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BUSINESS FEASIBILITY STUDY OF SCOOP AND CHILL GELATO BAR IN SOUTH JAKARTA

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Abstract – The purpose of this study was to look into the feasibility of Scoop and Chill Gelato Bar as a new business in South Jakarta. Scoop and Chill Gelato Bar is an ice cream shop that sells vegan gelato as the main product due the increasing of health awareness and maintaining a healthy lifestyle after the pandemic of COVID – 19. This study is driven by the growth of food and beverages industry in 2022 post pandemic. Primary data is gathered using questionnaire filled by 152 respondents and secondary data gathered from external sources. To measures the feasibility of Scoop and Chill Gelato Bar, there are some aspects such as financial, human resources, marketing and operational aspect. The financial use feasibility of investment such as Break-even Point (BEP), Net Profit Value (NPV), Payback Period (PP). The analysis of financial shows Scoop and Chill Gelato Bar is feasible to operate with minimum break-even point value of Rp3,638,574,382 per year and 2 year, 4 months and 25 days to achieve payback period. The financial also shows the Net Present Value is Rp9,676,607,483 (NPV>0). The analysis shows that Scoop and Chill Gelato Bar is profitable and feasible to operate.

Keywords – Feasibility Study, Vegan, Gelato, South Jakarta.

I. INTRODUCTION

The culinary industry in Indonesia become one of the sectors that supports the performance of non-oil and gas industry. Data from BPS (Badan Pusat Statistik) shows that DKI Jakarta become the province that provides the most food and beverage in Indonesia on 2020. South Jakarta become the city in DKI Jakarta province with the largest population after East and West Jakarta with 2.233.855 people in 2021. Population growth will impact the supply and demand, especially in food and beverage industry. Opening a restaurant is a potential thing because food is a primary need for human. Scoop and Chill Gelato Bar is located in Kemang Raya, Southern Jakarta because this is one of the most strategic area in Jakarta and easy to access. Therefore, South Jakarta become the third area in DKI Jakarta with the largest population after East and West Jakarta with 2,233,855 populations in 2021 and there is a consistent increase in number every year (Badan Pusat Statistik, 2021).

Table 1. Average Spending per Capita per month in DKI Jakarta (2020-2021)

City	2020	2021
Kep. Seribu	763.795	766.450
Jakarta Selatan	1.031.040	946.025
Jakarta Timur	807.807	865.665
Jakarta Pusat	1.023.933	894.645

VOL. 4 NO. 1 (2023) E-ISSN: 2775-0809

Jakarta Barat	983.538	929.885
Jakarta Utara	964.853	997.717

Sources: Badan Pusat Statistik Provinsi DKI Jakarta (2021)

Table I shows that the highest average expenditure of DKI Jakarta Province in 2020 is occupied by South Jakarta, while in 2021, South Jakarta became the second city after North Jakarta with a figure of Rp946.025. It can assumed that South Jakarta is one of the potential area to develop a restaurant with middle and upper middle class as the target market.

During pandemic, people are required to consume healthier food to have a healthy lifestyle and to increase their immune system. Research shows that consuming plant-based or vegan food may against some diseases such as diabetes, hypertension, liver disease, and etc (Greger, 2016). By having vegan diet lifestyle, it helps to reduce all green house gas emission. Indonesia is a tropical country with two seasons which are dry season and rainy season. During dry season, people tend to consume food or drinks to refresh the thirst, for example gelato. Gelato is an ice cream from Italy that has different texture from ice cream. In Indonesia, there are not many gelato shop that sells vegan gelato. Further, gelato has a better nutrition because it has fat content than ice cream. According to (Oxley, 2022) by having vegan lifestyle, it can reduce the emission of greenhouse gases. Being vegan is also a way to contribute to save the earth by protecting the environment.

Table 2. List of Gelato Shop in South Jakarta

Name	Year	Location
Lococo Creamery	2019	Kemang
Gelato Secrets	2009	Kemang, SCBD
Vilo Gelato	2017	Senopati
Lemondiscofish	2018	Kemang
Honest Spoon	2019	Cikajang, Tebet
Masimmo Gelato	2022	Kebayoran Baru
Skups	2018	Cipete
Lets Go Gelato	2020	Gandaria

Sources: Processed Data (2022)

Referring to Table II, the number of gelato shop in South Jakarta is increasing. This data can be assumed that there is a demand for gelato shop in South Jakarta. Besides that, most of the gelato shops only sell regular gelato, therefore by opening a gelato shop with vegan or non dairy ingredients is a potential thing because the competitor is not as many as regular gelato shop.

