

APPENDICES

Appendix 1: Analysis of Language Features Used by Jehian to Raymond Chin

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
1.1	Oke.	✓							Feature and function: - used minimal response to show support as a listener Explanation: - Raymond was saying that the podcast was interesting because Jehian, the guest, who initially ran an influencer management suddenly became a CEO of a food and beverage business. Thus, Jehian showed a response showing that he was listening.
1.2	Oke.	✓							Feature and function: used minimal response to show support as a listener Explanation:

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									Raymond said that he knew Jehian when both of them were entertainers from Blu BCA digital. Raymond did not know that Jehian actually had passion for entrepreneurship, and that is why Jehian said oke as a response to Raymond.
1.3	Sijabat. Betul.	✓							Feature and function: - Used minimal response to show agreement and support as a listener Explanation: - Raymond called Jehian's full name carefully to avoid mistakes and it turned out to be correct, so Jehian responded that it was right.
1.13	Yoi.	✓							Feature and function: - Used minimal response to show agreement Explanation: - Raymond previously said "<i>buat 10 orang.</i>" to make sure that it was right that he was going to give away

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									his products to 10 people, and Jehian agreed that it was right.
1.16	Sebenarnya bukan dari jumlahnya doang, Mond. Tapi gue ngelihatnya itu dari, sebenarnya kayak <i>availability</i> nya di kota-kota mana aja.		✓						Feature and function: - Used hedges to lessen the force of the utterance Explanation: - Previously Raymond asked Jehian how many branches his target for Menantea were. After Jehian said 500, Raymond pointed it out by saying “<i>Nah itu—</i>”. Then Jehian said that he was not looking at the numbers only. He actually had a different opinion, which was the availability of the store, yet through the use of this hedges, he might imply that Raymond’s opinion about numbers was not wrong either.
1.17	Maksudnya lu bisa bilang kayak 100 tapi di Jakarta semua ya percuma.		✓						Feature and function: - Used hedges to express uncertainty Explanation: - Jehian was uncertain to number the branches because

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									he said before that he only had 68 branches at that moment.
1.20	Oke.	✓							Feature and function: - Used minimal response to show support as a listener Explanation: - Raymond was still explaining that he knew the income of being a manager of influencers is not low. Hence, Jehian gave a response.
1.21	Oke <i>disclaimer</i> dulu, tapi sebenarnya kalo lu bilang gue pindah, kayak <i>talent management</i> gue sampe sekarang juga masih jalan.		✓						Feature and function: - Used hedges to avoid boasting Explanation: - He wanted to give clarification that he did not completely move from talent management into F&B business by giving proof that his management is still running.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
1.24	Kayak , iya tempat gue buat berekspresi lah.		✓						Feature and function: - Used hedges to express uncertainty of what to say Explanation: - Jehian was uncertain when Raymond asked what the exact reason for him suddenly running a F&B business, yet he was unsure how to put it into words. Thus, he said that it was like a place to express himself.
1.25	Betul.	✓							Feature and function: - Used minimal response to show agreement Explanation: - He agreed with Raymond saying that managing influencers and running a food and beverage business was completely different.
1.26	That's right.	✓							Feature and function: used minimal response to show agreement Explanation:

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									Raymond said that in business there were 3 aspects that needed to be paid attention to, which were marketing, product, and COGS. Jehian agreed with Raymond 's statement about that.
1.27	Gue sih ngeliatnya gini. <i>Influencer</i> tuh kalau udah sampai <i>certain point</i> , biasanya mereka itu akan <i>launching</i> ini kayak <i>venture</i> barunya mereka. Entah kalau misalnya, let's say kalo <i>beauty influencer</i> mereka bikin kosmetik <i>brand</i> atau <i>skincare</i> . kalau misalnya nanti, <i>I don't know</i> , let's say , <i>fashion influencer</i> mereka bikin <i>apparel</i> sendiri.		✓						Feature and function: - used hedges kayak to express uncertainty about influencer - Used hedges let's say (1, 2) to express uncertainty and to suggest some examples Explanation: - He was not confident to say that every influencer would definitely launch a new venture, hence he used kayak. - He also used let's say (1, 2) to give possible examples of what beauty and fashion influencers would do as businesses, and it indicated that he did not know precisely what they would release because he was not a beauty nor fashion influencer himself.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
1.29	Ya, kan? Nah tapi gue yang liat itu gini. ketika seorang <i>influencer</i> itu bikin F&B bisnis biasanya itu mereka ya dipajang sebagai muka dari si F&B bisnis itu.			✓					Feature and function: - Used modal tag question to express certainty of his previous utterance Explanation: - After saying that influencers would usually launch new businesses, Jehian said that the most common business is F&B and Raymond responded “<i>uh-hm</i>”. Jehian then used the tag question to ask for Raymond’s confirmation that it was indeed true.
1.30	<i>That’s right.</i>	✓							Feature and function: - Used minimal responses to show agreement Explanation: - Previously Jehian explained that usually when influencers do business, they would only use their portrait as the display of the brand, but not take part in the operation. Then Raymond responded that he knew about the “public figures” (in quotation marks)

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									business trends, and Jehian said that Raymond was right.
1.32	Oke...	✓							Feature and function: - Used minimal response to show support as a listener Explanation: - Raymond was still talking that there were trends about many public figures simultaneously making bakery businesses, and in the middle of it Jehian showed support as a listener through his minimal response.
1.33	Betul.	✓							Feature and function: - Used minimal response to show agreement Explanation: - Raymond said that most influencers who did bakery businesses only showcase their name or image in the brand (only being the ambassadors and did not literally handle the business by themselves), and

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									Jehian said it was right.
1.34	Yes. Itu yang bikin gue sebenarnya pengen bedain diri aja sih. Gue pengen <i>operate</i> bisnis nya itu juga. Jadi kayak , oke, gue dan Jerome, itu as a <i>brand ambassador</i> juga. <i>We have audience</i> dan lain-lain.		✓						Feature and function: - Used hedges to avoid boasting Explanation: - Jehian did not really want to brag about his business as he and Jerome (his brother) were brand ambassadors who have audiences just like other influencers. However, he wanted to say that what made his business different from others' was because in the next utterance he said that they had the capability to bring changes to the company by interacting with the audiences, because they were the operators of the business as well.
1.36	Betul.	✓							Feature and function: Used minimal response to show agreement Explanation:

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									He agreed when Raymond said that Jehian took part in managing the business.
1.37	Betul.	✓							Feature and function: - Used minimal response to show agreement Explanation: - He agreed when Raymond said that Jehian did not just do promotion for the business.
1.38	Iya.	✓							Feature and function: - Used minimal response to show agreement Explanation: - He agreed when Raymond said that Jehian ran the business as well.
1.40	Oke. Gue kan bikin ini berempat ya. Jadi secara <i>entity</i> itu gue ada 4 badan lah disini. Gue ama Jerome			✓					Feature and function: Used modal tag question to express confidence or certainty about his statement

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
	jadi satu, terus ada si Sylvi, yang sebenarnya lo mau undang, kan?								Explanation: Jehian knew that Raymond was going to invite Sylvi and he asked for Raymond's confirmation.
1.42	Uh-hm. Nah kalau misalnya lu ngomong secara bisnisnya, kayak (1) kerjaan yang gue ambil tuh <i>not purely into the operating things</i> . Jadi kayak (2) , let's say franchisee relations, terus habis gitu yang berhubungan sama <i>supply chain</i> , yang begitu, gue enggak <i>directly</i> ada di situ.		✓						Feature and function: - Used hedges kayak (1) to lessen the force of the utterance - Used hedges kayak (2) and let's say to show uncertainty and to suggest some examples Explanation: - When Raymond asked what was actually his job as the CEO, Jehian answered that his job as a CEO was not purely into operating things. However, he used the hedges kayak (1) to express that he was not necessarily hands-off in the operation. He might still contribute in that field although not directly. - He also used kayak (2) and let's say to suggest some possible examples of what the operations would do without him doing it directly. The use of hedges

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									indicated that he might be uncertain of the specific job that the operations do because he is not taking part mainly in that field.
1.43	Tapi <i>as a</i> CEO, ya gue nya sendiri juga seneng banget kan belajar. Jadi gue pengen tahu begitu-begitu nya kayak gimana. Jadi kayak , ya gue bisa dibilang kalau misalnya kerjaan gue di Menantea yang paling <i>strong</i> itu gue di <i>marketing</i> , memang. Karena gue ama Jerome emang datangnya dari <i>marketing</i> kan.		✓						Feature and function: - Used hedges to avoid boasting Explanation: - Following his previous answer to Raymond's question about his role as CEO, he said that his primary strength in Menantea is within marketing because he and Jerome already had experiences in marketing. To avoid boasting about his capability, he employed hedges.
1.44	Uh-hm.	✓							Feature and function: - Used minimal response to show support as a listener Explanation: - Raymond was talking and asking "<i>Tapi menurut gue ya, lu tau nggak banyak Instagram account—</i>", and

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									before Raymond continued, Jehian showed a response to show that he was listening.
1.46	Betul.	✓							Feature and function: - Used minimal response to show agreement Explanation: - Raymond told Jehian that there were many education accounts that used Menantea as a study case, and Jehian agreed that it was true.
1.49	Oke gue tahu berita yang lo maksud. Beberapa kayak <i>foodies</i> , <i>blog</i> gitu kan munculin gue sama Jerome tentang kayak , apa ya nyebutnya waktu itu. <i>Raw marketing</i> gitu lah ya.		✓						Feature and function: - Used hedges to express uncertainty Explanation: - He did not know the term that the media used for Menantea's marketing, hence he said it with hedges.
1.50	24 jam 138 ribu, I think.		✓						Feature and function: Used hedges to express uncertainty

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									Explanation: Jehian was asked the number of Menantea's Instagram followers before the launching. He might not remember the exact words so he used <i>I think</i>.
1.51	Ya tapi <i>not denying the privilege</i> juga. Masalahnya kan gue sama Jerome memang <i>basic</i> -nya kita punya <i>audience</i> , gitu. Jadi ibaratnya kayak (1) gimana nge- <i>convert</i> , <i>follower</i> Jerome jutaan kan, dan lu tau kan sekarang dia 5 juta. Kalo di Menantea itu sekitar 4 koma sekian. Dia bisa <i>convert</i> itu jadi Menantea itu maksudnya kayak (2) <i>not something</i> yang <i>very impossible</i> sebenarnya. Tapi, bisa <i>maintain si audience</i> itu <i>hyped</i> sampai sekarang itu sebenarnya yang bikin gue lebih bangga		✓						Feature and function: - Used hedges kayak (1, 2, 3) to avoid boasting - Used hedges kayak (4) not to sound evaluative Explanation: - In this utterance, Jehian said that he did not deny that he and his brother had the privilege of having a big audience on their social media, and having the ability to convert them as Menantea's audience. He used the hedges kayak (1) to avoid bragging about his ability or privilege. He also used the hedges kayak (2) while saying that it is not something very impossible. In addition, the hedges kayak (3) were used by Jehian not to brag on how Menantea's success in maintaining its hype unlike other businesses where the hype might

