

Performance Analysis and Marketing Strategy for Start-Up Business

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Abstract

As a company that is going through the Covid-19 pandemic which causes the industry to be more required to optimize the marketing system even more. This research focuses on analyzing the performance and marketing strategies chosen by them to survive during this pandemic which will later be applied to a food-based business with the Baso Tahu Ena Ena brand. The author makes and implements a marketing plan to find out the most appropriate way and according to the target market of Baso Tahu Ena Ena. By using action research methods and various tools such as 4P, Value Proposition Canvas (VPC) and Business Model Canvas (BMC). With the selected thesis theme. Baso Tahu Ena Ena tries to make offline and online marketing plans and plans. By conducting experiments and going through a period of 8 months from August 2021 to March 2022 which aims to increase sales turnover and increase consumer levels, Baso Tahu Ena Ena has carried out various marketing experiments in it. In replacing visuals and brand identity to add more consumer appeal, following the bazaar, the use of social media ads. In addition to encouraging business development, this implementation helps Baso Tahu Ena Ena to be able to find out what marketing aspects have an impact on Baso Tahu Ena Ena. Therefore, it can be expected for Baso Tahu Ena Ena to take promotional steps more effectively and efficiently and maximize overall business performance

Keywords

Covid-19, Marketing, Action Research, Business Performance.

1. Introduction

Creative industries are diverse. The development of the creative industry in Indonesia continues to experience changes and improvements (Cahyandito, 2012). This means that Indonesia is able to compete with foreign parties and innovate in the creative economy industry. Therefore, the creative industry is a process needed to create creativity by a group of people or individuals to produce a work which is then used as an economic product. These economic products, can generate profits without exploiting natural resources. The creative industry is here to help create new jobs. It can be said that the creative economy has an important role in the economic development of a country, as well as globally (Wilson and Stokes, 2005). In addition, the creative economy sector produces several new industrial sectors. The birth of the creative industry clearly has a positive impact and great benefits for the country, especially in the economic sector. Where, through the creative economy, a country can compete with other countries (Wilson and Stokes, 2005).

Baso Tahu itself is a dish that covers a fairly large area in Indonesia, especially Bandung. Dishes that are often claimed to be the local speciality in Bandung certainly have an effect or influence on the demand for culinary products, especially in Indonesia, which is reflected in the projection data that explains the size of the culinary industry market. Overall, Tofu Baso has become one of the most prominent culinary products for Baso Tahu Ena Ena target market. This culinary dish has many different types of target markets. Several well-known competitors really reflect the desire of the audience coverage of Baso Tahu Ena Ena. Around 4 to 5 competitors of Baso Tahu Ena Ena serve similar dishes with quite different target markets. This is because the Baso Tahu Ena Ena company provides options so that this dish can be enjoyed by all people with their respective beliefs. Therefore, behind the oriental visuals, Baso Tahu Ena Ena takes steps as a halal dish. The business strategy carried out by Baso Tahu Ena Ena in running this business is the Marketing Mix and Marketing Process. Marketing Mix is a strategy used by companies to formulate product or service offerings for their customers by combining marketing elements such as Products or Services, Place, Price and Promotion which is usually abbreviated as with the 4P Marketing Mix (Kotler, 2006). The main goal of this Marketing

Mix strategy is to make the right product at the right price and in the right place with the right promotion as well (Aertsens et al. 2009). This Marketing Strategy has become a very popular topic in businesses today.

The Marketing Process is also one of the tools in determining the marketing direction of the Baso Tahu Ena Ena company. The author uses 5 steps of the marketing process. The first step is Understanding the Marketplace and Customer Needs and Wants or by understanding market conditions with the needs and wants of consumers. Baso Tahu Ena Ena is designed as a food stall that can fulfill the desires of its target market. Seeing a little of the persona that Baso Tahu Ena Ena wants to achieve, especially on the VPC chart, precisely in the 'pain' section to understand the needs of the audience even more. By analyzing the environment, it was found that, in a dish that the target market wants from Baso Tahu Ena Ena, the main thing is typical food that has a good taste. One of the focuses of Baso Tahu Ena Ena is to serve the best dishes. Therefore, by understanding the market's needs, it can be seen that in addition to good taste, the target market also wants healthy and affordable food.

In deciding certain things that will be of more value than its competitors. Differentiating and positioning itself in the market. A brand's value proposition is a set of values and benefits that it promises to deliver to its customers (Reed et al. 2012). Companies need to design a value proposition using the Value proposition canvas tool to define strong values to give them the greatest advantage against their target market (Large et al. 2013). Then to the third stage by building an integrated marketing plan that provides superior value (Constructing an Integrated Marketing Plan That Delivers Superior Value). The company's marketing strategy outlines which customers the company will serve and how it will create value (Carvalho and Jonker, 2015). Then the marketer develops an integrated marketing plan that will deliver the desired value to the target customers. It comprises the company's marketing mix (4P's), a set of marketing tools that the company uses to implement its marketing strategy as discussed above. After carrying out the stage of determining the marketing strategy assisted with 4P tools, the next step is to build profitable relationships with customers (building Customer Relationships) (Kotler and Keller, 2012). Customer relationship management is the entire process of building and maintaining. The purpose of this study was to study the level of performance on the level of sales of Baso Tahu Ena Ena. On the basis of the purpose of the research, the objectives of the research are set as follows:

- a. Knowing the results of the performance evaluation of Baso Tahu Ena Ena.
- b. Finding the right marketing strategy so that Baso Tahu Ena Ena's target can be achieved.
- c. Understanding the impact of the pandemic on Baso Tahu Ena Ena.
- d. Can determine the results of the OKR to be performed.

