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APPENDICES

Figures



Figure 1. Genova's Cake logo



Figure 2. Outside cake box design

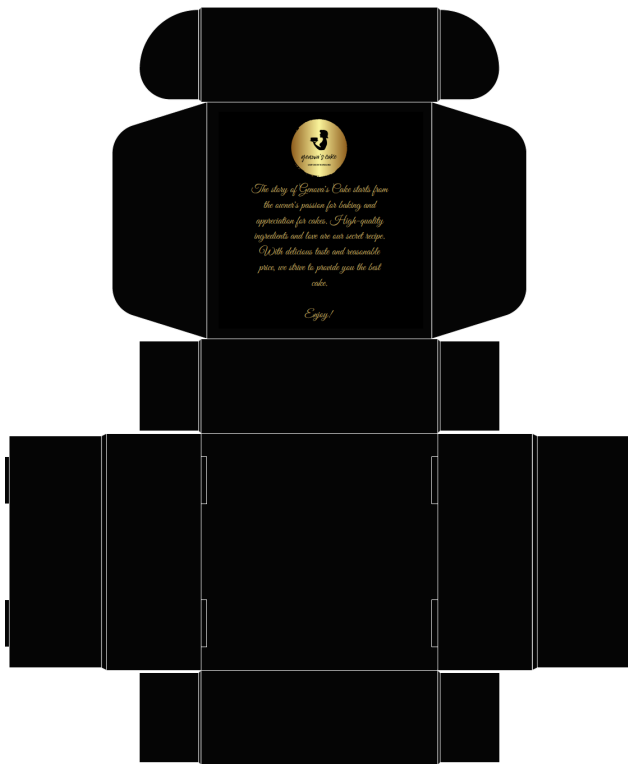


Figure 3. Inside cake box design



Figure 4. Look from the top



Figure 5. Look from the front side



Figure 6. Look from the front side when the box is open

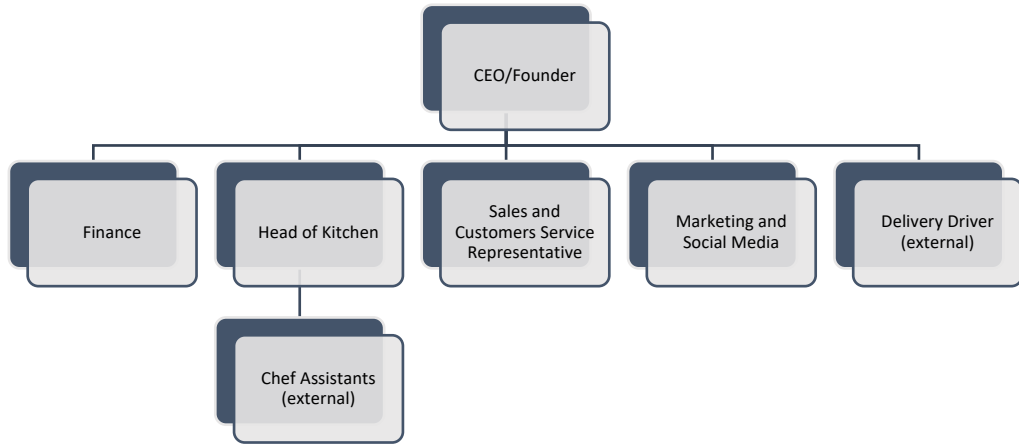


Figure 7. Genova's Cake organization structure

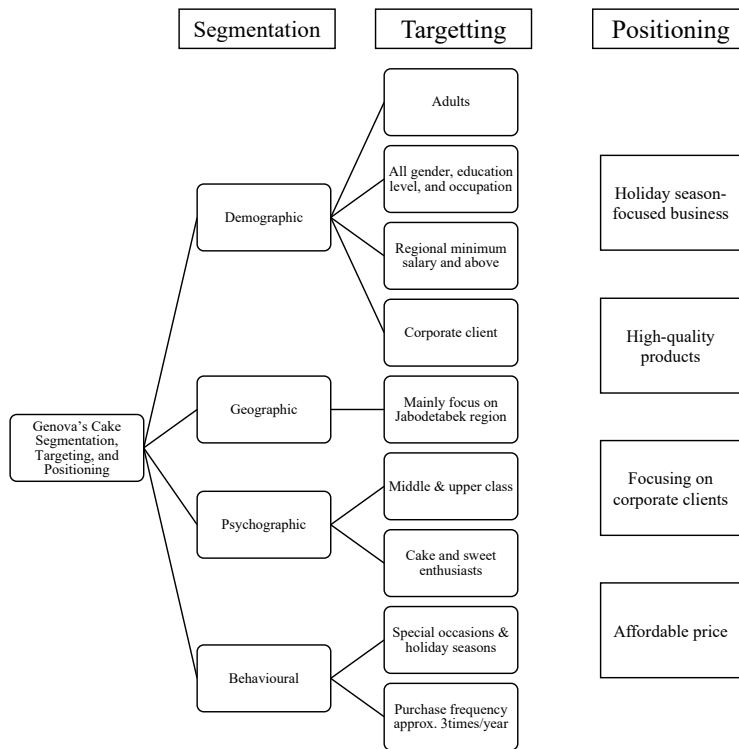


Figure 8. STP analysis for Genova's Cake

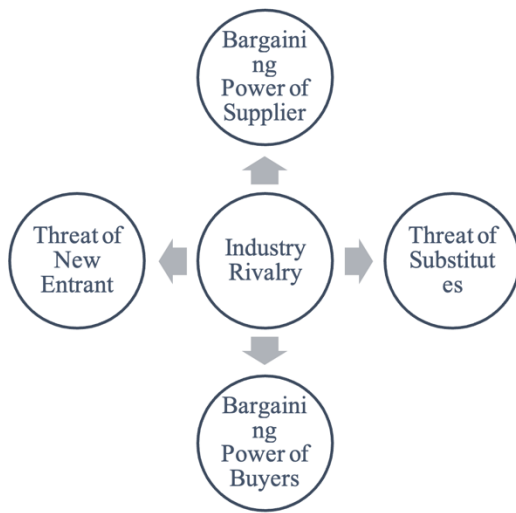


Figure 9. Porter's five forces

Strengths	Weaknesses	Opportunities	Threats
High-quality products	Struggling to have new clients	Loyal clients	Price increase in raw materials
Affordable price	No brand awareness	Expanding the number of corporate clients	
The products are suitable for customers with dietary restrictions	Cake delivery is limited to Jabodetabek area		

Figure 10. SWOT analysis



Figure 11. Layered cake with plum on top



Figure 12. Full plum layered cake



Figure 13. Golden nastar



Figure 14. Peanut cookies




Figure 15. Lidah kucing, oat raisin cookies, and crispy cashew



Figure 16. Siomay mentai



Figure 17. Siomay ayam


$$\text{Payback Period} = \text{Years Before Break-Even} + \frac{\text{Unrecovered Amount}}{\text{Cash Flow in Recovery Year}}$$