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
	daripada—banyak media kan nge-eksposnya itu gimana cara gue bisa <i>generate</i> 100.000 <i>followers</i> dalam waktu sehari. Tapi sebenarnya, gue lebih bangga ketika gue bisa mempertahankan <i>engagement rate</i> gue di atas 10%, empat bulan setelah bisnisnya itu jalan dan kayak (3) <i>hype</i> nya udah—ibaratnya kalau misalnya bisnis yang lain gitu, ya udah biasa aja. Maksudnya kayak (4) ya udah ada dimana-mana store-nya. “Gue udah tahu, gue udah nyoba. Ya udah gue tinggalin aja,” biasa gitu.								die down. While using the hedges kayak (4), Jehian elaborated to Raymond that what he meant by the hype dying down was when other businesses experience a drop in enthusiasm. That experience typically occurs when consumers already tried the products, knew that the stores were everywhere, and it became mainstream, resulting in customers drifting away from the brands. The use of hedges might indicate that he did not want to be evaluative or critical of other brands.
1.52	<i>That’s right.</i>	✓							Feature and function: Used minimal responses to show agreement Explanation:

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									When Raymond said that besides their audience or followers, Jehian's strategy in maintaining engagement that was still relevant was also an important role, and Jehian agreed with Raymond.
1.54	Oke sebenarnya kalau gue boleh cerita dikit ya, Mond. Gue tuh, sebenarnya kan kayak , dari gue kuliah itu, sebenarnya gue emang udah tertarik banget sama <i>entrepreneurship</i> .		✓						Feature and function: - Used hedges to express certainty Explanation: - He told Raymond the truth that he was already interested in entrepreneurship since he was in college, and he was certain about it.
1.55	Wah, mantap .							✓	Feature and function: - Used compliments to express admiration for Raymond's skill Explanation: - Raymond began to discuss financial and he wanted to predict Jehian's income by saying "<i>Tapi, lu sendiri nih, sebelum lu bangun Menantea kan, menurut gue ya,</i>

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									<i>kalo gue prediksi ya, kalo gue prediksi ya.</i> ” Then Jehian said <i>mantap</i> to express admiration for Raymond’s confidence to predict his income.
1.56	Berapa tuh? Cukup? Berapa tuh?				✓				Feature and function: - Used questions to challenge Raymond Explanation: - As Raymond predicted that Jehian income as talent manager was sufficient or that Jehian was settled enough (that he did not have to open other businesses), Jehian challenged Raymond to specify what Raymond considered to be “sufficient” because he doubted that the host could accurately predict his income.
1.57	Hmm.	✓							Feature and function: - Used minimal response to show support as a listener Explanation: - Raymond asked Jehian about his income range, and

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									Jehian gave a minimal response. The minimal response indicated that he understood Raymond's request. Additionally, the minimal response might suggest that he was contemplating whether to disclose or reveal his income range or not.
1.58	Gue coba bongkar pengetahuan lu tentang <i>influencer</i> dulu deh.					✓			Feature and function: - Used mitigated directives to show his intention Explanation: - When Raymond asked Jehian to reveal his income range before he created Menantea, he did not answer it right away. Instead, he wanted to uncover Raymond's knowledge about influencers first. However, Jehian softened his request to Raymond by saying <i>gue coba (let me try)</i>. The use of a mitigated directive might be because he tried to buy time. This implies that Jehian was actually reluctant to disclose his income to Raymond.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
1.59	Gini, gue jawabnya <i>yes or no</i> . Kalo misalnya menurut lu di <i>scope</i> -nya, <i>let's say kayak talent</i> gue tuh, Jerome, Hansol tuh kan yang udah diatas 3 juta <i>YouTube viewers</i> -nya. Kan lu <i>YouTuber</i> juga nih. Lu dapet <i>AdSense</i> , <i>dong? (1)</i> Pasti, <i>dong? (2)</i>		✓	✓					Feature and function: - Used hedges <i>let's say</i> and <i>kayak</i> to express certainty and give examples - Used modal tag questions <i>dong? (1, 2)</i> to express certainty Explanation: - Because he wanted to uncover Raymond's knowledge about influencers, Jehian wanted to ask whether Raymond knew the income of the influencers under Jehian's management. He used the hedges <i>let's say</i> and <i>kayak</i> to suggest two names of influencers that he managed, who are Jerome and Hansol. The hedges were used to express Jehian's certainty that he knew they already had more than 3 million YouTube viewers. - Jehian was certain that Raymond would be able to

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									estimate his income because he knew that Raymond is a YouTuber himself, and he knew that Raymond gets AdSense as well. Hence, he used <i>dong?</i> (1, 2) to seek confirmation from Raymond about his statement.
1.60	Ya, kan? Lu kan juga jual sponsor.			✓					Feature and function: - Used modal tag question to express certainty about his statement Explanation: - When Raymond confirmed that he gets AdSense from YouTube, he used the tag question again to express certainty and to express again that his statement before (about the AdSense) was right.
1.61	Nah lu bisa ga estimasi kira-kira berapa. Nanti gue jawab <i>yes or no</i>					✓			Feature and function: Used mitigated directives to ask Raymond estimate his income

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
	aja. Lebih besar, lebih kecil, atau gimana gitu.								Explanation: Jehian used the mitigated directives <i>lu bisa ga (can you)</i> to Raymond to lighten the command to estimate his income. Still being reluctant in showing his exact income, Jehian uttered another mitigated directive to buy time. Additionally, he specified that he would only provide a yes or no answer.
1.65	Jangan lu tambah terus lah. Oke pokok intinya <i>in that kind of range</i> , terus gue itu <i>manage</i> dua belas <i>creator</i> . Udah, itu.		✓			✓			Feature and function: - Used aggravated directives <i>jangan</i> to tell Raymond to stop adding the number for predicting his income - Used hedges <i>kind of</i> to avoid boasting Explanation: - Previously, Raymond estimated Jehian's income that he gets from one of his talents (Jerome) to be two hundred million rupiah. Then, Raymond changed it into five hundred. As a response, Jehian told Raymond to stop increasing the estimated income. Jehian was

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									straightforward in telling Raymond to stop because he might be uncomfortable if his income was revealed. When Raymond estimated two hundred million rupiah for one talent or influencer, he said “<i>ada</i>”, which implied that it might be 200 or even higher. Then, in this utterance, Jehian used <i>kind of</i> to avoid boasting because he explained further that he manages 12 creators. Hence, his income might be 12 times higher than that.
1.66	Betul. Makanya sebenarnya ya lu bisa nyimpulin sendiri bahwa <i>it's not about the money</i> , sebenarnya.					✓			Feature and function: - Used mitigated directives <i>lu bisa</i> to ask Raymond to draw the conclusion on his own Explanation: - At first, Raymond was curious why Jehian decided to run a F&B business because he thought that working in influencer management is more profitable than managing a food and beverage business. Afterward, Jehian said that it was right, and told Raymond that he

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									could draw the conclusion as to why Jehian decided to run Menantea even though influencer management is more profitable. Instead of explicitly telling the underlying reason for Jehian to run Menantea, Jehian indirectly invited Raymond to understand that Jehian actually had another reason besides the money.
1.73	Betul penasaran pasti. Cuma yang kedua adalah, gue itu ngeliat gini. <i>Correct me if I'm wrong</i> ya, buat temen-temen <i>content creator</i> sama <i>talent manager mungkin</i> ada yang ngeliatnya beda. Tapi gue ngeliatnya bahwa sebenarnya <i>content creating</i> itu itu jasa.		✓						Feature and function: - Used hedges to express uncertainty Explanation: - Jehian wanted to say that content creating is a service, yet he was not confident because there might be fellow content creators or talent managers who hold contrasting opinions. That is why he used <i>mungkin</i>.
1.74	Oke jadi barangnya itu sebenarnya enggak konkrit. Entah kamu jual <i>personal, this kind of content creator</i> , kontennya dia juga sebenarnya gue melihat itu sebagai		✓						Feature and function: - Used hedges <i>kind of</i> and <i>kayak</i> to express uncertainty Explanation: - Jehian further explained that content creating is

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
	<i>entertainment</i> . Apa ya, kayak orang dateng buat ngerasain seneng.								actually selling personality, or a specific type of content. The hedges kind of indicated his uncertainty because he did not refer to a specific type of content precisely, such as beauty, fashion, or anything else. Jehian also sees those contents as entertainment rather than a concrete product. He might be struggling to elaborate his point, that is why he used the hedges kayak which indicated that he was uncertain and was searching for the right words.
1.76	Ya, kan? Tapi itu <i>it's not something</i> yang sebenarnya lu makan atau lu pake. Lu tonton itu beda ama lu pake. Baju misalnya. Kacamata, minuman.			✓					Feature and function: - Used modal tag question to show certainty and ask for confirmation Explanation: - In the previous utterance, Jehian said that people watch contents and consequently they experience happiness, and Raymond agreed to him by saying “Iya”. Because Raymond agreed to him, Jehian might feel confident about his previous statement. Thus, he

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									asked for confirmation from Raymond again.
1.77	Oke jadi gue ngeliatnya adalah, oke ini gue udah ngerti cara kerjanya <i>entertainment industry</i> walaupun ya nggak sampe <i>scope</i> , let's say kalo misalnya <i>Korean label</i> gitu, mereka udah jauh lebih <i>pro</i> . Setidaknya di bidang yang <i>at my level</i> , gue ngeliatnya gue ngerti lah cara kerjanya kayak gimana. Nah sebenarnya adalah ke rasa penasaran itu. Gue penasaran <i>how to manage a business with real-thing product</i> .		✓						Feature and function: - Used hedges to express uncertainty Explanation: - Jehian was explaining that he already knew the operations of the entertainment industry, although not to the extent of a bigger scope. However, he might feel uncertain to name the entertainment industry in a larger scope. Hence, he used let's say to suggest the Korean label as the example of a more professional industry with larger scope.
1.79	Itu bener banget.	✓							Feature and function: Used minimal response to show agreement Explanation:

