

CHAPTER I

INTRODUCTION

A. The Initial Idea

Indonesia is a populous country with a total population of 277,349,081 people as of 2021 and has a yearly growth rate of 1.07% in 2020 (World Population Review, 2021). It is widely known for its tourism industry which continues to grow and has become an important indicator to the nation's economic growth and development plans. According to *Undang-Undang Republik Indonesia Nomor 10 Tahun 2009 tentang Pariwisata*, tourism is an integral part of the national development as it contributes a large portion of income to the local economy, helps to improve the economic well-being of the population, and equalize the distribution of business opportunity and job vacancy through tourist visits and expenditure within the country.

As one of the tourism sector industries in Indonesia, the food and beverage sector industry is the second largest contributor to the non-oil and gas processing industry sector in the third quarter of 2021 as it reaches 38.91% and contributed a total of 6.66% to the nation's Gross Domestic Product (GDP). This sector also plays a role in accelerating the national economic recovery after being undermined by the COVID-19 pandemic (*Kementerian Perindustrian, 2021*). According to the Directorate General of Agro Based Industry (*Kementerian Perindustrian, 2021*), the food and beverage sector industry remains as one of the sectors with a high demand during the pandemic period because people still need to consume nutritious food to increase their body's immunity as part of their effort in maintaining their health. This sector industry had also brought positive impacts to the national

economy, such as through the increase in the performance of the national manufacturing exports with 21,68% in the first semester of 2021 compared to the previous year, and the absorption of a large workforce with as much as 1,85 million workforces as of July 2021. As a matter of fact, this sector industry had absorbed the most labor in the manufacturing sector in 2021 with as much as 27%, followed by the apparel industry with 13%, and the wood industry with 8.5% (*Badan Pusat Statistik, 2021*).

In addition, the foreign investment in the food and beverage sector industry had grown predominantly between January–September 2021. According to the Ministry of Investment, the foreign investment in the food and beverage sector experienced an increase of 75.93% when compared with the same period in 2020. The General Chairman of the Association of Indonesian Food and Beverage Entrepreneurs added investors in the food and beverage industry are more optimistic with regards to the prospects in Indonesia than the previous year. This is because from 2020 to mid-2021, there will be a consequential increase in consumer consumption despite the effect of the pandemic, hence an improvement in the national economic outlook (*Bisnis.com, 2021*).

TABLE 1
Total Population by Regency / City in Banten Province, 2017-2020

Regency / City	Total Population (Soul)			
	2017	2018	2019	2020
Pandeglang Regency	1.205.203	1.209.011	1.211.909	1.272.687
Lebak Regency	1.288.103	1.295.810	1.302.608	1.386.793
Tangerang Regency	3.584.770	3.692.693	3.800.787	3.245.619
Serang Regency	1.493.591	1.501.501	1.508.397	1.622.630
Tangerang City	2.139.891	2.185.304	2.229.901	1.895.486
Cilegon City	425.103	431.305	437.205	434.896
Serang City	666.600	677.804	688.603	692.101
South Tangerang City	1.644.899	1.696.308	1.747.906	1.354.350
Banten Province	12.448.160	12.689.736	12.927.316	11.904.562

Source: *Badan Pusat Statistik* (2021)

Table 1 shows the total population in Banten Province. Based on the table, the population in Banten Province are seen to experience a significant decrease in 2020 as the COVID-19 outbreak occurs. However, the number of populations within the last three consecutive years are seen to constantly increase. Therefore, it does not limit the possibility that such positive trend will likely occur again. As a matter of fact, according to the population census data as published by *Badan Pusat Statistik* (2020), Banten Province lies fifth in place as the largest population in Indonesia with a total population of 11.904.562 soul. Banten Province also has a strategic location not only because it lies close to the capital city of Jakarta, but because it also excelled in terms of trade routes and agglomeration economies (Kompas.com, 2020).

South Tangerang City is a city located on the southern part of Banten Province with a total area of 147.2 km². It is considered a densely populated area as it ranked second of the largest city in Banten Province, and the sixth largest city in the greater Jakarta area due to the high number of populations it has. As a matter of

fact, the number of populations are likely to remain the highest of all other districts based on the current trend as seen in Table 2 below.