II. LITERATURE REVIEW

Scoop and Chill Gelato Bar is a restaurant that sells frozen desserts, namely gelato. According to (Gisslen, 2013) frozen dessert consist of ice cream, sorbet, gelato, frozen yoghurt and non dairy frozen dessert. Gelato is an ice cream founded in Italy on 15th century by Bernardo Buontalenti and gelato is popularized by Francesco Propocio Coltelli by opening a café in France. Gelato is different from ice cream, because gelato has softer texture and less fat content than ice cream. The soft texture is obtained from the sugar content in gelato.

According to Walker (2019), Scoop and Chill Gelato Bar can be classified as an independent restaurant with single point service that sells vegan gelato as the main product. Independent restaurant is a restaurant that privately built by one or

VOL. 4 NO. 1 (2023) E-ISSN: 2775-0809

more person. Scoop and Chill Gelato Bar provides some facilities to be enjoyed by the customer such as high speed internet, indoor and outdoor seating area, parking lot. Scoop and Chill Gelato Bar is using single point services where the customer comes to the restaurant, order and pay for the food and consume them. Scoop and Chill Gelato Bar also provide take away service and drive-through service. Scoop and Chill Gelato Bar provides vegan gelato that has benefits to human health and the earth. Vegan is a lifestyle where people who has this kind of lifestyle tries to not do any exploitation or cruelty to animal for food or any other purpose (Vegan Society, 2018). Studies shows that consuming vegan food have a benefits to prevent and cure hypertension (McMacken and Shah, 2017)

III. METHOD

The purpose of this study are to analysing whether Scoop and Chill Gelato Bar is feasible to operate in food and beverage industry, providing jobs for the locals especially after the pandemic hits. This research is conducted by using several analysis such as demand and supply analysis, segmenting, targeting and positioning, marketing mix, human resouces and management, location and facilities and judicial aspects.

This study used quantitative research method with target population is people who live in Indonesia especially around Jakarta area. In this feasibility study, researcher uses sample according to the criteria set by researcher to obtain desired information. This feasibility study collected data with an online questionnaire consists of 25 questions with 6-points Likert scale, handed out to resident of Jakarta area. The Likert scale that will be used in this feasibility study is made to test how strongly the respondents agree or disagree to the statements from scale one to six, namely: 1 (one) = Strongly Disagree; 2 (two) = Disagree; 3 (three) = Moderately disagree; 4(four) = Quite agree; 5(five) = Agree and 6(six) = Strongly Agree. The data is analysed through 152 respondents. According to (Ho, 2014), for accurate results, the minimum number of respondents needed is multiplied by five from the questions given. Scoop and Chill Gelato Bar feasibility study consist of 25 questions hence, the number of respondents needed is 125 respondents. The questionnaire will be created by using Google Forms and distributed from October 5th to October 12nd, 2022. The support the primary data obtained from the online questionnaire, this study also used secondary data gathered through external sources such as articles, books, government publications, journals to obtain information needed to the feasibility study.

Analysis of Demand

According to (Kotler and Keller, 2016), demand is the total volume purchased by customer in certain area, certain times and in a certain marketing environment and market demand also has a major influence on all industries. Data from Badan Pusat Statistik shows that the population has steadily grown over the past five years which is from 2017 to 2021 especially the age of 24 - 35 years. This population is the target market of Scoop and Chill Gelato Bar, because they have higher purchasing power and mostly started to concern about their health rather than the younger one.

Those population is sampled in the questionnaire through 152 respondents. Analysis finds that most of the respondents consumed gelato 3 to 4 times a month, spend 60 to 90 minutes in the restaurant per visit, spend Rp40,000 to Rp49,000 for a cup of gelato and consider the flavor, location and price in selecting a gelato shop.

In regard to specific marketing mix offered by Scoop and Chill Gelato Bar, the average score taken from 6-score Likert scale, utilized shows that the majority of respondents favor the current offerings with 4.83, 4.97, 4.96 for vegan gelato, vegan gelato with different variety of flavors and vegan gelato with attractive display. This data is supported further by asking whether the pricing is appropriate for each product offered with the average value of 5.05 and 4.96. This data shows that the respondents react positively toward the product and pricing elements offered by Scoop and Chill Gelato Bar.

