

ANALYSIS OF 8P BUSINESS ESTABLISHMENT CAFÉ ASTUNGKARA IN BUMI SERPONG DAMAI

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Abstract - Astungkara is a cloud kitchen with the theme of food and beverage with traditional Indonesian flavors. The mainstay menus served are food menus that have traditional Indonesian flavors, both those that have been served in Fusion form, and those that are still traditional. The beverage served are drinks that have a traditional Indonesian taste. Astungkara is an expression of religion which means "Pray or Praise". The author hopes that Astungkara praises God's most perfect creation, namely humans, and the food and beverage served by Astungkara are food and beverage filled with blessings and prayers. In addition, Astungkara itself is a Sanskrit language which means Praise or Pray, where business owners want the food produced by Astungkara to provide good prayers for people who enjoy it.

Keywords: Cloud Kitchen, Indonesian Traditional Taste, Food and Beverage

I. INTRODUCTION

The crisis experienced by the tourism industry in general was caused by regulatory adjustments to pandemic circumstances which eventually caused the government to implement large-scale social restrictions to prevent the growth of the pandemic. In the field of tourism itself, one of the tourism sub-sectors that is most affected by government regulations is food & beverage. An example is the regulation listed in the circular letter of the Minister of Trade number 12 of 2020 concerning the recovery of trade activities carried out during the COVID-19 pandemic and the new normal (Ministry of Trade of the Republic of Indonesia, 2020). The number of visitors allowed in a restaurant can only be as much as 40% of the number of visits under normal conditions. This certainly causes the income received from restaurants and places to eat to experience a significant decrease in income. This indirectly causes food to be ordered more often for take away, whether ordered through the app or ordered directly on the spot, rather than being eaten directly on site.

Now we also know CHSE (Cleanliness, Health, Safety, Environment sustainability) which has begun to be intensively implemented by tourism actors as a form of reaction to the increasing COVID-19 pandemic starting in 2020. CHSE itself is a standard set by the Ministry of Tourism and Creative Economy in order to implement health protocols for productive communities and prevent and control the spread of COVID-19 (Kemenparekraf, 2020). CHSE has established many new protocols that are adapted to government policies for tourism actors, and of course food and beverage industry players are one of them. Now, all tourism actors must implement CHSE to get certification which will certainly increase the credibility of the tourism place. In the context of restaurants or places to eat alone, now from the most expensive to the smallest restaurants such as warteg even implement health protocols, ranging from providing hand washing stations and providing hand-sanitizers in crucial locations, as well as limiting the capacity of the place to eat. This is done, of course, in addition to meeting CHSE standards, it is also caused so that consumers who want to eat at the place to eat get a sense of security because the place has been verified by the government and declared to meet health standards.

Now is the new normal period, tightened health protocols and government regulations that limit various activities of the population have caused a lot of changes in habits and caused new habits that have emerged, and of course tourism is one of the most affected related to these new habits. The food and beverage industry is also a subsector of tourism which has had a huge impact on the COVID-19 pandemic. Now consumers are experiencing a change in behaviour where consumption from food and beverages has become healthier, and now the food that is widely purchased is instant food and food that is easy to order by delivery online, as well as the way of ordering and payment which is dominated by online applications and cashless payments (Prakoso, 2020). Even with these various changes, keep in mind that food is one of the primary needs needed by humans, where as long as humans need food, the food and beverage industry will never die. In Maslow's Hierarchy of

needs, it is known that food is a base component that humans need so much to live (Desmet & Fokkinga, 2020). Thus, although the life and habits carried out by humans are changing, human needs for food will never change, humans will always need food or nutrients in order to stay alive.



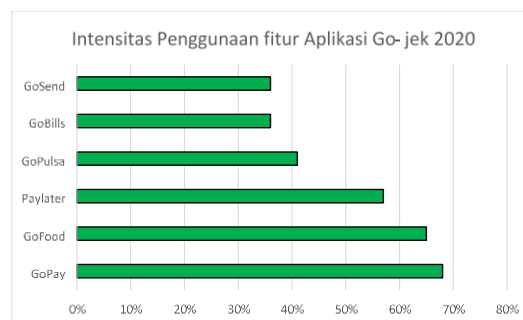
Source : Desmet & Fokkinga (2020)

Fig 1: Maslow Diagram

The Covid-19 pandemic has caused large-scale social restrictions that have made various activities now no longer carried out offline and have begun to be carried out online. From a study, it is known that online food delivery platforms are experiencing developments, where there is a change in trends in food purchases, where food purchases through online platforms offer various conveniences in ordering food through applications (Nurbayti, 2019). We know a lot of online food ordering platforms, such as Go-food, ShopeeFood, GrabFood, and so on.