TABLE 2
Total Population in South Tangerang City, Banten Province, 2017-2020

Districts	Total Population (Soul)			
	2017	2018	2019	2020
Setu	86.783.00	89.825.00	92.890.00	84.178.00
Serpong	184.761.00	191.968.00	199.283.00	154.744.00
Pamulang	350.923.00	359.810.00	368.603.00	305.563.00
Ciputat	239.152.00	245.727.00	252.262.00	208.722.00
East Ciputat	211.003.00	215.186.00	219.261.00	172.139.00
Pondok Aren	392.284.00	405.316.00	418.420.00	294.996.00
North Serpong	179.993.00	188.476.00	197.187.00	134.008.00
South Tangerang City	1.644.899.00	1.696.308.00	1.747.906.00	1.354.350.00

Source: *Badan Pusat Statistik* (2021)

The high number of total populations in South Tangerang City will ultimately increase their demand towards basic needs, including food and beverage. Therefore, establishing a food business in this area would be of great opportunity as there are an ascertained number of populations thus demand towards it.

Another indicator that would support the population's demand towards food and beverages in South Tangerang City is its purchasing power which can be measured through their adjusted expenditure as described in Table 3.

TABLE 3
Percentage of Monthly Expenditure per Capita for Food in Tangerang Selatan Municipality, 2019 and 2020

Commodity Group	Monthly Expenditure (%)	
	2019	2020
Cereals	2,69	2,68
Tubers	0,37	0,42
Fish / Shrimp / Common Squid / Shells	2,96	3,10
Meat	2,51	2,18
Eggs and Milk	2,57	2,39
Vegetables	2,64	3,05
Legumes	0,83	0,81
Fruits	2,16	2,25
Oil and Coconut	0,68	0,69
Beverage Stuffs	0,95	0,97
Spices	0,68	0,76
Miscellaneous Food Items	0,66	0,63
Prepared Food and Beverages	16,97	16,13
Cigarettes	3,36	3,50
Total Food	40,04	39,56

Source: *Badan Pusat Statistik* (2021)

Based on Table 3, it can be concluded that there is a significant difference in the amount of per capita expenditure towards Prepared Food and Beverages in South Tangerang City as it reaches 16,13% as of 2020, ranking them first as the municipality with the highest per capita expenditure and therefore its purchasing power.

South Tangerang City specifically Alam Sutera became the chosen location for Hatsu Tori Restaurant to operate due to its strategic location where several residential areas, commercial districts, shopping centres, and leisure centers are easily reachable within a close distance. Besides strategic, the location of Alam Sutera is also considered accessible due to the existence of the Kunciran Toll Road

which connects the city of Jakarta with Tangerang. This toll serves as a support facility for businesses in Alam Sutera due to the access it provides for the residents of Jakarta to enter Tangerang. Alam Sutera also proves to be an area with a high potential for development growth as there has been new housing residences such as Sutera Winona, and commercial projects that are currently on process to be executed. Therefore, a greater proportion of potential customers for Hatsu Tori Restaurant. Precisely, the location of the establishment is at Jalan Alam Sutera Boulevard Utama No. Kav. 21, South Tangerang just as seen from the marked rectangle from the map of Figure 1 below.

FIGURE 1
Map of Jalan Alam Sutera Boulevard



Source: Data Analysis (2021)

The culinary industry in Indonesia is currently expanding, not only in terms of local foods, but also from other countries which had dominated the Indonesian cuisine. One of the popular culinary cuisines in Indonesia is Japanese cuisine (Briliofood, 2017). Japanese cuisine are a diverse cuisine which reflects the

different regions and traditions within the culture of Japan (The Daily Meal, 2014). In Indonesia, Japanese cuisine has become one of the most desired cuisine and had driven a number of investors to compete in serving a variety of Japanese cuisine to attract customers. The President of PT Bushi Foods Indonesia, Shusaku Yasumaru, acknowledged the Indonesian market for Japanese restaurant is indeed promising as Japanese cuisine are very popular among Indonesian people (Akurat.co, 2019). According to Soemantri as an Indonesian Food and Restaurant Observer, one of the foods which are most demanded by the Indonesian besides local foods is Japanese foods due to its distinctive taste and uniqueness which fits the Indonesian's taste buds. A Japanese marketing expert, Tsutomu Yoshitake, added Japanese food business in Indonesia is experiencing a rapid growth as the taste of Japanese food are considered almost similar to Indonesian food and can be well accepted by the Indonesian (Investor.id, 2016). In addition, the method of processing the dish varies from frying, boiling, steaming, grilling or roasting, and the ingredients used to processed the food are also diverse (Briliofood, 2017).

