

CHAPTER I

INTRODUCTION

1.1 Name and Address of Business

Name of Business : YATAI

Address of Business : Amazzone World, Botanical Garden – Cikarang Utara

1.2 Name and Address of Principal

Name of Principal : Ashiela Vandana

Address of Principal : Jl. Singa 2 Blok T3 No. 36 Cikarang Pusat – Cikarang Baru, Bekasi

1.3 Nature of Business

Yatai is engaged in the culinary industry and is included in the Food Services category. Food services is a culinary category, where the culinary prioritizes services that can be felt directly by consumers at the place, and the nature of the product is ready-to-eat culinary to be consumed directly at that time.

Yatai provides typical Japanese food which mostly uses processed fish ingredients. Yatai sells Takoyaki, Shifudoyaki, Oden, and Beef Teriyaki.

1.4 Financing

The business capital required for this business is around Rp100.000.000, which the capital comes from the owner of the business itself. The budget will be used for for the rental place, production costs (equipment and raw materials), marketing expense, salary of employee, furnished & renovations of the store.

1.5 Statement of Confidential Report

This document is made with full awareness and confidence solely for the purposes of the thesis final project requirements which are not disclosed to other parties without the author's consent.

CHAPTER II

DESCRIPTION OF VENTURE

2.1 Venture Description

The conception of the Yatai business idea originated with the owner and siblings due to shared enjoyment of purchasing Takoyaki. The owner's mother exhibited enthusiasm for its creation, leading to its successful transformation into a marketable venture. Over a span of several years, the owner's mother managed the sale of takoyaki and grilled fish rolls. Unfortunately, the establishment had to be shuttered owing to personal circumstances. Subsequently, the owner of Yatai recognized a prospect to revitalize the business. With a focus on a more sophisticated business concept compared to its predecessor, the owner intends to harness the business's potential for development.

Yatai is a brand with the concept of street food from Japan. The name of Yatai itself is derived from the Japanese language, which means a stand or booth that is situated alongside a road. In Japan, hot meals like Oden, Takoyaki, Ramen, and others are typically sold at Yatai.

2.2 Vision & Mission

2.2.1 Vision

To become the top of customer's mind brand that provides authenticity and warmth of Japanese specialties to the nooks of Indonesian towns, engrave unforgettable memories in every dish, and create an intimate and comfortable ambiance for every customer.

2.2.2 Mission

1. Committed to maintaining food quality & providing the best service

2. Commit to retain the food's flavor.

3. Provide a comfortable place so that customers can love the atmosphere and vibes here.

2.3 Size of Business

Yatai is classed as a small enterprise UU No.22 Tahun 2008 about UMKM. This is caused by Yatai's annual revenue being less than IDR 2,500,000,000.

2.4 Logo & Description

Figure 2. 1 Yatai's Logo



Source by: Owner

This logo shows a lot of meaning for this business. Starting from its name, namely Yatai which comes from Japanese which means a street stall standing on the side of the road. Yatai itself sells food from heavy meals and snacks such as Takoyaki, Ramen, Oden. The food sold is relatively cheap and is sold from afternoon to evening. The color of the logo was chosen yellow which symbolizes the meaning of warmth and creativity where this business continues to innovate to create and improve product quality. The orange sky represents the point at which people begin selling from the

sunset until the evening. The picture of the stall is displayed as a message that the products offered are relatively cheap.

2.5 Tag Line

The word *Okawari* means if one portion of food wasn't enough and the customer asks for the second serving. The word *Kudasai* means, "Please" in a polite way. So, people can say "Okawari Kudasai" to ask for more food.

2.6 Background of Entrepreneur

Ashiela Vandana as the owner of Yatai is taking a bachelor's degree in Business Administration with a concentration in Entrepreneurship. The owner's educational background and interest of preparing snacks/food provide an opportunity in the food sector.

2.7 Product

Yatai process fresh raw materials and serve them into delicious food. The price offered also includes an affordable price. To attract the appearance of the product, Yatai uses attractive packaging. It can be seen on Figure 2.2

Figure 2. 2 Yatai's Product & Packaging



2.8 Business Model Canvas

Table 2. 1 Business Model Canvas

KEY PARTNERS <ul style="list-style-type: none"> Raw Material Supplier Packaging Supplier Food Court Management Food Vlogger 	KEY ACTIVITIES <ul style="list-style-type: none"> Pick and purchase high-quality meal ingredients Selling Food & Beverages Maintain the food's flavor Marketing 	VALUE PROPOSITIONS <ul style="list-style-type: none"> Selling variety of food Providing comfortable place to dine-in Attractive design on food packaging 	CUSTOMER RELATIONSHIP <ul style="list-style-type: none"> Social Media (Instagram) Seasonal Promotion (ex: Independence Day, Treat-Friend Day) 	CUSTOMER SEGMENTS <ul style="list-style-type: none"> Children to adult Japanese food lovers People who like to eat out
	KEY RESOURCES <ul style="list-style-type: none"> Competent Workers (Cook, Cook Helper, Waitress, Marketing) Strategic Business Location Recipe & Food processing techniques 		CHANNEL <ul style="list-style-type: none"> Direct Selling to the customer Social Media Marketing (Instagram) Endorsement & Content Creator Word of Mouth Culinary Festival Brochure 	
COST STRUCTURE <ul style="list-style-type: none"> Cost of Raw Material Rent Tenant, Electricity, Cleaning Charges Employee Salary Marketing Cost 			REVENUE STREAMS <ul style="list-style-type: none"> Sales of Product 	

2.8.1 Customer Segments

Children to adult, aged 6-60 years are Yatai's target market. Those who enjoy eating unique foods, particularly Japanese food, and who enjoy eating out with their friends to spend their time and need a place to dine in.

2.8.2 Value Proposition

The first value that we have, Yatai always uses fresh material. We are looking for the best supplier to get the material. The fresh material will affect the taste of the food itself. So, we will get satisfaction from consumers. The second is we are selling a variety of foods. The third one is providing a comfortable place to dine-in. So, the customers will enjoy staying at the place. Last but not least, we use attractive packaging, so it will attract customer's attention.

2.8.3 Channels

We offer and introduce our products through social media such as Instagram, which cover more audiences. We'll participate in a culinary festival; this is a step toward introducing items and increasing their awareness. Distribute flyers to let people know what we're selling rapidly.

2.8.4 Customer Relationship

We use social media (Instagram) a support between us and customers so that we can connect directly with the customers and collect their feedback in order to develop a strong relationship with the customers. We will offer discounts on certain events on brochure or via Instagram, and seasonal promo.

2.8.5 Revenue Streams

Yatai revenue comes from the sales of the product (Takoyaki, Shifudoyaki, Oden, and Beef Teriyaki Rice Box). After strengthening the condition of the central restaurant, especially financial stability. Yatai will open new branches to increase revenue.

2.8.6 Key Resources

The key resources of Yatai are Human Resources (Chef, Waiter, Cashier, Marketing), Tenant, Recipe and processing of raw material.

2.8.7 Key Activities

The key activities of Yatai are selling food with fresh ingredients, where the main key of the culinary business is selling food that always uses new and quality ingredients that will affect the taste of the food and drink itself. It is also useful for maintaining the taste of food. Next, we are focusing on selling our products. In addition, other activities are promotion and marketing to introduce brands and what menus Yatai provides.

2.8.8 Key Partners

The key partners of Yatai are Supplier of Raw Material (Egg, Milk, Sugar, Sauce, Katsuobushi or smoked tuna), Supplier of Packaging, Supplier of Beverages, Tenant Manager). We will also invite collaboration with food creator content on Instagram to review and promote our products.

