BUSINESS STRATEGY PLANNING FOR MAKARONI CAKALANG FROM RANSUM SI TANTE

Vega Runi and Alibasjah Inggriantara
School of Business and Management
Institute Teknologi Bandung, Indonesia
vega.runi@sbm-itb.ac.id

Abstract—Ransum Si Tante is a culinary business that combines the traditional flavors of Manadonese culinary with modern ingredients that is macaroni. Business issues that exist in the company are the sales that have not reached the target, the lack of resources to support the production, and the lack of public awareness in Bandung about its product, which is Cakalang fish. Several analysis are used for exploring business issues to find the root of the problem. The analysis are the external and internal analysis, the EFAS and IFAS method, and SWOT analysis. The roots of the problems are the lack of awareness on Cakalang fish for consumers in Bandung, no outlet and the lack of sales channel for optimal direct selling activities, and the production process is done by only one person. In searching for a solution to the root of the problem, TOWS Matrix formulation and functional strategy are used. TOWS Matrix formulation is a tool that can formulate the best solution in creating business strategies that can be used to solve the problems. Functional strategy is a strategy derived from the TOWS Matrix result that consists of five types of strategies, which are marketing, operational, distribution, human resource, and financial strategy. The implementation plan of Ransum Si Tante should be able to improve management to be better than before. Based on the external and internal analysis and weighing of EFAS and IFAS, the strategy that should be executed is Growth strategy. Recommendations for solutions to the root causes are summarized in the new business model where the model is a reference to educate the public about the Cakalang fish through key activities; to increase the number of channel sales and direct selling activities through distribution channel, customer relationship, and new customer segments; and human resource solutions that are needed to make production and promotion processes be more effective through key resources.

Keywords: Indonesian Culinary, Ransum Si Tante, Business Strategy

1. Introduction

Bandung is a city well-known as a destination for shopping and culinary vacation, as well as for its Dutch colonial architectural old buildings. Since the opening of Cipularang highway in 2005 which connects Jakarta and its surrounding with Bandung, the city's economy has been growing rapidly. Bandung has become the main destination for the people from Jakarta and the surrounding to enjoy nice weekends. Furthermore, routine flights from other countries directly to the city also affect the tourism and economy of Bandung. In 2011, the number of foreign and domestic tourists who visit to Bandung is around 5 million people. The table below shows how many foreign and domestic tourists are from 2008 until 2010.

<table>
<thead>
<tr>
<th>Tourists' Origin</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreign</td>
<td>176,122</td>
<td>228,076</td>
<td>250,449</td>
</tr>
<tr>
<td>Local</td>
<td>4,420,144</td>
<td>4,651,532</td>
<td>4,951,439</td>
</tr>
<tr>
<td>Total</td>
<td>4,596,266</td>
<td>4,879,608</td>
<td>5,201,888</td>
</tr>
</tbody>
</table>

(Source: http://disparbud.jabarprov.go.id)
From 2008 to 2010, the number of companies and the value of sales in the culinary industry in Bandung were increasing, meaning that this industry in the city has experienced good growth. Data from the Central Statistics Agency showed that the growth of businesses in this field reached 14.9% in 2008. Table below shows the increase of the number of businesses in the culinary industry.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Business</th>
<th>Value of Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>2,387</td>
<td>496,484,000</td>
</tr>
<tr>
<td>2009</td>
<td>6,645</td>
<td>634,694,400</td>
</tr>
<tr>
<td>2010</td>
<td>8,913</td>
<td>512,937,600</td>
</tr>
<tr>
<td>Total</td>
<td>17,945</td>
<td>1,644,116,000</td>
</tr>
</tbody>
</table>

A. Company History

Ransum Si Tante was established in February 2012 because of a love of Indonesian food especially Manadonese flavor which is extremely rare in Bandung. Ransum Si Tante wanted to introduce special food with Manado flavor through snacks as it is easier to accept than heavy meals. Until now the production is done at home and through a system of made-to-order. The choices of tastes include Cakalang fish, beef, and spicy chicken with varying degrees of spiciness. The main variants of Ransum Si Tante is Cakalang fish, which is smoked fish from Manado region, and raw ingredients used come from specific Manadonese food vendors in Jakarta to maintain quality and hygienic of the products. Spices also come from Jakarta if there is none in Bandung.