Chicken meat is one of the most universal ingredients that is often used to processed various Japanese foods. Chicken meat has a varieties of types, ranging from the local chicken to the organic chicken, each with its own distinctive meat quality, taste and texture (Livestock Japan, 2020). According to Food Navigator Asia (2019), as people aged, they are more conscious of their health which ultimately makes chicken, specifically breast meat, popular due to its low fat and high protein content. Japanese restaurants in Indonesia itself incorporates chicken meat as its main ingredients to create a variety of chicken dishes. One of the popular Japanese dishes in Indonesia which uses chicken as its main ingredient is *yakitori*.

Japanese *yakitori* made using the method of grilling became one of the many favorite options due to its good taste that is enhanced with natural seasonings which adds to the level of savories. According to Ono & Salat (2011, p.19) in their book called “The Japanese Grill”, *yakitori* is one of the most popular and beloved foods in Japan. *Yakitori* is always bite-sized chicken pieces marinated in soy sauce before impaled on skewers and grilled over fire. *Yakitori* itself has many other popular variations such as *Momo*, *Mune*, *Negima*, *Tsukune*, etc. *Yakitori* uses a relatively small number of steps in its method due to the few ingredients needed in making this food. *Yakitori* also includes a short length of preparation time as its ingredients have been previously prepared, thus saving customer’s ordering time. In addition to *yakitori*, chicken meat is also used to processed other popular Japanese foods such as *Katsu Don*, *Karaage*, *Oyako Don*, *Shoyu Butter Chicken*, and *Chicken Chahan*.

According to Walker (2017, p.292), quick-service restaurants (QSR) or fast-food restaurants are restaurants which offers a limited menu and focuses on the convenience of people on the go. The concept of quick-service restaurant is that it delivers fast service and would normally include self-service facilities. According to a research conducted by Aviva Insurance Company in the UK, millennials of aged 18 to 35 prefer to consumed practical and prepared food compared to consuming cooked food at home. In addition, this generation are said to be willing to spend their money on pizza as much as 10 times a month, or 5 times as much as those of aged 55 (Liputan6.com, 2018). As more people turned their demand on quick-service restaurant, this restaurant industry itself were forced to quickly adapt

to serve a high number of customers at the most efficient and safe manner (CreativeRealities, 2021).

As one of the most demanded industries in Indonesia, the food and beverage industry was greatly affected with all the changes and challenges occurs following the arrival of the COVID-19 pandemic. In response to that, the whole community were forced to adapt a new lifestyle or the so-called new normal to minimize and reduce the COVID-19 transmission. The World Health Organization (WHO) suggests some preventive measures needs to be taken, including maintaining a physical distance of at least 1 meter apart from one another. This preventive measure was especially necessary to be taken in communal spaces including restaurants. Maintaining physical distance between one another has become a form of means to reduce one's risk of being infected by the COVID-19 disease (WHO, 2021). Due to these regulations, restaurants were forced to come up with new setups and arrangements to increase their revenue stream or to survive amid the pandemic at the least. These setups and arrangements include the addition of drive-thru and delivery service especially as interactions between staff and customers in these services are minimized (QSR Magazine, 2021).

Prater & Olandt (2020) from QSR Magazine stated the value of drive-thru experience a continuous increase following the enforcement of physical distancing to limit large gatherings and keeping customers safe. The accessibility for customers in obtaining their food through drive-thru service had in return increases the sales of drive-thru businesses up to 70 percent. The popularity of drive-thru service had increased and became the current social trends following the COVID-

19 pandemic. In fact, industry experts believe drive-thru ordering will remain above pre-pandemic levels even after the provision of vaccination (CNBC, 2021).

