

## DOOR KITCHEN IN DKI JAKARTA

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**Abstract:** Looking at the high population growth from year to year, the need for food is increasing, so food processing services are a suitable concept for creating business opportunities in the food industry. DKI Jakarta is the right location to set up a food processing service business. Door Kitchen is a food processing service that comes with 3 different types of cuisine, namely Indonesian, Japanese and Chinese which can be ordered via the application. The purpose of this research is to carry out an in-depth analysis regarding food processing services that will be developed, so as to determine whether implementing this business is a viable option or not. The method used is primary data obtained through distributing questionnaires, observation and structured interviews. There were at least 115 respondents used as samples in this research. The research results reveal that the success of a digital-based food processing service business such as door kitchen can be influenced by market and marketing aspects, operational aspects, organizational and human resource aspects and financial aspects.

**Keywords:** door kitchen, marketing aspect, operational aspect, organizational aspect, financial aspect

### INTRODUCTION

Humans are beings with various needs that must be fulfilled to achieve a balanced life. According to Maslow's Hierarchy of Needs (Maslow, 1954), human needs are categorized into five sequential levels: physiological needs, safety, love and belonging, esteem, and self-actualization. In this hierarchy, physiological needs are the most fundamental level that must be met by humans, encompassing basic biological needs such as food, clothing, and shelter.

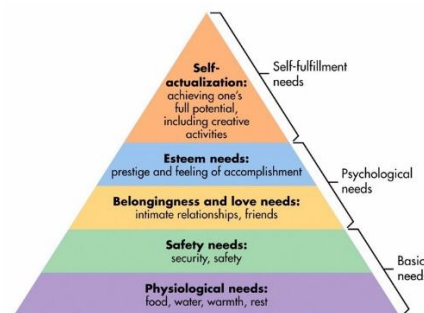


Figure 1. Pyramid of Maslow's Hierarchy of Needs

Source: (Maslow, 1954)

The need for food is one of the most fundamental requirements that must be met by every individual and is crucial because food is a key element in fulfilling daily human needs. Without an adequate and quality food intake, the human body cannot function properly, affecting the entire Maslow's hierarchy of needs. The need for food serves as the foundation for all levels, as without sufficient food, individuals may not feel safe, find it challenging to socialize, and even struggle to achieve recognition or self-actualization. Therefore, food service providers can meet consumer needs by offering quality, safe, and satisfying food, along with providing excellent and friendly customer service.

Food Processing Services are actions or activities carried out by a company to transform raw food materials from plants and animals into dishes ready to be consumed by customers (Ministry of Health, 2011). This involves a series of activities such as cooking and processing raw food materials to create delicious and safe dishes for customer consumption. The goal is to meet customer needs and ensure that customers are satisfied with the food served.

**Table 1.** Population Growth Data in DKI Jakarta, 2018 – 2022

Regency/City	Population by Regency/City in the Province of DKI Jakarta				
	2018	2019	2020	2021	2022
Kep Seribu	24.134	24.295	27.749	28.240	28.925
Jakarta Selatan	2.246.137	2.264.699	2.226.812	2.233.855	2.244.623
Jakarta Timur	2.916.018	2.937.859	3.037.139	3.056.300	3.083.883
Jakarta Pusat	924.686	928.109	1.056.896	1.066.460	1.079.995
Jakarta Barat	2.559.362	2.589.933	2.434.511	2.440.073	2.448.975
Jakarta Utara	1.797.292	1.812.915	1.778.981	1.784.753	1.793.550
DKI Jakarta	10.467.629	10.557.810	10.562.088	10.609.681	10.679.951

Source: Central Bureau of Statistics (2022)

Based on the data from the Central Statistics Agency in 2022 in Tables 1 and 2, it can be seen that the population growth in DKI Jakarta continues to increase from year to year, with an increase of 1.64% from 2018 to 2022. This creates a serious challenge in terms of fulfilling the food needs of Jakarta residents. The growing population means a higher demand for food. Additionally, the increasing population creates business opportunities in the food processing services sector, driven by a practical and fast-paced lifestyle.

The practical lifestyle and food processing services have a close relationship as they mutually support each other. A practical lifestyle tends to emphasize efficiency, convenience, and time-saving in daily life (Purba, 2022). Food processing services can be an alternative where consumers can enjoy food, providing ease, convenience, and efficiency without leaving their homes.