To be more easily accepted by consumers, the Cakalang fish is mixed with a familiar ingredient which is elbow macaroni. By mixing Cakalang fish and elbow macaroni, Ransum Si Tante start to mix the flavors of Indonesian cuisine and also that of other countries to be more easily accepted by consumers. Until recently, the company’s sales system is by using social media such as twitter, website, as well as through several resellers in the Jakarta region. Bandung’s pickup point is at the kitchen of Ransum Si Tante, whereas for Jakarta is at Menara Mulia, BRI II Building, Jakarta Stock Exchange, and GKB Tower. In addition, there are several pickup points in South Tangerang such as in BSD, Melati Mas, Alam Sutera, Gading Serpong, and Bintaro.

![Ransum Si Tante Logo](image)

Figure 1.1 Ransum Si Tante Logo

The concept of Ransum Si Tante’s logo is “modern feminine vintage style” which comes from the current conditions where most of the food product logo usually use bright colors. But Ransum Si Tante’s logo uses pastel colors which are derived from the colors red, orange, and green, the colors which could make other people interested in eating. The form itself is also vintage style that has distinctive characters and people can easily recognize its logo easily. According to Kamus Besar Bahasa Indonesia, the word ‘ransum’, or ‘ration’ in English, means food that is given to people or animals with a pre-determined portion. This word is also known among military personnel as having the meaning of food supplies for the soldiers. The word ‘tante’ on the other hand means a call to older women. ’Tante’ was a nickname of the business owner given by her friends from MBA- CCE, so it was used as an element in the logo. Finally, Ransum Si Tante means a homemade food created by
an aunt who provides supplies of food with a blend of traditional Indonesian spices and other ingredients that come from the other part of the world.

B. Business Scope
In addition to baked macaroni, Ransum Si Tante has a wide range of products, although still in the category of snacks and focuses on the uniqueness of its flavors. The following are the list of products of Ransum Si Tante:
- Baked macaroni with variants in Cakalang fish fish, spicy chicken, and beef.
- Baked lasagna with variants in Cakalang fish fish, spicy chicken, and beef.
- Savory Muffin.
- Special signature chocolate pudding with whipped cream.
- Matcha Pannacotta with dark chocolate suce.
- Taro Pannacotta with vanilla sauce.
- Cake-in-a-cup with variants of double cheese pound-cake, strawberry shortcake, and Nutella cream.

C. Business Issue
The main business issues are the sales have not reached the desired target; it is still below the target set, production capabilities only one person involved that is the owner / baker and also lack of public awareness in Bandung about Cakalang fish.

D. Limitation
The products of Ransum Si Tante are very diverse, but in the writing of this thesis, only Cakalang fish macaroni product is focused and the assessed locations of the consumers are limited in Jakarta and Bandung.

2. Business Issue Exploration

E. Conceptual Framework
Conceptual framework is used in research for planning what to do and for choosing approaches to certain situation. The following diagram is a conceptual framework of Ransum Si Tante:

![Conceptual Framework Of Ransum Si Tante](image)

F. External Analysis (Aaker, 2001)
External analysis is conducted to determine the external elements that affect Ransum Si Tante. External analysis is divided into four components, which are customer analysis, competitor analysis, market analysis, and environmental analysis.
- Customer Analysis
  - Segmentation
    a. Men and women aged 15-45 years.
b. Living in the Bandung and Jakarta  
c. Suitable for consumers who only eat fish or who are vegetarians.  
d. Familiar with current technology since the products are sold through online media  
e. SES A and B  
f. Love of Indonesian spices