Based on data obtained by the Infographic Institute of the University of Indonesia on the use of the Gojek application, it was found that GoFood is the most widely used function after Go-Pay. In addition, food orders through GoFood rank first in the estimation of Gojek's average consumer expenditure (Lembaga Demografi UI, 2020).

Based on the chart below, it is known that the intensity of using the most Go-Jek application features is Go-Pay which covers 68% of the total respondents, followed by Go-Food which covers 65% of respondents, PayLater covers 57%, GoPulsa 41%, GoBills 36% and the lowest is the intensity of Using GoSend as much as 36%.

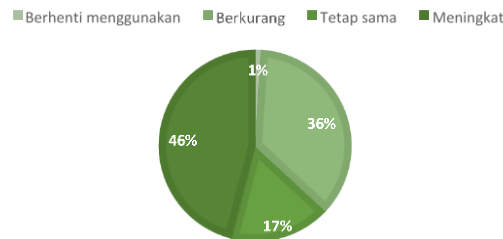


Source : Lembaga Demografi UI (2020)

Fig 2: GoFood ranks second only to Gopay in usage intensity

Then, during the pandemic, Gojek's use increased by 46% to increase, 17% stated that it was the same, and 36% stated that it was reduced, while only 1% stated that they stopped using the Gojek Application. This shows that the pandemic changed the lifestyle of the Indonesian people, where the pandemic resulted in an increase in online food orders and increased the use of online motorcycle taxi applications for food orders. The increase has a fairly drastic figure, which is 46% of the total Gojek application users, considering that the Gojek application is one of the most popular online food payments and ordering applications in Indonesia. It can be concluded that businesses in modern times have a lot of potential for online food delivery.

INTENSITAS PENGGUNAAN APLIKASI GO -
JEK



Source : Lembaga Demografi UI (2020)

Fig 3: As many as 46% of Users Experience an Increase in Gojek App Usage

We know the cloud kitchen or dark kitchen business, where the cloud kitchen business is a restaurant business that has a focus on takeaway (Choudhary, 2019). The restaurant does not offer dine-in or dine-in facilities, but rather the acceptance of orders online and then delivered to bookers. Examples of cloud kitchens themselves are already many in the world, namely Yumist, Spoonjoy, BOX8 and Eatlo. In Indonesia itself, an example of a cloud kitchen is Yummykitchen. By using the cloud kitchen concept, can effectively save existing costs so that in the future the costs that are not incurred can be used on other more important aspects. In Indonesia, one very famous example that implements this is Hangry. Hangry collaborates with several brands in one location for production and can only order food online and deliver it to bookers.

Cloud-managed businesses are indeed becoming popular because they have many advantages such as, cost savings, where businesses will save investment capital and money that will be spent on renting premises (Oracle, 2020). In Indonesia itself, cloud kitchen locations are available everywhere so that we can easily find a location to set up our business, and of course we can focus on other things such as marketing, product development, and other things. Plus, during the pandemic, now not many people are interested in dine-in and prefer to order food online, thus, we can focus on many other things besides the aesthetic conditions of the business location such as how to market products online so that online sales can be maximized and pay more attention to product quality (Oracle, 2020).

Regarding the changing trends in the food and beverage industry, the author wants to carry out the Astungkara Business Feasibility Study which will be managed with a cloud kitchen system. Cloud kitchen itself was chosen because during a pandemic, cost efficiency is very important where by using a cloud kitchen system, business owners can increase cost efficiency more optimally and of course the capital spent will be smaller. Cloud kitchen was chosen because since the COVID-19 pandemic caused social restrictions, the wider community has become less likely to go to buy food and this has gradually been replaced by ordering food through online application media such as Grabfood and Gojek. Cloud kitchen which has a restaurant concept that only serves delivery is certainly a practical solution for potential consumers. Astungkara will implement "the takeaway dark kitchen business model" where Astungkara will be a brand that has its own kitchen that will be focused as a production area and equipped with a store front area that will focus on take-away. Astungkara will cooperate with various online media that will offer products to the public in the South Tangerang City area.

In culinary tourism, local food is a priority, where local food will become a new experience for consumers, where the use of traditional ingredients, as well as traditional processing methods (Syarifuddin et al., 2017). Traditional food has a very close relationship with the history, culinary relics and local value of the region where the traditional dish originated. This makes traditional food seem to be a new type of food when introduced in other regions (Al-Khusaibi et al., 2019). Indonesia has a variety of cultures that cause traditional culinary from indonesia to also be diverse, this is a very profitable potential coupled with the fact that now many tourists care about local culture and heritage (Harsana, 2017). Based on this fact, Astungkara wants to present products that have a traditional Indonesian taste because then Astungkara can provide a unique experience to its consumers, because it raises the theme of food and beverages that have traditional Indonesian flavors. Astungkara wants to bring food and drinks with traditional Indonesian flavors from several regions in Indonesia to offer to potential consumers.