2. Literature Review

In every field that we work on, it definitely demands creativity to attract the attention of people or buyers. Someone who works in this way is called a creativepreneur. A creativepreneur starts his business using creative ideas such as designs or art to sell. According to the British council, creativepreneur is a term for people who are entrepreneurs in the creative field and develop initiatives (festivals, exhibitions, etc.) to develop the creative industry market. Entrepreneurship is the process of creating something with different values using the variables of effort and time. Entrepreneurship can also be interpreted as the ability and willingness of a person to take risks through investment and utilize time and funds in running a business (Kia and Emami, 2013). Entrepreneurship is the ability to be creative and innovative in creating and providing added value to goods and services (Davidsson, 2015). So that interest in entrepreneurship is something that requires creative and innovative abilities to create added value for goods and services or a strong desire from someone for entrepreneurial activities (Dimitratos et al., 2016).

2.1 Creativepreneurship

Creativepreneur has two meanings, namely creative and entrepreneur, namely creative business actors (Utama and Ratnapuri, 2018). Someone who is interested in the business world is required to have high ideas and creativity supported by the latest innovations so that sales and results are real (Solymossy, 2005). Competition currently has two choices, namely creative to survive or not to be creative. For this reason, ideas and innovation are needed to continue to be able to develop businesses and build business networks (Abreu and Grinevich, 2012). Creativepreneurs in running their business are driven by motivation with creative principles, joining groups that use digital, both from equipment to increase income and can provide influence. Creativepreneurs also take financial risks to buy assets, with the aim of making a profit, through different means. Marketing is an important function in a company, because with marketing it will always bring income to the company (Ojasalo and Ojasalo, 2018). Marketing is the activity of creating, communicating, delivering, and offering products that have value for customers. Trading activities have existed since ancient times as we know from history. Trade can be regarded as an important link in product distribution

activities. By buying goods and then reselling them without changing the price, quality, and shape of the goods with the aim of making a profit. The profit is obtained from the difference between the selling price and the purchase price, or other costs (Ozdemir, 2013).

2.1 Marketing Mix

Marketing Mix According to Armstrong and Kotler, the marketing mix is a collection of controlled tactical marketing tools that the company combines to produce the response it wants in the target market (Kotler, 2006). The marketing mix consists of all the things a company can do to influence the demand for its products. In addition, marketing is a strategic activity that must be integrated with each other (Bode et al.,1988). Integrated marketing is a strategy to deliver a unified and holistic message across all the marketing channels your brand uses (Othman et al.,2016). Integrated marketing provides consistency wherever customers choose to interact with a brand (Cao and Baker, 2014). Without integrated marketing, you run the risk of delivering mixed messages or communicating with a disconnected voice, which can make your brand appear fragmented and disorganized to your customers. These various aspects of possibility can be grouped into four groups of variables called the 4Ps (Kotler and Keller, 2012), namely:

1. **Product.** Product has the meaning of an item or service offered by a company to the target market. Some factors to consider are quality, variety, design, packaging, brand name and service.
2. **Price.** Is the amount of money that customers have to pay to get the desired product. Factors that are usually considered are price lists or discounts.
3. **Place.** The place in question includes the company's activities in making products for stock availability for target customers. Factors to consider are location and transportation.
4. **Promotion.** Promotion means a company activity that conveys the benefits of a product which basically aims to persuade customers to buy it. Factors to consider are target market, sales promotion, and public relations. Effective marketing is marketing that can combine all the elements of the marketing mix into an activity that will later produce transactions in the form of selling goods or services.

3.1 Strategic Management

Fred R. David said that the strategic management process is divided into 3 stages, namely strategy formulation, strategy implementation and strategy evaluation (Swan et al., 1988). Strategy formulation contains the development of vision and mission, identification of internal and external factors of the company, setting long-term objectives, creating alternative strategies, and selecting strategies to be implemented (Gond et al., 2012). Strategy implementation includes setting annual objectives, designing policies, motivating employees, and allocating resources so that the formulated strategy can be implemented. Strategy evaluation contains a review of internal and external factors that form the basis of the previous strategy, measuring performance, and taking corrective actions (Macdougall et al., 2014). The business model is a tool that serves to describe the rationale for how organizations create, deliver and capture value (Dar, 2014). In addition, an educational institution named the Management PPM Team also said that business models can be divided into three groups, namely as methods or methods, and business models seen from the components (elements), and business models as strategies for business. The strategic marketing management model begins when the company identifies the company's goals which are written in the form of a vision and mission statement. A vision statement will answer what a company wants to be in the future. According to Fred R. David developing a vision statement is the first step in strategic planning. While the mission statement describes the values and priorities of an organization (Swan et al., 1988).

3.1 Business Model Canvas

There is also an understanding of the Business Model Canvas, which is a framework that discusses the business model by presenting it in a visual form in the form of a canvas painting, so that it can be understood and understood easily (Fitriasari, 2020). This model is used to explain, visualize, assess, and change a business model, in order to be able to produce more optimal performance (Keane et al., 2018). The Business Model Canvas is used for all business lines without being limited to the business sector. The Business Model Canvas is very helpful to speed up the process of analyzing business strengths and weaknesses (Wallin et al., 2013). By knowing the strengths and weaknesses, the analysis of needs and profits can be done quickly. The Business Model Canvas also adapts to explain the relationship between the nine elements of a business model that are visually depicted, so that the innovations made in the company's business model will be easier to understand and understand (Joyce, 2016). Here are the nine elements of the Business Model Canvas (Keane et al., 2018):

1. **Value Proposition:** In business, there are always products or services that will be offered in the Value Proposition block area, which includes the products or services offered to potential customers.
2. **Customer Segment :** This block is the most important area because it is from customers that we will get income.