The questionnaire also inquires whether the packages offered by Scoop and Chill Gelato Bar are fairly priced to its content, namely a party for two package and gift for you package, with average score 5.75 and 5.70 respectively. This score shows positive response from the respondents. To enchance the products and packages offered, majority of respondents agree with the program offered, with average score 5.36 and 5.5 for 10% discount for celebrating world vegan's day and 20% discount for celebrating the anniversary of Scoop and Chill Gelato Bar.

VOL. 4 NO. 1 (2023) E-ISSN: 2775-0809

Another element of marketing mix regarding the service quality of the restaurant, is measured by reliability, tangible, assurance, responsiveness, and empathy and whether the respondents react positively to each measurement. The results are 5.75, 5.70, 5.74, 5.74 and 5.68 showing a correlation between the service quality of the restaurant and customers satisfaction.

Analysis of Supply

Supply is a number of goods or services sold to a customers at certain price and time (Sardjono, 2017). By doing supply analysis, sellers are able to calculate the variables to determine the right quantity and the price of the products to customers (Hartono, 2016). To conduct the analysis, there are various analysis need to be taken such as competitor analysis, SWOT analysis and Porter's Five Forces analysis.

Competitor analysis is a strategy to identify and analyze competitors strengths and weaknesses (Henderson, 2020). The direct competitor of Scoop and Chill Gelato Bar is observed by the location of competitor with similar products and services, which are Gelato Secrets, Lemondiscofish and Vilo Gelato. The differentiation between Scoop and Chill Gelato Bar with other is Scoop and Chill Gelato Bar offered an vegan gelato as the main products.

IV. RESULT AND DISCUSSION

SWOT Analysis

SWOT Analysis is an analysis to evaluate the strengths, weaknesses, opportunities and threats from the internal and external environment of the company (Kotler, 2019).

The key strength of Scoop and Chill Gelato Bar lies in the main products, facilities and the location. The weakness is it's a new player in the market with low awareness among its existing competitors. The opportunities present are Scoop and Chill Gelato Bar is located at strategic and crowded area, and the rise of technology to promote the business. The main threats faced by Scoop and Chill Gelato Bar are the existing competitors in the same area.

In order to utilized the strengths and opportunities, Scoop and Chill Gelato Bar plans to do promotion through social media. The minimize the negative impact of its weakness and threats, Scoop and Chill Gelato Bar is to ensure the quality of the products and materials, improving its services.

Porter's Five Forces

According to Scarborough and Cornwall (2019), Porter's Five Forces is a method to analyse the performance and profitability of a company. Porter's Five Forces consist of competitive rivalry, threat of new entrants, threat of substitutes, bargaining power of customer and bargaining power of suppliers. This analysis reveals that there is moderate to high competitive rivalry, low to moderate threat of new entrants, high threat of substitute, low bargaining power of supplier and high bargaining power of customer.

Scoop and Chill Gelato Bar is offering a vegan gelato as the uniqueness, hence result in moderate to high competitive rivalry. The entry barriers in food and beverages industry is considered high due to the large amount of capital is needed to build a business therefore result is in low to moderate threat of new entrants. However, there is relative high threat of substitute product which can be seen from the competitors around Kemang area. Scoop and Chill Gelato leads from its competitor by serving unique and high quality product with reasonable prices with excellent services and great ambiences. Scoop and Chill Gelato Bar promise to keep the product quality and services to be able to maintain the customers loyalty. Beside the forces mentioned, there is a low bargaining power of suppliers, which Scoop and Chill Gelato Bar could find a substitute supplier to supply the ingredients.

Segmentation, Targeting and Positioning

Segmentation is an activity that divides the population into several groups according to their characteristic, preferences and what they required (Kotler and Keller, 2016). By identifying the groups, company will be able to identify the market to target. Scoop and Chill Gelato Bar aims for a customer with age segmentation in range of 24 to 49 years old, who loves to eat

VOL. 4 NO. 1 (2023) E-ISSN: 2775-0809

gelato and spends Rp40.000 to Rp50.000 per scoop. The positioning Scoop and Chill Gelato Bar takes in the market is best value by focusing the quality of the product (Kotler and Keller, 2016). The strategy is to sell a high quality vegan gelato with reasonable price.