2.8.9 Cost Structure

The expenses include spending for the food's raw materials, the production costs, packaging, employee salaries, tenant rent payments, electricity and water bills.

CHAPTER III

INDUSTRY ANALYSIS

To start a business, business people must evaluate both internal and external environmental aspects before starting a business. Yatai uses Politics, Economy, Society, Technology, Law, Environment (PESTLE) analysis to evaluate external factors. External factors exist beyond the control and reach of the business itself.

Therefore, analyzing external factors can provide an overview in making strategic decisions for businesses for the future. This business also uses SWOT analysis to evaluate the internal and external factors that can impact the performance and strategy of a business. By analyzing these factors, Yatai can develop strategies that leverage strengths, address weaknesses, take advantage of opportunities, and minimize threats. Apart from that, Yatai also uses the Porter Five Forces Analysis to assess the competitive intensity and attractiveness of an industry or market.

3.1 PESTLE Analysis

3.1.1 Political

Governmental policy and political stability are both influenced by political factors. A company or business's performance is greatly influenced by the political conditions. The present government policy in the business sector aims to simplify license requirements and business development for UMKM in the food and beverage sector (Limanseto, 2022).

One of the government's efforts to help UMKM is to facilitate the strengthening of the UMKM ecosystem and e-commerce through Undang-Undang Nomor 11 Tahun 2020 about Cipta Kerja. The ratification of UU Cipta Kerja aims to facilitate access to licensing, supply chains, business development, financing, and market access for UMKM stakeholders.

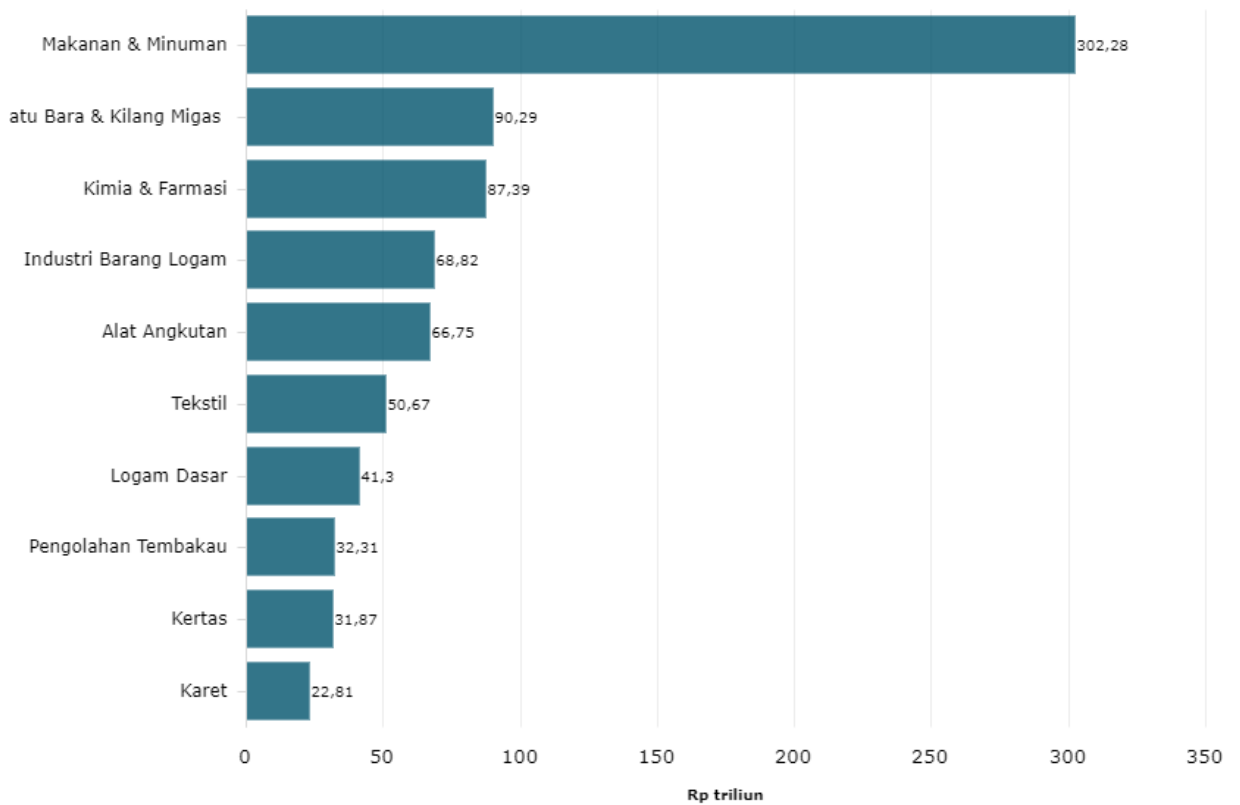
In addition to providing easy access to Izin Usaha, the government also provides a variety of other services, such as the ability to access Kredit Usaha Rakyat (KUR) for mortgage financing. For the year 2022, the government has set the KUR ceiling at Rp373,17 trillion and has increased the KUR subsidy by 3% until the end of the year, assisting UMKM in maintaining business models without having to deal with high interest rates.

3.1.2 Economic

The economic condition of a region will have an impact on the sustainability of a business, whether it will be a threat or an opportunity. The current state of the economy and in the future can affect Yatai's progress and business strategy. The culinary industry is one of the factors that influence economic growth. In the first quarter of 2022, the food and beverage industry has contributed more than a third or 37.77% of GDP from non-oil and gas processing (Limanseto, 2022).

In the second quarter of 2022, the food & beverage industry became the largest contributor (Kusnandar, 2022). **Figure 3.1** shows that food and beverage is the largest GDP among other industries.

Figure 3. 1 GDP of Industrial Sector by Sub-Sector (Quarter II-2022)



Source: (Kusnandar, 2022)

3.1.3 Social

One aspect of social factors is changes in trends and lifestyles. People are generally more interested in and attentive to the appearance of new trends, which indirectly as business people can also find out the interests of consumers. People nowadays prefer to buy food outside and enjoy it with friends or family rather than eating at home, because of changes in their lifestyles.

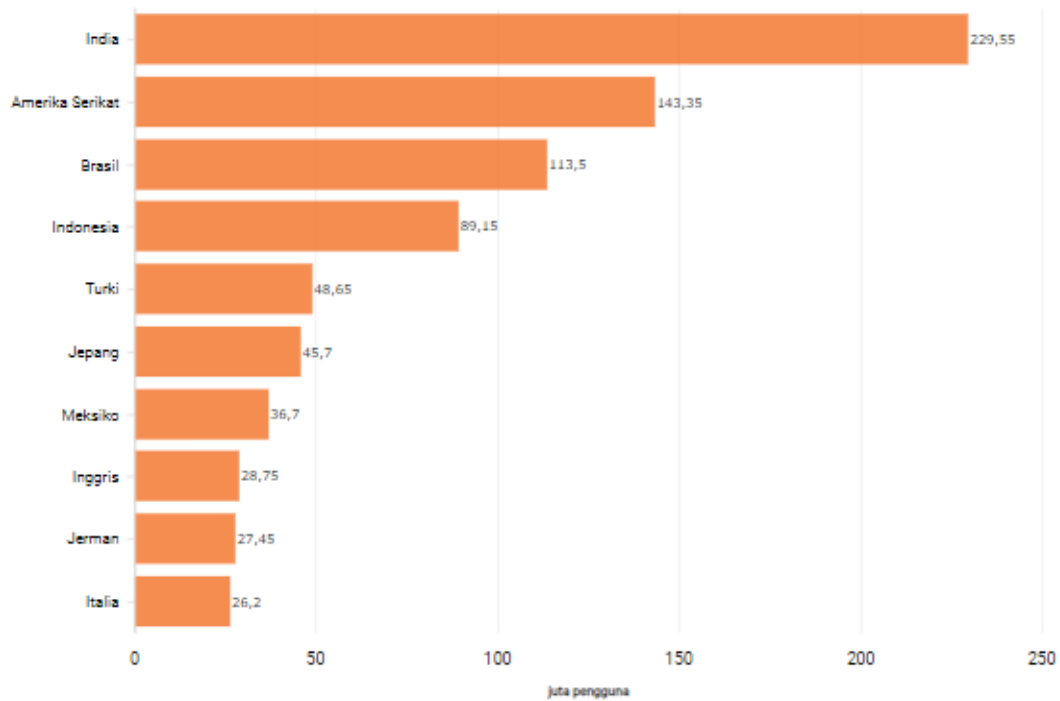
In general, consumers will always be interested and have more attention to the development of new trends, which business people can also find out the interests of consumers indirectly. As can be seen, a cafe or restaurant is very crowded with people. Hanging out with friends, family or relatives to gain quality time in a place is a current trend. This is an opportunity for Yatai to offer a facility for dine in where people can enjoy the meals.