3. Channels
4. Channels are a means to convey the value or benefits of the product to the consumer segment.
5. Customer Relationship : Within this scope what is assessed is how to build relationships with customers. So that customers do not easily turn to other businesses, it is very important to establish good relationships. In addition, strict and intensive supervision is also required.
6. Key Activities: Key activities include all activities that must be carried out by a business person to produce a good and satisfying product or service. Included in this scope are branding, packaging, internet market and others.
7. Key Resources :Included in the Key Resources area are various resources owned by a business or organization to realize a value proposition such as people, brands, equipment, and technology.
8. Key Partnership : Key Partnership contains the parties who determine the course of a business. Key Partnership affects the success of a business. A good business is not only able to establish relationships with customers, but also with other relevant parties such as suppliers and the marketing team.
9. Revenue Stream : The business model canvas includes the steps that must be mastered by a businessman. Such as the use of advertising costs, subscriptions, retail sales, licenses, and so on.
10. Cost Structure: Includes what costs must be incurred to establish, produce and market a business product or service. With proper cost management, the business we run will be more efficient, economical and minimize the risk of loss.

3. Methods

Action research is a particular form of action research carried out to improve and enhance professionalism (Keane et al., 2018). In order to complete this research, the author uses a descriptive approach. Where the data collected is not in the form of numerical data, but data derived from interviews, field notes, as well as personal documents, author notes or memos and other supporting official documents. The author relies on the use of a qualitative approach so that researchers can describe the performance that occurs when the research is carried out. Researchers use action research or action research. Because Kedai Baso Tahu Ena Ena carries out a marketing plan to then be re-implemented in the company, action research research has the aim of testing and developing something by finding and making new actions that can produce something positive in the work implementation process. Action research itself, is an action research method based on the belief & assumption that a complex social system (such as a company, city, etc.) cannot be studied by reducing it to its constituent components (for example, only by studying the people or the technology) (Conner et al., 2017). The most popular description and stages of Action Research cited by Susman and Evered namely that an Action Research is carried out by carrying out 5 stages, namely (Figure 1):

1. Diagnostic: by identifying the main problems that research subjects have that they want to solve or change. Not done by simplifying or doing troubleshooting. Only limited to problems in certain aspects.
2. Action Planning: at this stage, the researcher formulates organizational actions to address the identified problems. This planning is carried out based on a study of the theoretical framework that has been determined by determining the achievement target.
3. Action Taking: researchers and practitioners in research subjects work together actively in implementing plans and actions.
4. Evaluating: after the treatment and implementation of the plan, the researcher analyzed the results and effects of the treatment that had been carried out.
5. Specifying Learning: reviewing and documenting any success or failure of action interventions that will be useful as new knowledge.

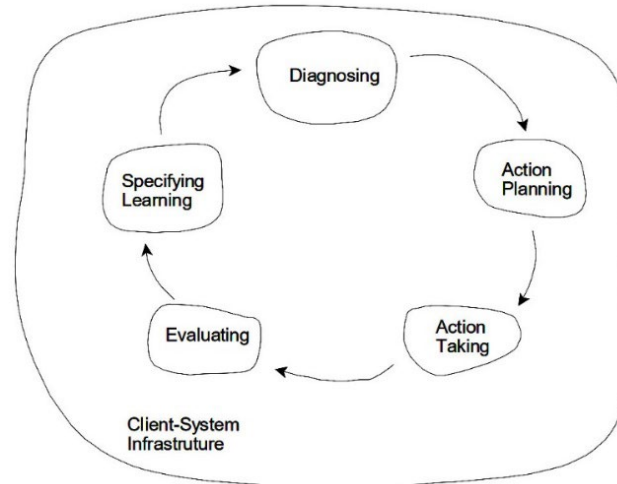


Figure 1. Action Research Steps

5. Results and Discussion

5.1 Income Statement Growth and Pro Forma

The income statement is one of the most important parts owned by a company or business, because from the report it will be seen how much profit and expenses the company bears in a certain period. In addition, the income statement also has several benefits, namely providing a blue print of the company's performance and evaluation references to formulate company strategies, especially Kedai Baso Tahu Ena Ena in the next period. Meanwhile, the pro forma report is a structured financial projection that reflects the transaction planning for a certain period. The pro forma report is also an important part of the business plan because it can estimate the level of profit and can forecast future financial conditions. This report becomes very important if the company presents in front of investors to invest in the company or provide bonds (Table 1). The budget in the report varies widely because it presents projected results over the coming period based on certain assumptions (Jommi et al., 2012).

Table 1. Income Statement

INCOME STATEMENT BASO TAHU ENA ENA AGUSTUS 2021 - MARET 2022								
Periode	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Pendapatan								
Penjualan Bersih	4.671.000	8.159.000	9.457.000	8.120.000	9.065.000	6.257.000	6.569.000	6.877.000
Pendapatan sewa	-	-	-	-	-	-	-	-
TOTAL	4.671.000	8.159.000	9.457.000	8.120.000	9.065.000	6.257.000	6.569.000	6.877.000
Beban								
COGM	2.380.000	3.852.000	4.404.000	3.700.000	4.296.000	2.880.000	2.884.000	3.088.000
Beban Operasional	-	1.000.000	1.000.000	1.000.000	1.000.000	1.000.000	1.000.000	1.000.000
Beban Admin	626.500	429.000	605.000	443.500	27.000	242.000	329.000	138.500
Beban Bunga	-	-	-	-	-	-	-	-
Beban Lain Lain bersih	6.500	506.500	757.900	1.629.500	1.959.500	624.100	506.000	593.000
TOTAL BEBAN	3.013.000	5.787.500	6.766.900	6.773.000	7.282.500	4.746.100	4.719.000	4.819.500
Laba Sebelum Pajak	-	-	-	-	-	-	-	-
Pajak	-	-	-	-	-	-	-	-
Laba Bersih	1.658.000	2.371.500	2.690.100	1.347.000	1.782.500	1.510.900	1.850.000	2.057.500
Growth		43%	13%	-50%	32%	-15%	22%	11%