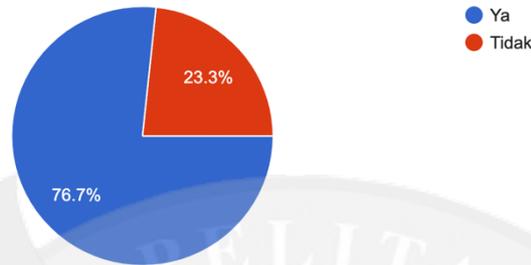
Based on the research result described above, the author is inspired to establish a Japanese quick-service restaurant using chicken meat as its main ingredients. This restaurant concept will feature both dine-in service with a strict health protocol, as well as a drive-thru service to add convenience for customers in obtaining their food when social distancing plays a role as a safety measure during the pandemic. This Japanese drive-thru restaurant will be named “Hatsu Tori Restaurant”. The word “Hatsu Tori” is a Japanese term to which when translated means “The first chicken”. Together, the name of the restaurant described the first Japanese restaurant offering chicken menu item to be served in an active and quick mode, that is drive-thru.

The author believes combining the concept of a Japanese quick-service restaurant using chicken meat as its main ingredients in both dine-in and drive-thru service will create a new and profitable trend in the food and beverage industry. This can be further supported through the demand and interests of respondents towards this restaurant concept. Figure 2 below shows the result from the pre-test questionnaire with regards to the interests of respondents towards a Japanese drive-thru restaurant offering Japanese food with chicken as its based. From a total of 30 respondents, 23 respondents or an equivalent of 76.7% answered they are interested towards a Japanese restaurant with a drive-thru service offering Japanese food with chicken as its based.

FIGURE 2
Pre-test Result of Hatsu Tori Restaurant

Are you interested in the concept of a Japanese restaurant with a drive-thru facility offering Japanese chicken-based food item?

30 responses



Source: Data Analysis (2021)

B. The Objectives

This business feasibility study is carried out with the aim to analyze whether Hatsu Tori Restaurant is considered feasible / viable to be established based on the aspects contained therein. Conducting this business feasibility study helps the business owner in determining its source of investment, whether it would be from investors, bank as one to lend help through credits or loan payments, as well as government as one responsible in enforcing laws and assistance in providing the required facilities. The objectives of this business feasibility study are divided into two parts which are the major objectives and the minor objectives.

1. Major Objectives

a. Market and Marketing Aspect

The market and marketing aspect analyses the demand, supply, segmentation, target, and positioning, and the marketing mix that are to be used. This aspect also covers external factors including the economic, social, legal, political, law, environment, and technology that would

influence the market growth of Hatsu Tori Restaurant, hence the feasibility of this restaurant to be pursued in terms of its market and marketing aspect.

b. Operational Aspect

The operational aspect analyses the types of activities and facilities, as well as the relation between the activities and facilities, the calculation of areas needed for the available facilities, the technology required for the business operation, and the most viable location for Hatsu Tori Restaurant to operate.

c. Organization and Human Resource Aspect

The organization and human resource aspect analyze the organization structure, the duties and responsibilities of each assigned job, the human resource, the training and development program, and the juridical aspect to ensure the feasibility of Hatsu Tori Restaurant.

d. Financial Aspect

The financial aspect analyzes the needs and sources of funding, the projection to operational costs, estimation of business income, balance projections, cash flow projections, profit and loss projections, break-even analysis, investment assessment, ratio analysis, as well as the risk management of Hatsu Tori Restaurant to examine whether this investment project is considered viable.

2. Minor Objectives

- a. To create new job opportunities for the local community which in return will help the local government in reducing the rate of unemployment and increasing the regional and state revenues through tax payments.

- b. To provide an alternative for the local community in obtaining Japanese foods through the means of drive-thru following the implementation of the Community Activities Restrictions (*PPKM*).
- c. To provide additional information to the readers as reference material both for literature review and as subsequent studies.