Source: <https://www.wallstreetprep.com/knowledge/payback-period/>

Figure 18. Payback period formula

$$NPV = \sum_{t=0}^n \frac{Rt}{(1+i)^t}$$

Source: <https://www.investopedia.com/ask/answers/05/npv-irr.asp>

Figure 19. Net present value formula

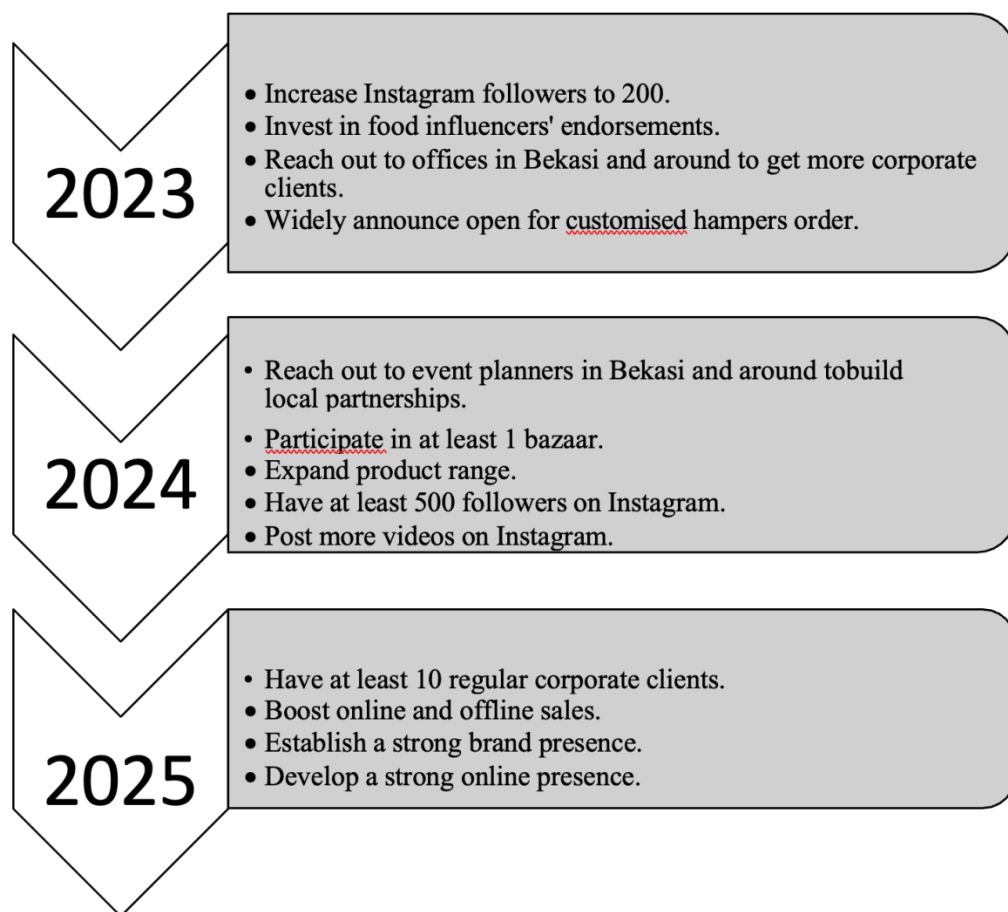


Figure 20. Genova's Cake 3-year milestones

Tables

No.	Bakery Name	Cake Type	Size	Price
1	Dapur Gelitik	Wysman banyak original	20x20cm	Rp325.000
		Wysman banyak plum atas	20x20cm	Rp340.000
		Wysman banyak full plum	20x20cm	Rp360.000
		Wysman sedikit original	20x20cm	Rp270.000
		Wysman sedikit plum atas	20x20cm	Rp290.000
		Wysman sedikit full plum	20x20cm	Rp305.000

		Wysman banyak original	20x10cm	Rp170.000
		Wysman banyak plum atas	20x10cm	Rp180.000
		Wysman banyak full plum	20x10cm	Rp190.000
		Wysman sedikit original	20x10cm	Rp145.000
		Wysman sedikit plum atas	20x10cm	Rp155.000
		Wysman sedikit full plum	20x10cm	Rp165.000
2	Legit Surabaya	Original/chocolate	7.5x15cm	Rp125.000
		Cheese/plum/oreo/nougat	7.5x15cm	Rp135.000
		Nastar/asam manis	7.5x15cm	Rp150.000
		Original/chocolate	15x15cm	Rp235.000
		Cheese/plum/oreo/nougat	15x15cm	Rp250.000
		Nastar/asam manis	15x15cm	Rp275.000
		Original/chocolate	20x20cm	Rp475.000
		Cheese/plum/oreo/nougat	20x20cm	Rp525.000
		Nastar/asam manis	20x20cm	Rp550.000
3	Sicca Kitchen	Original	20x20cm	Rp330.000
		Plum	20x20cm	Rp360.000
		Plum atas & dalam	20x20cm	Rp390.000
		Keju	20x20cm	Rp360.000
		Keju atas & dalam	20x20cm	Rp390.000
		Coklat	20x20cm	Rp360.000
		Kenari	20x20cm	Rp360.000
		Kenari atas & dalam	20x20cm	Rp390.000
4	Holland Bakery	Lapis Legit Original 1/3	6.7x20cm	Rp185.000
		Lapis Legit Full Plum 1/3	6.7x20cm	Rp200.000

