

## 5. Market and Competition

Folliche has a segmented market in Indonesia. Our company relies on the blue ocean strategy, where there is an increase in the number of markets due to the changes in lifestyle during the pandemic. We are planning to open several booths and offline stores in strategic locations throughout Indonesia, with a target of around 73 products sold per day or estimated 2,200 products per month. Folliche also distributes online, and delivers bulk purchases for events.

### 5.1 Market Mapping

Folliche's market mapping is based on the buying habits of its customer profile. In this case, the comparator would be in their spending habits and their thought process in buying a product. The profiles set for Folliche's customers are all conscious of the values behind the products they choose to buy, with a willingness and habit to spend more than Rp 50,000 for dessert. On the other hand, the profile that will not have any interest in buying our products are those who are skeptics and low-spenders.

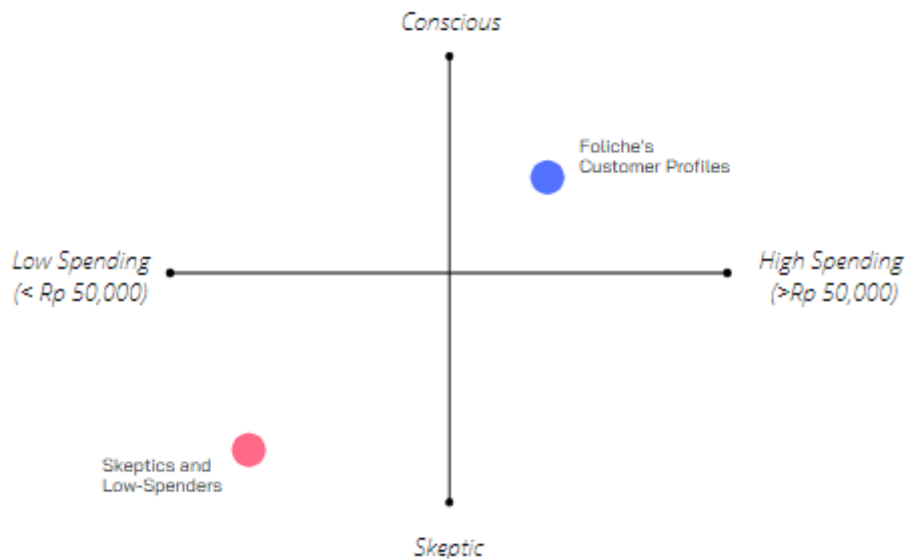


Figure 5.1. Customer Mapping

## 5.2 Competitor Mapping

Folliche has several competitors in the same field of plant-based dessert in Jakarta. These competitors below are chosen as the main competitors due to the availability of similar products.

### a. HaloVege:

The main advantage they have over Folliche is that they provide custom cakes which is more preferred by customers who need personalized cakes for private events. Their weakness is the lack of social media management, Instagram feed that is not arranged neatly and making it difficult for customers to find the type of cake and desired price.

### b. Art of Being Healthy:

First established in 2018, the main advantage of their products is from their presentation. They also carry out a campaign which reflects their company motto; “Living A Healthier Life”. They occasionally hold talk shows and inviting guest stars who are experts in this field. The price offered starts from Rp 75,000 for a slice of cake, to more than Rp 420,000 for a whole plant-based cheese cake.

### c. Bonvie Organics

The products of Bonvie Organics have a good product presentation, and is customizable. This brand itself has a fairly high price, which is approximately Rp 50,000 ( for regular slice cake ) to more than Rp 500.000 for customized cake.

### d. Soie Factory

Soie Factory also offers plant-based cheesecake with a good product presentation. However, they only provide a whole sized cake, making it impractical to carry and store as well as a burden for people who are just trying out. The price ranges from Rp 175,000 to Rp 350,000. Despite their plant-based product concept, it is not reflected in their packaging which contains plastic and hard to be reused.



Figure 5.2. Competitor Mapping

To map Foliche’s competitor, we classify two characteristics, which is the price of the product and the value of eco-friendliness in their products and work culture. Based on the figure above, Foliche is in the same position with Art of Being Healthy as its direct competitor, with most similarity in terms of price and the value put in eco-friendliness. Foliche is also positioned in the existing market as low to middle priced, and in the eco-friendly spectrum.