C. Research Methodology

In conducting the business feasibility study of Hatsu Tori Restaurant, supporting data that are valid and reliable are required to determine the feasibility of this business. As such, the business research method is used. According to Sekaran & Bougie (2016, p.2), business research is defined as something organized and systematic to investigate a specific problem found within the business environment, and to find solutions to overcome these problems. The research method used to collect the required valid and reliable data for this business are as follows:

1. Primary Data

Primary data refers to data obtained directly by the researcher specifically for the purpose of the study (Sekaran & Bougie, 2016, p.111). Primary data are generally more accurate as the data collected is obtained directly from the researcher without any intermediaries, thus the result of the research tend to be in accordance with the needs of the researcher. The two forms of primary data used in this business feasibility study are:

a. Questionnaire

Questionnaire is a set of written questions where respondents are required to fill in their answers in a predetermined order (Sekaran & Bougie, 2016,

p.142). An advantage of using questionnaire is that it is an inexpensive and efficient form of method to collect the needed data. Questionnaires are normally used to collect quantitative data which can be distributed personally, electronically, or by mailing to the intended respondents. Due to the current COVID-19 pandemic situation which makes direct distribution of questionnaires impracticable, Hatsu Tori Restaurant will use the mode of electronic questionnaires. According to Sekaran & Bougie (2016, p.143), the use of electronic and online questionnaires are relatively easy and fast as such mode uses the help of “web forms” in which the result will be stored in a database. Before the questionnaires are distributed, the researcher must first determine its population and samples. Population refers to a group of people, events, or things in which the researcher wishes to investigate and make interferences on. On the other hand, samples are subsets of the population which comprises some members from it (Sekaran & Bougie, 2016, p.236-237). By identifying the samples, researchers may easily draw an applicable conclusion which represents the entire population.

According to Sekaran & Bougie (2016, p.240), there are five stages involve in the sampling process, which are:

- 1) Defining the population

The target population must be determined and bounded by the geographic factor. As Hatsu Tori Restaurant will be built at Alam Sutera, South Tangerang City, therefore the target population would

be residents with an easy access to Alam Sutera, such as those domiciled in Gading Serpong, Lippo Karawaci, BSD city, and Jakarta.

2) Determining the sample frame

Sample frame represents the physical representation of the entire elements in the population from where the samples are drawn. In this business feasibility study, the chosen sample frame are male and female respondents who resides in Alam Sutera, Gading Serpong, Lippo Karawaci, BSD city, and Jakarta.

3) Determining the sampling design

In analyzing this business feasibility study, the nonprobability sampling technique will be used where the population do not have a predetermined chance of being selected as the subjects. The chosen sampling method in this study is the convenience sampling, whereby the data and information collected are given by the population who are convenient to provide it. Such technique and method are chosen as it is considered most favorable in terms of time and cost-efficient to obtain the needed information.

4) Determining the appropriate sample size

According to Hair et al. (2014), the general rule in determining the appropriate sample size is that the sample ratio should not be below 5:1, this means the minimum number of respondents required to fill in the questionnaire related to the 8ps is as much as five times from the entire variables intended to be analyzed. As the questionnaire consists of a total of 36 questions with regards to the 8ps, therefore the

minimum sample size required in this business feasibility study is 180 respondents.

5) Executing the sampling process

This final stage involves the researcher to begin distributing the questionnaires. The questionnaire involves the use of a six-point Likert scale as an instrument to measure the level of respondents' agreement or disagreement towards a certain statement.

b. Observation

Observation encompasses the act of watching, recording, analyzing, and interpreting behaviors, actions, or events (Sekaran & Bougie, 2016, p.127).

Observation needs to be carried out to enable Hatsu Tori Restaurant in distinguishing the current consumer trends in the food industry, the current consumer's buying power, the existing competitors, etc.

2. Secondary Data

Secondary data are data which have been previously collected by other parties through existing sources and are readily available to be used (Sekaran & Bougie, 2016, p.37). For this business feasibility study, the secondary data used includes:

a. Government Data Sources

Badan Pusat Statistik (BPS) is a non-departmental government institution which provides statistical data and information such as the number of populations in an area, as well as their consumption pattern that are needed to be further analyzed in this business feasibility study.

b. Internet and Websites

These platforms are of useful tool as it provides various sources of references such as scientific journals, articles, and other supporting data needed in this business feasibility study.

c. Libraries

Various books which serve as sources associated in this business feasibility study, including the tourism industry, the research methods, the food and beverage industry, as well as the Japanese cookbook related to *yakitori* are part of secondary data found in the library.