Amid the rapid population growth in DKI Jakarta, many people rely on food delivery apps to meet their food needs. The convenience of ordering food through apps has become a popular solution, allowing consumers to easily order food using their smartphones without having to go to the actual restaurant. This enables them to enjoy food in a practical and efficient manner (Pujianto, 2021).

**Table 2.** Internet Users Based on Age Groups

No	Umur	Nilai %
1	13 – 18 Tahun	11,24%
2	19 – 35 Tahun	47,64%
3	36 – 54 Tahun	14,69%
4	>54 Tahun	10,99%

Source: Asosiasi Penyelenggara Jasa Internet Indonesia (APJII), (2022)

Based on a survey by the Association of Indonesian Internet Service Providers (APJII) conducted in 2018, nearly half of the total internet users in Indonesia belong to the age group of 19-35 years old (47.64%). The second-largest user group consists of individuals aged 36-54 years (14.69%), followed by the age group of 13-18 years (11.24%), and users aged above 54 years (10.99%). Therefore, it can be concluded that approximately 47.64% of internet users in Indonesia are aged 19-35 years.

Many consumers tend to seek comfort and convenience, which is why many culinary entrepreneurs open food businesses offering services where chefs come directly to people's homes. This provides exceptional convenience for customers, allowing them to enjoy delicious meals without having to go to a restaurant or cook at home (Wulandari, 2021). By inviting a chef into their homes, customers can savor tasty dishes without worrying about preparation, cooking, and cleaning the kitchen. All these tasks will be taken care of by professional chefs, enhancing the overall dining experience.

In the modern era, to facilitate consumers in meeting their needs, many people use applications. Applications are computer programs used on electronic devices such as phones or computers, with various functions. In the context of food processing services, applications can refer to software that facilitates order

management, delivery tracking, payment transactions, and provides information about menus and food promotions. In the culinary industry, applications are used to make it easier for customers to order food and assist businesses in managing delivery processes and customer service (Puthut et al., 2013).

To introduce an interesting and unique variation in the Food Processing Service business, the author has conceived an idea of providing services that offer three types of cuisine from three different countries. This service will showcase professional chefs who excel in each cuisine's specialization. In an effort to gather initial data, the author has conducted a preliminary survey through Google Form containing relevant questions about Food Processing Services for the residents of DKI Jakarta.

**Table 3.** Results of Pre-Test Questionnaire on Public Interest in Food Processing Services

No	Questions	Options	Answers	
			Total	Percentage
1	<i>Usia</i>	<i>15 – 20 Tahun</i>	2	2%
		<i>21–25 Tahun</i>	29	28,7%
		<i>26–30 Tahun</i>	2	2%
		<i>30–35 Tahun</i>	68	67,3%
		<i>&gt;35 Tahun</i>	0	0%
2	<i>Penghasilan</i>	<i>Rp. 1.000.000 – Rp 5.000.000</i>	46	45,5 %
		<i>Rp. 6.000.000 – Rp. 10.000.000</i>	44	43,6 %
		<i>Rp. 11.000.000 – Rp. 15.000.000</i>	7	6,9 %
		<i>Rp. 16.000.000 – Rp. 20.000.000</i>	3	3 %
3	<i>Apakah anda pernah menyewa Jasa Layanan Pengolahan Makanan/ Private Chef ke rumah?</i>	<i>Ya</i>	88	87,1 %
		<i>Tidak</i>	13	12,9 %
4	<i>Seberapa sering anda menggunakan jasa layanan pengolahan makanan atau private chef?</i>	<i>Tidak Pernah</i>	10	9,9 %
		<i>1 – 2 Kali</i>	16	15,8 %
		<i>3 – 4 Kali</i>	50	49,5 %
		<i>&gt;5 Kali</i>	25	24,8 %
5	<i>Apakah setiap ada acara atau kegiatan khusus di rumah, anda selalu menggunakan Jasa Layanan Pengolahan Makanan/ Private Chef?</i>	<i>Ya</i>	85	83,3 %
		<i>Tidak</i>	17	16,7 %
6	<i>Jika anda menggunakan Jasa Layanan Pengolahan Makanan/ Private Chef, jenis masakan khas wilayah mana yang anda sukai?</i>	<i>Indonesia, Japanese, Chinese Cuisine</i>	65	64,4 %
		<i>Korean, Japanese ,Indonesia Cuisine</i>	22	21,8 %
		<i>Chinese,Thailand ,Indonesia Cuisine</i>	14	13,9 %
7	<i>Apakah dengan adanya aplikasi Jasa Layanan Pengolahan Makanan/ Private Chef dapat mempermudah anda dalam proses pemesanan?</i>	<i>Ya</i>	94	93,1 %
		<i>Tidak</i>	7	6,9 %
8	<i>Apakah wilayah Jakarta dan sekitarnya merupakan wilayah yang cocok untuk membuka bisnis Jasa Layanan Pengolahan Makanan/Private Chef?</i>	<i>Ya</i>	92	90,2 %
		<i>Tidak</i>	10	9,8 %