Banten Province is a province that is developing in the field of tourism. Astungkara will be established in South Tangerang City because according to existing data gross domestic product on the basis of constant prices from accommodation and food and drink providers in south Tangerang City has always been in the

highest position compared to other regions of Banten province. In addition, from 2018 to 2019, there was an increase of 7.38%, which is the fifth largest compared to other regions in Banten province (Badan Pusat Statistik, 2021).

Astungkara is a cloud kitchen that carries the theme of food and beverages with traditional Indonesian flavors. The mainstay menus served are food menus that have traditional Indonesian flavors, both those that have been served in the form of Fusion, and those that are still traditional. The drinks served are drinks that have a traditional Indonesian taste but are combined with. Astungkara is an expression of religion that means "Pray or Praise". The author hopes that Astungkara praises God's most perfect creation, which is man, and the food and drink served by Astungkara is a food and drink full of blessings and prayers. In addition, Astungkara also wants to open more jobs for people around Tangerang so that they can fight poverty and improve people's welfare. Astungkara itself is Sanskrit which means Praise or Pray, where business owners want the food produced by Astungkara to be able to provide good prayers for people who enjoy it.

II. METHOD

In the Business Feasibility Study, researchers will use a wide variety of accurate, factual, and up-to-date data. The data used can be divided into primary data and secondary data, where primary data is data obtained directly by the researcher, while secondary data is data obtained from research directly by researchers, such as from the results of previous studies, journals or from survey results and articles from third parties. The following are the data collection methods used by researchers to complete the "Astungkara" Business Feasibility Study:

1. Primary Data

Primary Data Is data obtained directly from surveys and direct observations (Thomas, 2021). In the 'Astungkara' Business Feasibility Study, there are several primary data collection methods used by researchers :

a. Survey

Survey is a very common method to use when collecting data and does not involve researchers in direct observation (Thomas, 2021). The survey method that will be used is a questionnaire which is a collection of predetermined questions that can be distributed personally, by mail or asked directly (Thomas, 2021). The questionnaire used by the author uses scale items, where the meaning of scale is a set of verbal items that show the degree of approval or disapproval of the respondent, then the response from the respondent will be placed on a scale that refers to alternative options that have been prepared in advance, for example are "Strongly Agree" and "Strongly Disagree" (Thomas, 2021). Researchers will use the Survey method, because it will save time and of course get a lot of data at once efficiently. Pandemic conditions also tend to hinder data collection due to health protocols and restrictions on community activities. Online surveys are one of the most effective and efficient ways to take data because researchers can spread online surveys, where what will be used is a google form, using a likert scale from 1 (one) to 6 (six) with the aim that respondents can answer all questions asked quickly anywhere and anytime. In addition, the data obtained from the google form will also be immediately presented clearly in the form of a graph without the need to convert first. The questionnaire will contain various questions around with the business to find out respondents' opinions regarding the expectations and expectations of the respondents related to the business that the researcher will build.

1) Population and Samples

A population is a collection of individuals who have one or more of the same characteristics (Thomas, 2021). Meanwhile, the sample is a representation of the population obtained from sampling activities and has similar characteristics. The population of the survey to be conducted by the researcher is people living in Tangerang, especially those who have a domicile in Bumi Serpong Damai.

The sampling method used is a nonprobability method, which is a method where the determination of samples from the population will be carried out using a non-random procedure. The non-probability method used is convenience sampling or it can also be referred to as accidental sampling. Convenience sampling prioritizes the ease of identification, access and collection of information from prospective participants (Mukherjee, 2020). Convenience sampling is a method that collects the required

information from the part of the population that is willing to provide such information (Uma Sekaran & Bougie, 2016).

2) Validity and Reliability Test

According to Sekaran, Validity is a test used to find out how good an instrument is used to measure a concept to be measured in research (Uma Sekaran & Bougie, 2016).

Reliability is a test used to measure the consistency of the instrument used to measure a concept to be measured in research (Uma Sekaran & Bougie, 2016).

b. Observation

Observation is a method that is carried out with a certain intention and is carried out selectively to observe and record the interaction of a phenomenon that is happening (Thomas, 2021).

Observation will be carried out by researchers in the Business Feasibility Study because it is very necessary for location surveys so that they can find out the area of the business that will later be carried out so that they know the actual conditions in the field. From there, researchers can find out things that need to be considered in making a business in the future, where the data obtained can be a consideration in SWOT analysis. In addition to location, researchers will also observe various competitors who may become potential competitors as a comparison and benchmarking, where businesses can learn something from other existing businesses. The Observation Technique that will be carried out here is Direct Observation where the author will observe observations can also be applied to various existing suppliers, to compare which suppliers have the most suitable prices and of course by considering the location of the suppliers. In addition, researchers will also observe the condition of the surrounding community and environmental conditions that have the potential to become an obstacle in the future

2. Secondary Data

Secondary data is data obtained from published books, census reports, journals, theses, project reports, statistics that have been published and other similar documents (Thomas, 2021).