- **Motivation**
  a. Encouragement from others  
b. Want to try new types of food  
c. Encouragement from promotion or advertising  
d. Want to give the product to the closest persons since the packaging is attractive

- **Dissatisfaction and problems faced by consumers**
  a. Lack of awareness on Cakalang fish for consumers in Bandung  
b. Sales system of Ransum Si Tante which is pre-order, not ready stock

- **Competitor Analysis**
  - Juragan Juragan, Jakarta. Baked macaroni and cheese with minced meat, smoked beef and cheese. Price range from Rp 35,000 to Rp 333,000.  
  - Manta Macaroni, Jakarta. Baked macaroni and cheese with smoked beef, smoked chicken or smoked tuna variants. The price is Rp 80,000.  
  - Macaroni Mia, Jakarta. Baked macaroni and cheese with beef, tuna, chicken, or shitake mushroom variants. Price range from Rp 38,000 to Rp 180,000.  
  - Macaroni Panggang, Bogor. Baked macaroni and cheese with beef or variants in regular or special flavors. Price range from Rp 14,000 to Rp 85,000.  
  - Mega Macaroni Panggang, Bandung. Baked macaroni and cheese with beef or chicken variants in original or spicy flavors. The price is Rp 5,000/cup for chicken and Rp 7,000/cup for beef.

- **Market Analysis**
  - **Market size**
  Ransum Si Tante’s targets middle to high class so that the targetted market size is the size of the middle to high market.
  - **Prospect of the market**
  Ransum Si Tante’s prospect is good it promotes fresh ingredients and healthy food shown in some of its raw ingredients that are low fat and low calories. Thus this Cakalang fish macaroni product can be consumed by people with high blood pressure, cholesterol, and those who are on a diet.
  - **Distribution system**
  a. Direct sales  
  b. Through social media  
  c. Stockist and reseller in Jakarta and surrounding areas  
  d. Working closely with other brands and other corporate companies  
  e. Consignment system with multiple channels  
  f. Working closely with courier services  
  g. Participating in offline events
  - **Market trends**
  Cakalang macaroni of Ransum Si Tante is a food product which put emphasize on traditional Indonesian flavors and raw ingredients used are high quality and healthy ingredients. It can be said that Ransum Si Tante’s products is included in the culinary business trend in 2013, although presently the company still does not have a restaurant; it is still selling through online media.

- **Environmental Analysis**
  - **Technological**
  a. R&D  
  b. The rapid growth of internet user in Indonesia  
  c. SOP
d. Recycleable aluminum foil for pan

- **Economical**
  The current economic situation is very promising in determining the selling price of Cakalang fish macaroni products. The price is adjusted to the size of the pan, thus that consumers can choose the price according to the size of the desired food.

- **Sociocultural**
  Ransum Si Tante offers Cakalang fish macaroni product by combining traditional Manadonese flavor with modern taste, thus creating a food product that is different from existing ones.

- **Demography**
  a. Men and women aged 15-45 years.
  b. Living in the Bandung and Jakarta
  c. Suitable for consumers who only eat fish or who are vegetarians.
  d. Familiar with current technology since the products are sold through online media
  e. SES A and B
  f. Love of Indonesian spices

G. **Company Analysis (Internal)**
Company analysis is the evaluation of the company's current position by combining the perspectives of marketing, operations, human resources, and finance to create new strategy.

- **Marketing Mix (4P)**
  
  - **Product**
    Cakalang fish macaroni recipe from Ransum Si Tante is made by the owner. This recipe is actually a mixture of traditional Manadonese from the owner's mother with modern macaroni schotel. This combination creates a unique flavor: delicious and rich with spices that no one has ever sold baked macaroni like this before.