3.1.4 Technology

In today's modern era, technology is a very influential factor in running a business. The development of digital and internet technology opens wide opportunities for many businesses and UMKM. One of the most obvious roles of technology for business is that all work will be more effective and efficient in terms of management, production, promotion, etc. This can support business progress for business people as well as for buyers.

One of the effective tools for promoting a business or product is the Instagram platform. In Indonesia, Instagram has more than 89 million users. This large number of users provides a great opportunity for businesses to reach a wider audience. Based on the **Figure 3.2**, it shows active Instagram users in Indonesia.

Figure 3. 2 Indonesian Instagram users are the fourth-highest in the world



Source: (Annur, 2023)

3.1.5 Legal

Legal aspects must be obeyed by every company. Therefore, business people need to be careful when the trading process does not violate applicable regulations. One of them is the Nomor Induk Berusaha (NIB). NIB will be useful for businesses because as a guarantor of business legality, it functions to obtain government assistance facilities for making Kredit Usaha Rakyat (KUR) loans, etc (Wildan, 2022).

3.1.6 Environment

Any business has a responsibility to the environment. Therefore, business people develop appropriate and sustainable Corporate Social Responsibility (CSR) strategies with the aim of reducing the impact. Therefore, Yatai considers materials that are environmentally friendly, starting from product materials and complementary

materials such as packaging. Yatai uses paper food trays for takeaway food packaging, which is one of the eco-friendly options. Because the main raw material is paper, it is easy to recycle. It aims to reduce the waste generated.

3.2 SWOT Analysis

Basically, a SWOT analysis is carried out to find out the strengths, weaknesses, opportunities and threats to the business. Various situations will be faced by the business, so this analysis is very useful for businesses when dealing with internal problems (Rangkuti, 2006; Astuti & Ratnawati, 2020). By knowing Strengths, Weaknesses, Opportunities, and Threats, businesses can take advantage of this for business progress, while also preventing things that will harm the business (Berry, 2023).

Table 3. 1 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Each food has a characteristics taste • Using premium quality ingredient • Strategic Location • Providing comfortable place • Attractive food packaging & design 	<ul style="list-style-type: none"> • Low brand awareness • Lack of experience • Relatively small size of space

Opportunities	Threats
<ul style="list-style-type: none"> • Continue to expansion for online sales • Ability to open new branch • Grow customer loyalty • Improve the store’s look and atmosphere • Improve authenticity with new menu items 	<ul style="list-style-type: none"> • The possibility another new competitor that offers a similar concept with Yatai • Competitor provide cheaper price • Cost of raw material increasing

In conclusion, SWOT analysis provides a clear grasp of Yatai business current status and future potential. By capitalizing on the strengths—distinctive flavors, premium ingredients, strategic location, inviting ambiance, and attractive packaging—Yatai positioned to continue delivering unforgettable culinary experiences. By committed to addressing weaknesses like brand awareness and experience as the business pursue growth.

Yatai excited about seizing opportunities like online expansion, new branches, customer loyalty, improved store's design, and authentic menu innovation. While Yatai watchful of potential threats, such as new competitors and cost increases, we're confident in the business ability to navigate the competitive landscape. By leveraging strengths, mitigating weaknesses, harnessing opportunities, and proactively managing risks, Yatai poised for enduring success in culinary excellence.

3.3 Porter’s Five Forces Analysis

Porter's Five Forces Analysis as a tool for measuring the intensity of competition in an industry. These five elements are used to identify a company's strengths and weaknesses in comparison to its competitors. Porter analysis is very

influential because it is to understand whether a business's product or service is potentially profitable. When a company has positioned itself, it can readjust its strategies to improve weaknesses and capitalize on its business strengths (Bartunek, 2019).

3.3.1 Threats of new entrants: High

To open a business with a similar concept to Yatai is easy. This is because it does not require a large capital. New entrants may have little experience. However, the products sold can be similar, with lower selling prices.

3.3 2 Threat of substitute: High

There are so many snacks that are an alternative for consumers, but not Japanese snacks. In the snack food business, substitute products are very easy to happen because concepts & innovations can be imitated, the ingredients may be substituted with similar products, especially by offering lower prices. To minimize the threat of substitute or substitute goods, Yatai will continue to maintain food quality, maintain the food's flavor as a differentiator from competitors.

3.3.3 Bargaining power of customer: High

Bargaining power of buyers is high. This happens because of the importance of customers buying decisions. That's why Yatai must have a special appeal to attract visitors / buyers. Nowadays, consumers are more selective about what they buy such as comparing prices, considering quality, best service, and also a comfortable place to just sit back and relax.

3.3.4 Bargaining power of suppliers: Low

There are some suppliers which are able to provide Yatai raw materials at a price that is not much different. This means that the business will not depend on only

one supplier. At this point, the company has the opportunity to reduce input costs because it can switch to cheaper suppliers

3.3.5 Rivalry among competitors: High

For the Cikarang area, there are still few competitors. However, there are competitors who offer lower prices. This can affect the customer buying decision. Therefore, Yatai must strengthen the brand name, maintain quality ingredients & the taste of food, and maximize service.

3.4 Competitor Analysis

Doing a competitor analysis is the right thing to determine the strengths and weaknesses of our company and its competitors. Gathering and comparing information, it will be easier for our business to develop effective strategies to stay ahead in a competitive landscape. Here the listed of Yatai competitors in **Table 3.2**

Table 3. 2 Competitor Analysis

Company Name	Yatai	Zie's Takoyaki	Gindaco
Start-Up Year	2023	2017	2018
Number Employee	3 employees	1-2 employee	3-6 employee
Customer Segment	Young - adult who likes eating Japan food and enjoy to spending time with friends/family	Young & Adult	Young & Adult
Product	Takoyaki, Shifudoyaki, Oden, Beef Teriyaki	Takoyaki, Okonomiyaki, Solutang, Kebab	Takoyaki & Okonomiyaki
Place	Amazzone World Cikarang Baru	Jl. Rusa Raya, Cikarang Baru	Living Plaza Cikarang
Price	25.000 - 30.000 IDR	12.000 - Rp35.000 IDR	52.000 - 65.000 IDR
Promotion	Direct Marketing, Instagram, Food Festival	Instagram, Gojek, Grab	Instagram, Tiktok, Gojek, Grab

CHAPTER IV

EXECUTION PLAN

4.1 Marketing Plan

To start a new business, market segmentation is a necessary thing. A business will be successful and run effectively if it uses market segmentation to maximize and fulfill the needs of its target market. Market segmentation is a marketing term that refers to the grouping of potential customers based on similar characteristics, such as demographics, psychographics and behavior.