In tables, the data provided is the data for the months when Kedai Baso Tahu Ena Ena sells month to month (MoM). It can be observed that in August 2021 the Baso Tahu Ena Ena Kedai managed to get a net profit of Rp. 1,658,000 and in September 2020 there was an increase of 43%, this increase was triggered by the author's success in carrying out marketing actions by regenerating the visuals from Kedai Baso Tahu Ena Ena. Visual regeneration can be seen from the renovation of the shop, and advertisements on several social media, and also by deciding to improve the social media of Kedai Baso Tahu Ena Ena especially Instagram using the services of Sundesgin.co then in October 2020 it increased by 13% with a value of Rp. 2,371,500, this is a period of increase for Kedai Baso Tahu Ena Ena. The moon is still getting the effects of the visual regeneration carried out in the previous month. Then in November a significant decrease in net profit, namely 50% with a sales value of Rp. 1,347,000. Although gross income increased, this month net profit was even lower. This is due to the increase in other expenses, the author sees that in that month, Kedai Baso Tahu Ena Ena experienced a lot of expenses in terms of purchasing raw materials which had increased. Such as the need for tofu, limes, peanuts, and the basic raw materials for mackerel fish had experienced an increase in the past. The Baso Tahu Ena Ena shop, which partners with a culinary center, is also experiencing difficulties in addition to the ongoing pandemic. In December 2021, Kedai Baso Tahu Ena Ena experienced a 32% increase in net profit at 1,782,500. The Baso Tahu Ena Ena shop is quite successful in attracting more consumers, even though the demand for expenses is increasing as well. Although the increase was not much, it is very unfortunate when compared to the previous year, this month is a holiday month which usually experiences a fairly noticeable increase. This was slightly affected by activities in December 2021 when there was a spike in Covid-19 so the Bandung City Government implemented proportional PSBB activities (Ramadhan, 2020). The implementation of the PSBB certainly hit the sales of the Baso Tahu Ena Ena Kedai. For the month of January experienced a considerable decline. In January 2022, sales decreased by 15% which fell to 1,510,900 this was exacerbated by the increase in Covid-19 cases so that visitors had difficulty getting visitors. Not only that, looking at the year to year movement, the sales of Kedai Baso Tahu Ena Ena often experience a decline in January when the holiday month ends and activities continue as normal. In fact, many of the target market have a habit of being reluctant to use their money at the beginning of the year. Seeing the unfavorable movement in January 2022, the sale of Kedai Baso Tahu Ena Ena was deployed in February 2022 to make up for the shortage that had been experienced in the previous month. In February 2022, Kedai Baso Tahu Ena Ena had a sales increase of 22% due to reaching the figure of 1,850,000, Kedai Baso Tahu Ena Ena decided to join the bazaar in Paris Van Java which is already well known for having market quality that matches especially with the market. target of Kedai Baso Tahu Ena Ena. The following month, for Kedai Baso Tahu, Ena Ena decided to do the same bazaar, namely the poppins bazaar with the same location. Therefore, sales from Kedai Baso Tahu Ena Ena in March 2022 had another 11% increase with a figure of 2,057,500.

In Table 2, there is a pro forma income statement for Kedai Baso Tahu Ena Ena for the next five year period. Assuming a determined increase of 50% every year based on the turnover growth of Kedai Baso Tahu Ena Ena in 2021 where 50% is a fairly good and stable increase in the scale of increase from 0% to 100%, and the assumption of an inflation target of 3% every year. year (Bank Indonesia, 2022). This growth in the future can also be supported by new variants and innovations on what the next marketing method will be for Kedai Baso Tahu Ena Ena in the future. In accordance with Table 2 sales in 2022 are projected at Rp. 23,359,275, in 2023 it is projected to be Rp. 35,739,691, in 2024 it is projected that Rp. 54,681,727, in 2025 it is projected to be Rp. 83,663,042, and the last one in 2026 is projected to be Rp 128,004,454. It is hoped that these figures can serve as an annual benchmark for Ena Ena's Baso Tahu Kedai to follow future developments.

Next is the calculation of the balance at Kedai Baso Tahu Ena Ena. The function of the balance sheet financial statements is to present equity (capital), liabilities (debt), total assets of the company at a certain time period. The balance sheet provides a complete picture of the company from a financial perspective. In the balance sheet, the condition of the assets can be known whether the company's assets are liquid assets or vice versa. Likewise about debt, whether more long-term or short-term debt (Hamid et al., 2015).