Marketing Mix

According to Morrison (2019), marketing mix divided into eight factors to help the company's goals:

- 1) Product : vegan gelato with different kind of flavors, vegan beverages and sweets such as cookies or muffins.
- 2) Price : competitive approach to set the price based on competitors; promotional pricing by giving discount to celebrate special events.
- 3) Place : direct for dine-in customers and indirect for take out or online delivery services
- 4) Promotion : advertise through social media, personal selling by staff, grand opening, anniversary and celebrating vegan's day sales promotion, merchandising and public relation through corporate social responsibility and influencer.
- 5) People : offer a high service quality, measured by realibility, assurance, responsiveness, tangible and empathy.
- 6) Packaging : promotional package with cheaper prices
- 7) Programming : special events discount and free one scoop of gelato on grand opening 8) Partnership : coorperating with other businesses for cross-promotional marketing.

Environmental Aspects

From economical environment perspective, it shows a growth in South Jakarta Area during the pandemic until post pandemic. This indicates a conducive economic environment for Scoop and Chill Gelato Bar to open its business. From the social environment perspective, Scoop and Chill Gelato aims to support the society by donating every month to the one who needs. And from legal and politic aspects perspective are fulfilled by obtaining the permits and compliance with the regulations given by the government to establish the business. From ecological perspective, Scoop and Chill Gelato Bar offers a vegan gelato and use a biodegradeable packaging. Whereas from technology perspective, the operation of Scoop and Chill Gelato Bar is supported with the use of Point of Sales System and Electronic Data Capture (EDC) to accommodate digital payment.

Activities and Facilities

To run a business, there are few aspects need to be considered and prepared. There are two activities, consist of front of the house activities, back of the house activities. The front of the house activities of Scoop and Chill Gelato Bar are as follow: arriving – preparation – briefing – operational – cleaning and evaluation – closing.

The back of the house activities are as follow: arriving – briefing – preparation – purchasing - receiving – operational – cleaning and closing.

There is also customer flow of activities: arriving – ordering – payment – consuming – leaving.

Location and Facility

The facilities in each location are needed to support the activities between employees and guests and the operational of this business. The relationship between activities and facilities can be observed as below:

Arriving : parking area, office, employee area
 Preparation : cashier, dining area, counter, kitchen

3) Briefing : counter

4) Operational : cashier, office, counter, kitchen,

5) Purchasing : kitchen, office6) Receiving and Storing : kitchen, counter

VOL. 4 NO. 1 (2023) E-ISSN: 2775-0809

7) Payment : cashier 8) Consuming : dining area

9) Cleaning and Closing : dining area, office, employee area, counter, kitchen

10) Departing : parking area

The estimation building area for all of the facilities are in 150 meter square divided into two stories. The location of choice falls to Kemang Raya street for its superior accessibility, visbility, demographic area, potential market and rent cost.

The daily operational will be supported by few technologies such as Point of Sales system, Wi-Fi, fingerprint machine, closed circuit television camera (CCTV), air conditioner, speaker, laptop and printer.

Human Resources and Organization

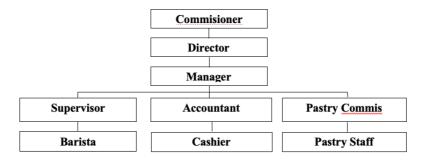
The position required for Scoop and Chill Gelato Bar business operation are listed belowi:

Table 3. Positions Required at Scoop and Chill Gelato Bar

Position	Job Description	Desired Qualities	Qualifications
Commissioner	To manage the business operations	Strong leadership spirit	Minimum of Bachelor's degree and three years of experience
Director	To manage the company in accordance with company goals	Strong leadership spirit and responsible	Minimum of Bachelor's degree and three years of experience in Food and Beverage industry
Manager	Monitor the operational of business	Good communication skills, honest, and responsible.	Minimum of Bachelor's degree, 2 years experienced as manager
Supervisor	Assist the manager in daily operation.	Good communication skills and technical skills	Minimum of Bachelor's degree , minimum 1 year of experience in Food and Beverage Industry
Accountant	Prepare the financial report, budgeting and responsible in compensation	Honest, responsible and focus to details.	Minimum of Bachelor's Degree in Accounting and minimum 2 years of experience
Pastry Commis	Responsible for the kitchen and menu development	Able to work underpressure, creative	Minimum of Diploma 3 degree in Hospitality or Culinary Art, minimum of one year experience
Pastry Staff	Prepare, and help pastry commis during kitchen operational	Able to work underpressure, realible	Minimum of Hospitality Vocational High School
Cashier	Received and record orders and payment	Honest, responsible, cheerful	Highschool graduate
Barista	Prepare, serve the drinks, record the inventory	Initiative and responsive, Cheerful	Highschool graduate with an experience as a barista.