D. Theoretical Conceptual Overview

1. Definition of Restaurant

According to Four Seasons Hotel, London (2015, p.68) restaurants are any public place that specializes in the sale of prepared food for consumption both on-or off-premise.

2. Classifications of Restaurant

According to Walker (2017, p.283-295), restaurants are classified into two types which are full service restaurant and casual dining and dinner house restaurant. Hatsu Tori is categorized as a casual dining restaurant.

a. Casual Dining and Dinner-House Restaurants

Casual dining and dinner-house restaurant are informal restaurants with a relaxing and fun atmosphere offering affordable food products in the form of signature menu which becomes the hallmark of the restaurant. Casual Dining and Dinner-House Restaurant is divided into:

1) Family Restaurants

Family restaurant is an informal type of restaurant located in an accessible area, usually near the suburbs and offers various types of affordable menus with no alcoholic beverages as families become their target market. Example: Sana Sini Restaurant

2) Ethnic Restaurants

Ethnic restaurant is a type of restaurant that focuses on serving cuisines based on a particular country or region. Just like its food menu, the service and the ambiance of the restaurant will also describe the cultures and characteristics of that country or region. Example: Sushi Tei as a Japanese restaurant

3) Theme Restaurants

Theme restaurant is a themed restaurant built to bring about a fantasy related to the theme used / applied. In this type of restaurant, the food menu, the ambiance and service of the restaurant, and the grooming of the restaurant's servers will match the theme of the restaurant to create an overall unique experience for customers. Example: Kumoya Restaurant, Singapore

4) Quick-Service / Fast-Food Restaurants

Quick service restaurant (QSR), also referred to as fast-food restaurants, offers limited menu items in an effective and efficient manner as this form of restaurant aims to serve the maximum number of customers at the most minimum amount of time. Example: McDonald's and Burger King

3. Classification of Menus

Menu is a selling aid where its design must be appealing to attract customers' attention (Cousins et al. (2014, p.90)). According to Walker (2017, p.278-279), menu are classified into six classes which are as follows:

a. À la Carte Menus

À la Carte menu is the most common form of menu used in restaurants. This type of menu enables customers to order a variety of individual food items from appetizers to desserts, and even beverages each with its own price.

b. Table d'hote Menus

Table d'hote menu, also known as prix fixe menu, offers a complete set of meal from appetizers to desserts, as well as beverages for customers to choose from with a fixed price. The number of food options that are available for each course in this menu are usually limited.

c. Du jour Menus

Du jour menus offers menu that are only available on specific days. In other words, they are menu "of the day".

d. Tourist Menus

Tourist menus are made and offered to attract the attentions of tourists. Theses menus are relatively quick in preparation, inexpensive, and tend to reflect the taste of the regions where the tourists visit.

e. California Menus

California menus are often found in some California restaurants where customers may place their order at any time of the day based on the given menu.

f. Cyclical Menus

Cyclical menus are menus that are offered repeatedly over a certain period.

4. Classification of Food and Beverage Service

According to Cousins et al. (2014, p.17), the food and beverage service is an important part in every restaurant operation as it serves as a link which connects customers to the menu offered by the restaurant. The key to a great service lies in the role of the server in interacting and delivering the service to the customer. Food and beverage service are classified into five categories, which are table service, assisted service, self-service, single point service, and specialized service. The types of serviced which will be offered by Hatsu Tori is the single point service.

a. Single Point Service

Single point service is a type of service that is considered relatively practical and efficient as all activities including the process of ordering, paying, and receiving the orders are done at a single point in the same counter.

1) Takeaway

A form of service where customers are obliged to place and take-away their order at a counter to then consume it off the premises.

2) Drive-thru

A similar form of service as to takeaway service, but in a drive-thru service, customers will need to drive their vehicle to place and take-away their order at the designated point.

3) Fast Food

A form of service where a limited choice of menu is offered, the speed of service is prioritized, and a dining area and takeaway facilities are provided.

4) Vending

A form of service where food and beverage are provided using the means of an automatic retailing.

5) Food Court

A form of service with several counters serving different types of food items. Customers may order and consume either on-or-off the premises.