Source: Processed Data (2023)



Based on the processed data table above, it can be observed that the majority of respondents are aged 30-35 years, with a total of 68 respondents (67.3%), followed by the age group of 21-25 years with 29 respondents (28.7%), 15-20 years with 2 respondents (2%), 26-30 years with 2 respondents (2%), and above 35 years with 0 respondents (0%). Regarding the question about income, it is noted that the highest income range is IDR 1,000,000 – IDR 5,000,000 with 46 respondents (45.5%), followed by income of IDR 6,000,000 – IDR 10,000,000 with 44 respondents (43.6%), IDR 11,000,000 – IDR 15,000,000 with 7 respondents (6.9%), IDR 16,000,000 – IDR 20,000,000 with 3 respondents (3%), and IDR 25,000,000 – IDR 30,000,000 with 1 respondent (1%). In response to the question of whether they have ever hired food processing services or a private chef to their homes, 88 respondents (87.1%) answered yes, while 13 respondents (12.9%) answered no.

For the question of how often they use food processing services or a private chef, it is found that the majority, with 50 respondents (49.5%), answered 3-4 times, followed by above 5 times with 25 respondents (24.8%), 1-2 times with 16 respondents (15.8%), and never with 10 respondents (9.9%). Regarding the question of whether they always use food processing services or a private chef every time there is a special event or activity at home, 85 respondents (83.3%) answered yes, while 17 respondents (16.7%) answered no.

For the question of which regional cuisine they prefer if they use food processing services or a private chef, it is found that the majority, with 65 respondents (64.4%), prefer Indonesian, Japanese, and Chinese cuisine. This is followed by 22 respondents (21.8%) who prefer Korean, Japanese, and Indonesian cuisine, and 14 respondents (13.9%) who prefer Chinese, Thai, and Indonesian cuisine. Regarding the question of whether the presence of food processing service or private chef applications makes it easier for them in the ordering process, 94 respondents (93.1%) answered yes, while 7 respondents (6.9%) answered no. On the question of whether Jakarta and its surrounding areas are suitable for starting a food processing service or private chef business, 92 respondents (90.2%) answered yes, while 10 respondents (9.8%) answered no.

Based on the preliminary survey results above, it is evident that DKI Jakarta is a suitable location to establish a food processing service business. The survey indicates that residents in the Jakarta area are mostly interested in food processing services, dominated by the 30-35 age group and followed by the 21-25 age group. This age group is familiar with technology based on data from the Association of Indonesian Internet Service Providers (APJII) conducted in 2022, making it suitable for the concept of the food processing service that the author will create. With the high population growth from year to year, the need for food increases, making food processing services a suitable concept to create business opportunities in the food industry.

The author introduces a food processing service business named "Door Kitchen." Door Kitchen is derived from English and consists of two words, 'Door' and 'Kitchen.' The word 'Door' signifies the place where customers receive food orders or where food is delivered to customers. This implies that the food service is delivered directly to the door or location desired by the customer. Meanwhile, 'Kitchen' refers to the kitchen, indicating the place where the food is prepared before being served to customers. Door Kitchen is a food processing service that offers three different types of cuisine: Indonesian, Japanese, and Chinese, which can be ordered through an application.

## METHOD

In developing a business feasibility study, a systematic and structured approach is needed to collect and analyze data. The data used in this research include both primary and secondary data. According to Sugiyono (2021), primary data is a type of data obtained directly through data collection. These data can be obtained through various methods such as distributing questionnaires, conducting validity tests, taking relevant samples, and direct observation. The purpose of the data collection process is to gain a deeper understanding of the business to be developed, and the results are the direct observation outcomes from individuals. The primary data obtained in this study is through methods such as:

### 1) Survey Method with Questionnaires

Questionnaires are an important method for collecting research data containing a series of questions prepared by the researcher and given to respondents, the results of which will be analyzed data. The author will use an internet survey technique to distribute questionnaires, where questions will be published online through specific internet platforms to be filled out by respondents. The questionnaire is divided into two parts: respondent profiles and consumer behavior, as well as the elements of the marketing mix (8P) consisting of product, price, place, people, programming, packaging, promotion, partnership (Bougie & Sekaran, 2019).