		Lapit Legit Original	20x20x9cm	Rp545.000
		Lapit Legit Full Plum	20x20x9cm	Rp595.000
5	Mery Momocake	Lapis bangka spekuk	22x22cm	Rp310.000
		Lapis bangka milo oreo	22x22cm	Rp410.000
		Lapis legit spekuk	22x22cm	Rp350.000
		Lapis legit spekuk	22x11cm	Rp185.000
		Lapis legit plum	20x20cm	Rp450.000
		Lapis legit plum	20x10cm	Rp235.000
		Lapit legit keju	20x20cm	Rp400.000
		Lapit legit keju	20x10cm	Rp210.000
6	AJ Bakery	Lapis legit original	20x20cm	Rp570.000
		Lapis legit original 1/3	7x20cm	Rp225.000
		Lapis legit full plum	20x20cm	Rp650.000
		Lapis legit full plum 1/3	7x20cm	Rp230.000
		Lapis legit coklat	20x20cm	Rp570.000
		Lapis legit coklat 1/3	7x20cm	Rp225.000
		Lapis legit mascovis	20x20cm	Rp570.000
		Lapis legit mascovis 1/3	7x20cm	Rp225.000
7	Mako Cake and Bakery	Lapis legit original L	20x20cm	Rp628.000
		Lapis legit original M	9.5x19cm	Rp318.000
		Lapis legit plum L	20x20cm	Rp628.000
		Lapis legit plum M	9.5x19cm	Rp318.000
8	The Harvest	Lapis legit original	20x20cm	Rp580.000
		Lapis legit original 1/2	10x20cm	Rp325.000
		Lapis legit plum	20x20cm	Rp630.000

		Lapis legit plum 1/2	10x20cm	Rp355.000
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Table 1. Competitor price analysis

Cake Type	Average Price
Lapis legit original full size	Rp438.300
Lapis legit plum full size	Rp460.250
Lapis legit original half size	Rp209.750
Lapis legit plum half size	Rp216.300

Table 2. Average price for competitors

Business Model Canvas of Genova's Cake				
Key Partner	Key Activities	Value Proposition	Customer Relationship	Customer Segments
1. Baking materials shop 2. Packaging and card printing	1. Sales: on special occasions such as Christmas, New Year, Chinese New Year, Eid Mubarak, etc 2. Production: using high-quality raw materials 3. Marketing: promote the products in	1. High-quality products 2. Affordable price 3. Luxury Packaging 4. Sustainable hampers basket 5. Has diabetic-friendly sugar option	1. Friendly and fast services 2. Provide personal greeting cards for clients	1. Clients who are looking for gifts

	the social media platform			
	Key Resources 1. Physical resources 2. Human resources 3. Ingredients and raw materials 4. Supplier relationships 5. Intellectual property 6. Financial resources 7. Regulatory and compliance resources		Channel 1. Instagram 2. WhatsApp 3. E-commerce	
Cost Structures 1. Production costs 2. Operational costs		Revenue Streams 1. Sales of cakes and hampers 2. Custom orders		

Table 3. Existing Business Model Canvas

Product	Price
Exclusive Package 1: Layered cake 18cm x 18cm full plum + Sustainable bag	Rp 375,000