## 6. Competitive Advantages

Folliche serves plant-based cheesecake which is not widely available in the market, thus making us have several competitive advantages among competitors in the same field. Our plant-based cheesecake is healthier because it is made of entirely plant derived ingredients, and does not contain any artificial ingredient such as artificial sweetener. It can also be consumed with anyone regardless of their diets. Besides the health benefits contained, our products will also have an aesthetic appearance in accordance to the trends nowadays, and are packed efficiently without disregarding the use of effective and eco-friendly packaging.

To conclude, the competitive advantages of Folliche is that we are healthy, efficient, eco-friendly and aesthetic.

### 6.1 Benchmark

To explicate our benchmark, we use a framework which is SWOT (Strength, Weakness, Opportunities, and Threats) Analysis. Below will be the description.

#### 6.1.1 SWOT Analysis

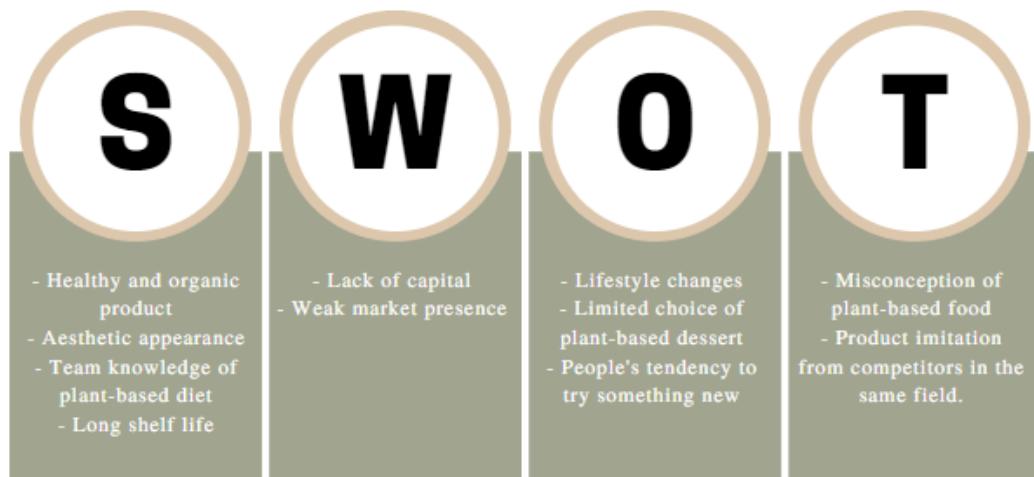


Figure 6.1. SWOT Analysis

The SWOT analysis of Folliche indicates the strength, weakness, opportunity, and the threat that the company may face. Our strength is in our product characteristics, which is healthy, organic, with an aesthetic appearance. We

also have a strength in product knowledge in our team and our products have a long shelf life, meaning customers can keep our product for a long time unlike our competitors. So far our weakness itself is the lack of capital, where we would need investors to fund our company. Other than that, we are also a new company, bringing a new product, thus having a weak market presence in the beginning. However, these weaknesses would be overcome as the business goes. Foliche also has several opportunities that the pandemic has brought, such as changes in lifestyle to a healthier lifestyle. Other opportunities include the limited availability of plant-based dessert in Indonesia and the tendency of people to try something new and follow the trend. On the other hand, Foliche faces some threats such as the misperception of people about plant-based food, which is often perceived as bland and expensive, and the risk of product imitation from competitors in the same field with more brand awareness.



