

RINGKASAN EKSEKUTIF

Pemulihan industri makanan dan minuman di Indonesia yang disertai peningkatan pendapatan per kapita pascapandemi COVID-19 telah mendorong konsumen menuju gaya hidup lebih sehat, khususnya dalam nutrisi dan pola makan. Namun, terdapat hambatan terbesar dalam mengonsumsi sarapan yang sehat, yaitu kurangnya waktu, ketidakpraktisan, dan biaya (Herbalife, 2019 pada Rahayu, 2019). *Oatmeal*, makanan sehat dan praktis, menjadi alternatif sarapan bagi 9% populasi Indonesia. Pasar *oatmeal global* diprediksi tumbuh stabil hingga 2028 dan analisis *gap* menunjukkan adanya selisih 4.197.654 unit/tahun antara permintaan dan penawaran, mengindikasikan peluang besar untuk produk *instant oatmeal cup*. Melihat persaingan pada pasar beserta penawaran kompetitor, tim peneliti menargetkan penjualan 73.649 unit/tahun.

Untuk mencapai angka tersebut, tim manajemen The Good Co. menghadirkan produk sehat yang enak dan juga mudah disajikan bagi konsumen kelas menengah sampai dengan atas di Jakarta dan Tangerang yang berusia 20-49 tahun. Konsumen dikategorikan berdasarkan tingkat kesadaran akan kesehatan menjadi *Swappers*, *Seekers*, maupun *Internalizers* dengan tingkat kesibukan menengah hingga tinggi.

Perusahaan menetapkan tujuan tahunan yaitu mencapai pendapatan bulanan sebesar 400 juta rupiah dengan mempertahankan margin laba bersih sebesar 20%, dicapai melalui pengembangan produk dan penetrasi pasar.

Berdasarkan perbandingan antara target dan realisasi dari divisi fungsional selama 98 hari, disimpulkan bahwa sebagian besar target telah berhasil dicapai, termasuk target penjualan yang melampaui sasaran serta *break even point* dalam dua bulan operasional. Pencapaian tersebut tidak terlepas dari kinerja baik tiap divisi fungsional, seperti terdapatnya total 14 konsinyasi yang mendongkrak penjualan, peningkatan kapasitas produksi yang sesuai target, serta realisasi margin laba bersih di atas 20%.

Kata Kunci : *Instant oatmeal cup*, sarapan sehat, camilan rendah kalori, makanan praktis, kesadaran kesehatan

Bidang Usaha : Industri makanan dan minuman

EXECUTIVE SUMMARY

The recovery of the food and beverage industry in Indonesia, coupled with an increase in income per capita post-COVID-19 pandemic, has driven consumers towards a healthier lifestyle, particularly in nutrition and dietary habits. However, there are major barriers to consuming a healthy breakfast which includes lack of time, impracticality, and cost (Herbalife, 2019, as cited in Rahayu, 2019). Oatmeal, as a healthy and practical food, has become a breakfast alternative for 9% of Indonesia's population. Global oatmeal market is predicted to grow steadily until 2028 and gap analysis that shows a discrepancy of 4.197.654 units/year between demand and supply, indicates a significant opportunity for instant oatmeal cup products.

Considering the competition in the market and competitors' offerings, the research team targets sales of 73.649 units per year. To achieve this, the management team of The Good Co. has introduced a healthy, tasty, and easy-to-serve product for middle to upper-class consumers in Jakarta and Tangerang aged 20-49 years. Consumers are categorized based on their health awareness levels into Swappers, Seekers, and Internalizers, with moderate to high levels of busyness.

The company has set an annual goal of a monthly revenue of 400 million rupiah, maintaining a net profit margin of 20%. This is to be achieved through product development and market penetration.

Based on the comparison between targets and realizations from functional divisions over 98 days, it can be concluded that most targets have been successfully achieved, including sales targets that exceeded the goal and achieving the break-even point within two months of operation. These accomplishments are attributed to the good performance of each functional division, such as the establishment of 14 consignment agreements that boosted sales, an increase in production capacity that met targets, and the realization of a net profit margin above 20%.

Keywords : *Instant oatmeal cup, healthy breakfast, low-calorie snack, convenient food, health consciousness*

Field of Business : *Food and Beverage Industry*