5. Business Concept

According to the theoretical conceptual mentioned above, Hatsu Tori Restaurant is classified as a business component in the tourism sector industry. Hatsu Tori Restaurant as a Japanese restaurant exemplifies a quick-service restaurant with a single-point service where customers will place and pick-up their order at a single designated point. Based on the observations which have been made, there have been a number of Japanese quick-service restaurants established in Tangerang City, however none has adopted a drive-thru service. With that, the author aimed in creating a Japanese quick-service restaurant with

a drive-thru service which prioritized the safety of consumers in obtaining Japanese foods when social distancing plays a role during the pandemic.

Hatsu Tori Restaurant will be offering a variety of Japanese foods using chicken as its main ingredients, including a selection of *yakitori*, *donburi*, and *ramen* in an a'la carte menu. A form of table d'hote menu will also be available specifically for the *yakitori* menu which will enable customers to choose their preferred *yakitori* in set menus and platters according to their liking. To complement the taste of *yakitori*, Hatsu Tori Restaurant will also be serving a variety of sauce toppings (mayonnaise sauce, *mentaï* sauce, *umai* sauce, and *wasabi* mayonnaise sauce), additional menu items (side dishes) of Japanese rice and soup, Japanese desserts (pudding and cake), and Japanese beverages. In accordance with a drive-thru service, all of the menu items offered by Hatsu Tori may be produced at a short period, ergo saving production and customers waiting time.

The concept of drive-thru service adopted by Hatsu Tori Restaurant will feature technologies to enhance the restaurant's efficiency and effectiveness, and which in return will increase customer's satisfaction and experience. These technologies include a presell digital menu board and a digital menu board. The presell digital menu board serves as the first opportunity to influence customers on what food items are offered by the restaurant hence enabling them to decide their orders beforehand to increase the efficiency of the restaurant service. The presell digital menu board will also display a digital QR code menu which customers in vehicles queuing behind may scan it in their personal devices to give a preview of the menu prior ordering. After viewing the presell digital

menu board, customers will then encounter the digital menu board. Digital menu board is a flexible and personalized technology in that it enables the menu or pricing to be easily adjusted and edited to fit customer's needs.

Hatsu Tori Restaurant will follow the CHSE protocols (Cleanliness, Health, Safety, and Environment Sustainability) in carrying out the restaurant operation to maintain the health and safety of customers from various aspects. This protocol requires Hatsu Tori Restaurant to maintain the hygiene of all products and services offered, and the necessity for all employees to use medical equipment such as masks, face shields, and disinfectants or sanitizers on a regular basis around the area of the restaurant. Moreover, Hatsu Tori Restaurant will always strive to maintain the health of its employees by conducting regular periodic health tests to prevent the transmission of the COVID-19 disease. Accordingly, a thermal scanner and a standing automatic hand sanitizer dispenser will be provided for customers at the entrance door to avoid cross infection of COVID-19.

To support the delivery service, Hatsu Tori Restaurant will provide a designated area for mobile order pick-up; a form of grab-and-go service supported by online food delivery applications such as GoFood, GrabFood, and ShopeeFood which enables customers to order food from their respective home / location. Hatsu Tori Restaurant will also provide a take-away service for customers who would like to consume their foods off the premise.

As for dine-in service, Hatsu Tori Restaurant will provide both an indoor area and an outdoor area located at the second floor for customers to dine. Outdoor area is chosen to minimize the airborne transmission of COVID-

19. According to *Instruksi Mendagri No.57/2021*, restaurants at South Tangerang City as one of the five regions of Jabodetabek area to reached PPKM Level 1 are allowed to operate with strict health protocols and a maximum of 75% occupancy. Therefore, following the regulations given by the government, the amount of seat capacity in the restaurant will be minimized to only 75% of the normal seat capacity.

Hatsu Tori Restaurant will be built at Jalan Alam Sutera Boulevard Utama No. Kav. 21, South Tangerang with an operational hour from 09:00 to 21:00. The theme of Hatsu Tori Restaurant is modern Japanese where the decorations and ornaments depicts the modern side of Japan. Through these decorations too, Hatsu Tori Restaurant aims to create an *instagrammable* Japanese atmosphere to attract customers towards the restaurant.