  - **Price**
    Ransum Si Tante is located in Bandung where the price of food in the city is relatively cheap. The competitor price range based in Bandung is Rp 5,000 to Rp 7,000 so Ransum Si Tante the product’s price in this city is considered as middle. Meanwhile The competitor price range wich based in Jakarta and bogor is Rp 14,000 to Rp 330,000 so Ransum Si Tante in Jakarta on the other hand is relatively cheap compared to other competitors. And Ransum Si Tante often gives discounts or special pricing on religious holidays and also special discounts to loyal customers.

  - **Promotion**
    a. Through direct marketing, such as participating in offline events to increase market share and build brand awareness
    b. Through social media, since the influence of the internet users are effective enough
    c. Through word-of-mouth, because this method is quite an effective way; if a product is considered good by customers, they would recommend the product to friends and relatives, but if the product is not good then the branding will fail as well.

  - **Place**
    Currently Ransum Si Tante does not have its own outlets and its sales channels are still small, hence it distributes its products through service delivery, as well as several resellers and stockist available on some pickup points. Pickup point in Bandung is in the kitchen of Ransum Si Tante, while in Jakarta there are several pickup points such as Menara Mulia, BRI II Building, Jakarta Stock Exchange, and GKI Tower. There are also several pickup points in South Tangerang such as BSD, Melati Mas, Alam Sutera, Gading Serpong, and Bintaro.

- **Production**
  There are several factors that affect Ransum Si Tante’s production process, such as:

  - **Equipment**
    Equipment limitation results in delayed production capacity and sometimes can not be met. It is very important to have proper equipments that can handle large-scale orders.

  - **Pre-Order System**
Ransum Si Tante’s ordering system is Pre-Order (PO), two days prior to be sent to the consumers. However, if the production capacity were not so busy, it is possible that the products can be shipped a day after order. This system is carried out so that all orders can be fulfilled and still freshly baked when delivered to the consumer. But the weakness of this system is Ransum Si Tante cannot fulfilling the order if there are consumers who order a product and want the product delivered in the same day.

- **Product delivery process**
  
Now, Ransum Si Tante is working with a courier service that is used also by other individuals and institutions. Ransum Si Tante should confirm beforehand whether the courier is available or not. This factors is what caused the delayed delivery and on time when the product was not up to the consumer.

- **Human Resource**
  
Currently human resource of Ransum Si Tante is only done by one person, who is the owner / chef of Ransum Si Tante. Difficulties in choosing a suitable assistant often caused by several things, such as:
- Assistants sometimes is not punctual
- Assistants often do not follow a predetermined SOP
- Assistants are not skillful in handling the production process.

- **Financial**
  
- **Working capital**
    
Working capital management involves managing inventories, receivables, payable, and cash. The following tables describe the working capital of Ransum Si Tante six months into the business.

- **Cash flow**
  
During one year of operation, most of Ransum Si Tante sales target per month has not been met, resulting in significant cash flow fluctuation. The figure below is a chart illustrating Ransum Si Tante’s cash flow for 10 months.

**II. EFAS And IFAS**

EFAS and IFAS are analytical tool based on the ability to see the advantages and disadvantages of a business both externally and internally. The goal is to analyze a situation or condition in order to formulate corporate strategy.

- **EFAS**
  
EFAS (External Strategic Factors Analysis Summary) is an analysis using the factors of external analysis such as opportunities and threats that affect the existence of a business.