### 6.1.2 Competitive Strategy

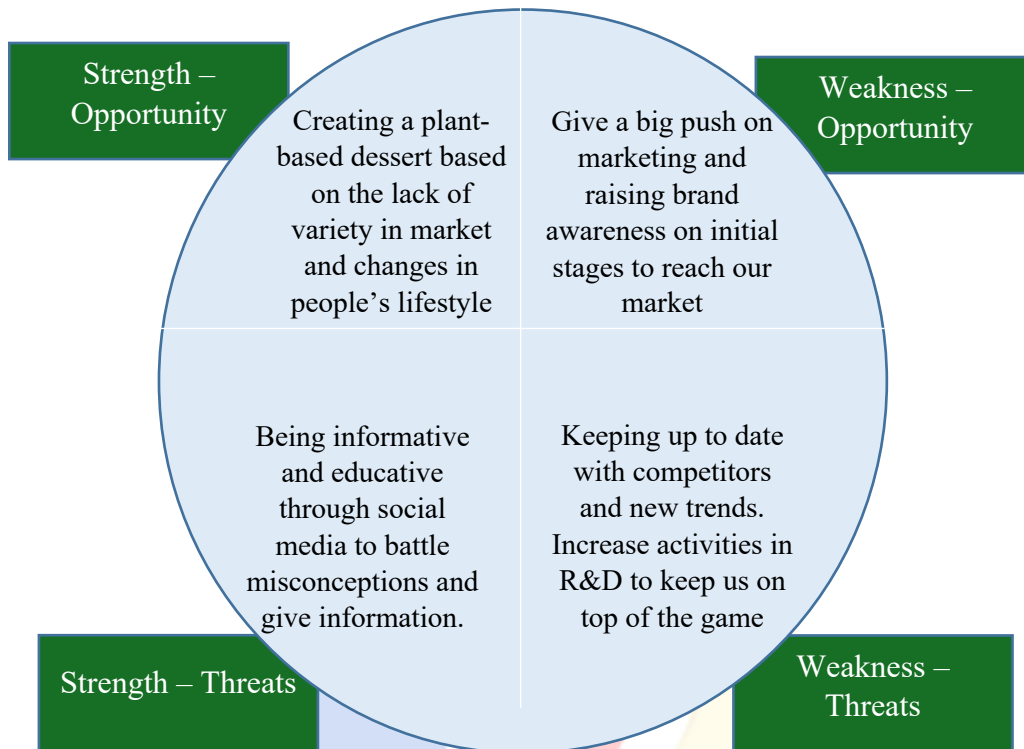


Figure 6.2. Competitive Strategy

By using SWOT Analysis, we could sum up a few strategies by using our strength and opportunity to fight the weakness and threat.

To maximize our opportunity of changes in people’s lifestyle to a healthy lifestyle during a pandemic and the lack of healthy dessert variety, we can use the strength of our healthy plant-based dessert and blast about its health benefits and its organic ingredients to the market.

Our weakness, which is weak market presence due to us being a new company, we overcome with our opportunity of people’s tendency to try something new. Accordingly, we will give a big push on marketing in the initial phases and put our face in the market, raising brand awareness and reaching more of our target market.

To repress the threat of misconception of plant-based dessert, we utilize our team’s product knowledge to educate and inform the masses about our product. It will be done mostly through social media.

To minimize our weakness and threat, we will be keeping up to date with our competitors and also do regular research and development of the trend and product to further improve and gain an upper hand to our competitors.

### 6.1.3 Comparison

To further showcase our competitive advantages, we use a comparison table against our competitors, with the factor of product, price, dietary aspect, presentation, and eco-friendliness. We choose the competitors who also have the availability of raw cakes or plant-based cakes.





					
Price Range	> IDR 70k	IDR 500K - 600K	IDR 560K	IDR 175K - 350K	IDR 55K - 75K
Gluten & Lactose-free	✓	✓	✗	✗	✓
Product Presentation	✓	✗	✗	✓	✓
Eco-Friendly	✓	✗	✗	✗	✓

Figure 6.3. Table of Comparison

From the comparison table above, it can be seen that the most direct competitor with almost the same aspects as Foliche has is Art of Being Healthy. However, Foliche offers a better and more affordable price than Art of Being Healthy.

## 7. Human Resources and Organization

To ensure Foliche can operate and develop properly, we divide our human resources into several departments in order to maximize performance and potential.