Source: Processed Data (2022)

The structure of the company organization is pictured as following diagram:



VOL. 4 NO. 1 (2023) E-ISSN: 2775-0809

Fig.1 Organizational structure of Scoop and Chill Gelato Bar

The total number of employees required is estimated to be 13, with one of commissioner, director, manager, supervisor, accountant, and pastry commis, with two barista, two cashier and three pastry staffs. Working hours for each position except commissioner and director will be divided into two shifts. The shifts are morning shift (10.00 - 19.00) and middle shift (13.00 - 22.00). The shifts are to be divided as follow:

Table 4. Work Schedule at Scoop and Chill Gelato Bar

Manager	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Accountant	10	10	OFF	OFF	13	13	13
Supervisor	10	10	10	10	10	OFF	OFF
Pastry Commis	10	13	13	10	OFF	OFF	10
Barista 1	13	10	OFF	10	13	OFF	10
Barista 2	OFF	13	10	OFF	10	10	13
Cashier 1	OFF	OFF	13	13	13	10	10
Cashier 2	13	13	OFF	10	OFF	13	13
Pastry Staff 1	OFF	13	13	13	OFF	10	10
Pastry Staff 2	10	10	10	OFF	13	13	OFF
Pastry Staff 3	13	OFF	OFF	10	10	10	10

Sources: Processed Data (2022)

Human Resources Development

1) Recruitment and Selection

Recruitment is an activity to get a competent employees for a company and its divided into internal and external recruitment (Dessler, 2020). Scoop and Chill Gelato Bar is choosing external recruitment by placing advertisement through social media and social networking sites.

Candidates are selected through their CV, achievement test, measuring personality and interest test, and also test of motor and physical abilities.

2) Compensation

Employees are going to be compensated with direct financial payment (salary and bonus), and indirect payment (social security and paid leave). The salary follows the local government regulation of minimum wage. The total estimate for salary and bonus amount to Rp988.650.000.

Every employees are obligated to obtain insurance and social security program provided by the government. The insurance covers healthcare, life insurance, work accident, pension life, and old age protection. The total amount to be paid for insurance is Rp99.382.140 per annum

3) Training and Development

Employees must follow few programs to obtain knowledge and enchance their skills and teamwork also to improve their performance, such as: organization orientation, product knowledge training, handle complains training and any other programs.

Judicial Aspects

VOL. 4 NO. 1 (2023) E-ISSN: 2775-0809

According to government regulation about business, Scoop and Chill Gelato Bar is established as a limited liability company form of business (*Perseroan Terbatas*). Scoop and Chill Gelato Bar has to obtain several permits, and fulfill the appropriate funding scheme. As a business in food and beverage industry, Scoop and Chill Gelato Bar has to obtain *Tanda Daftar Usaha Pariwisata* (TDUP), *Sertifikasi Halal*, *Merk Dagang* and *Surat Departemen* Kesehatan in order to operate.

Funding and Spending

The funds required for initial investment of Scoop and Chill Gelato Bar is at Rp 10.001.809.724 with breakdown as follow:

Table 5. Funding Requirements

No.	Item	Amount (Rp)
1	Construction Expenses	402.500.000
2	Equipment Expenses	356.135.975
3	Supplies (1 month)	5.506.722
4	Pre-operating Expenses	491.085.000
5	PAR Insurance	2.158.184
6	Beginning Inventory (1 month)	74.408.720
7	Cash on Hand	50.000.000
	Total	1.381794.601

Source: Processed Data (2022)

To meet the funding needs, the initial source of investment funds for Scoop and Chill Gelato Bar came from 60% of the bank loans and 40% of owner's equity. Bank loan is valued at Rp981.794.601 and owner's is valued at Rp400.000.000

Operational Costs

According to (Hariharan, 2019), operational cost is a cost that incurred for the operational of a company. Operational cost of Scoop and Chill Gelato Bar is consist of Cost of Good Solds (COGS), rent expense, compensation, overtime compensation, PAR Insurance, social security program, utilities, depreciation and amortization, training and development, promotion and programming, printing and stationery, repair and maintenance and CSR program with total amount of Rp3.925.321.634 and break down as follow:

Table 6. Operational Costs

No.	Costs Name	Amount (Rp)
1	COGS	1.941.981.370
1	Cods	1.941.961.570
2	Rent Expense	300.000.000
3	Compensations	988.650.000
4	Overtime Compensation	94.952.601
5	PAR Insurance	2.158.184
6	Scoial Security Program	98.402.040
7	Utilities	147.840.000
8	Depreciation and Amortization	200.835.695
9	Training and Development	5.700.000
10	Promotion and Programming	127.500.000

VOL. 4 NO. 1 (2023) E-ISSN: 2775-0809

12	Repair and Maintenance	6.000.000
13	Corporate Social Responsibility	5.400.000
	Total	3.925.321.634

Source: Processes Data (2022)

Operational Revenue Estimates

The operational revenue of Scoop and Chill Gelato Bar is estimated by the data gathered from the questionnaire. Data shows that respondent spends 60 to 90 minutes per visit to the restaurant. Considering that Scoop and Chill Gelato Bar is open for 10 hours with maximum capacity of 34 seats, the maximum number of customer in a year is at 86.394. For the first year, the actual number of customer is estimated to be 20% of the maximum number of customer in a year. The estimated total revenue in the first year comes out at Rp5.860.558.390

Profitability

In the first year of operating, Scoop and Chill Gelato Bar is estimated to report Rp2.968.596.479 in gross profit with operating expense of Rp1.951.472.790. After tax and interest, Scoop and Chill Gelato Bar is estimated to report Rp709.161.177 net income in the first year and estimated to be increase in second year with Rp759.201.765 net income.

Considering the fixed costs and profits, the forecasted break-even point is calculated as below:

$$BEP = \frac{Fixed\ Cost}{Sales-Variable\ Costs\ x} \ x \ Sales$$

$$= Rp \frac{Rp2,111,595,302}{Rp4,860,558,390-Rp2,039,801,911} \ x \ Rp4,860,558,390$$

$$= Rp3,638,574,382$$

Fig.2 Break-even point estimation for Scoop and Chill Gelato Bar

With the minimum BEP value of Rp3.638.574.382 per annum, Scoop and Chill Gelato Bar is feasible to operate and profitable with estimated payback period in 2 years, 4 months, and 25 days.

Table 7. Financial Ratios

No.	Ratio	Value
1	Weighted Average Cost of Capital (WACC)	5,78%
2	Payback Period	2 years, 4 months, and 25 days
3	Internal Rate of Return (IRR)	66,7%
4	Net Present Value (NPV)	Rp9.676.607.483
5	Profitability Index (PI)	7,00
6	Current Ratio	13,07
7	Quick Ratio	10,82

E-ISSN: 2775-0809

VOL. 4 NO. 1 (2023)

8	Debt to Asset Ratio	45,14%
9	Debt to Equity Ratio	82,285%
10	Time Interest Earned (TIE)	14,21
11	Gross Profit Margin	62,27%
12	Net Profit Margin	14,59%
13	Return on Assets (ROA)	35,08%
14	Return on Equity (ROE)	63,94%
15	Fixed Asset Turnover	6,41
16	Total Asset Turnover	2,40
17	Inventory Turnover	11,00
	D	

Source: Processed Data (2022)

Risk Management

According to (Hutchins, 2019), risk management is a way to identify, evaluate and determine the priority level of each risk. The function is to reduce, monitor and control the impact of the risk that might detrimental the company. Scoop and Chill Gelato Bar faces various kind of risks, namely physical risk, laws and regulation, market, social, financial and human resources.

To handle the risks, Scoop and Chill Gelato Bar has a risk management strategy such as: taking PAR insurance; evaluating financial reports; following local regulation; supervision through CCTV cameras; ensuring quality of the products and service; innovate a new products; and conduct the team work program.

V. CONCLUSION

Based on the analysis of the marketing with data gathered from questionnaire, Scoop and Chill Gelato Bar is considered feasible and profitable as a business. As a novel brand in food and beverage industry, it is necessary for this business to improve the management and marketing strategies to maximize the strength and opportunities to survive in the industry in a long run.

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VOL. 4 NO. 1 (2023) E-ISSN: 2775-0809

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