III.RESULT AND DISCUSSION

1. Demand Analysis

Society tends to have unlimited desires, but it has limited resources. Therefore, they choose the product that generates the most satisfaction and is in accordance with the money they have. According to Kotler, demand is a desire possessed by human beings that is supported by purchasing power. Large companies tend to conduct consumer analysis to find out the needs, wants and demands of society (Kotler et al., 2021). Astungkara conducts a demand analysis to find out information about the products that potential consumers want and the ability or purchasing power of potential consumers.

a. Market Potential Analysis

The market potential is seen as the total demand available for hospitality products for a particular geographic market at a certain price. It is important not to mix different hospitality products into the estimated market potential (Kotler et al., 2021).

Based on data from the Central Statistics Agency of Banten Province (Badan Pusat Statistik Nasional, 2021), it is known that the 3 cities/regencies that have the highest population growth rates in Banten Province are Tangerang City, Tangerang Regency and South Tangerang City. From the results of these data, it can be concluded that from all districts or cities in Tangerang, South Tangerang City, Tangerang Regency and Tangerang City have good potential to open a food business because it has a good population growth rate.

From the overall population density of Banten Province, Tangerang City with a density of 12,314 people / Km² in 2020, South Tangerang City with 9,201 people / Km² in 2020, and Tangerang City with a population density of 3,208 people / Km² in 2020, it can be concluded that the three cities / regencies are 3 regions in Banten province that have a very high level of density compared to other regencies or cities in Banten Province (Badan Pusat Statistik, 2021).

b. Analysis of Market Tendencies

To analyze market trends, the author compiles a questionnaire to be informed about market needs. The questionnaire was created with a Google Form and distributed online by a non-

probability sampling method, that is convenience sampling. The questionnaire distributed has 26 indicator items that will be answered by respondents, so the number of samples that must be achieved is 130 people, that is, as many indicators as asked on the questionnaire are multiplied by five or more for accurate results (Ho, 2015). The questionnaire distributed to respondents consisted of 3 parts:

1) Respondents Profile

Respondent Profiles are part of a questionnaire that aims to find demographic data from potential consumers. The data are in the form of, age of the respondent, domicile of the respondent's residence, profession of the respondent and respondent's expenditure on food within one month. The main function of the data obtained from the profile section of the respondents is to determine the market segmentation, the intended target market and the position of the business. The following is a table containing respondent profile data.

TABLE 1
RESPONDENTS PROFILE

No	Indicator	Statement	Frequency	Percentage
1	Age	16-20 years	6	5%
		21-25 years	124	95%
		26-30 years	0	0%
		31-35 years	0	0%
2	Domicile	Tangerang City	22	17%
		South Tangerang City	93	72%
		Kabupaten Tangerang	5	4%
		Other	10	8%
3	Profession	Student	126	97%
		Entrepreneur	3	2%
		Civil Servants	0	0%
		Private Employees	1	1%
4	Expenses for food per month	Rp1.000.000 – Rp1.999.999	34	26%
		Rp2.000.000 – Rp2.999.999	88	68%
		Rp3.000.000 – Rp3.999.999	5	4%
		>Rp4.000.000	3	2%

Source : Data Processing Results (2021)

Based on the results obtained, it was concluded that out of 130 respondents, 95% of respondents had an age of 21-25 years, 5% of respondents had an age of 16-20 years. For domicile, as many as 72% of respondents are domiciled in South Tangerang City, 17% of respondents are domiciled in Tangerang City, 4% of respondents are domiciled in Tangerang Regency, and 8% are domiciled outside the Tangerang Area. For professions, as many as 97% of respondents work as Students / Students, 2% of respondents work as entrepreneurs and 1 respondent works as private employees. Expenses for food per month that have the highest amount are IDR 2,000,00,000 - IDR 2,999.00,999 as many as 68% of respondents, and below is IDR 1,000.00,000 – IDR 1,999.00,999 as many as 26% of respondents.