<table>
<thead>
<tr>
<th>Strategic External Factors</th>
<th>Weight</th>
<th>Rating</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opportunities (O)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consumers who eat fish and vegetarian</td>
<td>0.1</td>
<td>4</td>
<td>0.4</td>
</tr>
<tr>
<td>The popularity of online media shopping</td>
<td>0.1</td>
<td>4</td>
<td>0.4</td>
</tr>
<tr>
<td>No competitor who sells Cakalang macaroni</td>
<td>0.1</td>
<td>4</td>
<td>0.3</td>
</tr>
<tr>
<td>Increasing purchasing power</td>
<td>0.1</td>
<td>4</td>
<td>0.4</td>
</tr>
<tr>
<td>SES A and B (upper and middle class)</td>
<td>0.1</td>
<td>3</td>
<td>0.4</td>
</tr>
<tr>
<td>Cooperation with other brands and corporate companies</td>
<td>0.1</td>
<td>3</td>
<td>0.4</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td>0.6</td>
<td></td>
<td>1.9</td>
</tr>
<tr>
<td><strong>Threats (T)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rapid development of R &amp; D</td>
<td>0.1</td>
<td>2</td>
<td>0.2</td>
</tr>
<tr>
<td>Many competitors who sell baked macaroni</td>
<td>0.1</td>
<td>1</td>
<td>0.1</td>
</tr>
<tr>
<td>Lack of consumer awareness of Cakalang fish</td>
<td>0.1</td>
<td>1</td>
<td>0.1</td>
</tr>
<tr>
<td>Consumers who want ready stock product</td>
<td>0.1</td>
<td>1</td>
<td>0.1</td>
</tr>
</tbody>
</table>
The analysis in Table 2.6 shows that in EFAS, Opportunity factors have a total score of 1.9, whereas Threats factors have a total score of 0.5.

- **IFAS**

  IFAS (Strategic Internal Factors Analysis Summary) is an analysis using the factors of internal analysis such as strengths and weaknesses of the business itself.

  **Tabel 2.3 Matrix of Internal Factor Analysis Summary**

<table>
<thead>
<tr>
<th>Strategic Internal Factors</th>
<th>Weight</th>
<th>Rating</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths (S)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Homemade Cakalang macaroni recipe</td>
<td>0.1</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Affordable Price</td>
<td>0.1</td>
<td>4</td>
<td>0.4</td>
</tr>
<tr>
<td>Special discount for certain events</td>
<td>0.05</td>
<td>3</td>
<td>0.4</td>
</tr>
<tr>
<td>Webstore that never closes</td>
<td>0.1</td>
<td>4</td>
<td>0.15</td>
</tr>
<tr>
<td>Pickup points in Bandung, Jakarta, and South Tangerang</td>
<td>0.05</td>
<td>3</td>
<td>0.4</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>0.4</strong></td>
<td></td>
<td><strong>1.35</strong></td>
</tr>
<tr>
<td><strong>Weaknesses (W)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Limitation of necessary equipments for production</td>
<td>0.05</td>
<td>2</td>
<td>0.1</td>
</tr>
<tr>
<td>Pre-Order Systems</td>
<td>0.2</td>
<td>1</td>
<td>0.2</td>
</tr>
<tr>
<td>Limitation of Couriers</td>
<td>0.05</td>
<td>2</td>
<td>0.1</td>
</tr>
<tr>
<td>No assistant</td>
<td>0.1</td>
<td>1</td>
<td>0.1</td>
</tr>
<tr>
<td>Sales targets that are not met</td>
<td>0.2</td>
<td>1</td>
<td>0.2</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>0.6</strong></td>
<td></td>
<td><strong>0.7</strong></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1</strong></td>
<td></td>
<td><strong>2.05</strong></td>
</tr>
</tbody>
</table>

Analysis in Table 2.3 shows that in IFAS, Strength factors have a total score of 1.35 while Weakness factors have a total value score of 0.7. Next, the total scores of each factor is specified, Strengths 1.35, Weaknesses 0.7, Opportunity 1.9, and Threats 0.5. It can be concluded that above the value of Strength is above that of Weakness with the difference of +0.65, and the value of Opportunity is also above that of Threat with the difference of +1.4. The identification of these factors can be illustrated in the diagram below.