4.1.1 Segmentation

Before establishing a business, the company must conduct market segmentation. This below shows the segmentation of Yatai:

Table 4. 1 Yatai's Segmentation

Geographic	Store located in Amazzone World, Cikarang
Demographic	Age: 6-60 years old Sex: Male & Female Occupation: Students, Employees, Housewife, etc Monthly Income: ≤ Rp3.000.000 - >Rp20.000.000
Psychographic	Lifestyle: Japanese snack lovers who enjoy eating out Personality: Active, Practical Social Class: General Market
Behavior	People who concerned the quality food

4.1.2 Targeting

Targeting is a step that aims to target a target market that has the potential to be profitable prospects in the future. The target of Yatai is young to adult, those who love to eat out. Yatai selects a strategic location to make it easier for customers to grab a quick meal or sit and stay. Yatai sorts out fresh food ingredients in order to create a more perfect food taste, with the aim that customers are satisfied with the products and facilities provided. Our main objective is to ensure customer satisfaction.

4.1.3 Positioning

Positioning is a way to build an image and perception of a product, brand or business in the minds of consumers. The goal is getting a positive response compared to its rival products. Yatai's positioning is based on the authenticity of the food and the experience of customers who enjoying Japanese food (Takoyaki, Oden, etc.) and may dine-in and feel the atmosphere from the Yatai stall. Yatai offers unique dining experiences. Yatai believes that it will be the top of customer's mind, when they want to eating delicious Japanese food in a comfortable place.

4.2 Marketing Strategy

Yatai uses 7 elements of the marketing mix (7P) consisting of Product, Price, Process, Promotional activities, Place, People, and Physical evidence as a foundation for developing marketing strategy.

4.2.1 Product

Yatai's business product is in the culinary field of Japanese specialties dominated by fish-based ingredients such as Takoyaki, Shifudoyaki, and Oden. There are also heavy food menus, such as Beef Teriyaki. By using premium quality ingredients, it aims to produce delicious and authentic flavors.

4.2.2 Price

Price is the amount of money spent by customers when purchasing goods or services with certain benefits or values. Yatai's prices are relatively cheap and still affordable. The target market includes people in the lower, middle, and upper classes. It started at 25.000 to 30.000 IDR.

4.2.3 Process

In the production process, Yatai gets supplies from several suppliers. Raw material purchases are made once a week or once every two weeks and immediately processed into semi-finished materials to make the sales process easier. Because the raw materials come from frozen food, Yatai maintains the quality of the food to keep it fresh.

In the ordering process, customers can directly order on the spot, once ordered then the order will be served.

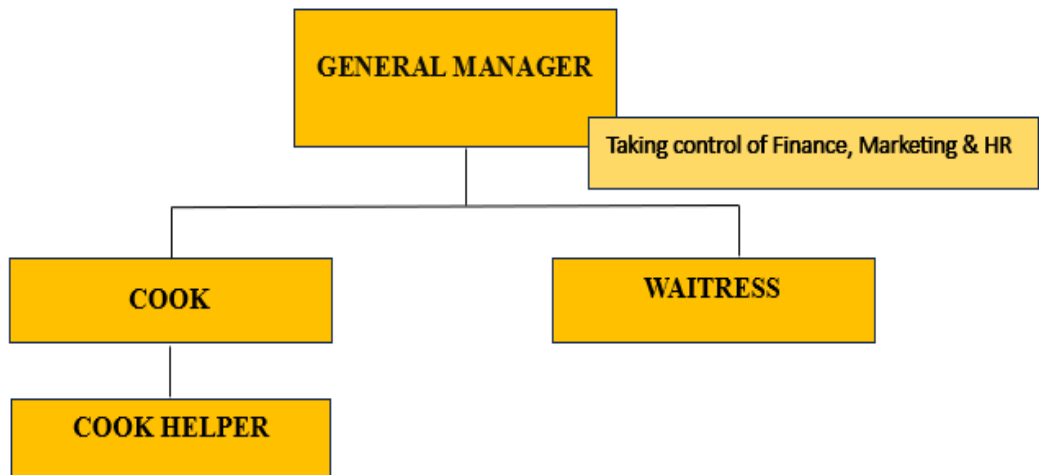
4.2.4 Promotion

To introduce products and brands, the promotional element is the most important thing. Both using offline and online media strategies are expected to increase brand awareness to potential customers. For offline promotions, we distribute brochures, stand/roll up banners. From the media, it is considered quite effective when it is carried out and promoted directly on the spot. For online promotion, we use Instagram to introduce & update of product.

4.2.5 People

Behind the creation of customer satisfaction, there is good service and quality products. To get these two things, quality human resources are needed as well. Therefore, Yatai must implement SOP and plan appropriate job descriptions for staff. That way, staff will be taught and educated on how to serve customers well in order to provide comfort to customers. This can affect the customer's repurchase decision. Yatai will hire 3-4 as employees. There will be chef, cook helper, and Cashier / Waitress. **Figure 4.1** shows the company structure of Yatai.

Figure 4. 1 Yatai;s Company Structure

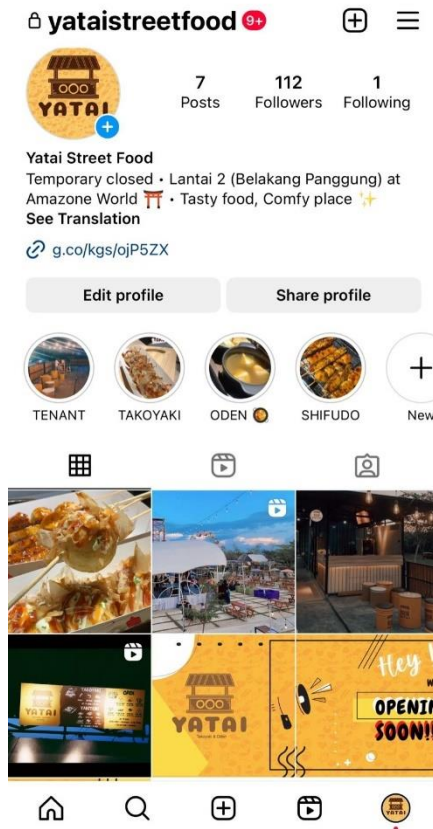


Source: Owner

4.2.6 Physical Evidence

Yatai has social media, namely Instagram in **Figure 4.2** which can be accessed by potential customers and customers who want to find out the up-to-date information about the products, current promotions, the place, and locations. In addition, Yatai also made the apron in **Figure 4.3** as a uniform for our team (chef, cook helper, and waitress) to wear so that it gives a neat and clean impression.

Figure 4. 2 Yatai's Instagram



Source: Owner

Figure 4. 3 Yatai's Uniform

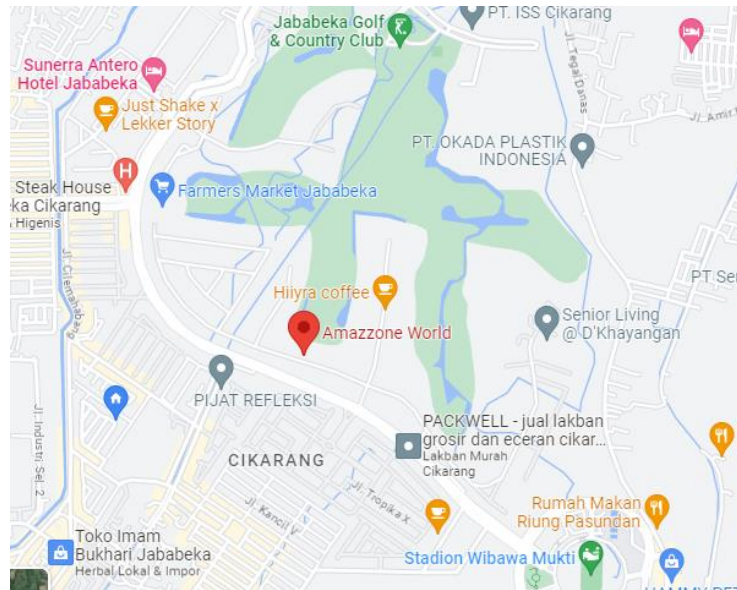


Source: Owner

4.2.7 Place

Yatai is located at Amazzone World, Cikarang Baru. This location is very easy for customers to reach because this location is surrounded by many residences, schools, factories, and stadiums. Another reason why Yatai chose this location is because there is a large parking area, an open space area, there are no competitors for similar foods, facilities such as toilets & places of worship are also provided.