Exclusive Package 2: Layered cake 18cm x 18cm with plum on top + Sustainable bag	Rp 325,000
Tropicana Package: Layered cake 18cm x 9cm + 1 box <i>lidah kucing</i> Tropicana + 1 box oat raisin Tropicana + 1 box crispy cashew + Sustainable bag	Rp 350,000
Layered cake 18cm x 18cm full plum	Rp 350,000
Layered cake 18cm x 18cm with plum on top	Rp 290,000
Layered cake 18cm x 9cm full plum	Rp 175,000
Layered cake 18cm x 9cm with plum on top	Rp 145,000
1 box <i>lidah kucing</i> Tropicana	Rp 75,000
1 box oat raisin Tropicana	Rp 75,000
1 box crispy cashew	Rp 55,000

Table 4. Genova's Cake price list as of April 2023



Table 5. Marketing Mix 4Ps

External Factor Analysis Summary (IFAS) of Genova's Cake			
Opportunities	Weight	Score	Weight * Score
Loyal clients	0,25	3	0,75
Expanding the number of corporate clients	0,5	4	2
Introducing new products	0,15	2	0,3
Subtotal	0,9	9	8,1
Threats			
Price increase in raw materials	0,1	3	0,3
Subtotal	0,1	3	0,3
Total	1		8,4

Table 6. IFAS analysis for Genova's Cake

Weight	Meaning
>0,2	Very important
0,11-0,2	Important
0,06-0,1	Quite important
0,01-0,05	Not important

Rating	Meaning
4	Very high
3	High
2	Medium
1	Low

Table 7. IFAS criteria

Internal Factor Analysis Summary (IFAS) of Genova's Cake			
Strength	Weight	Score	Weight * Score
High-quality products	0,2	3	0,6
Affordable price	0,2	3	0,6
Products suitable for customers with dietary restrictions	0,05	2	0,1
Subtotal	0,45	8	3,6
Weaknesses			
Struggling to have new clients	0,3	4	1,2
No brand awareness	0,15	2	0,3
Cake delivery is limited to Jabodetabek area	0,1	2	0,2
Subtotal	0,55	8	4,4
Total	1		6,1

Table 8. EFAS analysis for Genova's Cake

Weight	Meaning
>0,2	Very important
0,11-0,2	Important
0,06-0,1	Quite important
0,01-0,05	Not important

Rating	Meaning
4	Very good response
3	Above average response
2	Average response
1	Response below average

Table 9. EFAS criteria

	Strengths (S)	Weaknesses (W)
	<ul style="list-style-type: none"> • High-quality products • Affordable Price 	<ul style="list-style-type: none"> • Struggling to have new clients
Opportunities (O)	S-O Strategy	W-O Strategy
<ul style="list-style-type: none"> • Expanding the number of corporate clients 	<ul style="list-style-type: none"> • Develop a customer loyalty programme • High-quality corporate partnerships • Affordable expansion 	<ul style="list-style-type: none"> • Send product catalogues and do pitching to companies in Jabodetabek area • Approach event organiser to do collaboration • Offer tasting and samples
Threats (T)	S-T Strategy	W-T Strategy
<ul style="list-style-type: none"> • Price increase in raw materials 	<ul style="list-style-type: none"> • Monitor costs and adjust pricing • Efficient cost management 	<ul style="list-style-type: none"> • Do partnership with suppliers • Wait for discount period to buy the raw materials

Table 10. TOWS Strategy for Genova's Cake

No	Name
1	Flour
2	Plum
3	Eggs
4	Powdered sugar
5	Butter
6	Milk powder
7	Spekuk powder
8	Margine
9	Vanilla
10	Maizena
11	Oat
12	Cashew
13	Peanut
14	Raisin
15	Pinapple
16	Chicken breast
17	Carrot
18	Dumpling skin
19	Salt
20	Pepper

Table 11. Ingredient lists

No	Name	Quantity
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1	Professional oven	1
2	Refrigerator	1
3	Standing mixer	1
4	Cake pans	15
5	Lidah kucing tray	15
6	Baking tray	15
7	Spatula	10
8	Pastry knife	1
9	Flour sifter	1
10	Measuring cups and spoons	3
11	Big containers and lids	10
12	Mixing bowl	8
13	Scale	2
14	Whisk	2
15	Chopper	1
16	Food processor	1
17	Professional steamer	2
18	Reusable piping bag	5

