I GEDE MADE RAMA ARSHARINDRA

LET'S LUNCH TOGETHER

MANAGEMENT TRAINEE SIMULATION TEST

LIST OF QUESTIONS

1 - Food Strategy

2 - Merchant Operation

3 - Merchant Acquisition

4 - Merchant Experience and Communication Channel

5 - Kulina Instant Project

FOOD STRATEGY

QUESTION 1-A

Currently we have more than 300 total merchants in pre-order services. Is there any major product or product category that we missed but you think that there would be high demand for that ?

Figure 1.1.
Existing >

Makanan Perlu Dihangatkan

Lauk & Condiment
Aneka lauk untuk makan di rumah, dengan waktu pengiriman antara jam 8:00 sampai 20:00 setiap harinya.

Lauk Dingin/ Beku

Lauk Lainnya

Sambal & Pelengkap

Makanan Siap Santap

Menu Harian

Mealbox Personal

Mealbox Group

Lauk Family

Paket Langganan

Mealbox Personal

Mealbox Group

Lauk Family

Katering Acara
Katering untuk kegiatanmu dengan jam pengiriman fleksibel setiap hari, melayani pengantaran ke Jadetabek. Pemesanan maksimal H-1 jam 17.00 WIB.

Mealbox

Snack

Prasmanan

Figure 1.2.
Purpose >

Makanan Nusantara
Aneka menu makanan yang berasal dari berbagai daerah di Indonesia

Masakan Bali

Masakan Kalimantan

Masakan Sumatra

Makanan Sehat
Aneka menu makanan untuk kamu yang sangat peduli terhadap kesehatanmu

Menu Organik

Menu Vegetarian

Menu Diet

Makanan Trending
Aneka menu makanan yang lagi viral untuk kamu yang selalu update

Masakan Viral

QUESTION 1-A

Currently we have more than 300 total merchants in pre-order services. Is there any major product or product category that we missed but you think that there would be high demand for that ?

By looking at the product categories in Kulina apps, I see that the existing pre-order services is quite good by providing main products with various selected categories as shown in Figure 1.1. Then, to answer questions about major products or product category that Kulina might have missed but have high potential demand, I have purpose to add new category in Figure 1.2. such as :

Makanan Nusantara (Nusantara Foods)
Indonesia, which consists of 34 provinces and 98 cities, is famous for its various types of food in each region. Kulina has the opportunity to develop a major product that focuses on nusantara food which can be divided into various categories according to regions in Indonesia.

Makanan Sehat (Healthy Foods)
The importance of nutritious intake during a covid-19 can increase the consumption of healthy food in Indonesia. This opportunity can be used by Kulina to make major products that contain various categories of healthy foods such as organic menus, vegetarian menus, and diet menus.

Makanan Trending (Trending Foods)
In this digital age, everything that is a trending topic will easily spread and be known to many people, including food. Kulina can take advantage of this opportunity to make a major product that contains a variety of trending foods with the aim of getting a wider market.

Figure 1.3.

How do you identify users' exact needs knowing that we serve different types of market and area ? Which one will you prioritize ?

ANSWER

Every business should be good at managing customer expectations, because basically every customer will never be satisfied. Satisfaction relative to time. The Kano Model technique can help the business to analyze and find out the priority of customer needs. How I do in Kulina ?