Figure 4. 4 Yatai's Location



Source: Google Maps, 2023

4.3 Sales Forecast

A sales forecast is an estimate of a business's ability to achieve sales. The sales forecast for Yatai starts from the first month of 2023 (such as when our store is going to open) to three years afterwards, in the year 2025. The forecast is shown in the **Table 4.2** below.

Table 4. 2 Yatai’s Sales Forecast

YATAI Sales Budget in Rupiah For the Year Ended December 31, 2023										
Item	Cost Per Unit	Quarter								Year 2023
		1		2		3		4		
		Unit	Revenue	Unit	Revenue	Unit	Revenue	Unit	Revenue	Sub Total
Takoyaki	Rp25,000	2100	Rp52,500,000	2300	Rp57,500,000	2400	Rp60,000,000	2450	Rp61,250,000	Rp231,250,000
Shifudoyaki	Rp25,000	2500	Rp62,500,000	2570	Rp64,250,000	2580	Rp64,500,000	2600	Rp65,000,000	Rp256,250,000
Oden	Rp25,000	1000	Rp25,000,000	1200	Rp30,000,000	1300	Rp32,500,000	1350	Rp33,750,000	Rp121,250,000
Beef Teriyaki	Rp30,000	1200	Rp36,000,000	1250	Rp37,500,000	1350	Rp40,500,000	1400	Rp42,000,000	Rp156,000,000
Total Sales		6800	Rp176,000,000	7320	Rp189,250,000	7630	Rp197,500,000	7800	Rp202,000,000	Rp764,750,000

Item	Cost Per Unit	Quarter								Year 2024
		1		2		3		4		
		Unit	Revenue	Unit	Revenue	Unit	Revenue	Unit	Revenue	Sub Total
Takoyaki	Rp25,000	2500	Rp62,500,000	2565	Rp64,125,000	2600	Rp65,000,000	2650	Rp66,250,000	Rp257,875,000
Shifudoyaki	Rp25,000	2600	Rp65,000,000	2650	Rp66,250,000	2675	Rp66,875,000	2680	Rp67,000,000	Rp265,125,000
Oden	Rp25,000	1400	Rp35,000,000	1450	Rp36,250,000	1500	Rp37,500,000	1550	Rp38,750,000	Rp147,500,000
Beef Teriyaki	Rp30,000	1600	Rp48,000,000	1670	Rp50,100,000	1700	Rp51,000,000	1800	Rp54,000,000	Rp203,100,000
Total Sales		8100	Rp210,500,000	8335	Rp216,725,000	8475	Rp220,375,000	8680	Rp226,000,000	Rp873,600,000

Item	Cost Per Unit	Quarter								Year 2025
		1		2		3		4		
		Unit	Revenue	Unit	Revenue	Unit	Revenue	Unit	Revenue	Sub Total
Takoyaki	Rp25,000	2750	Rp68,750,000	2785	Rp69,625,000	2800	Rp70,000,000	2858	Rp71,450,000	Rp279,825,000
Shifudoyaki	Rp25,000	2700	Rp67,500,000	2735	Rp68,375,000	3200	Rp80,000,000	3600	Rp90,000,000	Rp305,875,000
Oden	Rp25,000	1600	Rp40,000,000	1750	Rp43,750,000	1800	Rp45,000,000	1850	Rp46,250,000	Rp175,000,000
Beef Teriyaki	Rp30,000	1850	Rp55,500,000	1900	Rp57,000,000	1950	Rp58,500,000	2000	Rp60,000,000	Rp231,000,000
Total Sales		8900	Rp231,750,000	9170	Rp238,750,000	9750	Rp253,500,000	10308	Rp267,700,000	Rp991,700,000

4.4 Operational Plan

As a newcomer in this industry, Yatai will face various challenges, especially with the competitors in the same field. This business idea is easy for competitors to imitate, therefore Yatai is prepared to provide high-quality food with the goal of making customers satisfied. Yatai applies a structure and plan to support business flow. Here in **Table 4.3** is the list of tools and equipments that Yatai needs.

Table 4. 3 Yatai's Equipment

Items	Qty	Price	Total
Stove (25x36.5x14cm)	1	Rp180.000	Rp180.000
Stove (60x36.5x14cm)	1	Rp300.000	Rp300.000
Kitchen Lighter	2	Rp10.000	Rp20.000
Takoyaki Pan	1	Rp160.000	Rp160.000
Takoyaki Stick Tools	1	Rp70.000	Rp70.000
Food Brush	1	Rp50.000	Rp50.000
Bottle for Sauce	5	Rp15.000	Rp75.000
Food Container (11x11x8cm)	5	Rp10.000	Rp50.000
Oden Boiler	1	Rp200.000	Rp200.000
Oden Jar / Spice Container	1	Rp30.000	Rp30.000
Soup Ladle	1	Rp40.000	Rp40.000
Frying Pan (Beef Teriyaki)	1	Rp200.000	Rp200.000
Food Grabber	1	Rp20.000	Rp20.000
Glass Jar	2	Rp10.000	Rp20.000
Grill Pan Yakitori/Shifudoyaki	1	Rp800.000	Rp800.000
Food Container (13x13x8cm)	2	Rp30.000	Rp60.000
Cooking Gloves (200pcs)	2	Rp20.000	Rp40.000
Plastic Rack	1	Rp50.000	Rp50.000
Wood Rack	2	Rp200.000	Rp400.000
Refrigerator	1	Rp2.500.000	Rp2.500.000
Neon Box (60x60cm)	1	Rp2.500.000	Rp2.500.000
Neon Box (90x90cm)	1	Rp4.000.000	Rp4.000.000
Table & chair drum cafe	8	Rp420.000	Rp3.360.000
Portable Tent	1	Rp270.000	Rp270.000
Speaker	1	Rp600.000	Rp600.000
Apron	3	Rp100.000	Rp300.000

Dispenser	1	Rp130.000	Rp130.000
Cash Drawer	1	Rp300.000	Rp300.000
			Rp16.425.000

4.4.1 Marketing Budget

A marketing budget is an estimation of the costs that a company will spend to market its product or service. **Table 4.4** shows the marketing budget of Yatai. Budgets may be adjusted in the future because of pricing changes, and Yatai might implement a different strategy after the business has grown.

