

CHAPTER I

INTRODUCTION

A. The Initial Idea

In Indonesia, the food culture is shaped by its diverse geography, history, and cultural heritage, and offers a wide variety of distinctive flavours and culinary traditions. This diversity not only enriches local food experiences, but also positions food as a powerful tool to enhance the country's tourism sector, as well as showcasing Indonesia's food offerings to both local and international visitors (Wijaya, 2019).

As the country's food culture gains recognition, the demand for unique and indulgent dining experiences continue to rise. Research on food trends in Indonesia highlights that consumers places significant value on eating and drinking experiences that are both unique and sensory-driven. This presents an opportunity for brands to innovate by introducing flavours that captivate consumers, catering to a market who is eager for creativity and distinction (Ma, 2024).

Despite these opportunities, the industry still faces a decline in innovation. In the first five months of 2023, only 26% of global food and beverage product launches were considered genuine innovations, such as new products and brands. This is a decrease from the 33% in the year 2019 (Eastlake, 2024). showcasing that there is a challenge for the sector to maintain growth and appeal in a rapidly changing market.

Amidst this need for innovation and variation, fusion cuisine has emerged as a creative solution. Fusion food refers to the blending of

different food components to craft a single dish with a distinct flavour profile, and it can also be described as a culinary innovation that combines elements of culinary traditions (Ramadhani, 2024). Fusion cuisine has become a prominent trend as chefs seek to create unique flavours and it is not only about mixing ingredients, but about reinventing classic recipes in novel and innovative ways (Kumar, 2023).

In fusion cuisine, the chef behind it must first have a solid understanding of the original recipes and flavours of the dishes they intend to blend. The fusion dishes must be skilfully combined with the various styles and tastes, and the cooking techniques also have to be carefully considered, as they influence the ingredients and the overall flavour significantly (Wahyuni, 2022). Fusion cuisine may seem like a simple concept, but it is important for the flavours in each dish to blend harmoniously, in order to create a taste that feels both familiar and enjoyable for those who eat it.

The concept of fusion cuisine has not only influenced savoury dishes but also extended into the world of pastries, where chefs continue to experiment with flavours and techniques from different cultures. In more modern culinary practices, the distinction between pastry and confectionery is often subtle, as both terms can be used to describe sweet and savoury foods. While pastry traditionally refers to baked goods made from dough, it can also be savoury, while for confectionery, it often leans towards sugary sweets (Borsato, 2023). This flexibility in the terminology shows how pastry has evolved, which allows chefs to experiment more with ingredients

and techniques, much like in fusion cuisine. Fusion in pastry is also not limited to sweet creations, but can also involve savoury elements.

In Indonesia, fusion pastries and desserts have also gained significant popularity within the industry. Fusion cuisine itself has entered Indonesia through various channels, such as from Indonesian chefs with experience working abroad, where they bring back ideas and innovations from international kitchens and blend them with local flavours, as well as being introduced by brands entering the market, where they adapt their menus to local tastes (Ernanda, 2023). Notable examples include Bon Bon Bites, a café that offers a variety of fusion desserts inspired by local ingredients and traditional Indonesian desserts. A few of their items include their Ondeh-Ondeh Cake, which blends pandan and *gula melaka* flavours, and the *Pisang Ijo* Cake, infused with pandan and coconut milk, topped with caramelised bananas. Similarly, UNION, a restaurant with locations in Tangerang and Jakarta, offers Indonesian dessert-inspired cakes such as their *Nastar* Cake, and *Pandan Ketan Item* Roll, with a *ketan hitam* sponge cake and pandan buttercream.

Beyond offerings in cafés and restaurants, the fusion pastry trend has also gained traction on social media platforms such as Instagram, Youtube, and TikTok, where many content creators publish recipe videos on Indonesian fusion desserts. The growing online presence further popularises the trend and brings attention to the creative possibilities within the world of fusion pastries and desserts.

In addition to offering unique flavours and experiences, fusion food can also have a positive impact on Indonesian culture. By integrating the culinary elements with innovative concepts, fusion food highlights Indonesia's cultural identity, encouraging greater appreciation and increasing the visibility of Indonesia's culture in a modern world (Ramadhani, 2024), but popularising the local cuisine further may require continuous efforts in differentiating offerings (Rohman, 2024), which is why fusion food presents an opportunity to not only preserve traditional flavours but also provide a more exciting and fresh taste for consumers. With the combination of modern and traditional elements in the desserts, it could create a more memorable experience for the consumers.