Identification of Kulina application functionality

Create and distribute Kano questionnaires

Analysis the questionnaires result

Priority action based on questionnaires result
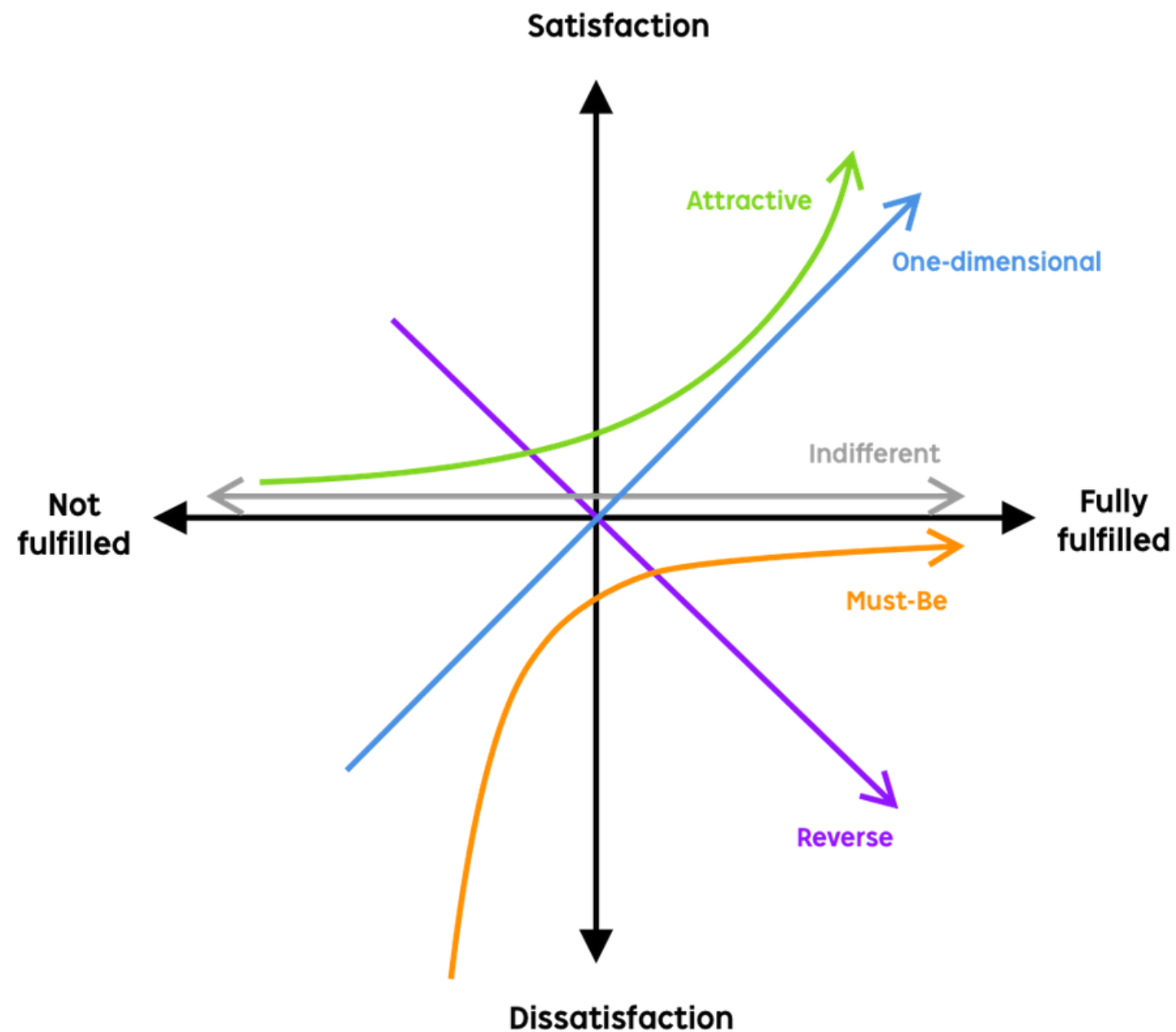
Figure 1.4.