### 7.1 Organization Chart

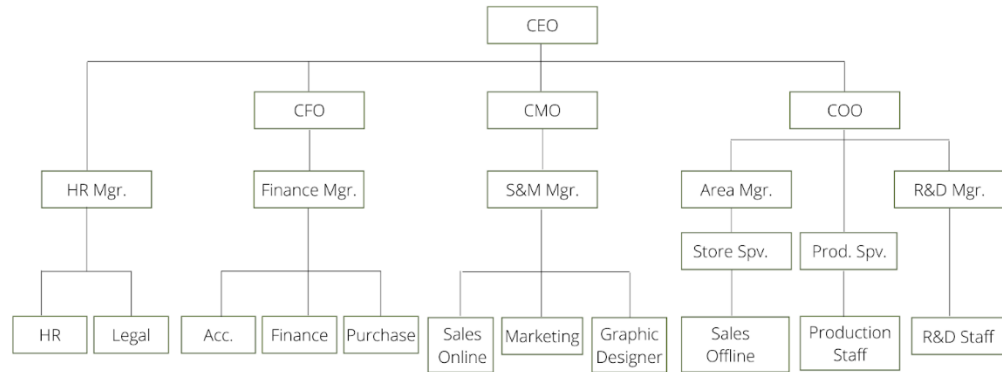


Figure 7.1. Organization Chart

### 7.2 Department Projection

This following is an explanation of the purpose of establishing a department in our organization chart, along with the job descriptions.

#### 7.2.1. CEO (Chief Executive Officer)

The Chief Executive Officer is the head of the company, who is in charge of every aspect and department of the company, making sure that daily operations run smoothly. A CEO is also responsible for making major corporate decisions and maintaining relationships with investors.

#### 7.2.2. CFO (Chief Financial Officer)

The Chief Financial Officer is in charge of the company's finance. The CFO is responsible for planning and coordinating the preparation of budgeting for every department, also identifying the economic strategy of the company. KPI for the financial department is being able to manage the company's finance, forecasting, cash flow and take care of the company income and expenses.



### 7.2.3. CMO (Chief Marketing Officer)

Chief Marketing Officer is in charge of the company's sales and marketing activities. CMO is responsible for collecting and organizing information to develop the company's marketing plan and strategy. Also, the CMO must understand the company products well and budgeting accurately. KPI for sales and marketing department is being able to give a good image for the company and increasing sales.

### 7.2.4. COO (Chief Operating Officer)

The Chief Operating Officer is in charge to make sure the operation of the company runs smoothly. COO is responsible for preparing SOP (Standard Operating Procedure) for the operational department, determining product quality, and monitoring staff performance in accordance with company SOP and HACCP policy. Besides that, COO must make planning, and production cost estimation. KPI for the operational department is being able to maintain the product quality, create new products, and can fulfill the requested demand.

### 7.2.5. Human Resources Department

Human resources department is in charge of the company activities related to HR such as hiring, firing, and reviewing employee performance. Human resources department is also responsible for managing employee salaries and creating job descriptions for each department and company regulations related to HR. KPI for the human resources department is being able to find a suitable worker to help run the company, provide training to improve the employee performance and create a harmonious working relationship and environment.

### 7.3 Manning

Below is the number of staff needed to run Foliche. The total number of staff required for Foliche to run properly in the first 2 years of operation is listed below.

Table 7.1. Manning

Operational Department				
Title	Responsibilities	Competence Needed	Staff Needed	Hiring Period
Area Manager	Managing stores in various regions efficiently and liaising with central management.	<ul style="list-style-type: none"> <li>• Minimal 2 year of area manager experience</li> <li>• Good leadership and communication skills</li> </ul>	1	Pre-opening
Research & Development Manager	Planning, managing and in charge of research and development activities of the company.	<ul style="list-style-type: none"> <li>• Minimum bachelor's degree in food technology</li> <li>• Conscious of SOP basic knowledge</li> <li>• Strong leadership skill and initiative</li> <li>• Creative and able to keep up with trend</li> </ul>	1	Pre-opening
Store Supervisor	Manage and supervise store and staff performance, ensure sales have reached the target.	<ul style="list-style-type: none"> <li>• Good leadership and communication skills</li> <li>• Able to motivate the staff</li> </ul>	1	Pre-opening