![Figure 2.15 Matrix of Cartesian Diagram for EFAS dan IFAS](image)

1. **SWOT Analysis**

SWOT Analysis is a planning structur that is used to evaluate the Strengths, Weaknesses, Opportunities and Threats in a business venture in determining business objectives by identifying
internal and external factors that are favorable and unfavorable to achieve its goals. Here are SWOT Analysis of Ransum Si Tante:

- **Strengths**
  - Cakalang macaroni recipe from Ransum Si Tante is original and homemade
  - The price is affordable
  - Event-specific special discounts are provided
  - Ransum Si Tante’s webstore never closes
  - Several pickup points in the area of Bandung, Jakarta, and South Tangerang

- **Weaknesses**
  - Lack of equipment to carry out the production process
  - Pre-Order System
  - Courier Limited
  - Not having an assistant
  - The sales target is not met

- **Opportunities**
  - Consumers who eat fish and vegetarian consumers
  - The popularity of shopping through online media
  - There is no competitor that sells macaroni tuna
  - Purchasing power is increased
  - SES A and B (upper and middle class)
  - Cooperating with other brands and corporate companies

- **Threats**
  - Rapid development of R & D
  - High number of competitors who sell baked macaroni
  - Lack of consumer awareness of Cakalang fish
  - Consumers who want products that are always ready stock

**J. Root Problem**

Based on the analysis of external and internal factors in Bandung, the root causes of Ransum Si Tante are summarized below:

- Lack of awareness on Cakalang fish for consumers in Bandung making Ransum Si Tante have difficulties in selling Cakalang macaroni products in this city
- Absence of outlets and sales channels causing the direct selling activities to be less than optimal
- The production process is done by only one person

**3. Business Solution**

This section provides an overview of the strengths, weaknesses, opportunities, threats coming from the external and internal environment. As a company that will grow and should be able to adapt to any business situation, Ransum Si Tante needs to analyze business strategies that will be used to determine alternative implementation of the plan.

**K. TOWS Matrix Formulation**

TOWS Matrix illustrates how the opportunities and threats facing a company can be matched with the strengths and weaknesses of said company to produce four combinations of possible strategic alternatives. TOWS Matrix is a tool used to develop four types of strategies: SO, WO, ST, and WT. Here is the result for TOWS Matrix Formulation of Ransum Si Tante:

- **SO Strategy.** SO Strategy is a strategy that uses the strengths to maximize opportunities.
  - Increase sales channel. (S5,O3)
  - Hold a promo for every purchase through the web store. (S4,O2)
  - Expand cooperation with other brands and corporate companies by participating in their events offline. (S3,O6)
  - Creating special vegetarian product with original recipe. (S1.O1)
- **ST Strategy.** ST Strategy is a strategy to minimize the threats by using strengths.
  - Create other products while maintaining the ingredients Cakalang fish ingredients. (S1,T1)
  - Provide special promo price. (S3,T3)
  - Provide public education regarding Cakalang fish through online ads. (S4,T3)
  - Intensifying direct selling activities in Jakarta. (W5,O4)

- **WO Strategy.** WO Strategy is a strategy that minimizes weaknesses to take advantage of opportunities.
  - Extend the reach of sales to meet sales targets. (W5,O5)
  - Hire a courier to support sales through the web store and social media. (W3,O2)
  - Promote the products via online media and channeling. (W5,O2)
  - Intensify the direct selling activities in Jakarta. (W5,O4)

- **WT Strategy.** WT Strategy is a strategy that minimizes weaknesses and avoids threats.
  - Purchase equipment to make the production process run faster so that it can achieve sales targets. (W1,T1)
  - Find and train assistants in accordance with the SOP. (W4,T3)
  - Conduct product innovation in order to meet customer needs. (W5,T2)
  - Utilize offline events to attract consumers who dislike PO system (W2,T4)

**IV. **Functional Strategy

Functional strategy is the approach of necessary functional areas aiming to achieve the objectives of the company, the business unit, and the strategies by maximizing resource’s productivity.