We have received 4.00 - 4.20 out of 5 stars on a daily basis but people still churn and stop buying.
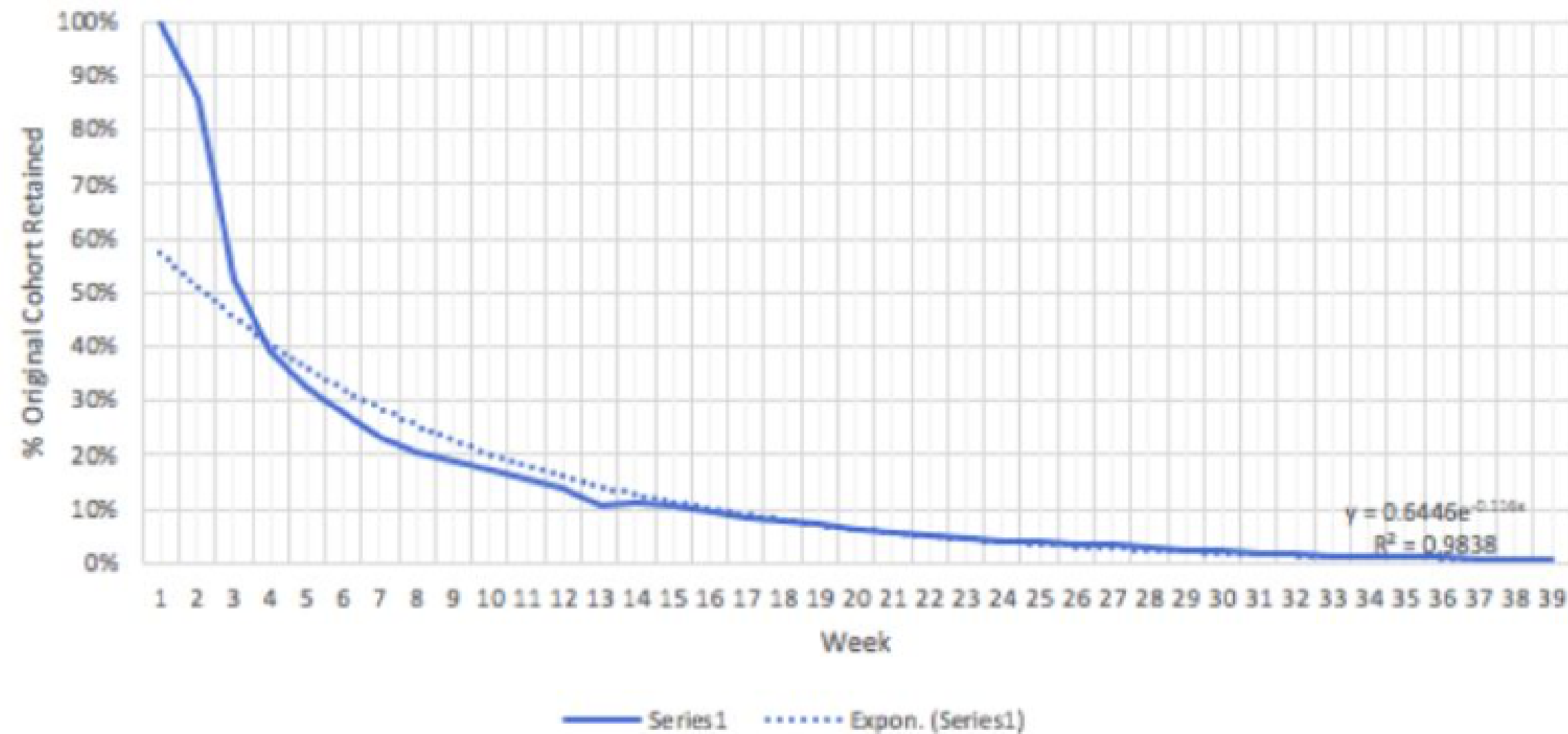Assume the chart below is the retention chart for pre-order services.

Figure 1.5.

1) Where is the largest drop in users per cohort ?

2) What do you think is the problem then? How should we fix it? How can we make the food seem more attractive to customers ?

1)

From the retention chart using cohort analysis, it can be seen that there is a decrease over time of per-order services on the kulina application with a period determined using weeks. If concluded, the decline that occurs is as follows :

week 1 - week 2   +- 20%

week 2 - week 3   +- 30%

week 3 - week 4   +- 10%

week 4 - week 39 decreased
<10% per week

The largest drop in users per cohort is week 2 - week 3 about +- 30%

2)

Problems can occur due to various factors. Either it's because user experience when using the Kulina apps or the Kulina services that not going well and meet with user expectations. When I do the research, I see that Kulina received :

4.2 out of 5 stars in google with 71 reviews
4.6 out of 5 stars in play store with 1.738 reviews
4.5 out of 5 stars in app store with 687 reviews

The reviewers that give a bad review, mostly it's because they feel that the services of Kulina aren't meet their expectations like delivery hours that aren't on time. Some of them are telling about their user experiences when using the Kulina apps like there's a bug & errors. So, if Kulina wants to increasing the chart for pre-order services, first step is by fixing the business process that causing users doing a bad review and give poor rating. The next step is develop new project in which the goal is to improve user enthusiasm and then received another value by user

HOW CAN WE MAKE THE FOOD SEEM MORE ATTRACTIVE TO CUSTOMERS ?