Production Supervisor	Supervise the production process to make sure everything runs smoothly and solve daily problems that occur in the production process.	<ul style="list-style-type: none"> <li>• Creative and willing to learn new things</li> <li>• Able to listen and communicate well with others</li> </ul>	1	Pre-opening
Research & Development Staff	In charge of product testing and innovation.	<ul style="list-style-type: none"> <li>• Minimum bachelor's degree in food technology</li> <li>• Creative and innovative</li> </ul>	1	Pre-opening
Production staff	Create the dessert with exact consistency and packing in accordance to the standard.	<ul style="list-style-type: none"> <li>• Able to work in team</li> <li>• Willing to learn and experience new things</li> <li>• Know the basic of plant-based food</li> <li>• Multitasking</li> </ul>	3 +2 +1 intern +1 +3 10	Q1 Q2 Q3 Q4 Q6 (Sby) Total in 2 years
Sales Offline	Attracting customers to booths or outlets and handling inquiries or purchases, having good product knowledge and maintaining the safety of the equipment and products.	<ul style="list-style-type: none"> <li>• Interactive and good communication skills</li> <li>• Able to pitch sales</li> </ul>	1 +9 +12 +8 (DW) +1 +12 +8 (DW) +1 (Sby) +3 (Sby)	Pre-opening Q1 Q2  Q3 Q4  Q6 Q7
<b>Sales and Marketing Department</b>				
Title	Responsibilities	Competence Needed	Staff Needed	Hiring Period
Sales and Marketing Manager	In charge of sales, advertisement and company publicity and budgeting for the advertisement.	<ul style="list-style-type: none"> <li>• Minimum Bachelor degree in marketing and public relation</li> </ul>	1	Pre-opening

		<ul style="list-style-type: none"> <li>Follow the trend</li> <li>Good communication skills</li> </ul>		
Sales Online	In charge of managing the company social media, e-commerce	<ul style="list-style-type: none"> <li>Good communication skill</li> <li>Fast and detailed</li> <li>Friendly</li> <li>Up to the trend</li> </ul>	1 +1 2	Pre-opening Q4 Total in 2 years
Marketing	Create advertising and promotion strategies for the company, and optimize the company website.	<ul style="list-style-type: none"> <li>Minimum bachelor degree in management or marketing</li> <li>Follow the trend and creative</li> </ul>	1 +1 +1 (intern)	Pre-opening Q2 Q3
Graphic Designer	In charge of designing templates, content, website and social media.	<ul style="list-style-type: none"> <li>Minimum degree in graphic design or computer science</li> <li>Creative, innovative, keeping up with trend</li> <li>Graphic design skills</li> </ul>	1	Pre-opening
<b>Finance Department</b>				
<b>Title</b>	<b>Responsibilities</b>	<b>Competence Needed</b>	<b>Staff Needed</b>	<b>Hiring Period</b>
Finance Manager	Manage company finance and budgeting, checking cash incomes and expenses.	<ul style="list-style-type: none"> <li>Minimum bachelor degree in accounting and finance</li> <li>Able to work with other department</li> </ul>	1	Pre-opening
Finance	Controlling the company's financial activities and payment.	<ul style="list-style-type: none"> <li>Minimum bachelor degree in finance</li> <li>Careful and neat</li> </ul>	1 +1	Pre-opening Q2

Accounting	Creating an accounting big book to trace the company expenses.	<ul style="list-style-type: none"> <li>• Minimum bachelor degree in accounting</li> <li>• Careful and thorough</li> </ul>	1 +1 (intern)	Pre-opening Q2
Purchasing	Managing company needs.	<ul style="list-style-type: none"> <li>• Good communication skills</li> <li>• Careful and selective</li> </ul>	1	Pre-opening
<b>Human Resource Department</b>				
Title	Responsibilities	Competence Needed	Staff Needed	Hiring Period
Human Resource Manager	Manage all the needs related to HR and law, employee salaries, create job description, and company regulations.	<ul style="list-style-type: none"> <li>• Minimum bachelor degree in psychology</li> <li>• Multitasking</li> <li>• Discipline &amp; good manners</li> </ul>	1	Pre-opening
Human Resource	Managing HR database, employment contracts and company archives.	<ul style="list-style-type: none"> <li>• Minimum bachelor degree in psychology</li> <li>• Good communication skills and writing skills</li> <li>• Able to adapt well</li> </ul>	1 +1 intern	Pre-opening Q3
Legal	Handling matters related to law	<ul style="list-style-type: none"> <li>• Minimum bachelor degree in Law</li> <li>• Thorough and critical</li> <li>• Good writing skills and good communication</li> </ul>	1	Pre-opening