In light of the growing demand for innovative culinary experiences, the emergence of businesses that offer a creative blend of traditional and modern flavours can become a natural response to consumer expectations. Rasa Carousel Café is set to capitalise on this trend by offering a distinct experience that merges Indonesian traditional elements with modern pastry techniques. By serving fusion pastries and desserts on a conveyor belt system, Rasa Carousel Café not only provides a unique dining experience, but also showcases the diverse flavours of Indonesia in an appealing way.

Rasa Carousel Café is made to cater to the increasing desire for unique, sensory-driven food experiences. With a focus on the Indonesian-inspired fusion pastries, Rasa Carousel Café aims to bring traditional flavours such as pandan, *gula aren*, coconut milk, into modern desserts. This combination allows the café to present a fresh take on Indonesian desserts

while appealing to the tastes of a diverse and modern audience. Additionally, the conveyor belt concept adds an interactive and memorable element for customers seeking novelty and engagement.

Rasa Carousel Café combines the term “rasa”, which means “taste” in Indonesian, with “carousel”, reflecting the rotating conveyor belt system in the café. The name emphasises the diverse flavours of Indonesian fusion pastries and the interactive experience where the desserts are continuously moving around, inviting the customers to enjoy a variety of treats.

Rasa Carousel Café introduces a fresh approach to the pastry dining experience by using a conveyor belt system where each dessert and pastry is placed on colour-coded plates with different prices for each colour. With the conveyor belt system, it enhances efficiency, reduces labour costs and in turn speeds up service. The colour-coded plates are an additional factor of appeal for the customers, with each colour representing different prices, which offers customers the flexibility of choosing from a variety of dishes while being able to maintain clarity on the prices. This kind of interactive approach makes the dining experience more personalised as being able to choose the plates cater to their tastes and budget. This approach also encourages customers to try a wider range of the desserts, eventually contributing to customer satisfaction and loyalty. Since Rasa Carousel Café establishes itself as a café as well, it also offers a curated menu of beverages, designed to pair perfectly with the desserts. The beverages are served through table service to ensure safety and avoid potential spilling on the conveyor belt.

Rasa Carousel Café highlights Indonesia's rich culinary heritage while also following the current dining trends, differentiating it as a modern and engaging dining experience. Rasa Carousel Café effectively combines variation, taste and indulgence to set itself apart as a unique destination and experience in the pastry and dessert market.

B. Objectives of the Feasibility Study

This business feasibility study includes two objectives to be analysed and discussed, which are the major and minor objectives.

1. Major Objectives

- a. To effectively establish Rasa Carousel Café as a business, a thorough market analysis needs to be done. This includes analysing the demand for a pastry conveyor café in the Tangerang area, specifically in Gading Serpong. This also involves understanding customer preferences when it comes to Indonesian fusion desserts and estimating the potential market size. Assessing the competition also needs to be conducted to identify any existing competitors in the area, evaluating what they offer, their strengths and weaknesses. Additionally, understanding the target market based on demographics and dining habits help tailor the business model and marketing strategies to evaluate the market's wants and needs.
- b. The operational planning will be mainly focused on optimising service delivery through a well-designed conveyor belt system for showcasing the pastries. This includes detailed planning for daily operations, such as food preparation, maintenance for the conveyor

belt, and customer service procedures. Sourcing the necessary equipment and technology will be an important factor for the business, and ensuring that operations are all smooth. An effective supply management process will also be established to make sure that there is a consistent supply of ingredients and materials.

- c. As for the organisational structure, standard operating procedures (SOP) will be used for management; to define the business model, management roles, departments to establish an organised hierarchy.
- d. Human resources planning for Rasa Carousel Café will include the development of a recruitment strategy. This will attract the qualified candidates and a training program to ensure that the staff are able to deliver high quality service while following operational strategies. To keep employees motivated, strategies will also be established to create a motivated and skilled team, which in turn enhances the operational performance and customer satisfaction.
- e. The financial feasibility of Rasa Carousel Café will be analysed as it is a critical objective for the business. A detailed cost analysis, budget and revenue projections will all be established to determine the profitability and provide insights on the long-term financial sustainability and growth potential of the business.

2. Minor Objectives

- a. Develop a marketing plan to promote Rasa Carousel Café, including branding, advertising, and customer engagement. Digital marketing can also be considered, such as social media to attract and retain

more customers. Social media includes Instagram and TikTok, as Instagram has the second highest monthly usage at 85.3% and Tiktok at 74.5% monthly usage in Indonesia (Howe, 2024). Digital marketing can be done by posting photos, videos and stories on a daily basis on Rasa Carousel Café's accounts, and they can also be used for engaging with customers.