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									Raymond asked Jehian whether he agrees that influencers have their golden moment. Jehian then confirmed Raymond's perspective, saying that it is absolutely correct.
1.85	<i>That's right.</i> Padahal mereka coba <i>recycle</i> kontennya di Instagram, atau mereka bahkan coba bikin segmen konten baru di Instagram, tapi ya <i>it doesn't work</i> , gitu. Nah jadi gue ngeliatnya emang per- <i>influencer</i> -an itu atau KOL, <i>content creator</i> itu, they have to keep innovating kan pasti. Tapi ada faktor yang ga bisa dilawan yaitu waktu. Mereka pasti tambah tua, suatu saat mereka berkeluarga.					✓			Feature and function: - Used mitigated directives to suggest that content creator have to keep innovating Explanation: - Jehian expressed his opinion that content creators must keep innovating because previously Jehian and Raymond were discussing that the contents they make in one platform may not bring the same engagement in other platforms. However, rather than a straightforward command, this utterance can be considered only as a suggestion for those content creators.
1.86	Bener ga? Suatu saat mereka harus ubah <i>branding</i> -nya mereka.		✓	✓		✓			Feature and function: Used modal tag questions bener ga? and kan? (1, 2)

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
	Ga bisa mereka jadi anak muda terus. <i>Content creator</i> muda. Jerome, misalnya. Sekarang, oh beasiswa, <i>content creator</i> muda. Tapi, lu udah ga usia 20 lagi. Lu sekarang udah 23. Bentar lagi lu mau, let's say , ada hubungan sama orang lain kah, atau nanti berkeluarga, dan lain-lain. <i>You have to keep rotating the branding, kan? (1)</i> Pasti, kan? (2)								to express certainty - Used mitigated directives harus and have to to ask content creators to change their branding - Used hedges let's say to express uncertainty Explanation: - Jehian previously said that time is an obstacle for content creators. As time goes by, they inevitably age or might start families. Then, Raymond came to realize and exclaimed "<i>Oh, shit</i>". Jehian consequently used the tag question bener ga? to express certainty and ask for Raymond confirmation that indeed those situations are inevitable. Due to that reason, Jehian said that content creators have to keep rotating the branding. Jehian also expressed his confidence in his statement that content creators have to keep rotating the branding by using kan? (1, 2) - Jehian used the directive harus and have to because he believed that it is a must for content creators to change their branding because people change over

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									time, and they could not remain the same as they used to be. The directives were rather mitigated because they were like strong recommendations or advice rather than strict orders. Jehian also used <i>let's say</i> to suggest some possibilities that might happen to content creators in the future. The hedges showed his uncertainty because he talked about the future, which nobody would know and unpredictable as well.
1.88	Make sense, kan?			✓					Feature and function: - Used modal tag question to show certainty Explanation: - Jehian was explaining that when creators switch the branding, there would be audiences that are converted because the audiences are aging as well. Then, Raymond said that it made sense. Jehian then showed his certainty and sought confirmation from Raymond that what he said made sense using the tag

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									question <i>kan?</i>
1.89	Betul. <i>Legacy, kan?</i>			✓					Feature and function: - Used modal tag question to show certainty Explanation: - Raymond previously said that a business has a capability to always adjust through new products or something. Then, Jehian responded that it was right, and he asked Raymond whether it was legacy while using the tag question <i>kan?</i>. By doing so, Jehian indicated that he understood Raymond's point and was certain that Raymond was talking about legacy.
1.90	Jadi <i>kayak</i> , <i>the innovation</i> itu <i>real</i> sampe si bisnis itu bisa bertahan walaupun, <i>let's say</i> , gue sebagai foundernya udah tua, gue udah mati sekalipun. Ya itu di bisnis juga <i>going</i> .		✓						Feature and function: - Used hedges <i>kayak</i> and <i>let's say</i> to show uncertainty Explanation: - Jehian conveyed his opinion that innovation would still continue and allow a business to endure even if

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									the founder is already old or passed away. However, there might be other circumstances when innovation could not guarantee a business' sustainability. Hence, Jehian used the hedges kayak and let's say because other things may happen which are not aligned with what he said. Jehian conveyed his opinion that innovation could enable a business to persist even if the founder is old or has passed away. However, he might consider that there could be instances where innovation alone may not ensure the sustainability of a business. Therefore, Jehian employed the hedges kayak and let's say to suggest that unforeseen circumstances may arise that contradict his statement.
1.96	Orang penasaran. Jadi kayak , <i>when you see brand bikin product baru</i> , itu sebenarnya targetnya dua. Entah mereka emang pengen <i>stay</i>		✓						Feature and function: - Used hedges to express uncertainty Explanation: - Jehian shared his knowledge that when brands launch

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
	<i>relevant</i> , atau mereka pengen <i>back to being relevant</i> .								a new product, they have two targets. It is either they want to stay relevant or back to being relevant. However, Jehian might be unsure which one between the two targets applies in every case, so he used the hedges <i>kayak</i> .
1.98	Jadi, <i>let's say</i> , ketika gue <i>launching</i> ini, ya kalo lu mau gue bongkar, <i>sales</i> -nya naik. Karena ketika gue <i>launching</i> —ini dua <i>product</i> baru—bahkan kalo lu liat yang ini, <i>chicken popcorn</i> ini, itu <i>we produce new sauce</i> . <i>Not entirely new product</i> , sebenarnya.		✓						Feature and function: - Used hedges to avoid boasting Explanation: - Jehian wanted to give an illustration when Menantea launched a new product. He mentioned that the launch of the new product resulted in increased sales, despite not being entirely new. To be precise, it was just a new sauce, but it still led to a rise in sales. To avoid boasting about the increasing sales, hence, Jehian used the hedges <i>let's say</i>.
1.101	Oke.	✓							Feature and function: Used minimal response to show support as listener

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									Explanation: Raymond told Jehian that the sales of his business increased 12 times when he did the free event. Raymond then asked Jehian how many times the sales of Menantea increased when he launched the new product. However, Jehian did not answer Raymond's question right away. He just gave minimal response oke to show that he was actively listening to Raymond and that he understood his question. He might need a moment to answer because both of them were eating the snack while doing the podcast.
1.102	Oke bentar ya. Lu mau ngeliatnya angkanya dari mana nih?				✓				Feature and function: - Used question to make the host provide a clearer question Explanation: - Raymond previously asked the sales of Menantea, and Jehian gave a question back to Raymond to make sure which numbers he was referring to.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
1.103	Oke angkanya gue tau. Tapi kan sebenarnya, kalo gue bisa bilang, si <i>R&D process</i> menuju si <i>marketing</i> gue ini, menu-menu ini, itu kan setelah PPKM shit ini <i>happening</i> kan, sebenarnya. Jadi gue metrik membandingkannya itu antara sebelum PPKM atau waktu lagi PPKM ini.						✓		Feature and function: - Used swearing and taboo language to express frustration Explanation: - He used stronger swear word shit to express his frustration about the situation regarding PPKM at that time, which restricted the community activities during the pandemic.
1.104	Oke. Karena kalo gue bandingin sebelum PPKM, <i>it's actually kayak going back to the hype</i> waktu awal-awal ini. Karena kan sebenarnya Menantea umurnya baru 4 bulan.		✓						Feature and function: - Used hedges to avoid boasting Explanation: - Jehian told Raymond that the profit of Menantea at that time (during PPKM) was like going back to the hype in the beginning of the launching of the product (before PPKM). The utterance implied that Menantea profit at that time was as high as when the product was initially launched and gained hype from the

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									society even though there were restrictions (PPKM) in the community. However, he used the hedges kayak to avoid boasting about Menantea's achievement.
1.106	Jangan dong , bro.					✓			Feature and function: - Used mitigated directives to prevent Raymond asking for the exact number of the profit Explanation: - Raymond teased Jehian to say the exact numbers of how many times the sales increased. However, Jehian persisted not to tell Raymond and said jangan dong (please don't). It is considered mitigated because he used <i>please</i> to make it less forceful.
1.107	Oke, jadi prosesnya gue <i>with my partners</i> , kita ngeliat–otomatiskan kalo F&B kita nyari <i>problem</i> -nya, kan?			✓					Feature and function: - Used modal tag question to express certainty Explanation: - Jehian was certain that for food and beverage business, the process of the research and

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									development begins from the problem in the society. Hence, he used the tag question kan? .
1.108	Kayak problem yang <i>internal</i> . Apa kira-kira yang <i>customer</i> lu pengen dari lu, atau kira-kira apa yang <i>customer</i> lu pengen <i>in general</i> terhadap seluruh F&B.		✓						Feature and function: - Used hedges to lessen the force of the utterance Explanation: - Raymond asked Jehian how the research and development process of Menantea. He previously said that it begins with a problem. Then, he specified that it is about the internal problem. However, he might think that internal problems are not the one and only focus on the R&D process. Hence, to prevent saying that internal problems are the only focus, he used kayak.
1.116	Uh-hm.	✓							Feature and function: - Used minimal response to show agreement Explanation: - Raymond asked how long the process of the research

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									until the launching of the product was. Then, Jehian answered that it was around one month. After that, Raymond asked for confirmation that it was indeed one month. Thus, Jehian responded <i>uh-hm</i> to Raymond.
1.117	Yes. Tapi enggak yang kayak (1) , ketika mereka bikin tim R&D nya di dapur, di <i>kitchen</i> bikin, ya gue ga sampe kayak (2) “oh ini tambahin sedikit, kurangi sedikit” ngga yang kayak (3) gitu. Tapi prosesnya itu kayak (4) kita ngumpul, terus kita <i>scoring</i> , abis itu kita <i>give feedbacks</i> , abis itu <i>scoring</i> lagi, <i>feedbacks</i> , <i>scoring</i> , <i>feedbacks</i> kayak (5) gitu-gitu.		✓						Feature and function: - Used hedges kayak (1, 2, 3, 4, 5) to express uncertainty Explanation: - Jehian used the hedges multiple times to express uncertainty about giving the details of the process of Menantea’s research and development. He used kayak (1, 2, 3) while emphasizing that the process was not very detailed to the point that he took part in the kitchen, adding or subtracting the ingredients. He used kayak (4, 5) to give examples of the process in the R&D team from the meeting, <i>scoring</i>, to giving feedback. The repetition of hedges might show his