PROTECT THE CUSTOMERS

As a F&B Tech Company, the goals not only about profitability. Moreover, the adherence to food safety practice contributes to the success of the feature improvement/development. Covid-19 has changed customers behavior, and we've to make sure that the food distributions are always safety in order to avoid risk of infeftion by the virus from food products, packaging, or bags.

ORDER MORE SAVING MORE

Everybody love to socialize, love foods, and love the less price. We might try to develop a features for the customers can buy a pre-order food in Kulina by collective using referral code or link that share in their each device in order to get less price. It's look like the e-commerce pinduoduo business model. Through Pinduoduo, customers can do social shopping, a.k.a together with relatives via a link sent through a shopping group in order to get less price.

FOOD AS A GIFT

Everybody love a gift. We might try to create a feature for customers that possible to gift a present in the form of food to their lovely person. Customers will provide by a custom gift card and also an attractive gift wrap option for the food that ordered all through the Kulina apps.

MERCHANT OPERATION

2

We deliver food pre-ordered by the customers; unlike GOJEK and GRAB, each rider can drop packages at multiple addresses assigned previously to them. The maximum time allowed for riders to deliver all the pax is 3 hours with possibility that the food is transited in our distribution center. From what you understand about the system, what are the possible challenges that may arise from this ?

ANSWER

The process of distributing food can be carried out using a centralized method where the food has been packaged in the merchants kitchen then transit to the distribution center before distribute to customers and decentralized method where the food has been packaged packaged in the merchants kitchen then transit to several distribution branches before distribute to customers. From the existing cases, I assumed that Kulina implementing a decentralized system. Therefore, the challenges that may arise from this are :

1. The possibility of food being not fresh or not tasty anymore
2. Possible the packaging was damaged during the distribution process
3. The possibility of food being misdirected
4. Possible delays in the distribution process
5. The possibility of the virus attached
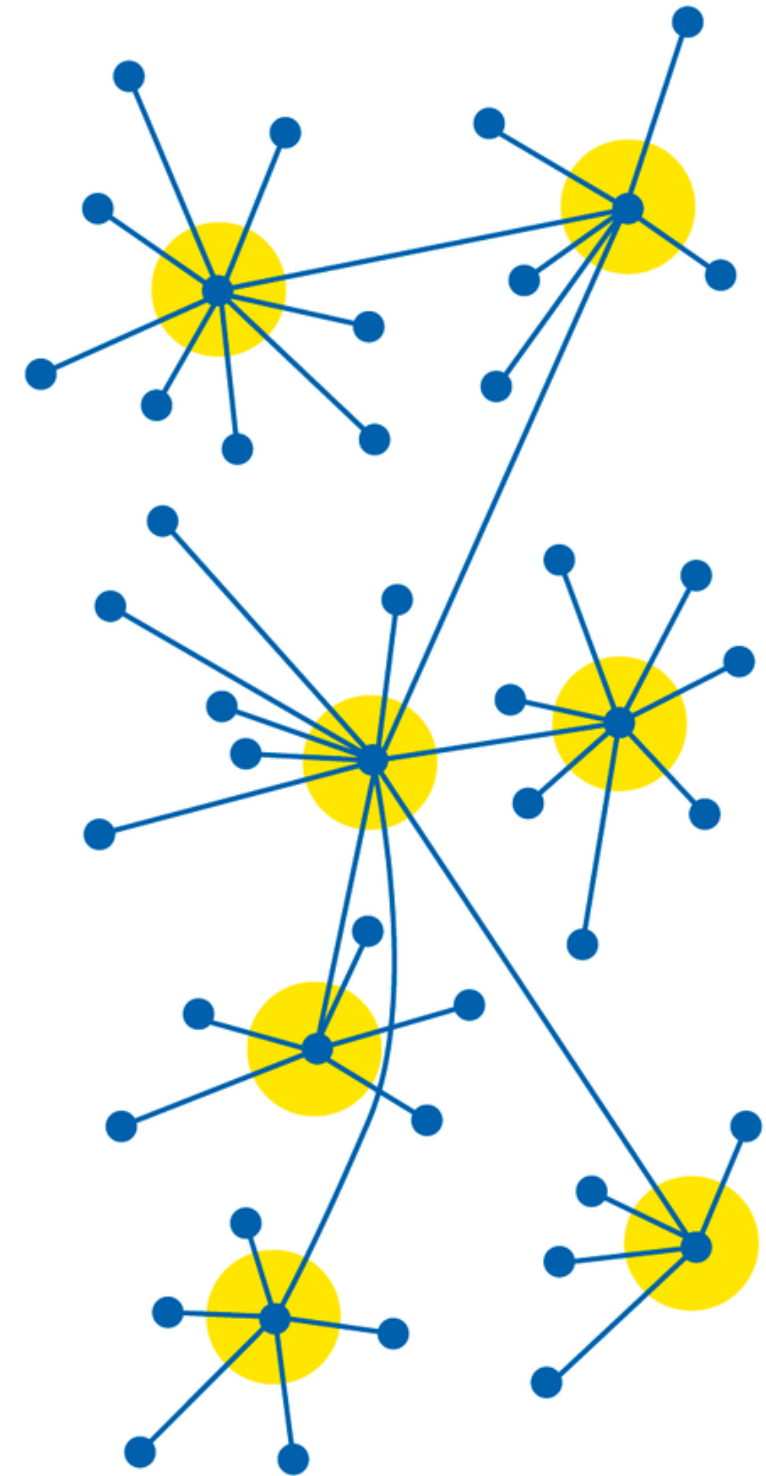
Decentralized