Table 4. 4 Yatai’s Marketing Budget

YATAI Marketing Budget For the Year Ended December 31, 2023, 2024, 2025							
Items	Cost Per Unit	2023		2024		2025	
		Qty	Total	Qty	Total	Qty	Total
Business Card (100pcs)	Rp 25,000	4	Rp 100,000	5	Rp 125,000	6	Rp 150,000
Brochure	Rp 1,500	300	Rp 450,000	300	Rp 450,000	400	Rp 600,000
Endorsement	Rp 1,000,000	2	Rp 2,000,000	3	Rp 3,000,000	4	Rp 4,000,000
Paid Promote	Rp 150,000	12	Rp 1,800,000	15	Rp 2,250,000	18	Rp 2,700,000
Instagram Ads	Rp 200,000	2	Rp 400,000	2	Rp 400,000	2	Rp 400,000
Marketing Exp.			Rp4,350,000		Rp5,825,000		Rp7,450,000

4.4.2 Implementation

Table 4. 5 Yatai’s Implementation Schedule

Activities	Month	January				February				March				April				May				Jun				July				August				September				Oktober				November				December			
	Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Instagram Ads																																																	
Business Card																																																	
Neon Box (Store Logo)																																																	
Neon Box (Small)																																																	
Brochure																																																	
Endorsement																																																	
Paid Promote																																																	

4.4.3 Operational Budget

Operational budget refers to estimate the expense of an organization over a specific period. The aim of operational budget is to help the organization manage their resources for cost reduction and optimization. Here are the estimation data for Yatai's operatio

Table 4. 6 Yatai's Operational Budget

2023	Cost Per-Unit	Unit Per-Year	Budget
Tenant Rent	Rp 1,500,000	12	Rp18,000,000
Electricity	Rp 300,000	12	Rp 3,600,000
Water	Rp 100,000	12	Rp 1,200,000
Cleaning Service	Rp 50,000	12	Rp 600,000
Transportation	Rp 100,000	12	Rp 1,200,000
Cooking Gas	Rp 240,000	6	Rp 1,440,000
		Total Cost	Rp26,040,000

2024	Cost Per-Unit	Unit Per-Year	Budget
Tenant Rent	Rp 1,500,000	12	Rp18,000,000
Electricity	Rp 320,000	12	Rp 3,840,000
Water	Rp 120,000	12	Rp 1,440,000
Cleaning Service	Rp 50,000	12	Rp 600,000
Transportation	Rp 100,000	12	Rp 1,200,000
Cooking Gas	Rp 240,000	6	Rp 1,440,000
		Total Cost	Rp26,520,000

2025	Cost Per-Unit	Unit Per-Year	Budget
Tenant Rent	Rp 1,500,000	12	Rp18,000,000
Electricity	Rp 350,000	12	Rp 4,200,000
Water	Rp 150,000	12	Rp 1,800,000
Cleaning Service	Rp 50,000	12	Rp 600,000
Transportation	Rp 100,000	12	Rp 1,200,000
Cooking Gas	Rp 240,000	6	Rp 1,440,000
		Total Cost	Rp27,240,000

4.4.4 Operational Hour

- a. Date : Tuesday - Sunday
- b. Time : 14.00 - 22.00
- c. The store must be cleaned up before opening
- d. There will be an evaluation after work hours

4.5 Organizational Plan

People who work together as a team can build a successful business and achieve their business goals. People in the company, such as the owner, as well as employees, needs clear job descriptions and responsibilities in order to complete their roles effectively. By having company's standards and requirements, jobs will be coordinated, reporting structures will be in line, and the entire organization will function successfully. **Table 4.7** below contains a list of all of Yatai's job descriptions.

Table 4. 7 Yatai Employee’s Job Description

Division	Position	Main Job
Operational	Cook	<ol style="list-style-type: none">1. Cook & present the food2. To be aware of food safety rules3. Ensure & estimate food stock
	Cook Helper	<ol style="list-style-type: none">1. Assist the chef in preparing food2. Cleaning and storing equipment that has been used3. Monitor quality of food ingredients4. Monitor food stock
Administrations	Cashier / Waitress	<ol style="list-style-type: none">1. Welcome the customer's arrival2. Explain the information about the product

		<ol style="list-style-type: none"> 3. Record the orders & responsible of any transactions made by customer 4. Calculate daily income 5. Deliver food to the customer's table
Finance	Owner	<ol style="list-style-type: none"> 1. Recording of all transactions 2. Create financial report 3. Make budget estimates
Marketing	Owner	<ol style="list-style-type: none"> 1. Promoting, monitoring & managing the social media 2. Build customer communication & relationship
Human Resources	Owner	<ol style="list-style-type: none"> 1. Monitoring of employee performance 2. Conduct employee recruitment & training process 3. Create standard work procedures

Table 4. 8 Yatai's Employee Working Schedule

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
General Manager	Off	✓	✓	✓	✓	✓	✓
Cook		Off	Off	✓	✓	✓	✓
Cook Helper		✓	✓	Off	Off	✓	✓
Waitress		✓	✓	✓	✓	✓	✓

CHAPTER V

FINANCIAL PLANNING

5.1 Source of Fund & Uses Statement

Yatai requires IDR 100,000,000 as initial money to support the first steps in creating a business. The owner's personal funds provide the funding. The initial fund is intended for support operations, purchase of assets, marketing costs and other unexpected expenses of the corporate.

5.2 Pro-Forma Cash Budget

Pro forma Cash Budget is a report that shows an estimate of the company's financial activity over a certain period of time with the current financial statements. The main objective of the pro forma cash budget is to monitor and manage the company's cash flow in order to meet financial needs and avoid liquidity concerns that can cause financial problems. **Table 5.1** shows Pro Forma Cash Budget of Yatai.

Table 5. 1 Pro Forma Cash Budget of Yatai

YATAI CASH BUDGET For The Year Ended December 31, 2023					
Year 2023	Quarter				
	1	2	3	4	Subtotal
Beginning Cash Balance	100,000,000	178,937,665	282,788,118	391,254,706	952,980,490
Collection:					
Capital Fund					
Net Sales	176,000,000	189,250,000	197,500,000	202,000,000	764,750,000
Total Cash In	176,000,000	189,250,000	197,500,000	202,000,000	764,750,000
Disbursement:					
Cost Of Goods Sold	60,499,835	65,262,047	68,895,912	70,768,572	265,426,365
Adm. Expense	19,050,000	19,050,000	19,050,000	19,050,000	76,200,000
Marketing Exp	1,087,500	1,087,500	1,087,500	1,087,500	4,350,000
Equipment Purchase	16,425,000				16,425,000
Total Disbursement	97,062,335	85,399,547	89,033,412	90,906,072	362,401,365
Ending Balance	178,937,665	282,788,118	391,254,706	502,348,635	402,348,635

Cash Budget					
Year 2024	Quarter				
	1	2	3	4	Subtotal
Beginning Cash Balance	502,348,635	585,649,020	672,472,527	759,272,571	2,519,742,753
Collection:					
Capital Fund					
Net Sales	210,500,000	216,725,000	220,375,000	226,000,000	873,600,000
Total Cash In	210,500,000	216,725,000	220,375,000	226,000,000	873,600,000
Disbursement:					
Cost Of Goods Sold	105,943,365	108,645,242	112,318,707	115,653,649	442,560,963
Adm. Expense	19,800,000	19,800,000	19,800,000	19,800,000	79,200,000
Marketing Exp	1,456,250	1,456,250	1,456,250	1,456,250	5,825,000
Tax Payable	-			2,073,337	2,073,337
Total Disbursement	127,199,615	129,901,492	133,574,957	138,983,236	529,659,300
Ending Balance	585,649,020	672,472,527	759,272,571	846,289,335	343,940,700
Cash Budget					
Year 2025	Quarter				
	1	2	3	4	Subtotal
Beginning Cash Balance	846,289,335	936,560,952	1,030,486,712	1,134,192,250	3,947,529,249
Collection:					
Capital Fund					
Net Sales	231,750,000	238,750,000	253,500,000	267,700,000	991,700,000
Total Cash In	231,750,000	238,750,000	253,500,000	267,700,000	991,700,000
Disbursement:					
Cost Of Goods Sold	119,315,883	122,661,740	127,631,961	132,244,348	501,853,932
Pembelian Persediaan					-
Adm. Expense	20,300,000	20,300,000	20,300,000	20,300,000	81,200,000
Marketing Exp	1,862,500	1,862,500	1,862,500	1,862,500	7,450,000
Tax Payable	-			1,709,539	1,709,539
Total Disbursement	141,478,383	144,824,240	149,794,461	156,116,386	592,213,471
Ending Balance	936,560,952	1,030,486,712	1,134,192,250	1,245,775,864	399,486,529