2) Market Condition

TABLE 2
MARKET CONDITION

No	Indicator	Statement	Frequency	Percentage
1	How often do you order food through an online food delivery app in a week?	1-3 times	21	16%
		4-6 times	67	52%
		>6 times	42	32%
2	Where did you get information about where to buy food?	Social Media	127	98%
		Print Media (Brochures, Newspapers)	71	55%
		Internet	105	81%
		Friend or Family	112	86%
		Billboards	32	25%
3	How much does it cost you	IDR50.000 – IDR99.999	42	32%

	every time you order food online?	IDR100.000 – IDR149.999	76	58%
		IDR150.000 – IDR199.999	10	8%
		IDR200.000 – IDR299.999	0	0%
		>IDR300.000	2	2%
4	How much time do you spend visiting a restaurant?	< 30 minutes	1	1%
		30 – 60 minutes	77	59%
		61 minutes – 90 minutes	50	38%
		91 minutes – 120 minutes	2	2%
		>120 minutes	0	0%
5	Why do you buy back a food and beverage product?	Location	110	85%
		Taste	127	98%
		Price	122	94%
		Quality of Service	104	80%
		Other	2	2%
6	Why you buy food online?	More Practical	126	97%
		Cheaper	112	86%
		Can't/don't want to cook your own food	95	73%
		Easier Payments	92	71%

Source : Data Processing Results (2021)

Based on the table, the majority of respondents tend to order food through online food delivery applications in a week as much as 4 to 6 times, with the number of respondents buying food online as many as 67 people or equivalent to 54% of the total respondents. Then, most respondents get information about where to buy the most food through social media (98%). For the average cost incurred every time you order food online, the majority of respondents as many as 58% have a total expenditure of IDR 100,000.00 - IDR 149,999.00. The majority of respondents as much as 59% or the equivalent of 77 people spend as much as 30 -60 minutes when visiting a restaurant. The reason why the majority of respondents buy back a food and beverage product as much as 98% is the taste of the food followed by the price of the food by 94%. And the majority of 97% of respondents said that the reason they buy food online is because buying food online is more practical.

3) Marketing Mix

The Marketing Mix section of the Questionnaire consists of 26 items of statements regarding the 8P marketing mix (product, price, promotion, people, place, packaging, programming, partnership) which will be filled out by the respondents.

TABLE 3
VALIDITY REALIBILITY TES

Description	R Count (Corrected Item Correlation)
Astungkara will use the Cloud Kitchen concept and is equipped with a Dine in outlet.	0.607
Astungkara will provide a dessert menu with traditional flavors (nastar crumble cake, anthill cake, Pukis, Mud Cake, croissant with pandan filling)	0.769
Astungkara will provide a menu of drinks with traditional Indonesian flavors (Klepon Coffee, Cendol milk tea, Doger latte)	0.684
Astungkara serves a menu of drinks with non-traditional flavors (V60, Vietnam Drip, French Press, Palm Sugar Milk Coffee, Black Tea, Jasmine Tea, Milk Tea, Vanilla Latte, Caramel Latte, Cafe Latte, Americano)	0.726
The price range of dessert and cake menus sold in Astungkara is IDR 25,000 – IDR 40,000.00 per serving	0.832
The price range of the drink menu with traditional Indonesian flavors sold in Astungkara is Rp.25,000 - Rp.45,000 per glass.	0.674
The price range of wholecake menus sold in Astungkara is at a price of Rp280,000 – Rp300,000.00	0.653

The price range of drink menu with non-traditional flavors sold in Astungkara is IDR 20,000 – IDR 30,000.00	0.558
Astungkara promotes through social media accounts (Instagram, Facebook) and online food delivery applications	0.782
Astungkara gives Half-price selected beverage by buying cake at the Grand opening and uploading the story to the Instagram account that has followed Astungkara's Instagram account	0.613
Astungkara uses the services of Food bloggers and celebrities who have culinary content to help promote cafes	0.700
Astungkara employees have a neat and clean appearance in accordance with applicable health protocols. (Tangible)	0.762
Astungkara employees have a good knowledge of the products sold on Astungkara (Assurance)	0.842
Astungkara employees are responsive and responsive in meeting requests and addressing complaints from consumers in accordance with standard operational procedures (SOP) (Responsiveness)	0.804
Employees provide consistent and guaranteed quality service and product results. (Reliability)	0.783
Employees have a high concern for consumer needs. (Empathy)	0.761
Astungkara has a location in the Shophouse in the Bumi Serpong Damai area close to the main road.	0.715
Astungkara serves orders through online food ordering applications (Gofood, Shopeefood, and Grabfood)	0.715
Astungkara serves a package menu with content of 1 dessert and 1 tea of choice. (Dessert Time Package)	0.659
Astungkara serves a package menu with the contents of 1 Dessert and 1 Drink with Traditional flavors. (Traditional Legacy Package)	0.649
Astungkara provides packages for couples with contents of 2 desserts and 2 drinks. (Couple Package)	0.742
Astungkara provides a discount of 17% every 17th of each month.	0.605
Astungkara provides an old date promo of 15% for drink purchases every month on the last day	0.605
Astungkara collaborates with applications that serve online delivery, namely Grabfood, GoFood and Shopeefood	0.798
Astungkara Builds collaboration with QRIS (Quick Response Code Indonesian Standard) to support payments using various electronic money (Dana, Ovo and M-BCA)	0.792
Astungkara cooperates with local raw material suppliers from Indonesia with the best quality and price.	0.831