Figure 1.6.

QUESTION 2-B

Additionally, how can we leverage this system to deliver better products ?

ANSWER

1	Regulating the number of couriers for each distribution branch as a form of anticipation of the accumulation of the number of packages at one distribution branch
2	Curate food packages for each merchant before joining Kulina to avoid packaging that does not comply with distribution standards
3	Creating a queuing system by numbering each food package and adjusted to the distribution journey flow from the nearest to the furthest delivery
4	Create a courier delivery limit for each package of food during distribution to avoid external factors that cause delays such as traffic jams
5	Checking the body temperature of the courier, requiring couriers of medical gloves and masks, and always spraying hand sanitizers before meeting the customers

QUESTION 2-C

Assume our system needs merchant to follow certain labeling rules and delivery time, what is the best possible strategy to make sure all merchant could follow our operation rules ?

To ensure merchants follow certain labeling rules and delivery times, a strategy that can be put in place to ensure all merchants can follow the rules is to create standard operating procedures by implementing rewards & punishments for each merchant who collaborates. An examples is the following.

REWARDS

- Merchant who have good performance and follow the standard operating procedures will be rewarded by labeling the status merchant with the best partners category and placed on the top slide of searching food for a certain period when the user is searching for food on the Kulina apps

- Merchant who have good performance and follow standard operating procedures will be rewarded with assistance to increase awareness through free content uploaded to all Kulina's marketing channels for a certain period.

- Merchants who have good performance and follow standard operating procedures will be rewarded as priority partners, where every priority merchant who has needs will be Kulina's top priority.

PUNISHMENTS

- Merchant who have poor performance and don't follow standard operating procedures will be given punishment by placement in the general category on the lower slide for a certain period when the user is searching for food on the Kulina apps

- Merchant who have poor performance and don't follow standard operating procedures will be given punishment by reducing the ration of orders that can be taken by it's merchant within a certain period

- Merchant who have poor performance in a prolonged period of time and don't immediately improve their performance will be punished by terminating Merchant from Kulina apps

MERCHANT ACQUISITION

3

Let's say we have a goal to acquire 1000 merchants in 1 month, and at least 25% of them are medium-to-high value merchants (based on their performance in another marketplace). What strategy you might think will work to achieve the goal ?

There are only about 29% of B2B clients who learn products through the sales team, while the rest prefer to learn through google or their own research

More than 57% of clients make purchases directly without having to talk to the sales team. It happened because they had learned it themselves (without the need for help)

About 34% of salespeople find it difficult to convert because clients don't really need their services anymore

1

Attract prospect merchants by content

Create video tutorial about Kulina, write article about Kulina, Collaboration with food reviewer/influencer to get more awareness. Upload the contents to the marketing channel like Youtube, Instagram, Twitter, TikTok

2

Attract prospect merchants by event

Organize events such as a food bazaar by Kulina at certain periods that require participating tenant to register as Kulina merchant. It will more effective to grab a wide market of merchants at once

3

Looking for ambassadors

ambassadors can help create merchants trust to join Kulina with a wide market coverage at once

4

Sharing target with all team across division

transfer products knowledge to all of Kulina team in all division about procedure to joining as a merchant will help Kulina get more merchants with a sharing target according to each division capacity

QUESTION 3-B

Food and Beverage is an industry with a high possible risk. There's always a chance the food might be dirty and poisonous. Knowing this, we are very careful to onboard new merchants as proof of responsibility to customers. With the same goals as the previous question, what is the best possible strategy that we need to implement ?