### 2) Observation

Observation is the process of collecting data by analyzing and interpreting planned information to obtain accurate data about the level of visits and market conditions around a specific area (Bougie & Sekaran,



2019). The variables observed include the surroundings of Ruko Sedayu, Kelapa Gading, aimed at evaluating the strengths and weaknesses of the business location, providing guidance in designing effective strategies.

### 3) Structured Interviews

Interviews involve a dialogue interaction between two or more people to exchange information on a specific topic, aiming to obtain more detailed information about the business to be conducted (Bougie & Sekaran, 2019). In the context of the Door Kitchen Business Feasibility Study, structured interviews will be conducted with a Sedayu City, Kelapa Gading property agent to obtain more detailed information regarding rental prices and market conditions in the area.

The next set of data used in the research involves the use of secondary data. According to Sugiyono (2021), secondary data is collected with the purpose of supporting and complementing information obtained from primary data. Secondary data is obtained indirectly and already exists before, collected by other parties for various purposes. In this business feasibility study, sources of secondary data include references from books, articles, and journals related to business management, finance, the tourism sector, as well as the food and beverage service industry. Additionally, information is obtained from statistical data processed by various survey agencies, government bodies, relevant organizations, and articles that are pertinent to the development of the business being undertaken.

## RESULT AND DISCUSSION

### RESULT

#### Market and Marketing Aspects

##### A. Demand Analysis

Demand analysis is a way to understand how much someone wants or needs a product or service (Kotler & Keller, 2012). The demand for food processing services is a manifestation of human desires supported by their purchasing power. In the creation of a Business Feasibility Study, it is crucial to conduct demand analysis aimed at collecting data and information related to the needs and preferences of the community, as well as market demand for a product and service. Demand analysis conducted by Door Kitchen includes market potential analysis and market trends.

##### B. Supply Analysis

Supply is a collection of a service, product, and experiences, along with information provided to meet the needs of market demand (Eastin & Arbogast, 2011). Supply analysis conducted by Door Kitchen includes:

- 1) Competitor Analysis: Competitors are organizations striving to meet the same customer needs while offering similar solutions to them. This involves efforts to identify threats, opportunities, and strategic issues that arise to understand the strengths and weaknesses of competitors and how to address them (Kotler & Armstrong, 2017). Competitor analysis is divided into direct competitors and indirect competitors.
- 2) Porter's Five Forces Analysis: The Porter's Five Forces analysis model is a result of the findings and development by Michael E. Porter in his work in 1985. Porter's Five Forces is a useful tool for identifying and analyzing competitive forces in an industry and plays a role in identifying weaknesses and strengths in that industry. Additionally, this model helps in understanding the level of competition in the industry and how to achieve advantages (Porter, 2008).
- 3) SWOT Analysis: SWOT analysis is a widely used management tool to understand internal and external aspects of a business. SWOT stands for strengths, weaknesses, opportunities, and threats, used to evaluate a company or strategy based on these elements (Christine et al., 2019). It is a framework in strategic planning and strategic management within an organization. Gürel (2017) explains that SWOT helps organizations assess factors that can influence their performance and success, enabling them to identify ways to leverage their strengths, overcome weaknesses, pursue opportunities, and confront threats with the right strategies.
- 4) Business Model Canvas: The Business Model Canvas is a business model to explain how a company or organization creates, distributes, and captures value to generate benefits. The business model canvas



helps companies develop their business through nine interconnected elements (Osterwalder & Pigneur, 2010).