Table 12. Equipment lists

Sources	Amount
Investment from Shareholders	Rp33.900.000,00
Total	Rp33.900.000,00

Costs	Amount
Utilities	Rp10.000.000,00
Marketing and Promotion	Rp500.000,00
Salaries	Rp5.000.000,00
Electricity and Water	Rp3.000.000,00
Internet	Rp300.000,00
Other Expenses	Rp100.000,00
Inventory	Rp5.000.000,00
Equipment	Rp10.000.000,00
Total	Rp33.900.000,00

Table 13. Source and fund statement

	2021	2022	2023 (forecasted with Christmas)	2024 (forecasted)	2025 (forecasted)
Revenue	Rp19.764.000,00	Rp36.940.000,00	Rp35.000.000,00	Rp42.000.000,00	Rp46.200.000,00
COGS	Rp18.000.000,00	Rp18.340.000,00	Rp19.257.000,00	Rp20.219.850,00	Rp21.230.842,50
Gross Profit	Rp1.764.000,00	Rp18.600.000,00	Rp15.743.000,00	Rp21.780.150,00	Rp24.969.157,50
Operating Expenses					
Equipment	Rp10.000.000,00	Rp5.000.000,00	Rp200.000,00	Rp200.000,00	Rp200.000,00
Marketing and Promotion	Rp500.000,00	Rp550.000,00	Rp605.000,00	Rp665.500,00	Rp732.050,00
Salaries	Rp5.000.000,00	Rp5.500.000,00	Rp6.050.000,00	Rp6.655.000,00	Rp7.320.500,00
Electricity and Water	Rp3.000.000,00	Rp3.300.000,00	Rp3.630.000,00	Rp3.993.000,00	Rp4.392.300,00
Internet	Rp300.000,00	Rp330.000,00	Rp363.000,00	Rp399.300,00	Rp439.230,00
Other Expenses	Rp100.000,00	Rp110.000,00	Rp121.000,00	Rp133.100,00	Rp146.410,00
Total Operating Expenses	Rp18.900.000,00	Rp14.790.000,00	Rp10.969.000,00	Rp12.045.900,00	Rp13.230.490,00
Net Income	-Rp17.136.000,00	Rp3.810.000,00	Rp4.774.000,00	Rp9.734.250,00	Rp11.738.667,50

Table 14. Income statement

	2021	2022	2023	2024	2025
Assets					
Current Assets					
Cash	Rp3.000.000,00	Rp4.500.000,00	Rp6.750.000,00	Rp10.125.000,00	Rp15.187.500,00
Inventory	Rp5.000.000,00	Rp5.500.000,00	Rp6.050.000,00	Rp6.655.000,00	Rp7.320.500,00
Non Current Assets					
Equipment	Rp10.000.000,00	Rp5.000.000,00	Rp200.000,00	Rp200.000,00	Rp200.000,00
Equipment Depreciation	Rp1.000.000,00	Rp500.000,00	Rp20.000,00	Rp20.000,00	Rp20.000,00
Total Assets	Rp19.000.000,00	Rp15.500.000,00	Rp13.020.000,00	Rp17.000.000,00	Rp22.728.000,00
Liabilities and Equity					
Owner's Capital	Rp10.000.000,00	Rp4.700.000,00	Rp60.000,00	Rp1.448.000,00	Rp4.065.600,00
Retained Earnings	Rp9.000.000,00	Rp10.800.000,00	Rp12.960.000,00	Rp15.552.000,00	Rp18.662.400,00
Total Liabilities and Equity	Rp19.000.000,00	Rp15.500.000,00	Rp13.020.000,00	Rp17.000.000,00	Rp22.728.000,00