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									uncertainty about the detailed process, indicating that there was flexibility in the process.
1.118	Oke.	✓							Feature and function: - Used minimal response to show support as a listener Explanation: - Raymond told Jehian that he believes Menantea have their own marketing strategy. Raymond believes that Menantea's marketing does not revolve on posting content and content only. Then, Jehian said oke as a response to Raymond.
1.119	Oke. gini. Aduh, ntar gue pikir dulu. Lu ngeliat gue sebagai <i>manager</i>, apa yang bedain gue sebagai <i>manager</i> nih, dengan <i>manager talent</i> lain? Lu liatnya apa yang paling gampang?				✓				Feature and function: - Used questions to initiate a new topic and challenge the host Explanation: - Raymond previously inquired about the marketing strategy behind Menantea's success. Following that, Jehian asked Raymond what distinguishes him as a

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									talent manager compared to other talent managers. Jehian challenged Raymond to offer his insights, which may become a hint to the answer behind Menantea's success.
1.121	Artinya apa? Gue <i>influencer</i> kan gue punya <i>audience</i> .				✓				Feature and function: - Used question to challenge the host Explanation: - Raymond said that what distinguishes him from other talent managers is because Jehian is an influencer himself. The answer was correct, and Jehian gave another following question. He wanted to say that if he himself is an influencer, that means he has audiences.
1.122	Bahkan ada yang bilang kayak "Anjir, <i>manager</i> -nya aja <i>verified</i> ," gini gini gini.		✓						Feature and function: - Used hedges to avoid boasting Explanation: - As he was explaining that he is both a manager and an

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									influencer, he said he once heard people saying that even the manager has verified social media accounts. However, to avoid boasting, he used the hedges kayak .
1.123	" <i>Talent</i> -nya kan bahkan ada yang belum <i>verified</i> ," gitu. Nah itu salah satu. Sebenarnya gue ada <i>this kind of secret sauce</i> di <i>talent management</i> juga. Dan ini bukan sesuatu yang <i>secret</i> sebenarnya, kayak , <i>audience</i> -nya tau bahwa mereka bisa ngobrol sama gue.		✓						Feature and function: - Used hedges kind of and kayak to avoid boasting Explanation: - Jehian said that he has a 'secret sauce' in his management. However, he used hedges kind of to avoid boasting about it. He also used the hedges kayak while saying that the 'secret sauce' was actually not even a secret in order to avoid boasting.
1.126	Ya kan. Terus disiapin, oke senin ini, Selasa ini, gini. Gue nggak ke arah sana. Tapi gue ke arah yang, oke seminggu 1 gapapa, tapi lu harus high engagement .					✓			Feature and function: - Used aggravated directives for his employee Explanation: - Jehian explained that Menantea does not have KPI or target for their social media posts. He allows the

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									employees to post once in a week, however, he commands the employees to be able to bring high engagement to the social media account.
1.128	He-em. Nah makanya gue kayak melihatnya adalah, kita <i>breakdown</i> dulu nih. Misalnya Instagram. <i>What kind of post</i> yang sifatnya itu harus ada terus <i>to keep you relevant</i> , mana yang ga perlu ada terus dan ya, gapapa. Dan kita <i>define</i> itu sebagai gini. Instagram <i>feeds</i> itu bukan sesuatu yang harus (1) ada terus. Instagram <i>stories</i> sesuatu yang harus (2) ada terus.		✓			✓			Feature and function: - Used hedges kayak to lessen the force of the utterance - Used aggravated directives harus (1, 2) for his employee Explanation: - Previously Jehian told Raymond that he does not tell the marketing team to boost their engagement by posting every day. Instead, he allows them to post once a week, but they have to ensure that it brings high engagement. Following that, in this utterance Jehian said that Menantea breaks down the type of Instagram contents based on its significance in bringing engagement. However, the use of hedges kayak might indicate that the breakdown was not

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									actually present as a firm rule. Hence, their social media teams are still flexible whether to create contents in the type of feeds or stories. For his social media admins, he used the directives harus (1, 2) in defining the rules for them that Instagram feeds are not crucial, but Instagram stories are crucial.
1.129	<i>Feeds</i> itu lu bertarung. Nih ya, di hp lu, <i>feeds</i> itu maksimal cuma muat dua. Jadi artinya lu satu, sebagai <i>account</i> menantea.toko nih, lu bersaing sama, mungkin ada satu orang nge-follow ribuan <i>account</i>. Lo harus bersaing sama ribuan <i>account</i> itu. Sedangkan kalo <i>story</i>, itu dalam 1 hp lu lu buka, itu orang lebih gampang untuk lihat berapa aja diatas situ.		✓						Feature and function: - Used hedges to express uncertainty Explanation: - He was explaining that on one's phone, Instagram feeds can only show perhaps just two posts. That means, Menantea's account has to compete with potentially thousands of other accounts that a user might follow. However, he was uncertain because it would always be different for each user. Each user might follow hundreds, thousands, or even more. Hence, he said " mungkin ada satu orang nge-follow

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									<i>ribuan account”.</i>
1.132	Betul.	✓							Feature and function: - Used minimal response to show agreement Explanation: - Jehian agreed with Raymond that F&B business has a different marketing strategy compared to talent management, such as GrabFood and GoFood.
1.133	Betul.	✓							Feature and function: - Used minimal response to show agreement Explanation: - Jehian agreed with Raymond that F&B business has a wider scope for its marketing compared to an influencer.
1.134	Dibanding sama apa dulu nih?				✓				Feature and function: Used question to make the host provide a clearer

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									question Explanation: Raymond asked Jehian about a distinct aspect of Jehian's work within Menantea that differs from his previous experiences. However, Jehian found the question unclear, so he asked Raymond to specify what he was comparing it to. It turned out that Raymond wanted to know the difference of Jehian's involvement in Menantea compared to his work in talent management business.
1.135	<i>Talent management</i> otomatis gue di-introduce ke hal-hal baru kan. Let's say kayak IG ads, tiktok ads, gitu-gitu. Di <i>talent management</i> gue ga pernah pake itu.		✓						Feature and function: - Used hedges let's say and kayak to show uncertainty Explanation: - Jehian mentioned that in talent management, he has never used tools like IG ads or TikTok ads. The use of let's say and kayak indicated that he might have several distinct practices in Menantea compared to in

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									his talent management work, yet was not certain which ones to mention. Therefore, he only provided a few examples related to social media advertisements.
1.136	Gue ga pernah pake. Malah kebalik, kan. Ibaratnya kayak beberapa <i>brand</i> nge- <i>adboost</i> konten dari <i>talent</i> gue. itu di- <i>adboost</i> atas nama mereka. Tapi kalo di Menantea ya gue harus belajar gimana caranya gue bisa <i>ads</i> sendiri. Tapi, <i>to be honest with you, we haven't spent a penny on IG ads, TikTok ads, and Twitter ads.</i> Atau apapun.					✓			Feature and function: - Used aggravated directives to himself to learn something new which he has not experienced before Explanation: - Jehian explained that he has to learn how to do advertisements on his own in Menantea, because in his talent management, all advertisements are done by other brands or partners.
1.140	Jadi kalo lu liat, istilahnya kan ada Mintea 1, Mintea 2. Gue ama Jerome. Tapi ada Mintea baru. Itu ada karyawan gue, team gue. Yang itu secara gaji lumayan tinggi. Tapi					✓			Feature and function: Used aggravated directives harus (1, 2) to his employees to manage the social media properly Explanation:

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
	dia <i>handle</i> dan jadi persona pengganti gue dan Jerome di Menantea. Dan gue kasih dia tugas bahwa lu harus (1) coba gimana caranya gue sama Jerome lebih pasif. Lu harus (2) gantiin gue sama Jerome.								Jehian explained that he assigns a task to his employees, particularly the ones handling social media, instructing them to ensure that Jehian and Jerome can be more passive and their roles can be taken over effectively. Jehian used the aggravated directives harus (1, 2) to emphasize the importance of that task.
1.141	Tapi lu harus pertahankan bahwa <i>netizen</i> kita tetep mau ngobrol sama elu walaupun udah ga ada gue sama Jerome di Menantea. Dan gue <i>spend</i> kayak begituan, sama orang-orang yang kayak gini nih banyak. Di Twitter ada lagi, Mintweet. Di TikTok ada lagi.					✓			Feature and function: - Used aggravated directives harus to his employee to manage the social media properly Explanation: - Jehian further explained that his employees who handle social media have to ensure that netizens still want to engage and talk with the admin even in the absence of Jehian and Jerome.
1.144	Yes.	✓							Feature and function: Used minimal response to show agreement

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									Explanation: Raymond said that Jehian social media is indeed his forte (strong point), and Jehian agreed.
1..145	Betul.	✓							Feature and function: - Used minimal response to show agreement Explanation: - Raymond said that because social media is Jehian's forte, that is why he delves deeper to that field. Jehian then agreed with Raymond.
1.147	Oke.	✓							Feature and function: - Used minimal response to show support as a listener Explanation: - Raymond gave his opinion that Jehian's plan for 500 branches of Menantea is ambitious. Furthermore, he wanted to know what his plan is in the future. He asked Jehian whether it is possible for him to leave social media if Menantea becomes very big and