Table 2. Balance Sheet

BALANCE SHEET BASO TAHU ENA ENA AGUSTUS 2021 - MARET 2022								
Periode	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Asset								
Cash	225.000	4.595.000	4.306.000	3.544.000	4.470.000	2.344.000	3.257.000	3.677.000
Piutang Usaha	-	-	-	-	-	-	-	-
Persediaan	0	99000	1.035.000	1.026.000	766.000	564.000	985.000	1.825.000
Biaya Lain Lain	-	88.000	-	-	35.000	131.000	283.000	515.000
Biaya dibayar dimuka	4.446.000	3.377.000	4.116.000	3.550.000	3.794.000	3.218.000	2.044.000	860.000
TOTAL ASET	4.671.000	8.159.000	9.457.000	8.120.000	9.065.000	6.257.000	6.569.000	6.877.000
Growth		75%	16%	-14%	12%	-31%	5%	5%
Beban								
Utang	-	-	-	-	-	-	-	-
Beban Kebutuhan	633.000	935.500	1.362.900	2.073.000	1.986.500	866.100	835.000	731.500
Beban Operational	-	1.000.000	1.000.000	1.000.000	1.000.000	1.000.000	1.000.000	1.000.000
Beban Lain Lain	4.038.000	6.223.500	7.094.100	5.047.000	6.078.500	4.390.900	4.734.000	5.145.500
TOTAL BEBAN	4.671.000	8.159.000	9.457.000	8.120.000	9.065.000	6.257.000	6.569.000	6.877.000
Growth		75%	16%	-14%	12%	-31%	5%	5%

In Table 2 there are balance sheets growth for Kedai Baso Tahu Ena Ena during the 2021 period. The data in table are the months when there were transactions. In August 2021 the total assets and total capital liabilities are the same, namely Rp. 4,671,000 September 2021 total assets and total capital liabilities increased by Rp 8,159,000. This was due to the implementation of discounts and promotions from Sudirman Street partners and also the application of branding promotions from Baso Tahu Ena Ena's social media. In October 2021, there was also a 16% increase to Rp 9,457,000. That month, Sudirman Street's partners made a waiver on rent payments. In November 2021, there is still a 14% decrease, which is Rp. 8,120,000 due to the increase in the price of tofu and other basic needs per pcs. Furthermore, in December 2021, there was an increase of 12% to 9,065,000 due to the holiday period which greatly affected the sales of Kedai Baso Tahu Ena Ena. The month of January also experienced a more significant decline, namely by 31% at 6,257,000 because this December the Baso Tahu Ena Ena Shop was affected by the proportional PSBB issued by the Bandung City government (Ramadhan, 2020). Furthermore, in the following month, as previously discussed, that Kedai Baso Tahu Ena Ena held a bazaar in the 2nd and 3rd months, so there was an increase in the turnover. February had an increase of 5% with a value of 6,569,000 and March a slight increase with a percentage of 5% with a value of 6,877,000.

As for the pro forma Kedai Baso Tahu Ena Ena for the next five years in Table 2, it shows an increase with the assumption of an inventory turnover of 2.2 calculated from the cost of goods sold the previous year divided by the inventory of direct materials in the previous year as well. For the capital assumption, there will be a regular investment of 1,000,000 every year. Then the pro forma balance sheet of Kedai Baso Tahu Ena Ena, namely the total assets and total capital liabilities in 2021 is Rp. 3,928,000, then in 2022 it will be Rp 4,928,000 then in 2023 it will be Rp 5,928,000, in 2024 it will be Rp 6,928,000, in 2025 it will be Rp 7,928,000, and finally in 2026 it will be Rp 8,928,000 . Hopefully this estimate can be achieved by Kedai Baso Tahu Ena Ena in the future after going through this research.

5.2 Performance of Business

Referring to the two words, namely sustainable which means sustainable and business which means business, literally sustainable business can be interpreted as sustainable business, both in generating short-term and long-term benefits. A sustainable company or business sustainability is the ability of a company to achieve business goals and increase long-term value and can consistently and stably improve business performance by implementing social, economic, and environmental values as a business strategy (Chinomona et al., 2013). Financial ratios can show an increase and a business that continues to survive and run which is obtained from the income analysis from Kedai Baso Tahu Ena Ena. A business is said to be growing when there are benchmarks and results of the analysis of a treatment that has been applied to a particular business. The results of these actions can be processed into information in running a business. According to Kotler and Armstrong, the product life cycle is the sales and profit journey of a product during its lifetime (Figure 2). It includes five distinct stages: product development, introduction, growth, maturity, and decline (Kotler, 2006).

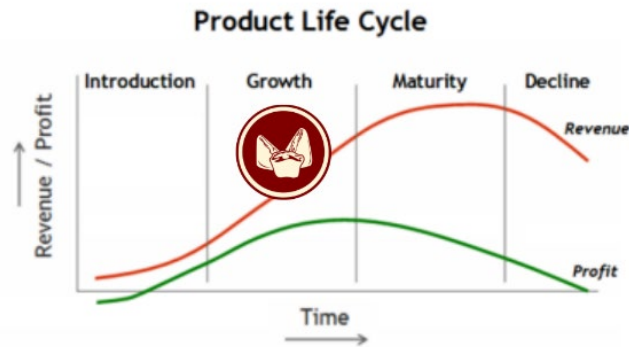


Figure 2. Product Life Cycle

Kedai Baso Tahu Ena places its business in a growth position, because of the business conditions that can still develop and can still try to market products to a wider market while increasing public awareness. The number of production has reached a fairly high number. Even though the cash flow is still fluctuating, in general it is increasing little by little. Based on the business sustainability measurement analysis data that have been mentioned, the growth of Kedai Baso Tahu Ena shows a good opportunity for sustainability and development in the future. With many aspects of the business that can still be developed and developed as well as more active and consistent marketing. The level of buyer satisfaction is one of the most influential benchmarks on the sustainability of a business as well as for Kedai Baso Tahu Ena Ena. It can be seen from the enthusiasm of the tofu meatball enthusiasts who develop regularly. As discussed earlier, Kedai Baso Tahu Ena Ena relies on a medium, namely Google. Google provides Google Business services. Even on Google Reviews, Kedai Baso Tahu Ena Ena got a pretty good rating from 5 people who had rated it.

The update from Instagram of Kedai Baso Tahu Ena Ena has proven to have a significant impact on business continuity. In addition, ads and promotions are also able to bring good growth to Kedai Baso Tahu Ena Ena. The increase in insight on social media of course also has an impact on consumer growth and sales. The following is a comparison of consumers and sales before and after visual rebranding on Instagram (Figure 3).