Table 15. Balance sheet

	2021	2022	2023	2024	2025
Cash Flows from Operating Activities					
Net Income	-Rp17.136.000,00	Rp3.810.000,00	Rp4.774.000,00	Rp9.734.250,00	Rp11.738.667,50
Depreciation & Amortisation	Rp1.000.000,00	Rp500.000,00	Rp20.000,00	Rp20.000,00	Rp20.000,00
Changes in Working Capital	Rp3.000.000,00	Rp1.500.000,00	Rp1.440.000,00	Rp1.380.000,00	Rp1.320.000,00
Net Cash from Operations	-Rp13.136.000,00	Rp5.810.000,00	Rp6.234.000,00	Rp11.134.250,00	Rp13.078.667,50
Cash Flows from Investing Activities					
Purchase of Equipment	Rp10.000.000,00	Rp5.000.000,00	Rp200.000,00	Rp200.000,00	Rp200.000,00
Net Cash Used in Investing	Rp10.000.000,00	Rp5.000.000,00	Rp200.000,00	Rp200.000,00	Rp200.000,00
Cash Flows from Financing Activities					
Dividends Paid	-	-	-	-	-
Net Cash from Financing					
Net Increase/Decrease in Cash					
Net Cash from Operations	-Rp13.136.000,00	Rp5.810.000,00	Rp6.234.000,00	Rp11.134.250,00	Rp13.078.667,50
Net Cash Used in Investing	Rp10.000.000,00	Rp5.000.000,00	Rp200.000,00	Rp200.000,00	Rp200.000,00
Net Cash from Financing	-	-	-	-	-
Net Increase/Decrease in Cash	-Rp3.136.000,00	Rp10.810.000,00	Rp6.434.000,00	Rp11.334.250,00	Rp13.278.667,50

Table 16. Cash flow

	Cash Flows	Cummulative Cash Flows	Payback Period
Year 0 (2021)	-Rp3.136.000,00	-Rp3.136.000,00	
Year 1 (2022)	Rp10.810.000,00	Rp7.674.000,00	in the first year
Year 2 (2023)	Rp6.434.000,00	Rp14.108.000,00	
Year 3 (2024)	Rp11.334.250,00	Rp25.442.250,00	
Year 4 (2025)	Rp13.278.667,50	Rp38.720.917,50	

Table 17. Payback period calculation

Year	Cash Flow	DF (10%)	PV
Year 1 (2021)	-Rp3.136.000,00	0,909091	Rp2.850.909,09
Year 2 (2022)	Rp10.810.000,00	0,826446	Rp8.933.884,30
Year 3 (2023)	Rp6.434.000,00	0,751315	Rp4.833.959,43
Year 4 (2024)	Rp11.334.250,00	0,683013	Rp7.741.445,26
Year 5 (2025)	Rp13.278.667,50	0,620921	Rp8.245.007,79
Net Present Value			Rp32.605.205,87

Table 18. Net present value calculation

Month	Marketing Planning
June	Upload Instagram content
	Instagram ads
	Make mapping for potential influencers and food bloggers
July	Upload Instagram content
	Instagram ads
	Endorse 1 food influencer from the list
	Make mapping for wedding, engagement, and <i>seserahan</i> event organisers and contact them directly
August	Upload Instagram content
	Instagram ads
	Participate in school and neighbors Independence Day bazaars
	Promotion: free delivery for August to celebrate Independence Day
September	Upload Instagram content
	Instagram ads
	Give 2x Rp 50,000 giveaway voucher
October	Upload Instagram content
	Instagram ads
	Make mapping for potential corporate clients based in Bekasi
November	Upload Instagram content
	Instagram ads

	Do photoshoot for Christmas hampers
	Create Christmas hampers content in Canva
	Reach out to the potential corporate clients on the list to offer Christmas hampers
	Promotion: free delivery only in the Teacher's Day week
December	Upload Christmas hampers content
	Instagram ads
	Promotion: free delivery only in the Mother's Day week

Table 19. Genova's Cake marketing timeline