From my research, Kulina currently has in-house chefs and nutritionists to measure the food standards produced by each merchants. This is very effective considering each merchants have different standards, so that Kulina are required to set reference standards that should be followed by potential merchants or merchants who have joined. However, several strategies are needed in order to help to further minimize existing risks, such as :

CERTIFICATION PROCEDURE

Setting standards for merchants that should have a food processing & distribution permit such as PIRT, LPPOM, or BPOM depending on the business scale of the potential merchants

HALAL CERTIFICATION

Setting standards for merchants, such as having the halal certification to increase Kulina's confidence that the merchants production process runs according to applicable regulation standards

VISITING MERCHANTS KITCHEN

Conduct a visit to the kitchen of potential merchants before joining Kulina to see the food processing in the kitchen of the potential merchants

MODUL FOR TEAM

Create a module that contains standard selection of merchants for the sales and marketing team so that curation can be carried out before the team carries out the marketing and sales process to potential merchants

QUESTION 3-C

Additionally, what variables do you think you might learn from your strategy ?

from the strategy that i've mentioned previously, we can learned that every decision taken in which to smoothen the business process in Kulina, we should keep maintaining our relationship between all the business function starting from operational, marketing, finance, human resources, or research and development. Therefore, I can learn that teamwork, making standard operating procedures, and meetings & evaluations are critical success factors for implementing the designed strategy