- **Marketing Strategy**
  - To hold promo for every purchase through the web store
  - To expand cooperation with other brands and corporate companies by participating in offline events
  - To expand the reach of sales to meet sales targets
  - To promote product through online media and channeling
  - To give special promo price
  - To educate the public about Cakalang fish through the online ads
  - To conduct product innovation in order to meet customer needs

- **Operations Strategy**
  - Creating special vegetarian product with original recipe
  - Creating other products while maintaining Cakalang fish ingredient

- **Distribution Strategy**
  - Adding sales channels

- **Human Resource Strategy**
  - Hire its own courier to support sales through the web store and social media
  - Find assistants and train them according to the SOP

- **Financial Strategy**
  - Intensifying direct selling activities in Jakarta
  - Purchasing equipment that help the production process run faster in order to achieve sales targets

**4. Implementation Plan**

**V. Conclusion**

In determining alternative solutions of the issues faced by Ransum Si Tante, the solutions should describe its purpose in relation to the business issues and should be considered cautiously. As mentioned in the previous section, the business issues faced by Ransum Si Tante are as follows:

- Lack of public awareness in London on Cakalang fish causing Ransum Si Tante has difficulties on Cakalang fish macaroni products.
- Absence of outlets and sales channels that limit the direct selling activities.
- Only one person who handles the entire production process in Ransum Si Tante.
Based on the external and internal analysis and weighing of EFAS and IFAS matrices, its is concluded that the strategy that should be executed by Ransum Si Tante is Growth strategy with Strengths scored 1.35 and Opportunities 1.9. In addition, the solutions to the business issues of Ransum Si Tante can be seen in below:

- Maintain lower cost than competitors.
- Purchase equipment for the production process to achieve sales targets.
- Intensifying direct selling activities in Jakarta.
- Making vegetarian diets products with original recipes.
- Adding a sales channel.
- Holding promo for every purchase through the webstore.
- Expanding cooperation with other brands and corporate companies by participating in their offline events
- Expanding the reach of sales to meet sales targets
- Create another product while maintaining Cakalang fish ingredients
- Give special promo price
- Educate the public about Cakalang fish through online ads
- Innovate the product to satisfy customer needs
- Utilize offline events to attract consumers who dislike the PO system
- Hiring its own courier to support sales through the webstore and social media
- Find and train assistants in accordance with the SOP

**N. Action Plan**

Based on the analysis of functional strategies formulated through TOWS Matrix, five strategies are found: marketing strategy, operational strategy, distribution strategy, human resource strategy, and financial strategy. The implementation of these strategies is related to the programs, timelines, budget, and the person in charge (PIC). Below is a table of development and implementation for Ransum Si Tante

<table>
<thead>
<tr>
<th>Marketing Strategy</th>
<th>Action Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Hold promo for every purchase through the webstore</td>
<td>• Provide vouchers, special discounts, free delivery charge, gimmicks or merchandises from Ransum Si Tante</td>
</tr>
<tr>
<td>• Expand cooperation with other brands and companies by participating in offline events</td>
<td>• Participate in bazaar, garage sale, fairs, corporate meetings, and large-scale seminars</td>
</tr>
<tr>
<td>• Expand the reach of sales to meet sales targets</td>
<td>• Attract potential new customers</td>
</tr>
<tr>
<td>• Promote the product through online media and channeling</td>
<td>• Advertise on social media</td>
</tr>
<tr>
<td>• Special price sales</td>
<td>• Partnership and provide tester</td>
</tr>
<tr>
<td>• Educate the public about Cakalang fish through online ads</td>
<td>• Give special discount</td>
</tr>
<tr>
<td>• Product innovation to satisfy customer needs</td>
<td>• Creating an online ad design with fun content</td>
</tr>
<tr>
<td></td>
<td>• R &amp; D to create new products</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operations Strategy</th>
<th>Action Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Make original special vegetarian diets products</td>
<td>• Making products with vegetarian ingredients</td>
</tr>
<tr>
<td>• Create other products while maintaining Cakalang fish ingredient</td>
<td>• R &amp; D to create new products while maintaining Cakalang fish ingredient</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Distributions Strategy</th>
<th>Action Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Add sales channels</td>
<td>• Insert the product to places crowded with traffic</td>
</tr>
<tr>
<td>• Utilize offline events for those who dislike the PO</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.1 Ransum Si Tante Action Plan
<table>
<thead>
<tr>
<th>system</th>
<th>• Participate in offline events so that consumers can buy ready-stock products</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Human Resource Strategy</strong></td>
<td><strong>Action Program</strong></td>
</tr>
<tr>
<td>• Hire its own courier to support the sales</td>
<td>Recruitment of new employees based on required criteria and train them in accordance with SOP</td>
</tr>
<tr>
<td>• Find and train assistants in accordance with SOP</td>
<td></td>
</tr>
<tr>
<td><strong>Financial Strategy</strong></td>
<td><strong>Action Program</strong></td>
</tr>
<tr>
<td>• Intensify direct selling activities in Jakarta</td>
<td>• Participate in offline events in Jakarta</td>
</tr>
<tr>
<td>• Maintaining a cheaper price than competitors</td>
<td>• Set prices below competitors</td>
</tr>
<tr>
<td>• Purchase equipment for the production process to achieve the sales target</td>
<td>• Buy new equipment with specifications that could handle large-scale production</td>
</tr>
</tbody>
</table>

