the product or service does not affect the quality, so consumers will be more influential to get a lower price.



- 7) Consumers have information about a company, for example knowing the costs and benefits of the company that can increase the bargaining power of customers.
- 8) Consumers who are organized with clubs/associations to get information about a company so as to increase bargaining power.

Based on the understanding of the analysis above, it can be concluded that the bargaining power of consumers is moderate, although consumers have many other choices to switch, but the innovation and product differentiation of the Puff You! cannot be found on any other competitor.

#### b. Bargaining Power of Suppliers

According to Enz (2010, pg. 62), High bargaining power of suppliers can affect price increases in a company and reduce the quality of the materials provided. The following factors affect the bargaining power of suppliers:

- 1) Limited number of suppliers with large demand. Café Puff You! has several suppliers so it does not depend on only one supplier so that the bargaining power of suppliers is low.
- 2) The number of suppliers who sell raw materials is limited and cannot be replaced. Café Puff You! using raw materials that are common and easy to find so that the bargaining power of suppliers is low.
- 3) Suppliers do not sell products in large quantities. All suppliers that work with Puff You! sell products in bulk.
- 4) Suppliers have dependent consumers. Café Puff You! requires raw materials to operate so that it has more than one supplier to avoid running out of raw materials.
- 5) Suppliers have different products so it is difficult for consumers to switch to other suppliers because it will cost more.
- 6) The supplier has information about the benefits of a company that uses its services or products.
- 7) Suppliers integrate easily and compete directly with previous buyers
- 8) Suppliers are organized and form an organization to increase bargaining power

Based on the understanding of the analysis above, it can be concluded that the bargaining power of the Puff You! classified as low (low) because Café Puff You! cooperate with several suppliers and all the raw materials needed are general and easy to obtain.

#### c. Competitive Rivalry within Industry

According to Enz (2010, pg. 64), As the industry develops, there are more competitors in the industry so that the competition is getting higher. The following factors drive high competition:

- 1) Intense competition in an industry and no one is dominant. There are quite a few competitors for the Puff You café in the Greenville area.
- 2) Slow industrial development. The growth of the accommodation and food and drink provider business sector, seen from the value of GRDP, has increased every year.
- 3) The high fixed costs make the company increase the number of sales to cover costs.
- 4) Products that are difficult to differentiate can put pressure on prices and are difficult to attract customers' attention. Café Puff You! offers a variety of different choux flavors in general.
- 5) High exit barriers can cause a company to survive but without large profits. Therefore, the cafe Puff You! conduct a market interest survey regarding the products offered.

Based on the understanding of the analysis above, the level of competition for Puff You! relatively high, due to many competitors in Greenville, West Jakarta as well as high exit barriers and fixed costs.

#### d. Potential of New Entrants

According to Enz (2010, pg. 66), New entrants in the market can increase competition in the business sector. Various obstacles can arise due to new competitors. The following factors are obstacles for new entrants:

- 1) Large economies of scale can cause companies to produce products in large quantities because of competition.
- 2) High capital requirements. The higher the cost of capital to build a company, the more it discourages new entrants from entering.



- 3) Product differentiation is needed to increase consumer loyalty to the company. This can be an obstacle because each company has its own charm. Café Puff You! offers a different product from other competitors so the cafe Puff You! confident that they can compete and have loyal customers.
- 4) The shift of consumers to new entrants can occur if the cost of switching is low so that a way is needed to keep consumers loyal. Therefore, the cafe Puff You! will maintain the consistency of the quality of products, services and facilities according to the wishes of consumers and build good relationships with consumers.
- 5) Lack of access to distribution becomes a barrier for new entrants to enter the market.
- 6) The resources owned are difficult for new entrants to duplicate, such as patents, government subsidies, technology used, location, and others.
- 7) Government policy on limiting new business in an industry so that it can hinder new competitors.

Based on the understanding of the analysis above, it can be concluded that the obstacles for the Puff You! in the industry is classified as moderate, because it requires large capital, many competitors, but the cafe Puff You! have opportunities because of product differentiation and the uniqueness offered is different from other competitors.

e. Threats of Substitute

According to Enz (2010, pg. 68), product substitution is another force that can affect the level of competition. The level of competition can be influenced by the products or services offered by other companies called indirect competitors. Location of the cafe Puff You! which is a strategic area and is a culinary area in West Jakarta, making the Puff You! has many indirect competitors so that the competition is quite high, but with product differentiation that is different from competitors and the concept of the Puff You! provide opportunities to compete in the industry.

## IV. CONCLUSIONS

This business feasibility study is to test and assess whether Puff You! can be stated as a business idea that is feasible to run into a real business, seen from various aspects, such as market and marketing aspects, operational aspects, organizational and human resources aspects, and financial aspects. The data in this business feasibility study uses primary data collection (online observations and questionnaires), and secondary data (internet and books) so as to obtain valid and reliable results to become a real business venture. Based on the results of the analysis on market and marketing aspects, organizational and human resource aspects, operational aspects, and financial aspects, it can be concluded that the Puff You! feasible and profitable to run as a real business venture. Suggestions for cafe Puff You! It is necessary to improve the marketing strategy for all of its products so that it can be recognized by the general public, by using unique and diverse marketing techniques, as well as implementing programming that follows the times so that it can attract consumer interest.

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