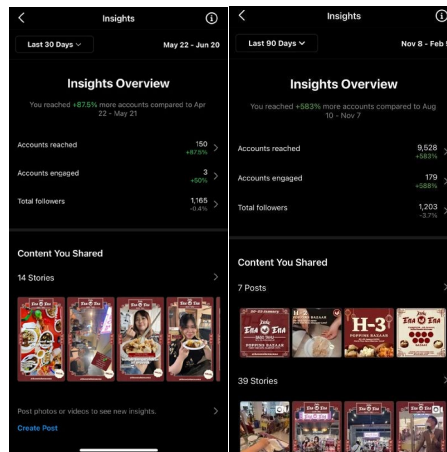


Figure 3. Social Media Insight

In addition, it can be seen that the insight continues to increase from the beginning of the period 8 November 2021 to 20 June 2022. There is still an increase even though the number is not as much and in contrast to the initial period. There are so many increases. There is also an evaluation of the business performance growth of Kedai Baso Tahu Ena Ena, which

can be seen from several aspects. First, from the aspect of increasing sales outside the founder's environment. During a six-month period from August to January 2022. However, if we look more closely, especially at the indications of consumers in the Customer Growth Rate (CGR), Kedai Baso Tahu Ena Ena experienced a considerable decrease to many reductions. This can be analyzed from the difference between Customer Growth Rate (CGR) and Sales Growth Rate (SGR). It can be seen that at the beginning of August, the total purchases were only 595 pcs. At that time, Kedai Baso Tahu Ena Ena started to take marketing actions so that it continued to increase. For the next month that is 963 pcs. October increased at 1101, November at 925, and December reached 1074 pcs. December as a month that is synonymous with holidays is very very influential on business activities.

The development of a business, will continue to the resilience of a company. Kedai Baso Tahu Ena Ena is a company engaged in the food sector. The product sold by Kedai Baso Tahu Ena Ena is a tofu meatball dish that is not seasonal. Baso tofu as an appetizer is considered stable after years of being legendary, especially in the city of Bandung as a city with a culinary center that is always proud of. Evaluation of the development of the business performance of Kedai Baso Tahu Ena Ena can be analyzed from several aspects. First, during the 8-month period there were increases and decreases which made the benchmark for fluctuations in the number of consumers, sales results, and growth per month. The Baso Tahu Ena Ena shop also often had new customers during this period. Around 400 new customers were recorded during this 8 month period. This is due to the existence of a bazaar and large vendor orders in an event that really helped Ena Ena's Baso Tahu Kedai to spread its wings and introduce its products to consumers even more. customer retention rate is one of the indicators of business growth performance evaluation. The percentage achieved by Kedai Baso Tahu Ena Ena for six months is 1%. This shows the percentage that old customers are not holding on well enough, this needs to be improved by using good marketing and customer relationship management from Kedai Baso Tahu Ena Ena so that customers make repeat orders. The growth of new customers is one of the ways to see an increase in the business performance of Kedai Baso Tahu Ena Ena. For the customer growth rate, Kedai Baso Tahu Ena Ena gets a percentage of 10% for the Customer Growth Rate which is calculated from the average month August 2021 – March 2022. The number of products sold during these six periods experienced a lot of fluctuations in the results of the process (Figure 4 and 5).



Figure 4. Sales Income

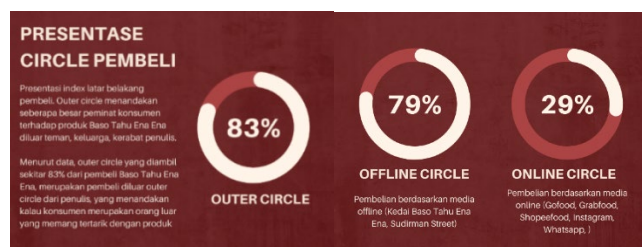


Figure 5. Inner and Outer Customer Presentation

One of the difficulties of Ena Ena's Tofu Baso Kedai in maintaining its business is the Covid-19 pandemic which greatly affects visitors and consumers who come to Ena Ena's Baso Tahu Kedai. By looking at the tactical steps of this type of business, Kedai Baso Tahu Ena Ena has made many efforts to keep the company from going bankrupt during this pandemic. The Baso Tahu Ena Ena shop has reached a very strong online promotion and marketing stage so that it can survive during the pandemic.

5.3 Objectives Key Resource

From the results of the analysis above, the author can determine several results and OKR to be carried out next, especially to be focused on overcoming the decline in sales by using the OKR system (Dumay et al., 2013). Then, OKR itself, is a framework that sets a goal (objective), and measures the achievement of that goal through a number of key results as benchmarks. Some of the benefits of OKR for a company. First, aligning the team in addition to measuring an achievement, OKR is a method that connects the goals and activities of teams and individuals with the company's strategic mission. Strategic OKR is usually set for 1 year and tactical OKR for monthly. Helping the team focus more with simple objectives and key results allowing each employee to focus on what really matters. They only need to focus on 2-5 main outcomes to be achieved. OKR is also very important in supporting autonomy and accountability. At least most of OKR is determined by the team members themselves, not by their manager. With such an approach, everyone has personal accountability for their goals, which are aligned with the goals of the organization. The following is the determination of the OKR that will be carried out by Kedai Baso Tahu Ena Ena.