Source : Data Processing Results (2021)

Based on the data obtained from the table above, it is known that all instruments used by Astungkara are valid because the calculated R has a value above the Table R. The R of the table obtained is 0.1723 and the value of the R of the overall calculation of the instrument is above that value which means that 26 instruments are declared valid. Then for reliability test using Cronbach Alpha values. According to Sekaran, if the reliability value is at less than 0.60, then the instrument is declared unreliable, if it is at 0.70, the instrument is declared quite good and above the lift of 0.80 is good. Based on the results of Cronbach's alpha which can be seen in table no.6, it can be concluded that all the instruments used in the questionnaire that Astungkara disseminated were reliable

TABLE 4
CRONBACH ALPHA

Cronbach's Alpha	N of Items
0.969	26

Source : Data Processing Results (2021)

The scale used in the Marketing Mix section is a likert scale that has 6 points that represent the opinions of respondents. 1 (one) represents Strongly Disagree, 2 (Two) represents Disagree, 3 (three) represents Tend to Disagree, 4 (four) represents Tend to

Agree, 5 (five) represents Agree and 6 (six) represent Strongly Agree. Of the 26 points of statement used as an indicator of marketing mix research, Astungkara conducted a validity test to determine the accuracy of the instrument and a reliability test to find out the extent to which the measurement results can be trusted.

2. Supply Analysis

a. Competitor Analysis

Competitor analysis is used to find information related to competitors from outside, both weaknesses or strengths possessed by the company's competitors and use this information as much as possible to support the company. According to Barringer, there are two types of business competitors (Barringer, 2016):

1) Direct Competitor

A competing company is said to be a direct competitor if the company offers similar products and or services and has the goal of meeting the same consumer needs. Astungkara offers a food product. Here is a list of direct competitors from Astungkara:

TABLE 5
LIST DIRECT COMPETITOR

No.	Name	Product	Price
1	Excelso	Coffee and non-coffee based beverage, selection of food, cake and pastries	IDR 15.000 – IDR 100.000
2	J.CO	Donut and selection of pastries and cake, coffee and non-coffee based Beverage	IDR 8.000 – IDR 129.0000
3	Lapan Pagi	Coffee and non-coffee based beverage, selection of food and pastries	IDR 18.000 – IDR 35.000
4	Maxx Coffee	Coffee and non-coffee based beverage, selection of pastries and cake	IDR 20.000 – IDR 58.000
5	Starbuck	Coffee and non-coffee based beverage, selection of pastries and cake	IDR 22.000 – IDR 65.0000

Source : Data Processing Results (2021)

2) Indirect Competitor

Competitors are said to be indirect competitors if the competing company offers alternative products and or services that are different from the company we offer. Here is a list of Astungkara's indirect competitors:

TABLE 6
LIST INDIRECT COMPETITOR

No.	Name	Product	Price
1	Tous les Jours	Pastries, bread and selection of beverage	IDR 15.000 – IDR 100.000
2	Ban Ban	Milk based beverage, smoothies, Boba Toast	IDR 8.000 – IDR 129.0000
3	Kopi Kenangan	Coffee and non-coffee based beverage, Bread	IDR 18.000 – IDR 35.000
4	Lukumades	Fried donut and refreshing beverage	IDR 20.000 – IDR 58.000
5	Kopi Janji Jiwa	Coffee and non-coffee based beverage, Toast Bread	IDR 22.000 – IDR 65.0000
6	Onezo	Coffee and non-coffee based beverage, Bobba Drink and Dessert	IDR 15.000 – IDR 38.000
7	Gulu-Gulu	Coffee and non-coffee based beverage, pudding	IDR 20.000 – IDR 52.000
8	Chatime	Coffee and non-coffee based beverage, smoothies, mousse	IDR 19.000 – IDR 33.000
9	KOI	Coffee and non-coffee based beverage, ice cream	IDR 14.000 – IDR 37.000
10	Krispy Kreme	Coffee and non-coffee based beverage, fine selection of donut	IDR 20.000 – IDR 156.000

Source : Data Processing Results (2021)

b. SWOT Analysis

SWOT stands for Strength, Weaknesses, Opportunities and Threats, and SWOT analysis evaluates the overall strengths, weaknesses, opportunities and threats of a company (Kotler et al., 2021).