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									successful. Afterwards, Jehian gave minimal response to show that he was listening and that he understood that Raymond was curious about his plans.
1.148	Lebih tepatnya adalah gue akan membuat Menantea ini <i>as a</i> Menantea Group, tapi ga lepas dari <i>influencer</i> .					✓			Feature and function: - Used aggravated directives for himself to make Menantea as a group Explanation: - Jehian told Raymond that his plan is to make Menantea Group. He straightforwardly said his intention to make Menantea Group, but not detach himself from influencer.
1.151	Bener.	✓							Feature and function: - Used minimal response to show agreement Explanation: - He agreed with Raymond that influencer is the catalyst, not the product of Menantea business.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
1.152	Betul.	✓							Feature and function: - Used minimal response to show agreement Explanation: - Raymond asked for Jehian confirmation that influencer-driven business is what makes Menantea different from other brands. Hence, Jehian responded betul to show his agreement.
1.158	Iya.	✓							Feature and function: - Used minimal response to show agreement Explanation: - Raymond told Jehian to tell his target in one year in a bit more detail. Consequently, Jehian informed him that his target in Q4 2021 is to have 200 branch deals. Raymond then made sure that 200 branches were his target by the end of the year (2021). Thus, Jehian responded iya to show that Raymond was correct.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
1.159	Terus in 2022 kita udah <i>run</i> itu 200+. Nah jadi sebenarnya kayak sekarang nih, tadi gue bilang ke lu 68 yang <i>running store</i> -nya. Tapi sebenarnya <i>in the back-end</i> , gue udah ada <i>fix</i> 100 lebih.		✓						Feature and function: - Used hedges to avoid boasting Explanation: - He was explaining that even though he has 68 stores running, he told Raymond that he actually had more than 100 branches at that time. It was just that some of them were not operating yet.
1.162	Woi jangan lo omongin gitu.					✓			Feature and function: - Used aggravated directives to stop Raymond praising Menantea Explanation: - Raymond was saying that Menantea might be raising a significant amount of funds, but Jehian seemed uncomfortable with the compliments. Therefore, he asked Raymond not to talk about that by using the directive jangan.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
1.164	<i>Yes. Jadi when we talk about Menantea Group, ya you can fantasize about that. Gue ga mau confirm anything. Ya but it's around, bahwa bukan cuma–</i>					✓			Feature and function: - Used mitigated directives can to let Raymond imagine Menantea becoming Menantea Group - Used aggravated directives ga mau to prevent confirming anything Explanation: - In this utterance, Jehian said <i>you can fantasize about that</i> to leave the imagination of Menantea Group to Raymond, because he said that he did not want (ga mau) to confirm anything.
1.165	Uh-hm.	✓							Feature and function: - Used minimal response to show agreement Explanation: - Raymond restated Jehian's plan to ask for confirmation that Jehian wanted Menantea to become a group, not only selling tea and snacks. Thus, Jehian agreed with him and gave minimal response.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
1.166	<i>Yup.</i>	✓							Feature and function: - Used minimal response to show agreement Explanation: - Raymond said that Jehian's plan for making a Menantea Group is a big dream. Jehian responded <i>yup</i> because he was aware that indeed it is a big dream.
1.167	<i>That's right. Betul.</i>	✓							Feature and function: - Used minimal response to show agreement Explanation: - Raymond told Jehian that he was not expecting Jehian, who usually makes funny contents on social media, to have a big dream to become an actual entrepreneur, not only a spokesperson of a business. Consequently, Jehian agreed with Raymond for correctly describing himself.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
1.169	Kalo ga salah gais, ini <i>sneak peek</i> ya. Kayaknya tahun depan gais.							✓	Feature and function: - Used compliments to Raymond to praise his possession or skill Explanation: - Raymond previously told Jehian that it was a great achievement for him being one of the entrepreneurs listed in Forbes 30 under 30. Then, Jehian had the intention to give back the compliments by saying that Raymond might get into the list as well in the next year. The compliments Jehian gave to Raymond might be based on Raymond's possession and skill while pursuing his career as entrepreneur.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

Appendix 2: Analysis of Language Features Used by Jehian to Hermanto Tanoko

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
2.1	... udah cukup lama. Udah mulai ngerti. Tapi kalau di dunia F&B, ngomongin apa orang-orang ini, kan. Dan Jerome itu waktu di sana merasa sangat apa ya, kayak tertantang gitu. Setelah <i>room</i> itu dia bilang ke aku, “Kita harus bikin F&B bisnis, cuma nggak tau mulai dari mana?” seperti itu. Cuma untungnya, <i>finally</i> , lewat—kalau Pak Hermanto, ada sedikit cerita, akhirnya kita dipertemukan lah ya. <i>Strategic partner</i> , ada yang di sini, ada yang di Jakarta. Yang di Surabaya itu kebetulan aku <i>partner</i> -an sama Mas Hendi, dia itu kakak kelasku.		✓						Feature and function: - Used hedges to express uncertainty Explanation: - In the utterance, Jehian talked about the reason why he and Jerome (his brother) decided to run a food and beverage business. When explaining about Jerome, he did not know exactly how his brother felt, so he employed hedges and said that his brother felt challenged when everyone in his circumstances knew about F&B except him.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
2.6	Iya. Jadi orang-orang sekarang kan suka ngebully dia kan, karena kayak "Ini aku udah minum bang Jerome, tapi Bang Jerome belum minum," gitu.		✓						Feature and function: - Used hedges to express uncertainty Explanation: - Jehian was mimicking how their followers would tease Jerome who was the owner of Menantea yet he had never tried it yet because he was still in Japan. However, he was uncertain of the exact sentence that the followers said, so he just gave an example of it.
2.11	Uh-hm.	✓							Feature and function: - Used minimal response to show agreement Explanation: - Previously Hermanto asked Jehian about when Menantea was launched. He said "<i>April tanggal 10</i>", and Hermanto repeated it for a confirmation "<i>April tanggal 10?</i>". Then Jehian responded Uh-hm to let Hermanto know that it was correct.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
2.12	Ada. Soalnya kan Jerome–jadi dia bikin konten YouTube, terus dia nyuruh aku untuk buka toko. Waktu itu, Jerome itu suka banget ngisengin aku kayak (1) “ini nomernya Bang lan,” gitu. “Udah kalian-kalian bilang ke Bang lan nih,” kadang-kadang kayak (2) , dulu itu kayak (3) “Bangunin bang ian dong,” gitu. “Ga bisa ditelepon”. Terus orang-orang ngespam aku. Cuman yang kali ini suruh buka toko. Dan waktu itu spamnya itu <i>all time high</i> . Jadi kayak (4) bener-bener nggak pernah setinggi itu. Di chat hp-ku itu ada 32 ribu orang–		✓						Feature and function: - Used hedges kayak (1, 2, 3) to show uncertainty - Used hedges kayak (4) to avoid boasting Explanation: - Before this utterance, Hermanto asked Jehian why he named the business ‘Menantea’. Then, Jehian began telling that everything started when Jerome (his brother) shared Jehian’s number to the followers. He wanted to give examples of how Jerome told his followers to contact Jehian, to wake him up because he could not be called, and so on, but he used the hedges followed by the examples of how the followers would say because he was not sure to say it precisely. - That time, people were also asking him to open a store. The demand was high, yet to avoid boasting, he used the hedges kayak. Following that, he said that he got around 32 thousand chats on his phone.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
2.13	Yang ngechat berbarengan dan kayak (1) aku nggak bisa respon ke <i>brands</i> , nggak bisa respon ke <i>clients</i> , kan? (1) Jadi ada kayak (2) , <i>urgency</i> -nya kayak (3) , “Jer, kamu jangan macam-macam.” Maksudnya, ini beneran kalo nggak hilang chatnya, ini kerjaan kita yang <i>management</i> itu, Mantappu, nanti hilang semua. Maksudnya soalnya itu memang nomor yang aku pakai buat kerjasama, kan? (2)		✓	✓					Feature and function: - Used hedges kayak (1, 2, 3) to lessen the power of the utterance - Used modal tag questions kan? (1, 2) to show certainty and ask for justify related to his concern Explanation: - Jehian was explaining that the spam chat made it difficult for him to respond to brands, and that he would tell Jerome not to mess around. However, he used the hedges kayak (1, 2, 3) in order not to sound too serious or not to show that he was very irritated about it. - Jehian used the tag question kan (1) when he stated that he cannot really respond to other brands that were contacting him. The tag question kan (2) was also employed when he mentioned that the phone number was used to contact collaborators. Jehian might do this to show certainty and ask the host to justify his concern of the potential loss of business-

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									related chats with important people if random people spammed him.
2.19	Tapi operasionalnya harus dikejar, kan? Nggak bisa kayak gini sebulan–			✓		✓			Feature and function: - Used aggravated directives harus to give command to Menantea's management - Used modal tag question kan? to show certainty and confidence Explanation: - Jehian said before that the deals with partners were going up to 112 branches. Then, he gave aggravated directives by using harus to his team that they must catch up with the growth of the operations as well, not just focusing on increasing business deals. He is assumed to say that he did not want to abandon the operations in the following statement, but he could not finish his sentence because Hermanto cut him. - Jehian emphasized the need for Menantea's operations to keep pace with this growth. The use of

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									modal tag question kan? indicated his confidence and certainty in the necessity to grow the operations alongside the increasing number of outlets.
2.20	Bener.	✓							Feature and function: - Used minimal response to show agreement Explanation: - When Jehian said operations, Hermanto asked him whether it was about the human resources, and he said that it was true.
2.21	Betul. Betul sekali. Terus kita juga kan beberapa di kota lain. Terus ada di kota yang kita belum pernah kunjungi dan lain, kayak gitu. Jadi kita satu minggu kita coba untuk 4-5 store begitu, setiap weekend.		✓						Feature and function: - Used hedges to express uncertainty Explanation: - In this context, Jehian explained his challenges as he opened new branches. There were branches which they had not visited yet. There might be other challenges that he was hesitant to mention or not, so he said “dan lain, kayak gitu”.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
2.25	Jadi kayak, mungkin kita bisa bilang, <i>hybrid</i> .		✓						Feature and function: - Used hedges kayak and mungkin to show uncertainty Explanation: - Previously, Jehian said that his stores consisted of self-owned stores as well as franchise stores. He was unsure of how his business type could be called, so he said kayak and mungkin.
2.26	<i>Self-own</i> kalau kita ambil, let's say 100 toko gitu ya, atau mungkin (1) 80 toko sekarang kita <i>self-own</i> itu di angka, mungkin (2) 6 sampai 8%.		✓						Feature and function: - Used hedges let's say and mungkin (1, 2) to show lack of confidence and uncertainty Explanation: - Hermanto asked Jehian what percentage of the self-owned stores there were. The utterance might convey his lack of confidence due to the relatively small number of self-owned stores compared to the total of the branch, hence he used hedges let's say

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									and <i> mungkin (1)</i> . The hedges <i> mungkin (2)</i> could also indicate that Jehian did not know the precise calculation of his self-owned store.
2.30	Oh, nggak-nggak. Maksudnya kayak (1) dibikin tipenya itu kayak (2) kafe. Jadi kalau yang lainnya, kan, <i>stand-</i> nya misalnya di mall, ya mungkin ada satu, dua tempat duduk, tapi lebih ke yang <i>take-away</i> , gitu kan.		✓						Feature and function: - Used hedges <i>kayak (1, 2)</i> to show uncertainty - Used hedges <i> mungkin</i> to lessen the force of the utterance Explanation: - In the previous utterances, Jehian said that he made a cafe for the self-owned store in Jakarta, which has a system like a flagship store. People could come, have a seat, and use the Wi-Fi there. Then Hermanto asked whether they offer coffee as well, because Jehian said cafe. Then he responded that the store was actually similar to a cafe, but it did not sell coffees. The hedges <i>kayak (1, 2)</i> showed his uncertainty because he was saying that he opened a cafe, yet in this utterance he said that it was not a

