

RINGKASAN EKSEKUTIF

Program *Project Improvement* memiliki tujuan dasar untuk mengidentifikasi permasalahan, menganalisis kesempatan, dan memberikan alternatif solusi bagi perkembangan sebuah entitas usaha. Pada kesempatan ini, Penulis bekerja sama dengan PTT Family selaku perusahaan yang bergerak dibidang *hospitality* untuk mengidentifikasi dan mensolusikan sumber permasalahan akan rendahnya tingkat okupansi di periode *afternoon service (post lunch pre dinner)* pada salah satu restoran yang mereka miliki yaitu, Potato Head Garage.

Berdasar penelitian kualitatif dan riset pasar yang ekstensif, Penulis mendapati temuan bahwa terjadi ketidaksielarasan antara produk dengan kebutuhan konsumen di siang hari. Potato Head Garage sebagai *steakhouse* memiliki kurasi lini produk yang terlalu kontras sebagai pemuas di malam hari yakni; *steak, wine, cigar, dan event*, sehingga tidak menjadi opsi di siang hari. Hal inilah yang menyebabkan perbedaan jumlah pengunjung di siang dan malam hari menjadi kontras. Dengan ditemukannya sumber permasalahan tersebut, Penulis kemudian melakukan studi kompetitif, *benchmarking*, dan riset internal serta eksternal untuk melihat kesempatan yang bersifat solutif. Dimana menjawab permasalahan tersebut strategi *new product development* dengan taktik *new product for the same market*, menjadi solusi terbaik dengan mengeluarkan

produk baru yang lebih sesuai bagi target konsumen di siang hari.

Produk baru yang diluncurkan bersama pihak manajemen merupakan konsep baru, yaitu *high tea set menu* bernama *Cha No Yu*, sebuah produk *snack* ringan yang bernuansa Jepang dimana telah disesuaikan dengan tren pasar dan *brand* Potato Head Garage. Menimbang potensi *existing market* yaitu kaum wanita dan sosialita, dimana target pasar yang ada memiliki fleksibilitas waktu siang hari yang leluasa, tingkat mobilitas yang tinggi, serta kebutuhan akan produk yang serupa, maka peluncuran produk ini mampu mengakselerasi pertumbuhan lini usaha Potato Head Garage.

Karya tulis ini tidak hanya akan memaparkan identifikasi masalah, analisa kesempatan, serta solusi yang ada, tetapi turut juga akan membahas amplifikasi strategi melalui *marketing plan* selama satu tahun yang meliputi aplikasi *community marketing*, *sales promotion*, *brand activations*, *relationship marketing*, *public relations*, *digital marketing*, dan *advertisings*. Semua rancangan ini pada akhirnya dapat menaikkan pertumbuhan *billing* di siang hari sebanyak 20% , yaitu 2% lebih besar dari target Penulis.

EXECUTIVE SUMMARY

As a program, Project Improvement is designed to embed students with the necessary skills to be a well-rounded marketer; identifying problems and spotting opportunities to provide underlying solutions for an organization. The paper depicts a step-by-step solvency for a Lifestyle and Hospitality Company named PTT Family. The company has seen troublesome patterns for one of its business entity, a steakhouse called Potato Head Garage. In a nutshell, Potato Head Garage is a thriving restaurant with great sales and profitability, yet there is still an opportunity to grow. Their afternoon service's traffic, within its post-lunch pre-dinner time frame, is considerably low when in compare with their evening service.

Through a thorough qualitative research with the existing and potential market, and an extensive market study, it is found that the contrast between the evening and afternoon service's traffic lies because of the inability of the current product line to accommodate customer needs for afternoon consumption. As a steakhouse, Potato Head Garage's product line that comprises of steak, wine, and cigar are too well associated with products of the night, hence the restaurant is written off as an afternoon option. This predicament resulted in a high contrast between the afternoon and evening service's customer traffic. With the realization of the core problem, solvency is then set through a

series of competitive study, benchmarking, and internal and external research. Where opportunity to grow is seen by targeting existing segment if a new product were to be offered. New product development is then seen as the appropriate solution, considering its low degree of risk and high chance of success by targeting existing customers of socialites and prominent housewives. A segment with favorable behavior pattern, they are highly flexible in time, immensely mobile, and has a need for an afternoon product. The solution of which is to release a high tea set menu called Cha No Yu, a Japanese inspired afternoon tea set menu that is fit with the trend and true to the brand.

The paper does not only depict the creation of Cha No Yu, but also outlines its amplifications through a one-year marketing plan. The plan of which contains the usage of different marketing tools from community marketing, sales promotion, brand activations, relationship marketing, public relations, digital marketing, and advertisings. The plan of which is designed to target an increase of the total billing of afternoon service by 18%, where as it happened, a 20% increase is achieved.