C. Market Segmentation, Targeting, and Business Positioning

- 1) Market Segmentation: Market segmentation is a process of identifying market segments and breaking down a large market share into groups of consumers, both existing and potential customers (Camilleri, 2018). Therefore, the utilization of four categories serves as a guide in the market segmentation process, including demographic aspects, geographic aspects, psychographic aspects, and behavioral aspects.
- 2) Target Market: In determining the target market, evaluating the attractiveness of each market segment served is a key step after identifying market segmentation. This helps in determining the quantity and who will be the target market (Camilleri, 2018).
- 3) Business Positioning in the Market: Business positioning in the market is a strategy aimed at placing a product or brand in the most profitable market segment. The goal is to build a strong company image in the minds of consumers, shape expected perceptions, and increase company profits by creating attractive offers that meet consumer needs (Camilleri, 2018). There are several strategies that can be applied to determine business positioning, including low-cost leadership, differentiation, best value, focus through low-cost leadership, and focus through differentiation. Door Kitchen will apply the focus through differentiation strategy, where the company will offer unique products and services in the market, targeting specific market segments. Door Kitchen provides food services through an application, making it easy to order, and offers three cuisine options: Indonesian, Japanese, and Chinese. This allows consumers to enjoy different types of cuisine without leaving their homes.

D. Marketing Mix

The marketing mix is a collection of elements or control factors that are part of determining the development of a company, and every company must have a marketing mix strategy to understand customer needs and desires (Kotler & Armstrong, 2017). There are eight elements in the marketing mix:

- 1) Product: Product is a variety of services or goods offered to the market for consumption and presentation to consumers (Morrison, 2022).
- 2) Price: Price is the value that must be paid by consumers to obtain the desired product or service and is a key factor in business operations. The price level greatly influences consumer demand and company profits. When the value of a product or service meets expectations, customers are likely to be willing to pay the asking price. Even satisfied customers are likely to become loyal customers who will reuse the product or service in the future (Kotler & Armstrong, 2017). Pricing is divided into 4 main approaches: Cost-based Pricing, Target Profit Pricing, Value-based Pricing, Competition-based Pricing (Morrison, 2022).
- 3) Place: Place is the distribution process that involves a series of activities carried out by a business to market products to target customers. Distribution is basically the process by which a company channels products or services to consumers. It involves a number of steps that include planning, managing, and arranging the journey of products from producers to consumers. (Morrison, 2022) Distribution channels are divided into direct distribution and indirect distribution.
- 4) Promotion: Promotion is an activity carried out to communicate the benefits of a product to customers, aiming to further interest them in the offered product or service. In this effort, promotion provides useful information to consumers to convince them of the value and superiority of the product (Morrison, 2022). There are 4 methods used to introduce products to customers: advertising, personal selling, sales promotion, public relations, and direct & digital marketing.
- 5) People: Human resources are a collection of individuals in an organization or company that support the smooth operation of the business and are a very important position in business because it affects various aspects of the company's overall operations. According to (Morrison, 2022), there are five aspects that can affect the quality of service, known as SERVQUAL, namely tangible, responsiveness, reliability, empathy, and assurance.
- 6) Packaging: Packaging is a combination of complementary services offered in a single package with a single price, which can be a combination of products or services.
- 7) Programming: Programming is the development of special activities, events, and programs aimed at increasing customer purchases or adding appeal to a package or service offered, involving the development of special activities, events, and programs to increase sales and add value to marketed products or services.



- 8) Partnership: Partnership is a promotional and marketing strategy involving collaboration with another company and is a collaborative step taken by a company with others to increase business productivity and income, creating mutually beneficial synergies for both parties.
- E. Economic, Social, Legal and Political, Environmental, and Technological
- 1) Economic Aspect: The economic aspect represents consumer purchasing power and can influence the inflation rate in the region and the country, and is related to financial stability, especially purchasing power and business capital. Economic factors taken into account include inflation, interest rates, currency exchange rates, and economic growth (Bouzid, 2020).
  - 2) Social Aspect: The social aspect is related to the environment, encompassing where the business operates, such as market trends, size, and desires. Its components include gender, age, and other factors (Bouzid, 2020).
  - 3) Legal and Political Aspect: The legal and political aspect relates to government regulations and regulations, such as tax laws, labor laws, environmental regulations, trade laws, and trade restrictions related to business. This helps to understand and address potential negative impacts on the company to comply with applicable regulations and minimize legal risks (Bouzid, 2020).
  - 4) Environmental Aspect: The environmental aspect affects the environment in which the company operates. Depending on the company, this aspect often involves important factors such as pollutant factors, hazardous products, and risky operations (Bouzid, 2020).
  - 5) Technological Aspect: The technological aspect is an aspect that can influence business. The evolving role of technology has become crucial in a company, affecting company investments, incentives, innovation, and automation, both for company competitors and the company itself, by helping advance various aspects of the business (Bouzid, 2020).