1) *Strength*

According to Kotler, strengths include internal capabilities, resources and positive situational factors that will help the company to serve consumers and achieve the goals of the company (Kotler et al., 2021). Here are the strengths of Astungkara:

- 1.1) Astungkara has a unique mainstay menu and is rarely found in cloudkitchen or other coffee shops because it has a menu that has a traditional Indonesian flavor.
- 2.1) Astungkara has a unique program every month that offers discounts to Astungkara consumers.
- 3.1) Astungkara maintains the quality of human resources on duty, starting from training to display the best service, both offline and online, grooming which is always maintained standards and has good knowledge of products and is ready to serve consumers.
- 4.1) Astungkara has a dine-in place and is also managed with a cloudkitchen system so that, even though the pandemic conditions continue and dine-in facilities are still limited, Astungkara still has a source of income from cloudkitchen.
- 5.1) Astungkara insures Assets and has good risk management that is prepared before the business is run.

2) *Weaknesses*

According to Kotler, weaknesses include internal limitations and situational factors of a negative nature that may interfere with the performance of the company (Kotler et al., 2021).

- 2.1) Because Astungkara is a new business, it takes time to be known by the public and build popularity.
- 2.2) The capital used for business creation and operational activities is quite large.

3) *Opportunities*

According to Kotler, Opportunities are factors or trends that are in the external environment that can be utilized by companies to make a profit (Kotler et al., 2021).

- 3.1) The location of Astungkara is in Bumi Serpong Damai, South Tangerang City which is a strategic place close to various strategic places (Prasetya Mulya University, Atmajaya University and AEON Mall) and is on a big street that tends to be crowded.
- 3.2) Astungkara is engaged in the food and beverage sector which is an industry that has a very large development and is one of the highest contributors to regional GDP.
- 3.3) Modern technology increasingly supports Astungkara to sell its products more effectively and efficiently through internet media, at a low cost and can easily reach a wider target consumer.
- 3.4) Food purchases through online applications tend to increase since the COVID-19 virus spread around the world, can be an opportunity for cloud kitchens that focus on online sales to be able to sell goods in larger quantities, based on questionnaires spread people tend to buy food through online applications 4 to 6 times a week (Processed Data, 2021)).

4) *Threats*

According to Kotler, threats are unwanted external factors that can be a challenge to the performance of the company (Kotler et al., 2021).

- 4.1) There are many other coffee shops and cloud kitchens that offer drinks and snacks at lower prices.
- 4.2) There are many possibilities of changes in political circumstances, changes in economic circumstances and natural disasters that may affect business either directly or indirectly.

4.3) The emergence of other interesting trends or innovations, so that it has the potential to attract consumers.