1. Key Result 1: Increasing sales with various efforts will be deployed by the team from Kedai Baso Tahu Ena Ena so that this key result can be achieved according to the desired deadline with the hope of increasing sales, the authors set initiatives, including carrying out marketing strategies on Gojek and Grab, by including more purchases made by the consumer the more it saves the consumer will also spend money. In addition to empowering online orders, Kedai Baso Tahu Ena Ena will continue to participate in the bazaar. Then by increasing the opening of operating hours even more with the strategy that will be discussed in the second key result.
2. Key Result 2: New Outlet Added. By using PEST analysis tools which stands for Political, Economic, Social, Technology. This analysis is used to analyze the main factors, these factors have an impact on the company. After the analysis was carried out, a decision was formed from the author and the team that they would add a new outlet with the help of a system called ghost kitchen. Ghost kitchen, also known as dark kitchen, or virtual kitchen, which means a food preparation facility for preparing food that focuses on order delivery. Ghost kitchens are often used to launch entirely new restaurants, or to increase the reach of existing restaurants by creating new "virtual storefronts" in different areas. So a ghost kitchen was made that operates in the author's own house as a place for online transactions that is very obedient to the process behind the pandemic that is surging back and is more effective and efficient because the author can monitor stock and operational operations because it is located in a separate residence.
3. Key Result 3: Improved Brand Awareness. Brand awareness or brand awareness is the ability of consumers to recognize and remember a brand, product or service. This brand awareness can be said to be an important thing for businesses because consumers tend to buy products that come from brands they know. In addition, brand awareness can also make consumers continue to make purchases or often referred to as repeat orders. Brand awareness is commonly used as a measure of the performance of a brand. Every year, the company will continue to make developments to continuously improve and increase their brand awareness level. If there is a decline, the Baso Tahu Ena Ena company will use various marketing strategies to restore the target market's level of awareness of the trademark of its own Baso Tahu Ena Ena. It is also an important key in marketing and development planning.
4. Key Result 4: Repairing System Maintain. Many things happen in a company. Especially on HR or human resources department. In a team, many parties must be mutually sustainable to achieve a common goal. Conducting training for a certain individual, especially for the operational and transaction sectors, is a very useful thing for a company leader to do. Currently, Baso Tahu Ena Ena has an employee who operates and runs a system that has been maintained in such a way as to make work easier. In terms of data processing, which is automatic, to reduce errors made by separate employees, training is needed. So that the author as the owner of the Baso Tahu Ena Ena company can arrange more strategies to be carried out by the company to make it more advanced. Therefore, it is necessary to train and improve the maintain system aimed at strengthening the internal parts of the company. Because employees who are placed for transactions must have provisions from training because they are dealing directly with consumers.

5.4 Business Model Canvas

Idea validation can be interpreted as the process of testing before launching your business name, slogan, product, service, or website, usually business people call it the prototyping stage or the research and development process of a product or service that large companies use to test the product or service idea. before being released for the general public to enjoy. A business idea can appear anywhere and anytime. Someone who has found a certain great business idea, tends to want to make it happen immediately and can even put it off because he thinks he is afraid of failure. The above assessment was obtained from the results of interviews with several key partners to Baso Tahu Ena Ena such as suppliers of several raw materials. The first assessment is aimed at switching costs with a value of 6, this value is obtained from the key partner's understanding of the needs of Baso Tahu Ena Ena on the quality of product raw materials. Baso Tahu Ena Ena could replace the quality of the raw materials with cheaper ones. However, this will damage the brand positioning and brand

identity of Baso Tahu Ena Ena which guarantees to use tofu from the best tofu producer brand in Bandung, namely Tahu Yun-Yi.

Baso Tahu Ena Ena has consumers who almost always make repeat orders, even though only a few people, then the rating given is 2 because the income obtained is after generating cost of good sold (COGS) which currently Baso Tahu Ena Ena always prioritizes the ready system stock at the offline store although still accepting Pre-Order (PO) orders (Figure 6). The game-changing cost structure of Baso Tahu Ena Ena is given a score of 7 to show that the cost is lower than other competitors. The assessment for other who does the work is 4. For the scalability of the Baso Tahu Ena Ena business, it is 5 because the value of business competitors is quite large, it is necessary to carry out more strategies than existing competitors. There are still many opportunities that can be achieved by Baso Tahu Ena Ena by innovating in terms of products, marketing methods, or others. The protection from competition rating is 8, compared to competitors who sell similar products, Baso Tahu Ena Ena has a clean modern concept with a much cheaper price compared to other meatball products. Due to the many competitors, Baso Tahu Ena Ena still needs to innovate and have more advantages. In addition to using the Business Model Canvas, the author also uses Startup Readiness Level (SRL) and Marketing Mix, 4P as tools in business validation. Such as validating ideas, validating product and packaging prototypes as well as the business.

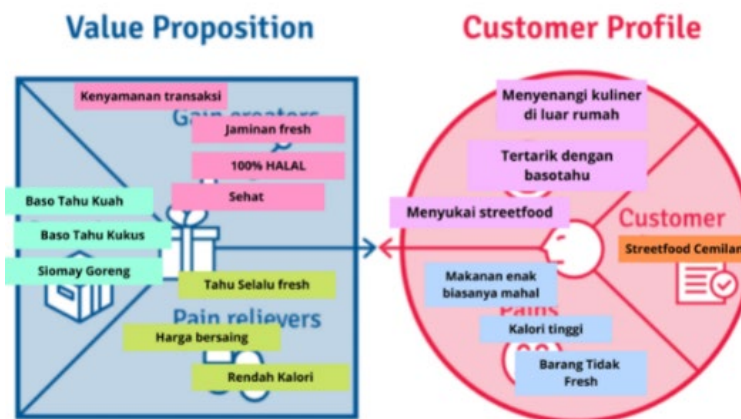


Figure 6. VPC

Here is the Value Proposition Canvas from Baso Tahu Ena Ena:

1. Gains Creator: How a product or service can create Gains and increase consumer value Gains from Baso Tahu Ena Ena are transaction convenience, fresh guarantee, 100% halal, low-calorie healthy food, various payment options
2. Pains Relievers: How a product or service can reduce Pains. Pain Relievers from Baso Tahu Ena Ena are raw materials that are always fresh, at affordable and competitive prices, as well as foods that have low calories and cholesterol levels.
3. Product and Service: Products or services that create Gains and reduce Pains and determine value creation for consumers. Tofu meatballs Ena Ena offers products in the form of steamed tofu meatballs (siomay, tofu, cabbage, potatoes, paria, eggs), fried dumplings, tofu meatballs with soup (tofu, dumplings, meatballs, fried dumplings, broth). Baso Tahu Ena Ena goes through not only the product validation process. However, there are many more processes, especially from visuals that are continuously being developed by the owner. So that it experienced two changes to the logo and visuals. In addition, Baso Tahu Ena Ena has validated prototypes and products through a questionnaire to the target market which turned out to be quite positive (Figure 7).

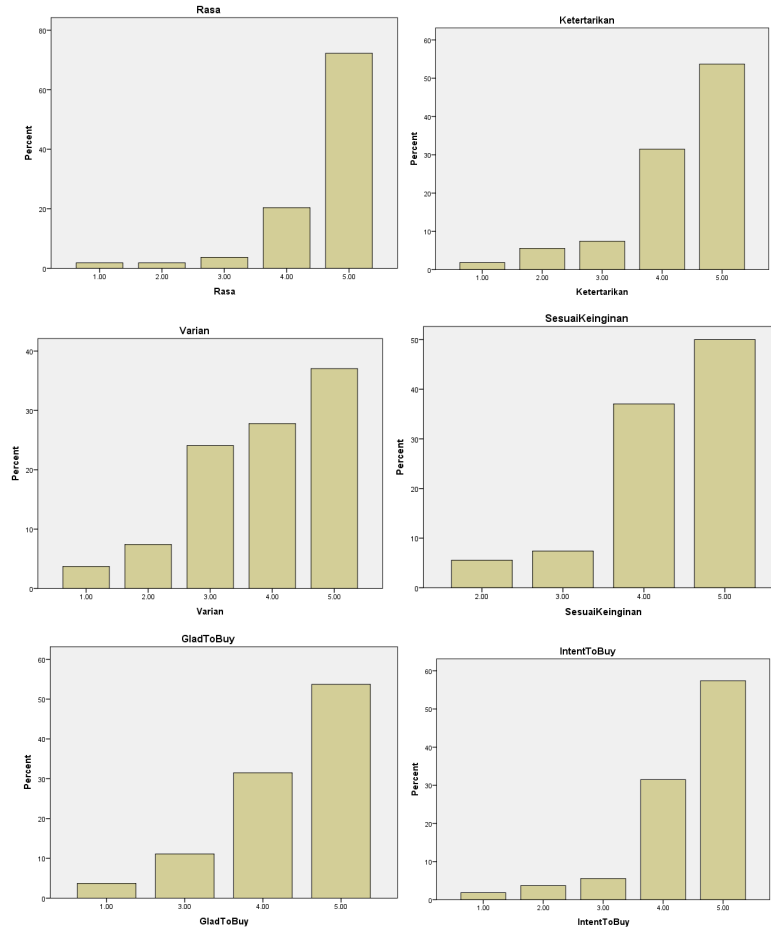


Figure 7. Validation Questionnaire

6. Conclusion and Recommendations

Based on the discussion on Business Performance, it can be concluded that The Baso Tahu Ena Ena shop in the span of 8 months August 2021 to March 2022 is still experiencing stagnation in sales where the percentage increase is only around 12%, 16%, and there is even a decrease. The value of gross profit for several months is still minus. If the Pro Forma value is projected until 2026 with the assumption of a 50% increase and 3% inflation every year, then in 2026 the value of the Pro Forma Income Statement with this result, Kedai Baso Tahu Ena Ena must implement a new strategy in order to achieve this Figure 7. The percentage growth of the balance sheet from August 2021 to March 2022 initially increased to September by 75%, then decreased drastically in November to 14% and especially January 2021 by 35%. The marketing strategy used is updating Instagram accounts and selling at Sudirman Street Day and Night Market at the appointed time, as well as conducting bazaars to increase turnover. After implementing a digital marketing plan and market introduction that has been made in the form of promotions on Instagram media, the response obtained is a positive response in terms of increased sales, and in line with the increase in sales, the number of consumers also increases. From the data on Instagram insights, it is also known that one of the biggest achievements is the relatively high reach of the Kedai Baso Tahu Ena Ena account. Innovation or novelty value from product variants, packaging, many collaboration opportunities, logistics updates also affect the increase in profits and the relaxation of PPKM which makes SMEs revive, especially Kedai Baso Tahu Ena Ena. As a company that is struggling in the food sector has done many experiments in terms of marketing. The results that can be analyzed will produce values that can form suggestions from the author. The recommendation that can be given from this research is that it is very important for a company to try to carry out marketing updates in different ways according to the needs of its business and business. Many determinations and analyzes can be made to help increase turnover. Along with this very influential Pandemic era, companies must quickly adapt to the environment. After successfully finding the best and most suitable way to implement it, the company can focus more on developing its marketing strategy while still paying attention to feedback from consumers and conducting regular

evaluations so as to achieve maximum results and have a positive impact on the company. In entrepreneurship in the pandemic era, it is hoped that you will read the situation of the spread of the Covid-19 virus more often, especially through the Covid-19 info dashboard published by the Indonesian Ministry of Health.

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