- b. Plan the physical design and layout of the cafe, and ensure that the conveyor belt system is visually pleasing and fully functional. The focus will be on creating an inviting atmosphere for the customers.
- c. Implement strategies to enhance customer experience, such as asking for feedback, improving the service and personalised interactions. Integrating sustainable practices for sourcing and energy use can also be a method of increasing brand loyalty to attract health and environment-conscious customers.

C. Methodology

The research method used for this business feasibility study uses a descriptive analysis method. Descriptive analytics looks at current and past data to find patterns and relationships. It is the simplest form of data analysis because it shows what is happening without exploring the deeper insights (Cote, 2021). This approach focuses on five key areas, which are market, operational, organisational, human resources and financial aspects, and utilises both primary and secondary data to ensure that it has comprehensive insights on how Rasa Carousel Café can effectively position itself in the market.

1. Primary Data

Primary data refers to the original and first-hand information collected directly by the researcher for a specific study or research. This data is highly accurate and relevant, as it is tailored to the research's objective. Several methods that are commonly used for gathering primary data are:

- a. Surveys: surveys are a key method when collecting quantitative data. They can be conducted in person, over the person or by emailing them. Although surveys may be considered time-consuming as it takes time to gather participants, they are often the most accurate and relevant data.
- b. Observation: this method involves observing and recording the situation as they naturally are, such as staying in a restaurant for several hours to observe the area, the staff, and the customers.
- c. Interviews: interviews can be done to explore any underlying reasons behind the participants' or interviewee's preferences, attitudes or behaviours. They can be conducted in a one-on-one basis or within a group setting to gather additional insights of their motivations and experiences.

(Ajayi, 2017)

For Rasa Carousel Café's business feasibility study, primary data is crucial to gaining accurate and relevant insights for the café's concept. Several of the methods mentioned above will be used:

- a. Observation: operations and customer behaviour at similar establishments, such as conveyor belt sushi restaurants and cafés within the Gading Serpong area. The focus will be on staff interactions, dining flow, food and beverage service, and customer engagement with the conveyor belt system.
- b. Surveys: a survey shared through online platforms such as Google Forms will gather detailed customer feedback on the appeal of a conveyor belt system pastry café, the colour-coded plate system, and beverages to pair with the pastries and desserts. This survey will be distributed to potential customers in the age range of 18 to 40 above in the Tangerang and Jakarta area to understand their preferences for Indonesian fusion desserts, pricing and the dining style. The guideline from (Memon et al., 2020) indicates that a minimum respondent-to-variable ratio of 5:1 should be met to ensure valid data for analysis. As Rasa Carousel Café's business feasibility study questionnaire will have a total of 35 questions, this means at least 175 respondents are needed.

2. Secondary Data

Secondary data is data that has been previously collected by another individual for a different purpose, and often at an earlier time. While secondary data is not gathered directly by the current researcher, it can be used to support new research. When a researcher uses this existing data, it becomes secondary data for the present study. Some common sources of secondary data include websites, academic books,

government publications, journal articles, and internal records (Ajayi, 2017).

Secondary data for Rasa Carousel Café is used for providing additional background information to support the business feasibility study. This secondary data can help with various aspects of the café's operations, such as the trends in conveyor belt dining and consumer preferences. The secondary data taken for Rasa Carousel Café's study are from academic books, publications, articles, and journals. These sources offer information on food and beverage service management, consumer behaviour, regulations, and market conditions. Sources such as journal articles can also give helpful insights on similar operations like Rasa Carousel Café, such as other cafés and conveyor belt dining experiences.

As for the sampling method, Rasa Carousel Café uses the nonprobability sampling with convenience sampling method for practicality and efficiency. This method targets the population who can be defined as potential customers, such as students, young professionals and residents in the area who are readily accessible, such as individuals in Tangerang and Jakarta, in the age range of 18 and 40 above.

D. Theoretical Conceptual Review

1. Understanding Restaurants and Cafés

Restaurants are defined as commercial establishments designed to serve refreshments and meals, which are either prepared fresh or partially produced elsewhere and finished on-site (Sánchez-Cañizares,

2016). They have then become a significant part of people's lives, as dining out in restaurants became a common social activity, whether it is among friends, partners, or families. Restaurants not only provide not only a space for eating but also an experience where people can relax, socialise, and celebrate special occasions. Other than the leisure experience it gives them, restaurants also have an essential role in the economy as it creates jobs, promotes local cuisine and contributes to tourism in the countries.