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									cafe but something similar to it. He also wanted to explain that people could dine-in in the flagship store, unlike his other stands in a mall which only accepted take-away orders. However, in order not to completely say that people cannot enjoy the food in the stands, he used the hedges <i>mungkin</i> to say that there might be one or two chairs although they tend to accept take-away orders.
2.33	Apanya nih, <i>leads</i>-nya, atau?				✓				Feature and function: - Used question to make the host provide a clearer question Explanation: - Hermanto asked Jehian “<i>Nah untuk orang yang ingin menjadi franchise itu berapa sekarang ini?</i>”. Then, Jehian would like to make sure whether the question ‘how much’ was referring to the leads (potential customers) or to the price of opening a

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									franchise.
2.35	Benar, strategis. Terus, harus (1) , let's say (1) , ada bukti lah bahwa dia emang serius, dan udah harus (2) ada <i>location</i> yang dia udah pasti dapat, let's say (2) , <i>at least</i> 1 tahun atau 2 tahun, gitu.		✓			✓			Feature and function: - Used aggravated directives harus (1, 2) to give requirements for individuals who wanted to be a franchisee - Used hedges let's say (1, 2) to lessen the force of the utterance Explanation: - Jehian was explaining about the requirements of joining as a franchisee, particularly regarding the location. He used the directives harus (1, 2) to say that individuals should have proof that they are serious and must have a fixed location for at least 1-2 years. - The use of hedges let's say (1, 2) made the requirements more flexible, because he did not specify the exact form of the proof that needed to

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									be submitted, and he allowed them to decide the rent duration of the location that would be used.
2.39	Nggak, kita tapi ada skema, let's say , <i>high, mid</i> , and <i>low</i> , gitu sih. Memang kan kita–		✓						Feature and function: - Used hedges let's say to show uncertainty Explanation: - Hermanto asked Jehian whether his business Menantea would give guarantees to the franchisees. Then, Jehian answered no, yet they had a scheme or classification of the income, which were high, mid, and low. The use of hedges might indicate that it was not an officially written scheme in Menantea.
2.40	Oke. Let's say (1) kalau <i>talking about own-store</i> aja ya. <i>Own store</i> kita yang di Tomang itu 1 hari itu bisa <i>double digit</i> juta. Kalau 1 bulan ya, let's say (2) <i>around several hundred million</i> lah, gitu.		✓						Feature and function: - Used hedges let's say (1, 2) to avoid boasting Explanation: - Hermanto asked Jehian what the average income of one outlet was. Then, he answered using hedges let's say (1, 2) because he might think that income is

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									a sensitive topic. It might bring bad perspective from people that he was showing off his income if he kept talking about it. Hence, he used the hedges in order not to sound boastful.
2.42	Itu bisa dibilang begini sebenarnya, Pak Hermanto. Karena kita itu beda dengan <i>coffee shop</i> , dimana, let's say, kayak (1) kita sebut <i>brand mungkin kayak (2)</i> Janji Jiwa gitu ya. <i>The people needed to run the store</i> itu sebenarnya nggak terlalu banyak. Karena ibaratnya mereka <i>espresso-based</i> , kan. Sedangkan kita itu banyak banget pakai buah-buahan beneran. Jadi untuk <i>running store</i> itu, kadang-kadang kita butuh 5-7 <i>employee</i> , di dalam satu <i>stand</i> itu, kalau misalnya mau <i>high-speed</i> . Nah kadang-kadang, dan itu <i>problem</i> kita		✓						Feature and function: - Used hedges let's say, kayak (1, 2), and mungkin to avoid being evaluative towards other brand Explanation: - In this utterance, Jehian aimed to draw a comparison between a coffee shop that primarily serves espresso-based beverages and their own store, which specializes in drinks made with fresh fruits. However, he was being cautious not to be evaluative about the brand that he mentioned. Hence, he used all the hedges before naming Janji Jiwa.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
	sampai sekarang adalah, kita kadang-kadang kewalahan di <i>speed</i> -nya.								
2.43	Gitu. Jadi nggak melayani secepat yang seharusnya gitu. Mungkin seharusnya <i>this is not the cap</i> gitu. Harusnya bisa melayani lebih banyak <i>cups</i> lagi. Cuman ya <i>that's one of the challenges</i> sih kalau bagi kita.		✓						Feature and function: - Used hedges to show uncertainty Explanation: - Previously he said that Menantea needed five to seven employees in one stand, unlike a coffee shop which did not really need that many staff. He also said that the speed was one of their challenges. However, he believed that they could go beyond that. He believed that they could serve more cups, yet he might be still unsure because in reality they were overwhelmed by the speed aspect. Hence, he used the hedges.
2.44	Iya.	✓							Feature and function: Used minimal response to show agreement

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									Explanation: Hermanto asked Jehian whether it was true if one outlet could make 300 million rupiah, the GOP would be above 50%. Then, Jehian responded that it was right.
2.51	Oke. Kalau di Mantappu, karena memang kita udah, prosesnya itu udah cukup lama, ya Pak Hermanto. Terus <i>talent-talent</i> kita juga udah <i>talent-talent</i> yang dalam tanda kutip mandiri. Mereka udah punya sistemnya sendiri-sendiri. Sekarang di Mantappu itu kita lagi fokus untuk mengotomatiskan proses <i>partnership</i> ini. Karena kan <i>everything is going online</i> , dan lain-lain. Jadi bisa dibilang secara <i>operations</i> di Mantappu ini kita lagi fokus untuk gimana caranya		✓						Feature and function: - Used hedges to express certainty Explanation: - Jehian was asked about his future goals for his businesses, Menantea and Mantappu Corp. For Mantappu Corp, he said that he wanted to make the business run automatically without him directly handling it. He used the hedges to give one exact thing that they were working on to develop, which is the communication through WhatsApp that he wished to be done automatically by SOP.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
	ngestabilin bisnis ini biar bisa terjadi secara <i>automatically, without me</i> turun langsung ke dalam. Kalau dulu aku yang bacain WA-nya, di awal-awal. Kalau sekarang, let's say , gimana caranya proses komunikasi itu terjadi udah <i>by</i> SOP.								
2.59	Nah jadi di Menantea-nya itu, karena ibaratnya kita lebih butuh <i>minds</i> -nya itu untuk ada di situ, untuk sekarang aku lebih mengalokasikan waktu, atau <i>at least, my thinking time</i> itu lebih di Menantea, begitu untuk hal ini. Karena kita banyak sekali hal yang harus diurusin, let's say kayak Jerome aja belum nyoba, kan? Jadi <i>we're still thinking of a second wave</i> gitu.		✓	✓					Feature and function: - Used hedges let's say and kayak to express certainty - Used modal tag question kan? to show certainty Explanation: - In this utterance, he discussed his plans for Menantea, mentioning that he had numerous tasks that needed attention. At that moment, he was sure that he already had one specific plan for Menantea. Therefore, he used the hedges let's say and kayak while saying one of his agenda which involved preparing for his brother who had not yet tried

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									Menantea's product. In the same utterance as well, the tag question <i>kan?</i> suggested his confidence that it is important for Jerome, one of Menantea's owners, to try their own product.
2.62	Betul.	✓							Feature and function: - Used minimal response to show agreement and support as listener Explanation: - Hermanto said that he had seen Menantea's Instagram earlier. He was also talking about how usually brands' social media do not really have high engagement or many comments, and Jehian agreed with him. The utterance also served as a support for the host to continue his statement, suggesting that Jehian felt the host still have something to say about Menantea's social media.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
2.63	Iya.	✓							Feature and function: - Used minimal response to show agreement and support as a listener Explanation: - Hermanto further said that it was a different case for Menantea. Their Instagram had many comments from the followers. While listening to Hermanto's opinion about Menantea's Instagram, Jehian showed a response as well as agreement that Menantea really do have high engagement.
2.64	Kita bikin <i>personality</i> untuk <i>admin</i> yang <i>handle</i> itu. Karena kan awalnya kan aku sama Jerome. Kita kasih nama Mintea 1 sama Mintea 2. Waktu kita <i>hire social media admin</i> baru, kita berpikir bahwa kita nggak boleh sembarangan <i>hire</i> orang, karena bisnis ini itu adalah bisnisnya					✓			Feature and function: - Used aggravated directives nggak boleh to the team to hire suitable person - Used aggravated directives harus to the team to make the person they hired to be accepted by netizen Explanation:

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
	<i>netizen</i> , gitu kita bilang. Jadi orang baru ini harus bisa diterima sama <i>audience</i> kita, sama <i>market</i> kita. Jadi kita bikin <i>story</i> , gimana pelan-pelan caranya akhirnya bisa diterima dan sekarang ya dia bisa jadi Mintea baru gitu. Nah Mintea baru itulah yang <i>handle</i> social media dan lain-lain.								Jehian used the directives <i>nggak boleh</i> to ask his team not to carelessly hire people because he said that the business is also the netizen's business. Moreover, he used <i>harus</i> to say that the team must do something for the person they hired to be accepted by their market. The directives were rather straightforward because he said what he really wanted. His instructions were not suggestions but something that must be done for the sake of business.
2.67	Tepat sekali.	✓							Feature and function: - Used minimal response to show agreement Explanation: - Hermanto gave his opinion on how Jehian made a personality for their social media admin. Hermanto said that Jehian and his team must find the suitable person as the admin because that way, the communication can be in-line. Jehian then expressed

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									an agreement with Hermanto's viewpoint.
2.68	Oke, yang pasti kita lagi mempersiapkan Jerome untuk pulang ke sini, karena dia belum pernah nyoba. <i>So we're expecting a second wave</i> , gitu, waktu dia pulang. Tapi ya, gumpalan <i>audience</i> ini harus (1) kita <i>manage</i> juga kan dengan persiapan yang baik gitu, dengan <i>safetynet</i> yang baik. Jadi gimana caranya kita memikirkan <i>campaign-campaign</i> yang sifatnya nanti, Menantea kepulangan Jerome, dan lain-lain gitu, supaya kita bisa manage lah, supaya, apa ibaratnya, <i>nggak flop</i> . Terus harus (2) diperhatikan juga kondisi negara kita					✓			Feature and function: - Used aggravated directives harus (1, 2) to give command to Menantea's team about future plans Explanation: - Hermanto asked Jehian whether he had any future plans for Menantea. As a reponse, Jehian answered that they were preparing for Jerome's (his brother) comeback to Indonesia. While explaining that, he gave a straightforward directive using harus (1) to him and his own team to manage the preparation so that the campaigns would not be failed. He also used harus (2) in saying that they should also be aware of the country's situation, including PPKM and more.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
	kan, dengan PPKM dan lain-lain. Seperti itu sih.								
2.69	Kita itu–jadi begini sih sebenarnya, Pak Hermanto. Kalau misalnya mereka buka di <i>mall</i> , itu kita ada <i>let's say</i> 1 <i>stand</i> doang, jadi <i>stand alone</i> gitu yang sifatnya bisa dibongkar pasang, ditaruh aja gitu.		✓						Feature and function: - Used hedges to show uncertainty and give examples Explanation: - Previously, Hermanto asked the minimum size requirement for one outlet. Then Jehian answered by saying that they had a stand or portable booth that could be set up in the area if it is in the mall. The use of <i>let's say</i> might indicate that there might be other options of outlet setup beside the portable stand, and Jehian was uncertain of which one Hermanto was talking about.
2.73	Meskipun di mall itu sebenarnya, <i>let's say, kayak–</i>		✓						Feature and function: Used hedges <i>let's say</i> and <i>kayak</i> to show uncertainty and to take times to think