5.3 Pro Forma Income Statement

Table 5. 2 Proforma Income Statement of Yatai

YATAI			
Performa Income Statement			
<i>For The Year Ended in 31 December 2023, 024, 2025</i>			
<i>(Presented in Rupiah)</i>			
	2023	2024	2025
Net Sales	764,750,000	873,600,000	991,700,000
Cost Of Goods Sold	265,426,365	442,560,963	501,853,932
Gross Profit	499,323,635	431,039,037	489,846,068
Operating Revenue			
Admiistrative Revenue	76,200,000	79,200,000	81,200,000
Marketing Revenue	4,350,000	5,825,000	7,450,000
Depreciation Expense	4,106,250	4,106,250	4,106,250
Total Operasional Revenue	84,656,250	89,131,250	92,756,250
EBIT	414,667,385	341,907,787	397,089,818
Tax Pph UMKM 0,5%	2,073,336.92	1,709,538.94	1,985,449.09
Net Income / Loss	412,594,047.64	340,198,248.26	395,104,368.78
	412,594,047.64	752,792,295.90	1,147,896,664.68

5.4 Pro Forma Balance Sheet

Table 5. 3 Proforma Balance Sheet of Yatai

YATAI Proforma Balance Sheet December 31, 2023, 2024, 2025 <i>(Presented in Rupiah)</i>			
ASSETS	2023	2024	2025
<i>Current Assets</i>			
Cash	502,348,634.56	846,289,334.83	1,245,775,863.77
Supplies	-	-	-
Total Current Assets	502,348,634.56	846,289,334.83	1,245,775,863.77
<i>Non-Current Assets</i>			
Equipment	16,425,000.00	16,425,000.00	16,425,000.00
Accumulated Dpreciation	(4,106,250.00)	(8,212,500.00)	(12,318,750.00)
Total Non-current Assets	12,318,750.00	8,212,500.00	4,106,250.00
TOTAL ASSETS	514,667,384.56	854,501,834.83	1,249,882,113.77
LIABILITIES & EQUITY			
<i>Current Liabilities</i>			
Tax Payable	2,073,336.92	1,709,538.94	1,985,449.09
Total Current Liabilities	2,073,336.92	1,709,538.94	1,985,449.09
<i>Non-Current Liabilities</i>			
Long-term Liabilities - Net of Current	-	-	-
Bank Loan Payable	-	-	-
Total Non-Current Liabilities	-	-	-
TOTAL LIABILITIES	2,073,336.92	1,709,538.94	1,985,449.09
<i>Stockholders Equity</i>			
Capital	100,000,000.00	100,000,000.00	100,000,000.00
Retained Earnings	412,594,047.64	752,792,295.90	1,147,896,664.68
Total Stockholders Equity	512,594,047.64	852,792,295.90	1,247,896,664.68
TOTAL LIABILITIES & EQUITY	514,667,384.56	854,501,834.83	1,249,882,113.77

5.5 Project Feasibility Test

Project feasibility evaluates factors affecting project success before final decision on continuation or postponement. Below is the feasibility test of Yatai financial analysis which are net present value, payback period, profitability index, return on investment and break even point.

5.5.1 Net Present Value

NPV is cash flows are estimated in the future which are discounted at this time.

$$NPV = CF_0 + \frac{CF_1}{(1+r)^1} + \frac{CF_2}{(1+r)^2} + \dots + \frac{CF_N}{(1+r)^N}$$

Source: (Brigham & Ehrhardt, 2019)

Table 5. 4 Yatai Project Cash Flow and Cost of Capital

Project Cash Flow and Cost Of Capital						
	Year					
	0	1	2	3		
Cost Of Capital	(100,000,000)					
Net Income		412,594,048	340,198,248	395,104,369		
Depreciation		4,106,250	4,106,250	4,106,250		
Tax Rate		0.50%	0.50%	0.50%		
Cash Flow		416,720,829	344,325,030	399,231,150		
Cumulative Cash Flows	(100,000,000)	316,720,829	661,045,858	1,060,277,008		
					Discount Rate	5.75%
						(BI Rate)
NPV	-100,000,000 +	4,106,250 +	344,325,030 +	399,231,150	1	5.75%
		(1+5.75%)	(1+5.75%)²	(1+5.75%)³		
	1	5.75%				
NPV	549,366,786	3,882,979	307,898,690	337,585,117		

5.5.2 Payback Period

The full payback period of the project takes 1,27 years. Payback period calculated as follows:

$$\text{Payback} = \text{Number of years prior to full recovery} + \frac{\text{Unrecovered cost at start of year}}{\text{Cash flow during full recovery year}}$$

Source: (Brigham & Ehrhardt, 2019)

$$\text{Payback} = 1 + \frac{\text{Rp } 95.893.750}{\text{Rp } 344.325.030}$$

$$\text{Payback} = 1,27 \text{ years}$$

Based on the calculation, Yatai takes about 1,27 years to recover the initial capital from the beginning of operation year in 2023, which is fast enough.

5.5.3 Profitability Index

The Profitability Index measures the relationship between the expected cash inflow from the investment and the initial cash outflow issued for the project. The higher the PI value, the more profitable the project.

$$\text{PI} = \frac{\text{PV of future cash flows}}{\text{Initial cost}} = \frac{\sum_{t=1}^N \frac{\text{CF}_t}{(1+r)^t}}{\text{CF}_0}$$

Source: (Brigham & Ehrhardt, 2019)

$$\text{PI} = \frac{\frac{\text{CF}_1}{(1+r)^1} + \frac{\text{CF}_2}{(1+r)^2} + \dots + \frac{\text{CF}_N}{(1+r)^N}}{\text{CF}_0}$$

$$\text{PI} = \frac{\frac{4,106,250}{(1+5.75\%)^1} + \frac{344,325,030}{(1+5.75\%)^2} + \frac{399,231,150}{(1+5.75\%)^3}}{100,000,000}$$

PI = 6.4 times

5.5.4 Return on Common Equity

Return on Common Equity can be calculated as follows:

$$\text{Return on common equity} = \text{ROE} = \frac{\text{Net income available to common stockholders}}{\text{Common equity}}$$

Source: (Brigham & Ehrhardt, 2019)

$$\text{ROE, year 1} = \frac{\text{Rp } 412,594,047}{\text{Rp } 512,594,047} = 80\%$$

$$\text{ROE, year 2} = \frac{\text{Rp } 340,198,248}{\text{Rp } 852,792,295} = 39\%$$

$$\text{ROE, year 3} = \frac{\text{Rp } 395,104,368}{\text{Rp } 1,247,896,664} = 31\%$$

The first year of operation shows that the ROE is only 80% of the capital, whereas the project has just started. In addition, the second year of the project's ROE was 39% in second year and 31% in third year.

There are several factors that influence the ROE results. Based on the formula above, the equity value of Yatai tends to increase significantly. While the net income results, there were decreases and increases (the increase was not too significant). It's not a must that ROE always increases every year, because there are several factors that influence the ROE results.