O. **Recommendation**

Referring to the previous analysis, there are some recommendations for Ransum Si Tante in providing solutions to the root problems. The solution is in the form of new business model which includes all the solutions required by Ransum Si Tante. The following are the new model recommended to solve Ransum Si Tante’s problems:

- **Customer Segment**
  - Men and women aged 15-60 years
  - Lives in Bandung and Jakarta
    - Jakarta and surrounding areas include Bogor, Tangerang, and Bekasi
    - Bandung and surrounding areas include Padalarang, Cimahi, and Cileunyi.
  - The price is affordable
  - SES A, B and C
    - Income over Rp 1,500,000 to Rp 30,000,000 per month
    - Includes all status of employment including high school students, college students, young executives, housewives, and pensioners
    - Having lifestyles such as hanging with friends or relatives, like to eat snacks, a healthy lifestyle, and like to eat healthy snacks
    - Edible to vegetarian consumers as it is made from fish
    - Like the Manadoonese foods that are spicy
    - Likes to try new and unique foods
    - Familiar with current technological developments since the sales are through online media
    - Like the foods that contain a lot of Indonesian spices

- **Distribution Channel**
  - Direct sales
  - Channeling
  - Social media and webstore

- **Customer Relationship**
  - Provide vouchers, special discounts, free delivery charge, gimmick or merchandise from Ransum Si Tante
  - Provide special discounts

- **Key Resources**
  - Supplier of Cakalang fish to support production processes of Ransum Si Tante
  - Assistant in the area of production and delivery (private courier)
  - Marketing
  - Printing services

- **Key Activities**
  - Keep serving fresh food products even though there are ready stock products
  - Advertise on social media
  - Build brand awareness by educating the public in Bandung about Cakalang fish with fun content
- Create a new product innovation in order to meet customer needs while maintaining Cakalang fish ingredients
- Create innovative products with vegetarian ingredients
- Participate in offline events in Jakarta and Bandung so that consumers can buy products ready stock
- Purchase new equipments that include large-scale production so that production can be more effective

- **Key Partnership**
  - Administrator of the twitter account @ Kuliner_Bandung where Ransum Si Tante advertises on social media
  - Webhosting that take care Ransum Si Tante ’s website
  - Suppliers of Cakalang fish ingredients
  - Printing services
  - Shipping company
  - Travel company

**References**

*Techno Kompas*, 2013, internet users in Indonesia on 2012, Quoted 16 April 2013 http://teknokompas.com/read/2012/12/13/10103065/2013.pengguna.internet.indonesia.1.a.tembus.82.juta
*Wikipedia*, 2013, in search of Bandung City, Quoted 16 April 2013 http://id.wikipedia.org/wiki/Kota_Bandung