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									Explanation: Hermanto asked Jehian again the precise size of the outlet, whether it would be as small as a 3x3 meters room. Jehian answered that it must be bigger than 3x3 meters. Following that, Hermanto said that it was quite big by saying “<i>Berarti agak besar dong, meskipun di mall juga besar?</i>”. However, it seemed that Jehian could not provide the exact measurement. Instead, in this utterance, he said let’s say, and kayak, trying to explain how big exactly it needed to be while looking around the room in which they were doing the podcast.
2.78	Kita sifatnya itu semuanya di- <i>self-made</i> di <i>outlet</i> -nya. Jadi kita mainnya <i>supplier</i> , mungkin lebih ke gudang ya <i>instead of central kitchen</i> .		✓						Feature and function: - Used hedges to show uncertainty Explanation: - Hermanto questioned whether Menantea’s self-owned store had a central kitchen. Jehian responded that instead of central kitchen, he used the term

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									warehouse which has a quite similar role with central kitchen. Because the role is the same, which is to supply food or beverages to the outlet, Jehian used hedges because he was unsure whether his supplier can be called a central kitchen.
2.80	Padahal kita jualan minum gitu. Tapi orang-orang kayak wajib ada ayam–		✓						Feature and function: - Used hedges to avoid boasting Explanation: - Jehian shared before how the snack became the number one sales in Menantea and he also said that it was an unexpected occurrence. In this utterance, he used hedges to avoid bragging the fact that the snack (chicken) has become a popular choice among his customers while the main product which they sell is the beverage itself.
2.88	Betul.	✓							Feature and function: Used minimal response to show agreement

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									Explanation: Jehian told Hermanto one of his goals, to expand Menantea into Japan. Hermanto responded positively and said that Indonesian people should not let foreign products keep entering Indonesia but to strive for the other way around.
2.91	<i>So far</i> , iya kita belum. Paling yang paling mentok itu, yang ibaratnya bukan <i>tea</i> itu, kita ada namanya Menantea Sunset. Itu pakai <i>blue tea</i> . Tapi ya kita nyebut ya tetep <i>tea</i> sih.		✓						Feature and function: - Used hedges to show uncertainty Explanation: - Hermanto asked Jehian whether he wanted to make another type of drink besides tea. Then, he answered that he did not have any plans for another type of drink. He said that Menantea has a drink made of blue tea, a tea that is made of flower petals. He knows that it is made of tea, but he was uncertain whether people consider it as a tea due to its uncommon colors (purple and yellow). Therefore, he used the hedges to suggest that Menantea

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

No.	Utterances	Language Features							Notes
		MR	H	TQ	Q	CD	STL	C	
									Sunset might be considered a non-tea drink by the customers.
2.92	Banyak yang dipikirkan, sih. Jerome juga banyak <i>idea</i> untuk Menantea, dan mungkin (1) untuk, <i>let's say</i> , mungkin (2) brand-brand lain, tidak ada yang tau. Tunggu saja di Instagram @—waduh muncul enggak nanti disini?		✓						Feature and function: - Used hedges mungkin and let's say (1, 2) to express uncertainty Explanation: - Jehian was talking about what were his plans or business ideas in the future, mentioning the possibility of launching new brands. However, he used the hedges mungkin and let's say to emphasize that those were still in the planning stage and nothing was confirmed.

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

Appendix 3: Analysis of Differences and Similarities of Language Features Used by Jehian Panangian to Raymond Chin and Hermanto Tanoko

Video Podcasts	Language Features						
	MR	H	TQ	Q	CD	STL	C
Jehian with Raymond Chin	32	46	12	5	19	1	2
Jehian with Hermanto Tanoko	7	40	4	1	7	-	-

Abbreviations:

MR: Minimal Responses

H: Hedges

TQ: Tag Questions

Q: Questions

CD: Commands and Directives

STL: Swearing and Taboo Language

C: Compliments

Appendix 4: Transcription of Video 1: Dari Tukang Cuci Piring, Sekarang CEO Menantea! ft. Jehian
PS (same age and status host)

Raymond : ASMR ga tuh. Seger banget, gila.
Jehian : Mantap.
Raymond : Mantap. *Alright guys, welcome to 30 under 30*. Anjay. Ini bukan *20 under 20*.
Jehian : Bukan *20 under 20*?
Raymond : Soalnya kita udah tua, cuy. Tapi lu beneran *30 under 30*, kan, *Forbes* kemarin?
Jehian : Betul. Puji Tuhan.
Raymond : Gila. Tapi, kalau gue lihat ya, lu *30 under 30* kemarin sebagai yang *influencer management* itu, kan?
Jehian : Hm. Enggak sebenarnya.
Raymond : Oh ya?
Jehian : Gue cerita tentang itu di *Forbes* nya, jadi pas ngisi form-nya. Tapi sebenarnya kalau lu liat di web-nya, ditulisnya itu yang QnA Group gue.
Raymond : QnA Group itu yang lama, kan?
Jehian : Iya itu yang *social media accounts* yang tentang *education* yang gue bikin sama Jerome.
Raymond : Oh. Tapi kebanyakan kan gini, gue perasaan nih. Kebanyakan kan orang tahunya lu sebagai *influencer management*. Ini makanya podcast ini tuh interesting buat gue. Influencer management, terus tiba-tiba out of nowhere, CEO of Menantea.
Jehian (1.1) : **Oke.**
Raymond : Dan kita kan lulusan apa ya, kita *entertainer* Blu BCA digital. Kita kan jadi musikal nih. Terus dari sana gue ngobrol, ngobrol banyak sama lu ternyata lu mendalami banget di *entrepreneurship*, gitu.
Jehian (1.2) : **Oke.**
Raymond : Oh ya. Eh, *by the way*, gue lupa nih. Ini bagi teman-teman yang belum tahu kita kenalan dulu kali. Jehian, eh gue juga— Jehian Panangian Sijabat.
Jehian (1.3) : Sijabat. **Betul.**
Raymond : Nah, coba kita kenalan dulu sama *guest* kita hari ini.
Jehian (1.4) : Oke. Salam kenal buat semuanya. Apa nih lu nyebutnya apa? Raymond *friends*? gue gatau sih.
Raymond : Gatau, *team* Raymond aja lah.
Jehian (1.5) : Oke, *team* Raymond. Nama gue Jehian Panangian Sijabat. Kalau di internet ada yang manggil Bang Ian. Tapi temen-temen gue manggilnya 'Je'. Ini, si Raymond juga manggilnya Je.
Raymond : Iya, gue juga manggil Je.
Jehian (1.6) : Ee— pekerjaan gue sebagai *talent manager*.
Raymond : Nah, itu utamanya *talent manager*?
Jehian (1.7) : Ya. Itu yang paling lama sih lebih tepatnya.
Raymond : Tukang cuci piring?
Jehian (1.8) : Oke.. Iya di internet. Itu hobi gue.
Raymond : Iya, itu juga betul. Terus sekarang?
Jehian (1.9) : Sekarang *my latest venture* itu di ini, Menantea. gue sebagai CEO dari Menantea.
Raymond : Gila. Ini *sponsored by* Menantea nih walaupun gue ga dibayar.
Jehian (1.10) : Waduh, waduh.
Raymond : Ini by Menantea. Eh, kita, sebelum kita lanjut ada *giveaway*. Kita harus bilang dulu nih.
Jehian (1.11) : Oh boleh boleh.
Raymond : Ini kan Menantea keluar *launching product* baru. Aduh tumpah lagi. *Launching product* baru. Jadi *giveaway* nya *simple*, kayak semua dari *podcast* gue, kalian tinggal *instastory*, *tag* kita berdua, bagian mana yang kalian suka yang paling estetik, nanti bakal dikirimin apa nih?

Jehian (1.12) : Gue bakal kirim satu menu baru, minuman, sama satu menu baru makanan buat 10 orang.

Raymond : Buat 10 orang.

Jehian (1.13) : **Yoi.**

Raymond : Oke, kalian jangan lupa *giveaway* nya, karena hari ini kita *discuss* tentang Menantea. Sekarang lu— makanya gue penasaran nih. Lu CEO Menantea. Sekarang udah berapa cabang?

Jehian (1.14) : 68 cabang yang udah *running*.

Raymond : Dan lu pernah bilang gue targetnya?

Jehian (1.15) : Ya *we want to go five hundred*.

Raymond : Nah itu—

Jehian (1.16) : Sebenarnya bukan dari jumlahnya doang, Mond. Tapi gue ngelihatnya itu dari, sebenarnya **kayak** *availability* nya di kota-kota mana aja.

Raymond : Ohh.

Jehian (1.17) : Maksudnya lu bisa bilang **kayak** 100 tapi di Jakarta semua ya percuma.

Raymond : Oke.

Jehian (1.18) : Gue liatnya tuh gue pengen *nationwide*.

Raymond : Gila.

Jehian (1.19) : Dan angka yang masuk akal ya, *five hundred* gitu.

Raymond : Ngga tapi gue penasaran deh, kenapa lu dari *influencer management*, gue kalo boleh jujur ya, ini gue mau jujur sama *listener* juga. Gue tahu duitnya enggak dikit.

Jehian (1.20) : **Oke.**

Raymond : Gue tahu *influencer management* ya, kali ber—*talent-talent* lu, apa, lu dapet tuh duit nggk dikit gitu. Terus lu *out of nowhere*, gue lumayan kaget, lu tiba-tiba masuk ke *entrepreneurship* bikin Menantea, as a *business* gitu. Kenapa— apa yang bikin lu tiba-tiba dari *influencer management* ke bisnis F&B?

Jehian (1.21) : Oke *disclaimer* dulu, tapi sebenarnya kalo lu bilang gue pindah, **kayak** *talent management* gue sampe sekarang juga masih jalan.

Raymond : Hmm.

Jehian (1.22) : Maksud gue ya gue masih tetap jadi Talent Manager buat *talent-talent* gue.