### **Operational Aspect**

- A. Types of Activities and Facilities
  - 1) Types of Activities: The type of activity is the flow that forms the food service operations based on the sequence of service to customers and processes involving interaction with customers (Cousins & Weekes, 2020).
  - 2) Types of Facilities: Facilities need to be well-planned and designed to operate effectively in meeting customer needs (Cousins & Weekes, 2020).
- B. Calculation of Facility Space Requirements  
The facility space needed by a business requires careful planning to ensure the smooth flow of work, logistics of goods delivery, and management of human resources. In this regard, facility layout design is required, including the arrangement of departments, work areas, storage areas, and common areas within a facility, adjusted to the available land and the type of activities performed (Russell & Taylor III, 2011).
- C. Location Selection  
Location selection is one of the crucial aspects of establishing a business. Location surveys are conducted to determine the best location to establish a business.
- D. Technology Used  
Technology is one of the aspects that transforms human life. Marketers or companies must monitor the advancing technology. By monitoring technological advancements, companies have the opportunity to innovate and produce products that are appealing to the market (Russell & Taylor III, 2011).

### **Organizational and Human Resource Aspects**

- A. Organizing: According to (Dessler, 2020), organizing is a fundamental aspect in company management that includes task assignment, department formation, authority delegation, creating a chain of command, and coordinating work. Job analysis is crucial for determining the right tasks, managing operations, and forming an organizational structure that allows each role to collaborate towards achieving goals involving individuals working together towards the company's objectives, with resource management as a key factor in supporting organizational continuity and success.
- B. Human Resource Development: Human resource development, according to (Dessler, 2020), is a process of recruitment and selection, training, performance appraisal, rewarding employees, paying attention to labor relations, health and safety, as well as employee justice, and addressing concerns related to workforce, health, and justice.



### Financial Aspects

- A. Funding Needs and Sources: To evaluate business feasibility, determining cash flow related to the project is crucial, including initial investment, which constitutes expenditures in year zero, covering costs for new assets and asset preparation for operations. Investment refers to the allocation of funds or resources to gain profit, whether in real assets or securities (Gitman & Zutter, 2020).
- B. Operating Costs: According to (Hossain et al., 2020), operating costs, or operating expenses, encompass all costs incurred by the company related to its business activities, such as sales, distribution, administration, commercial, and technical operations.
- C. Estimated Business Revenue: Revenue is the result of increased assets and reduced liabilities arising from business transactions, often realized through the sale of goods or services to customers (Weygandt et al., 2009).
- D. Balance Sheet Projection: The financial balance sheet is a comprehensive overview of a company's financial condition, recording the values of assets, liabilities, and shareholders' equity at a specific period (Putri et al., 2018).
- E. Profit and Loss Projection: According to (Weygandt et al., 2009), the profit and loss statement is a financial report that records the revenue earned and expenses incurred by a company over a specific period. This report aims to illustrate the net profit or net loss generated by the company.
- F. Cash Flow Projection: According to (Kadir & Arsyad, 2020), the cash flow statement shows all cash inflows and outflows originating from the company's activities within a specific period. This report aims to comprehensively summarize how the company manages and uses cash in operational activities.
- G. Break-Even Analysis: Break-even analysis is a tool used to measure the level of profitability or sales for a company to reach the midpoint where it can cover all operating costs and achieve the point where the company neither incurs a loss nor gains a profit (Kadir & Arsyad, 2020).
- H. Investment Appraisal: Investment analysis is an evaluation process to determine the sustainability of a business in terms of profitability and to ensure that the business aligns with the initially set goals (Alexander, 2018).
- I. Financial Ratio Analysis: Financial ratio analysis is used to uncover information that may not be apparent in a company's financial reports and to compare the financial positions among companies (Ross et al., 2019).
- J. Risk Management: Risk management is the process of assessing potential losses in business activities, followed by seeking the best solutions to reduce or eliminate risks and losses that could have a negative impact on the restaurant (Dessler, 2020).

## DISCUSSION

### Market and Marketing Aspects

In the market analysis, to understand market trends, the author distributed questionnaires to 105 respondents. Based on the questionnaire results, the Door Kitchen respondent profile consists of residents residing in North Jakarta, aged 31 to 35, working as entrepreneurs, with daily food expenses ranging from Rp350,000 to Rp400,000. The target market for Door Kitchen is consumers who provide pre-cooked meals 3 to 5 times, mainly for special events, willing to spend between Rp4,000,000 to Rp4,499,000 for pre-cooked meals.