While restaurants have been a main part of public dining for a long time, cafés came along as a more relaxed option. Cafés are much like restaurants, as they also play a significant role in social dining but with a focus on lighter meals and beverages. They became popular spots for meeting with friends, working, or simply unwinding, offering an environment that supports both quick visits or a longer stay.

2. History of Restaurants

The first ever restaurant was established in France, which was named as a “public dining room”. Although this first restaurant did involve individuals dining in and being served their own portions, this was not the first concept of a restaurant. The first known restaurant owner is believed to be A. Boulanger, a soup vendor in Paris who opened his business in 1765. He sold soups at his tavern and claimed that the soups would “restore” people, which is where the word “restaurant” is originated from. Boulanger was not able to afford to join existing food

guilds at that time, so he created his own guild, which marked the early form of restaurant entrepreneurship (Walker, 2022).

As restaurants began to take off in Paris, another type of social dining space was gaining popularity, which are cafés. The first café was established in Constantinople (which is now known as Istanbul) in the year 1475, originally a coffeehouse, which is where the word “café” comes from, the French word for coffee. Coffeehouses first appeared in England in 1652, and they were considered as predecessors of modern restaurants. By the 18th century, coffeehouses became much more popular, with around 3,000 of them in London, and they gained popularity in Colonial America, especially in cities such as Boston, Virginia and New York (Walker, 2022).

3. Types of Restaurants

There are numerous types of restaurants, with each type offering distinct dining experiences and catering to a variety of tastes and preferences:

- a. Vending machines: these are machines that offer a quick and convenient way for people to purchase beverages or small meals on-the-go.
- b. Grocery stores and gas stations: similar to convenient stores, grocery stores and gas stations provide both hot and cold quick meals to customers.
- c. Pop-up restaurants: temporary restaurants that are offered for a short period of time in different locations.

- d. Food truck: a food truck is a mobile restaurant, often with a theme and offering a limited menu. The food is prepared in a small kitchen on wheels.
- e. Quick Service Restaurants (QSRs): quick service restaurants focus on speed and convenience and focus on customers who need fast and efficient service.
- f. Quick Casual Restaurants (QCRs): quick casual restaurants are known for offering limited menus, a casual environment, and quick service.
- g. Ethnic restaurants: ethnic restaurants are from nearly every country in the world, with the popular ones including Italian, Spanish, Mexican, Japanese and Chinese.
- h. Fine dining: fine dining restaurants are more upscale establishments known for their elegant facilities, such as valet parking and beautifully landscaped gardens and entrances. Guests are typically greeted by a host and assigned a table.

(Walker, 2021)

Based on these categories of restaurants, Rasa Carousel Café would fit within the Quick Casual Restaurant (QCR). Like quick casual restaurants, cafés usually offer a casual environment and a limited menu that focuses on light meals and beverages, as well as a relatively quick service. However, they often also emphasise on a relaxed and social atmosphere, making it distinct within this category.

4. History of Conveyor Belt Dining

Conveyor belt dining, which is well known for its efficient and engaging service, was originated in the late 1950s by Yoshiaki Shiraishi after he observed how conveyor belts moved beer bottles along an assembly line at an Asahi Brewery. Inspired by the efficiency of the system, he wanted to apply similar technology to his sushi restaurant, which led to the creation of conveyor belt sushi, or *kaiten zushi*, in 1958 in Osaka (Kitson, 2024).

Kaiten zushi has now expanded internationally, and Shiraishi found it amusing that his simple idea was able to reach global success. After its success, conveyor belt dining was seen in many other countries, including the United States, England, Australia, France, China, South Korea, and the Netherlands. While in Japan, the conveyor belt concept has been adapted for various types of cuisine, with some restaurants still serving conveyor belt dining with sushi as its original concept, or even with Korean barbecue with some restaurants serving sushi during the day and Korean barbecue in the evening (Magnier, 2001).

Today, conveyor belt dining is still largely associated with sushi, although it has been adapted in other food categories such as desserts in a few regions. This dining style allows for self-service, where customers pick dishes directly from the conveyor, optimising service and minimising the need for waiting for the staff. The combination of speed, variety and efficiency continues to appeal to customers in fast or casual settings, particularly in sushi restaurants where conveyor belt dining is most often seen at.

5. Types of Service

According to Cousins et al. (2014), in the food and beverage industry, there are various types of service methods that cater to different customer experiences and operational styles. These types of service can be categorised into five main types based on how customers interact with the service process.

