

RINGKASAN EKSEKUTIF

Nilai penjualan di industri layanan makanan di Indonesia diperkirakan akan mengalami peningkatan hingga mencapai 611 triliun rupiah di akhir tahun 2023 (Euromonitor, 2019). Preferensi konsumen di industri makanan juga semakin terpengaruh oleh budaya K-pop yang semakin diterima secara luas di dunia. Hotroe hadir dengan menawarkan pengalaman unik mengaduk makanan bercita rasa *Asian fusion* di atas mangkuk panas dengan tambahan telur ikan untuk menangkap peluang ini. Hotroe memiliki menu Gogi Bowl, Nihon Bowl, dan Cao Cai Bowl dengan kisaran harga Rp30.000 – Rp40.000 dan ditujukan bagi pria atau wanita berumur 18 – 34 tahun sebagai mahasiswa atau *first jobber* di Tangerang dan Tangerang Selatan.

Meskipun sempat menghadapi tantangan di masa-masa awal pandemi, Hotroe berhasil menerapkan beberapa strategi yaitu menyediakan jasa layanan katering, menu *a la carte*, mengubah jalur distribusi yang awalnya luring menjadi daring, dan melakukan penambahan cabang Hotroe di Medan. Penerapan promosi yang efektif dari pemasaran, kontrol kualitas yang baik dengan *pre-consumer food waste* di bawah 10%, penerapan *job description* serta *job specification* yang fleksibel dari fungsi sumber daya manusia, serta pengelolaan kas dan efisiensi biaya untuk mencapai *net profit margin* sebesar 15% dari fungsi keuangan menjadi faktor kunci kesuksesan Hotroe.

Hotroe mendapatkan total penjualan sebesar Rp63.305.200 dan laba bersih sebesar Rp9.200.000 dengan modal awal sebesar Rp37.500.000 dalam empat bulan pertama bisnis beroperasi. Perusahaan memproyeksikan jumlah penjualan pada tahun pertama sebesar Rp247.218.000 dengan *payback period* selama tujuh setengah bulan dan RoE sebesar 60%.

Kata Kunci	:	Mangkuk panas, pengalaman, <i>Asian fusion</i> , layanan pesan antar makanan, katering
Bidang Usaha	:	<i>Food and beverage</i>

EXECUTIVE SUMMARY

Value sales in consumer foodservice industry in Indonesia is forecasted to increase up to 611 trillion rupiah by the end of 2023 (Euromonitor, 2019). The rise of K-wave industry has also increased the interest of Korean and Asian foods around the world especially within Southeast Asia. Foreseeing an opportunity in the industry, Hotroe was established as a food business that offers Asian fusion cuisine with a unique experience of mixing food served in a hot bowl, topped with fish roe where all of its menu is priced between Rp30.000 to Rp40.000. Hotroe targets 18 – 34-year-old male or female that lives in Tangerang and South Tangerang whose job is a university student or first jobber.

Dealing with Covid-19 pandemic, Hotroe implemented a number of strategies, namely by offering catering service and a la carte menu, changing its distribution channel from offline to online platforms and opening a new branch in Medan. The key success factors of Hotroe rely on the role of each function to carry out innovation. Endorsement and advertisement were implemented as its marketing strategy to target its customers. Several quality control methods were implemented as its operation strategy that enabled Hotroe to maintain its pre-consumer food waste below 10%. Job description and job specification were designed to fit its needs. Budget allocation and cashflow management were appropriately maintained that allowed Hotroe to have a 15% net profit margin.

By utilizing Rp37.500.000 as the initial capital, within the first four months Hotroe successfully earned Rp63.305.200 in total revenue and Rp9.200.000 in net income. Hotroe is projected to earn Rp247.218.000 in total revenue within the first year with a seven-and-a-half-month payback period and 60% return of equity.

Keywords	:	Hot bowl, experience, Asian fusion, food online delivery, catering
Field of business	:	Food and beverage