In the marketing mix, under the product element, the majority of respondents agree with the food products offered by Door Kitchen. Door Kitchen offers three types of cuisine, namely Indonesian, Japanese, and Chinese, presented in set menus that can be ordered through a user-friendly and visually appealing application. The Indonesian set menu includes appetizers like filled rendang dumplings, main courses like bamboo-grilled rice, bamboo-grilled chicken, bamboo-grilled patin, and dessert like cendol ice. The Japanese set menu features appetizers such as chawanmushi and agedashi tofu, main courses like teppanyaki, and desserts like matcha and ube mochi ice cream. The Chinese set menu includes appetizers like siomay and hakau, main courses like Chinese fried rice, Peking duck, beef kalia, and egg tart desserts. For the place element, the majority of respondents agree with the food processing service provided by Door Kitchen, which offers convenience through the application available on App Store and Google Play.

Regarding the price element, the majority of respondents agree with the offered set menu prices. The Indonesian set menu is priced between Rp3,500,000 and Rp3,999,000, the Japanese set menu is priced between Rp4,000,000 and Rp4,999,000, and the Chinese set menu is priced between Rp3,500,000 and Rp3,999,000. In terms of promotion, the majority of respondents agree with the promotion strategies, including social media promotions on platforms like Instagram, TikTok, Facebook, and others, along with a 15% discount for the first 20 customers.





Concerning the people element, the majority of respondents agree that Door Kitchen employees will adhere to the standard dress code, be responsive, knowledgeable about the menu, show initiative, and provide orders according to customer preferences while being friendly and courteous. Under the programming element, most respondents agree with the planned programs, such as providing decorations for special events like Christmas, Chinese New Year, Eid, etc. Regarding the partnership element, the majority of respondents agree with the collaborations, including partnerships with various banks to facilitate credit card and debit card payments and cooperation with QRIS for payment convenience. In terms of packaging, the majority of respondents agree with a 5% discount for ordering three menu items simultaneously.

### **Operational Aspect**

In the operational aspect, there are two types of activities: customer process flow, performed by consumers, and activities carried out by employees, which are divided into service sequence flow and food production. To support operational activities, Door Kitchen has an office with an area of 270 square meters, consisting of three floors. In determining the location of the Door Kitchen office, a comparison was made between three locations: Kelapa Gading, PIK, and Pluit. Evaluation was based on five physical attributes: accessibility, visibility level, traffic flow, availability of expansion space, and price. Based on this assessment, the location in Kelapa Gading scored 81.5 out of 100, so it was decided that the Door Kitchen office would be located in Kelapa Gading, North Jakarta.

Inside the Door Kitchen office, there are several facilities to support operational activities, such as stands, racks for utensils and cooking tools, food ingredient storage, kitchen, employee lockers, employee dining room, office, meeting room, and restroom. Additionally, Door Kitchen utilizes technology such as Wi-Fi, fingerprint attendance system, CCTV, smoke detectors, fire extinguishers, air conditioning, computers, and EDC machines.

### **Organization and Human Resources Aspect**

Door Kitchen operates under the umbrella of PT. Kuliner Kreatif Jaya. In the organizational structure of Door Kitchen, there are two leaders: Randy Suryagana serving as Commissioner and Filip Simbung as the Director. The Director oversees the IT support, accountant, sales and marketing departments, which in turn supervises the admin and head chef. The head chef manages the chef, servers, and stewards.

The total number of employees needed for Door Kitchen is 18, excluding the commissioner and director. Door Kitchen adheres to the applicable regulations regarding working hours, which is eight hours a day (excluding breaks) or 40 hours per week for a five-day workweek. To support operational activities, there are employees working during regular office hours and employees working in a shift system.

Every Door Kitchen employee will receive a salary, holiday allowances, and participate in the BPJS program. Additionally, training and development programs such as orientation, product knowledge & service orientation, production training, leadership training, service training, and management training will be provided to employees.

### **Financial Aspect**

In the financial aspect, Door Kitchen has an initial investment value of Rp1,273,684,818, where 40% comes from the commissioner's capital of Rp305,684,356 and the director's capital of Rp203,789,571. The remaining 60% of the initial investment comes from a bank loan amounting to Rp764,210,891. The initial investment costs cover renovation expenses, equipment costs, one-month supplies, pre-operational expenses, PAR insurance, initial inventory, and cash on hand. Door Kitchen has annual operating costs of Rp1,673,095,684, comprising the cost of goods sold, compensation, rent, social security programs, PAR insurance, utilities, depreciation and amortization, training and development, promotion and programming, and repairs and maintenance. Door Kitchen assumes first-year revenue of Rp2,684,272,223, projected based on the average assumed levels of customers, inflation rates, and regional gross domestic product (PDRB) growth. The revenue comes from the sale of food service.