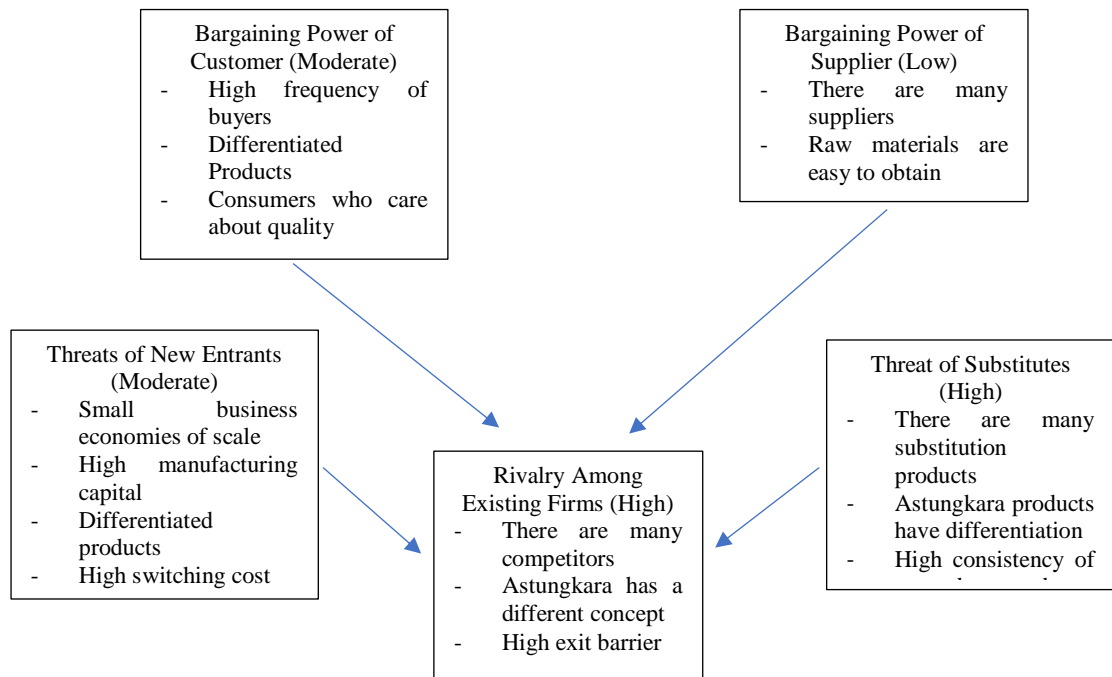
TABLE 7
SWOT MATRIX

Matrix SWOT	<i>Strengths</i>	<i>Weaknesses</i>
		1) Astungkara has a unique and rarely encountered mainstay menu. 2) Astungkara has a unique program every month that offers discounts to Astungkara consumers 3) Astungkara maintains the quality of human resources on duty to remain in accordance with the standards. 4) Astungkara has a dine-in place and is also managed with cloudkitchen system so that 5) Astungkara insures Assets and has good risk management that is prepared before the business is run
<i>Opportunities</i>	<i>S-O Strategies</i>	<i>W-O Strategies</i>
1) The location of Astungkara is on Bumi Serpong Damai, South Tangerang City which is a strategic place. 2) Astungkara is engaged in the food and beverage sector which is an industry that has a very large development. 3) Modern technology supports Astungkara to sell its products more effectively and efficiently. 4) Food purchases through online applications have tended to increase since the COVID-19 virus spread. 5) Due to the COVID-19 pandemic, dine-in capacity tends to decrease, but because the business is managed with a cloud kitchen system, the business still has a source of income. 6) There are many banks that offer money loans for business capital.	1) Astungkara will utilize social media to highlight its advantages compared to other competitors. 2) Astungkara will provide a variety of training that will improve the quality of each employee's service. 3) Astungkara puts up a large banner and displays products attractively 4) Astungkara holds promotional programs every week.	1) Install a large and attractive signboard so that it can be seen from a distance. 2) Conduct attractive promotions through social media and online food sales platforms to increase positive ratings. 3) Astungkara will apply for a loan to the Bank as business capital.
<i>Threats</i>	<i>S-T Strategies</i>	<i>W-T Strategies</i>
1) There are many other coffee shops and cloud kitchens that offer drinks and snacks at lower prices. 2) There are many possibilities for political turmoil, changes in economic circumstances and natural 3) The emergence of trends or other innovations that are more interesting, so that they have the potential to attract customers.	1) Astungkara will promote and better introduce the concept and products of astungkara that are unique. 2) Astungkara insures assets before the business is established. 3) Astungkara will continue to monitor raw material prices and applicable regulations so that it can make adjustments to product prices. 4) Astungkara will maintain good service quality and continue to strive to improve the quality of existing services	1) Astungkara collects evaluations from consumers 2) Astungkara makes a good bookkeeping system to record every expense and income. 3) Astungkara will carry out product promotion and product innovation.

Source : Data Processing Results (2021)

c. *Five-Forces Porter*

According to Enz, the five forces porter is a force that determines the type and level of competition of an industry, and this force is the potential profit of an industry. This includes consumers, suppliers, entry barriers, substitution products or services and competition between existing competitors (Enz, 2010). Here is an analysis of the five forces porter from Astungkara:



Source : Data Processing Results (2021)

Fig 4: Five Forces Porter

It can be concluded that there are many competitors that Astungkara has to face, especially giant brands that already have popularity. However, Astungkara is in the accommodation, food and beverage provider industry which is one of the industries with a high level of development and sales compared to other industries. Astungkara also has products that have differentiation with similar products sold by competitors. And finally, because the barrier to exit is quite high, making it difficult for competitors to enter the Astungkara market, as well as existing competitors it is difficult to get out of the market. Thus, it can be concluded that the strength of the rivalry among existing firms is High or high.

VI. CONCLUSIONS

To determine market demand, Astungkara compiled a questionnaire and distributed the questionnaire to 130 respondents to obtain data. The data from the questionnaire was declared valid and reliable after being tested using SPSS. It is known that the target market of Astungkara is people with student professions aged 21 to 25 years who have expenses for food ordered through the online application of IDR100,000.00 to IDR149,999.99 who have a domicile in South Tangerang City and its surroundings. Astungkara has many competitors both directly and indirectly around it, and many places offer products similar to Astungkara.

Products from Astungkara itself are desserts with traditional Indonesian flavors and drinks with traditional Indonesian flavors, while still serving drinks that do not have a traditional Indonesian taste. The price range of Astungkara food products is IDR 18,000 to IDR 40,000.00, then the price range of Astungkara beverage products is IDR 20,000.00 to IDR 35,000.00. As for the package, it starts from IDR 40,000 to IDR 100,000.00. Astungkara is managed with a cloud kitchen system which means it focuses on takeaway, but Astungkara also opens minimal dine-in outlets. Astungkara will do marketing through sales promotion by offering various attractive discounts every month through food bloggers and Astungkara social media accounts and personal selling by using the role of employees who directly offer promotions to consumers.

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