5.5.5 Break Even Point

Table 5. 5 Yatai Break Even Point Cost List for 2023

	Nominal	Fixed Cost	Variabel Cost
COGM	265,426,365.44		265,426,365
Business Card (100pcs)	100,000	100,000	
Brochure	450,000	450,000	
Endorsement	2,000,000	2,000,000	
Paid Promote	1,800,000	1,800,000	
Instagram Ads	400,000	400,000	
Tenant Rent	30,000,000.00	30,000,000.00	
Electricity	12,000,000.00	12,000,000	
Water	12,000,000	12,000,000	
Cleaning Service	6,000,000	6,000,000	
Transportation	12,000,000	12,000,000	
Cooking Gas	4,200,000	4,200,000	
Deprectaion	4,181,250		4,181,250
		80,950,000.00	269,607,615.44

Product	Unit Sales 2021	Harga/Unit (Pi)	Biaya Variable (Vi)	Vi/Pi	1-(Vi/Pi)	Total Sales	Wi	(1-Vi/Pi) x Wi
TAKOYAKI	10315	Rp 25,000	Rp 20,881	0.34	0.66	Rp 231,250,000	0.3	0.198
SHIFUDOYAKI	10605	Rp 25,000	Rp 5,226	0.16	0.84	Rp 256,250,000	0.33	0.277
ODEN	5900	Rp 25,000	Rp 4,112	0.2	0.8	Rp 121,250,000	0.15	0.12
BEEF TERIYAKI	6770	Rp 30,000	Rp 8,601	0.69	0.31	Rp 156,000,000	0.2	0.062
						Rp 764,750,000		0.657

$$BEP_M = \frac{F}{\sum (1 - \frac{V_i}{P_i}) \times W_i} \quad (4)$$

$$BEP(Rp) = \frac{\text{Fixed Cost}}{0.657} = \frac{\text{Rp80.950.000}}{0.657}$$

Dimana :

BEP_M = Titil impas dalam mata uang

F = Fixed Cost (Biaya Tetap)

V = Variable Cost (Biaya variabel per unit)

P = Harga / unit (setelah semua potongan)

i = Produk

W = Persentase untuk setiap produk dari total penjualan

$$BEP(Rp) = \text{Rp123,211,568}$$

Fixed Cost = Rp80.950.000

BEP for a multi-product can be calculate as follows:

$$BEP_M = \frac{F}{\sum (1 - \frac{V_i}{P_i}) \times W_i}$$

Source: (Nurinaya, 2022)

$$\text{BEP(Rp)} = \frac{\text{Rp}80.950.000}{0.657}$$

$$\text{BEP(Rp)} = \text{Rp}123.211.568$$

BEP is a point of reference and doesn't account for profit targets or other financial goals. It helps you understand the minimum level of sales needed to cover costs (the fixed and variable costs) and avoid losses.

Yatai uses the BEP multi-product analysis because Yatai produces more than one type of product, therefore the level of break-even sales (BEP) must be calculated using the multi-product BEP. Based on the calculation done on Yatai project, it would be Rp123.211.568 in order to cover the fixed and variable costs for one operating year.

CHAPTER VI

MILESTONE

To help the progress of business projects, Yatai creates Milestones. Milestones are used as a comparison of actual progress with the planned schedule. Below is the **Figure 6.1** overview of Yatai's Milestone in a year.

Capital is expected to be gained during beginning of August to the end of November 2022. Meanwhile, the permit/legalization needed in running the project will be managed in October & November 2022. After capital needed in starting the project collected, equipment for project operation will be buy around the beginning of October to December 2022. At around the same time, staff recruitment process also will be done in October to December 2022. For employee training process, will be done in November & December 2022. The project is expected to be open on the second week of March. The marketing will be done around in December 2022 to inform the people around regarding the project. And then, the project is officially open in second week in March 2023.

Figure 6. 1 Yatai’s Milestone

ACTIVITIES	2022					2023						
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Mei	Jun	Jul
Capital Gain												
Permit/Legalization												
Purchase Equipment												
Employee Recruitment												
Employee Training												
Marketing Action												
Opening												
Project Run												

CHAPTER VII

ASSESSMENT OF RISK

7.1 Possibility Risk

One of the most important things before a business is to identify any potential risks. There are several ways to minimize this impact, so that the new business does not experience big losses. By doing the right thing, it can help business people in developing their business.

1. Brand Awareness

People are still unfamiliar with the Yatai brand, and little is known about the food that Yatai sells. This influences prospective customers' purchase decisions.

2. Product Knowledge

Customers lack in-depth knowledge of products, such as the type of food they will purchase. As a result, the customer is unsure about the product. They are unaware of the food's characteristics.

3. Competitor

There is a possibility of the appearance of new merchants who have a similar concept to Yatai.

4. Higher Material Cost

The increase in raw material prices had a significant impact on the business. This will reduce the profit worth.

5. Employment Problem

The presence of low-quality human resources will delay a company's service. Employees who are unproductive, lack experience, and are under-qualified are sources of concerns. This will impact the quality of service and business image.

7.2 Contingency Plan

A contingency plan is the process of preparing a strategy to deal with an unexpected situation, that may or may not happen. This is helpful for reducing risk and damage, and also for preparing the actions to be taken. The table below, it shows the contingency plan of Yatai.

Table 7. 1 Contingency Plan of Yatai

Risk	Contingency Plan
Brand Awareness	To gain the trust and loyalty of potential customers, and make customers familiar with the brand, Yatai focuses on online promotions through social media by providing attractive offers, using unique & distinctive packaging, and utilizing testimonials & reviews from food vloggers.
Product Knowledge	Prospective buyers will be helped in identifying product details by our staff as well as influencers. By explaining it online and conventionally such as questions about the specific types of food, quality, and product benefits. The purpose is to provide information and persuade clients to purchase Yatai products.
Competitor	Yatai must stay focused on its goals and strength. Keep innovating and providing value to customers, maintaining and improving product quality. Evaluate customer reviews, ratings, and feedback to gain their satisfaction & loyalty. Yatai will register legal patents to protect its trademarks and business concepts. Over time, Yatai will be able to keep its competitive advantage.

Higher Material Cost	Find other suppliers who offer lower prices. Yatai maintains product quality by reducing specifications. (For example, substitution of raw materials).
Employment Problem	Give employees directions so that their performance is in accordance with SOPs, give them manual books to read, provide intensive training, monitor their performance, provide bonuses and rewards to high-performing employees, such as the best employee of the month or year.

CHAPTER VIII

GROWTH / EXIT STRATEGY

8.1 Growth Strategy

The growth strategy is a step taken by a company that aims to make its business bigger and better in the future. By implementing a strategy, the company can achieve maximum business success. This is Yatai's growth strategy:

1. Market Expansion

Yatai will expand its market reach by open new branch (franchising) in potentially profitable location in order to grow its business.

2. Product Development

After being successful and satisfied with what customers have sold & consumed, Yatai plans to regularly updating, refreshing our menu can attract new customers and keep existing ones engaged. Enhance the dining experience, such as pay attention to the ambiance, interior/exterior design, and the atmosphere of our place.

8.2 Exit Strategy

Businesspeople must be prepared ready for a variety of future possibilities. For a business to be successful, businesspeople must implement a business strategy. Not only a growth strategy, but business people should also prepare an exit strategy. Exit strategy can help business people in planning how business people will leave the business that has been created.

Here is the consideration:

1. Sell to the closest people

Yatai will sell the business to someone who can be trusted to manage the business. Yatai chooses potential buyers who are interested and have a passion for doing business. Yatai can sell the business to relatives or family, or it could be to employees.

2. Liquidation

If there are not sufficient options, Yatai may decide to stop operations and sell all assets.