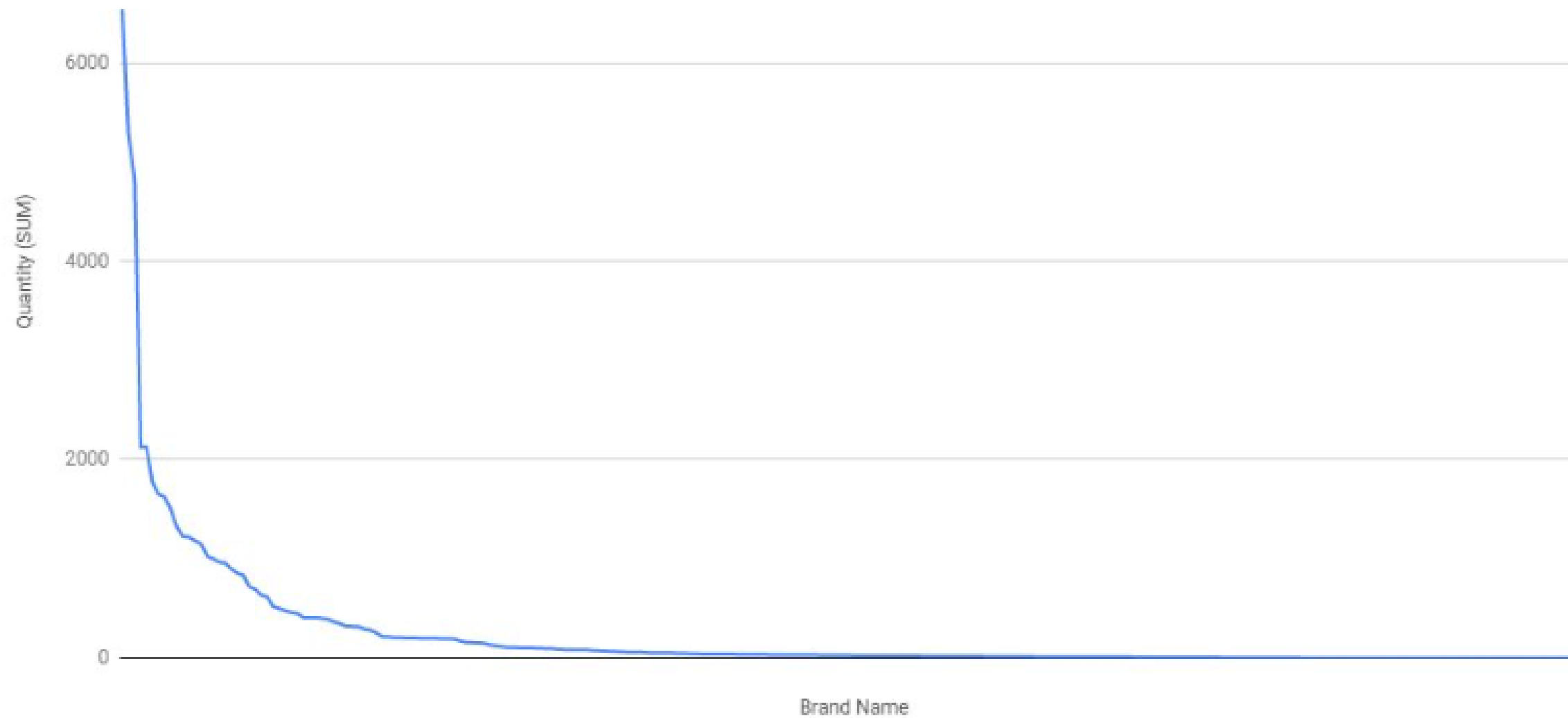# MERCHANT EXPERIENCE AND COMMUNICATION CHANNEL

4

Figure 1.7.

Assume that this is our total daily order vs merchant performance (daily product served by merchants), and we have 300 merchants. Can you define the situation? What are the possible challenges that may arise from this ?

ANSWER 4-A

I assumed with my honest perspective that the graph shows the merchants performance has decreased in proportion to the total daily orders. If we assume that in the day period on the graph, there are more than 6000 orders per day and the total merchants in Kulina are 300, also the orders are assumed to be evenly distributed to each merchants, so each merchant will produce more than 20 order per day. However, if the daily order decreases the next day, the merchants will automatically produce less order. The challenges that may arise from this are :

Merchants have the potential to stop partnering with Kulina and move to another competitors

Kulina will difficult to get the trust of new prospective merchants

Kulina will difficult to get more traffic from users because of the limited choice of merchants

Kulina will lose revenue which will have an impact on Kulina's business continuity

QUESTION 4-B

As a platform, we need to maintain good communication with merchants in all merchant segments, from UMKM to Restaurant. From what you understand about this case, what are the best solutions to inform, engage, and get feedback from them ?

ANSWER 4-B

From the questions, I assumed with my honest perspective that there are differences in the merchant segment, which of course have different levels of business processes and require different handling methods from Kulina. The best solutions for informing, engaging with and getting their feedback are :

1 Providing a special platform to all merchants, so that they can properly manage the business processes related to Kulina, communicate, and receive information from Kulina

2 Providing time every certain period for Kulina to gather together with merchants who have a good performance so that Kulina remains the preferred partner

3 Conduct research related to merchants needs, to determine merchants priority needs, and get feedback from merchants regarding Kulina's shortcomings

4 Make activations that involve the merchants so that there's mutually beneficial collaboration between both parties

KULINA INSTANT PROJECT

QUESTION 5-A

Currently, Kulina is experimenting with instant delivery services. This service is similar to GrabFood and GoFood. From your perspective, what should we explore in this type of service ?

Services such as GrabFood and GoFood currently dominate the instant Food & Beverages delivery service market. As a partner and platform user, I see that there are several things that are less good in service, which are

Partner Perspective:
1. The registration process as a partner requires a long period of time
2. The process of replacing and adding menus is quite difficult for partners with many branches
3. High enough taxes make partners have to put high selling prices

From a merchants perspective, it is highly recommended to develop registration procedures that easy for potential partners join to our business, provide easy access for merchants to organize and manage their products, and relatively provide low taxes to make merchants products affordable for customers

User Perspective:
1. Shipping costs are relatively expensive
2. Lack of a safety system in terms of packaging for food from multiple partners sent by the driver
3. Drivers who rarely have change when the user makes get a payment with cash

From the users perspective, it is highly recommended to develop a low cost distribution system, safety food delivery system, as well as a flexible payment system.

I highly recommend making a point rewards as a form of loyalty for users who often use the Kulina apps where the user finishes a transaction they will be given a number of points and it can be exchanged for a certain of Kulina products

Also, it would be great if users could get cheaper product prices when ordering Kulina merchant product in large quantities in one time transaction, as a way to increase the users purchasing power on the Kulina application

THANKYOU