- a. Table service: customers are served at a set table, which can be seen in many restaurants, cafés, and in banqueting. This also includes plated and silver service.
- b. Assisted service: part of the meal is served to customers at the table, while other parts are obtained through self-service from a buffet or form of display. This service can often be seen at breakfast in hotels, or carvery types of operations (customers are served meat that are carved in front of them).
- c. Self-service: customers help themselves to food from a buffet or counter, commonly seen in cafeterias or canteens.
- d. Single point service: customers order, pay, and receive their food at a certain area, such as at a counter, bar, or fast-food establishments.
- e. Specialised service: food and beverages are delivered to the customer's location, such as room service in hotels, hospital tray service, and home deliveries.

6. Types of Menus

Menus in restaurants are generally categorised into two main types, which are *table d'hôte* and *à la carte* (Cousins et al., 2014).

- a. *Table d'hôte* provides a set meal or menu with a fixed number of courses, offering limited choices for each course. It is typically served at specific times and is common in banquet settings.
- b. *À la carte* offers more variety as it allows customers to choose individual dishes and each dish has its own price. Although this gives customers more flexibility in their choices, it can also result in longer wait times since the dishes are often made to order.

7. Type of Business Chosen: Pastry Café

The type of business concept chosen is a pastry café, where customers can enjoy a variety of Indonesian fusion pastries through a conveyor belt system, as well as beverages served through table service. Rasa Carousel Café combines traditional Indonesian desserts with modern flavours through fusion food, creating a menu that caters to both local and international tastes. The conveyor belt dining concept is an additional element that allows customers to easily select the prepared pastries and desserts as it moves past their tables. Rasa Carousel Café also incorporates a relaxed and welcoming atmosphere, typical of cafés.

8. Technical Aspects of Rasa Carousel Café

a. Facilities

Rasa Carousel Café has a conveyor belt system to display and deliver the various desserts and pastries to customers. The café includes a kitchen, equipped with ovens, preparation area and the tools needed for baking, as well as a beverage station for the baristas to make beverages such as coffees, which will then be served directly to the

customers. There is also a storage area for ingredients and supplies such as a chiller and freezer.

b. Management

Effective management in a restaurant or café comes with various challenges, including public relations, inventory control, staff management and customer service. Regardless of the situation, having a strong manager is an important part of a successful business, as they are typically responsible for addressing both staff and customer concerns (Shirke, 2022). For Rasa Carousel Café, the management structure includes a general manager who oversees the daily operations, where they manage a positive work environment, coordinate staff training and maintain high standards of customer service. An effective inventory management is also essential to make sure that the café has supplies of fresh ingredients for the pastries and desserts.

c. Operations

Rasa Carousel Café operates by focusing on efficiency and customer satisfaction. The conveyor belt system gives a continuous flow of fresh pastries and desserts, which reduces the wait times for customers. The desserts are prepared in batches throughout the day in order to maintain the freshness, and beverage orders are placed through the waiters and waitresses, then served directly to the tables to avoid any issues such as spilling on the conveyor belt. Cleaning

and maintenance are also done on a daily basis, especially on the conveyor belt system and the kitchen itself, to maintain the hygiene.

9. Application of Theoretical Foundations in Related Business

Rasa Carousel Café has the concept of using a conveyor belt system and serving Indonesian fusion pastries and desserts. This type of concept not only enhances the operational efficiency but also enriches the dining experience by allowing customers to select the pastries and desserts as they pass by their tables. This aligns with the theory of service delivery, where speed and convenience are essential for customer satisfaction. By offering a variety of Indonesian fusion pastries, Rasa Carousel Café also includes the concept of cultural diversity in dining, creating a unique culinary experience.

Additionally, the café utilises a colour-coded plate system, where each colour represents a different price point. This system allows customers to easily choose the pastries and desserts according to their budget, making the selection process more straightforward and enjoyable. The focus on Indonesian fusion pastries also means that traditional flavours and recipes are blended with modern culinary techniques and ingredients. Several signature items include classic Indonesian desserts such as *klepon* and *pisang goreng*, but reimaged with contemporary twists such as different fillings and presentations.

Rasa Carousel Café primarily uses a *table d'hôte* menu, where a fixed number of pastries and desserts circulate on the conveyor belt, offering customers a set price based on the colour-coded system. This

method ensures that customers can enjoy a variety of selections within a fixed price range, providing both convenience and transparency in the pricing. The *à la carte* element is also used in a way where customers have the flexibility to pick and choose individual items, each represented by a differently priced plate.

In terms of service, Rasa Carousel Café uses a combination of self-service and table service. Customers can select pastries and desserts directly from the conveyor belt as they pass by, which is the self-service experience. Meanwhile, ordering beverages and other specialty items follows the table service method, where customers place their orders, and the staff service them their items directly to the table.