In the first-year balance sheet projection, Door Kitchen has total assets of Rp1,273,684,818, divided into current assets, fixed assets, and intangible assets. Additionally, Door Kitchen has total liabilities and shareholders' equity of Rp1,273,684,818, consisting of current liabilities, long-term liabilities, and owner's equity. The equal value of total assets and total liabilities indicates that Door Kitchen's balance sheet has reached a break-even point.

Based on the profit and loss statement, Door Kitchen has post-tax income of Rp384,447,976 in the first year, derived from the reduction of gross profit, operating expenses, and interest and tax expenses. The cash



flow statement shows a net cash flow of Rp513,750,524 in the first year, obtained from the reduction of cash inflows and outflows. A positive cash flow in the first year indicates Door Kitchen's potential to generate positive cash flow in the future. From the Break Even Point (BEP) analysis, Door Kitchen is expected to reach the break-even point at Rp2,222,022,599.

Based on the investment evaluation conducted, Door Kitchen has an Internal Rate of Return (IRR) percentage of 18.19%, which is higher than the Weighted Average Cost of Capital (WACC) percentage of 4.97%. With an IRR exceeding WACC, the Door Kitchen investment is considered feasible. The Payback Period of Door Kitchen, discounted with WACC, is 2 years 3 months 23 days, with a Profitability Index of 3.72 and a Net Present Value (NPV) of Rp4,742,813,934. With a profitability index greater than one ( $PI > 1$ ) and a positive NPV, the investment in Door Kitchen is deemed feasible.

Based on the analysis of financial ratios such as liquidity, solvency, profitability, activity, and efficiency, Door Kitchen demonstrates good ability to pay off debts, generate returns for shareholders, use assets efficiently, and run business operations effectively. Based on all aspects analyzed, it can be concluded that Door Kitchen is viable and can achieve profits in the future. However, a focus on quick profit acquisition is necessary to ensure that the return on investment can be achieved sooner than the initial projections.

## CONCLUSION

Based on the description provided in the previous section, we can conclude that the target market for Door Kitchen is consumers who provide food without cooking themselves, approximately 3 to 5 times, due to special events/activities. They are willing to spend between Rp4,000,000 to Rp4,499,000 to cater food for these occasions. Door Kitchen offers three types of cuisines: Indonesian, Japanese, and Chinese, in the form of set menus that can be ordered through an application with an attractive and user-friendly interface. In terms of place, the majority of respondents agree with the food processing service that provides convenience through the application, downloadable from the App Store and Google Play.

Most respondents also agree with the offered set menu prices and the promotional system through social media platforms such as Instagram, TikTok, Facebook, and others, along with a 15% discount for the first 20 customers. Door Kitchen employees dress according to standards, display a responsive attitude, possess knowledge about the menu, show initiative, are friendly and polite, and provide orders according to customer requests. The planned programs include providing decorations for special events such as Christmas, Chinese New Year, and other holidays. Door Kitchen collaborates with various banks to facilitate credit card and debit card payments and partners with QRIS to streamline the payment process.

Within the Door Kitchen office, there are several facilities to support operational activities, such as stands, racks for utensils and cooking equipment, food ingredient storage, a kitchen, employee lockers, an employee dining area, an office, meeting room, and restroom. Additionally, Door Kitchen utilizes technology such as Wi-Fi, fingerprint attendance systems, CCTV, smoke detectors, fire extinguishers, air conditioning, computers, and EDC machines. To support operational activities, there are employees working during office hours and those following a shift system.

Door Kitchen assumes first-year revenue of Rp2,684,272,223, projected based on average assumptions about the number of customers, inflation rates, and regional gross domestic product (PDRB) growth. The equal value of total assets and total liabilities indicates that Door Kitchen's balance sheet has reached a break-even point. Door Kitchen exhibits good capabilities in paying off debts, generating returns on investment for shareholders, using assets efficiently, and running business operations effectively. Based on all the aspects analyzed, it can be concluded that Door Kitchen is worthy of operation and can obtain profits in the future. However, there is a need to focus on achieving quick profits to ensure a faster return on investment than initially projected..

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