Raymond : Uh-hm.

Jehian (1.23) : Cuma masalahnya, bukan masalah sih, tapi gue nambah satu lagi.

Raymond : Oh.

Jehian (1.24) : **Kayak**, iya tempat gue buat berekspresi lah.

Raymond : Nah kenapa? Kenapa lu butuh Menantea buat berekspresi? Soalnya gue tau nih. *Talent management* sama *running a F&B business* itu *completely different* kan.

Jehian (1.25) : **Betul.**

Raymond : F&B business lo harus perhatiin apa, ada tiga, *marketing*, *product*, *COGS*. Kayak *supply chain*, *distribution*, *franchising*.

Jehian (1.26) : **That's right.**

Raymond : Itu *a lot of business thing* yang kalau gue jadi lo, Kayaknya lebih gampang jadi *influencer management* gitu. Ini *a totally different world*. Terus lo masuk ke sana gitu. Kenapa?

Jehian (1.27) : Gue sih ngeliatnya gini. *Influencer* tuh kalau udah sampai *certain point*, biasanya mereka itu akan *launching* ini **kayak** *venture* barunya mereka. Entah kalau misalnya, **let's say (1)** kalo *beauty influencer* mereka bikin kosmetik *brand* atau *skincare*. kalau misalnya nanti, *I don't know*, **let's say (2)**, *fashion influencer* mereka bikin *apparel* sendiri.

Raymond : *Clothing line* gitu misalnya.

Jehian (1.28) : Betul. Dan salah satu yang cukup umum kan F&B bisnis.

Raymond : Uh-hm.

Jehian (1.29) : Ya, **kan?** Nah tapi gue yang liat itu gini. ketika seorang *influencer* itu bikin F&B bisnis biasanya itu mereka ya dipajang sebagai muka dari si F&B bisnis itu.

Raymond : Oh gue tau tuh. Itu yang trend-trend bisnis “artis” lah.

Jehian (1.30) : **That's right.**

Raymond : Kayak zamannya roti— eh gue boleh *mention* ga sih? Ya boleh lah.

Jehian (1.31) : Ya, *I don't know. Your channel your—*

Raymond : Jadi, waktu itu kan sempet yang kayak roti bisnis, lu tau ga? Yang artis-artis—

Jehian (1.32) : **Oke...**

Raymond : Bisnis roti, roti, roti. Itu semua gitu. Tapi ya itu *influencer* cuma pajangan gitu.

Jehian (1.33) : **Betul.**

Raymond : Tapi ini maksudnya berarti lu ga pajangan? Kayak lu memang beneran *run the business*?

Jehian (1.34) : Yes. Itu yang bikin gue sebenarnya pengen bedain diri aja sih. Gue pengen *operate* bisnis nya itu juga. Jadi **kayak**, oke, gue dan Jerome, itu as a *brand ambassador* juga. *We have audience* dan lain-lain.

Raymond : Uh-hm.

Jehian (1.35) : Tapi kita pengen— ketika kita *interact* sama *audience* kita, kita beneran bisa bikin *changes to the company itself, because we are the operators* juga.

Raymond : Karena *basically* lu memang *managing the business* juga.

Jehian (1.36) : **Betul.**

Raymond : Bukan cuma disuruh bisnisnya, promosi. Promosi. Gitu.

Jehian (1.37) : **Betul.**

Raymond : Emang lu jalanin bisnis, gitu kan.

Jehian (1.38) : **Iya.**

Raymond : Lu bisa cerita dikit ga? Kayak emangnya jadi CEO Menantea tuh kerjanya apa sih?

Jehian (1.39) : Waduh.

Raymond : Emangnya selain dari— kalo gue liat cuci piring ada, oke. Sekali-sekali jadi barista, oke. Soalnya gini Je. di *social media* tuh, ga ada yang pernah nyangka, persona lu tuh kayak, lucu-lucu, cuci piring, dan lain-lain. Gue tuh lumayan kaget kemarin pas kita *shooting* musikal itu gue nanya-nanya, lu—gila ni orang *really into the business* gitu. Gue bisa nanya hal-hal kayak *financial, economics, distribution*-nya, gimana cara *marketing*, target untuk *franchisee*. Itu hal-hal yang menurut gue kalo cuma pajangan, itu ga bisa jawab. Tapi lu bisa gitu. Emang sekarang kerjaan lu tuh apa sih, yang sebagai CEO Menantea?

Jehian (1.40) : Oke. Gue kan bikin ini berempat ya. Jadi secara *entity* itu gue ada 4 badan lah disini. Gue ama Jerome jadi satu, terus ada si Sylvi, yang sebenarnya lo mau undang, **kan?**

Raymond : Iya. harusnya berdua biar ada cewe sekali-sekali.

Jehian (1.41) : Oke, terus ada ka Bisma ama Mas Hendy. BTW Mas Hendy itu kakak tingkat gue di SMA.

Raymond : Oh ya?

Jehian (1.42) : Uh-hm. Nah kalau misalnya lu ngomong secara bisnisnya, **kayak (1)** kerjaan yang gue ambil tuh *not purely into the operating things*. Jadi **kayak (2), let's say franchisee relations**, terus habis gitu yang berhubungan sama *supply chain*, yang begitu, gue enggak *directly* ada di situ.

Raymond : Oke.

Jehian (1.43) : Tapi *as a* CEO, ya gue nya sendiri juga seneng banget kan belajar. Jadi gue pengen tahu begitu-begitu nya kayak gimana. Jadi **kayak**, ya gue bisa dibilang kalau misalnya kerjaan gue di Menantea yang paling *strong* itu gue di *marketing*, memang. Karena gue ama Jerome emang datangnya dari *marketing* kan.

Raymond : Tapi, menurut gue ya, lu tau nggak banyak *Instagram account—*

Jehian (1.44) : **Uh-hm.**

Raymond : Yang gunain— eh gue jadi pengen makan. Ini bukannya pedes kan ya? Gue ga bisa makan pedes.

Jehian (1.45) : Bukan, bukan.

Raymond : Oh bukan. Yaudah nanti gue makan deh. Eh boleh tusukannya juga ya. Eh banyak banget *account education* mereka gunain Menantea sebagai *study case*.

Jehian (1.46) : **Betul.**

Raymond : Yang pas ini, lo tau nggak, belum *launching* aja, satu minggu berapa ribu *followers*, bikin toko dalam tujuh hari.

Jehian (1.47) : Sepuluh hari.

Raymond : Sepuluh hari.

Jehian (1.48) : Ya biasa media kan *exaggerate*.

Raymond : Itu *real story*, apa kayak dibuat-buat aja? Oh gue dikasih nih.

Jehian (1.49) : Oke gue tahu berita yang lo maksud. Beberapa kayak *foodies*, *blog* gitu kan munculin gue sama Jerome tentang **kayak**, apa ya nyebutnya waktu itu. *Raw marketing* gitu lah ya.

Raymond : Iya, *viral marketing*. Itu *viral* banget. Berapa ratus ribu *follower* pas belum *launching*?

Jehian (1.50) : 24 jam 138 ribu, ***I think***.

Raymond : *Crazy*. Lu tau ga Ternak Uang 100 ribu itu berapa lama, Je.

Jehian (1.51) : Ya tapi *not denying the privilege* juga. Masalahnya kan gue sama Jerome memang *basic*-nya kita punya *audience*, gitu. Jadi ibaratnya **kayak (1)** gimana nge-*convert*, *follower* Jerome jutaan kan, dan lu tau kan sekarang dia 5 juta. Kalo di Menantea itu sekitar 4 koma sekian. Dia bisa *convert* itu jadi Menantea itu maksudnya **kayak (2)** *not something* yang *very impossible* sebenarnya. Tapi, bisa *maintain* si *audience* itu *hyped* sampai sekarang itu sebenarnya yang bikin gue lebih bangga daripada—banyak media kan nge-eksposnya itu gimana cara gue bisa *generate* 100.000 *followers* dalam waktu sehari. Tapi sebenarnya, gue lebih bangga ketika gue bisa mempertahankan *engagement rate* gue di atas 10%, empat bulan setelah bisnis nya itu jalan dan **kayak (3)** *hype* nya udah—ibaratnya kalau misalnya bisnis yang lain gitu, ya udah biasa aja. Maksudnya **kayak (4)** ya udah ada dimana-mana store-nya. Gue udah tahu, gue udah nyoba. Ya udah gue tinggalin aja. Biasa gitu.

Raymond : Iya gue suka banget kayak *the way*—Oke *follower* tuh *one thing* ya. Tapi cara kalian strategi-in *engagement* itu loh sampai sekarang masih relevan.

Jehian (1.52) : ***That's right***.

Raymond : Sampe kaya *story*-nya, orang pengen tahu *what's next* di Menantea. Kaya cerita-ceritanya dan lain-lain. Itu *interesting* banget, gitu loh. Itu menurut gue salah satu aspek bisnis yang banyak orang susah *crack*. Lo tau ga, banyak orang yang tanya gue, hal paling susah dari bisnis apa? *Figure out*, *really figure out how to acquisition channel*. Ya *basically marketing* gitu loh. Tapi *basically* lu *crack* dari sana gitu. Nah, *branding* lu sendiri nih, gue sebenarnya ada—

Jehian (1.53) : Lu penasaran banget ya sama *branding* gue.

Raymond : Iya, gue penasaran banget. Soalnya gue yakin gue bukan orang pertama yang kaget “loh perasaan Jehian lucu-lucu aja deh, di Instagram cuma kayak—” Tapi, lu berarti secara ga langsung ke sini tuh lu mau lebih serius gitu? apa lu pengen mendalami yang lebih *entrepreneurship*? tujuannya apa? lu pengen ngapain dengan membangun bisnis ini?

Jehian (1.54) : Oke sebenarnya kalau gue boleh cerita dikit ya, Mond. Gue tuh, sebenarnya kan **kayak**, dari gue kuliah itu, sebenarnya gue emang udah tertarik banget sama *entrepreneurship*.

Raymond : Oh emang udah tertarik?

Jehian : Jadi sebenarnya *this kind of branding*, atau sebut apapun itu lah, sebenarnya gue emang suka cuci piring. Cuma itu kan gue ekspos ke *social media* aja, *guys*. Maksudnya kayak kalau gue sendiri di *apartment* gitu, kadang-kadang kan gue bosen, ngapain ya. Udah cuci piring, gue foto, gue masukin ke Twitter gitu. Terus gue ada *count*, *mileage*-nya gitu. Gue udah cuci piring berapa tahun ini. Tapi sebenarnya emang gue suka sama *entrepreneurship*. Dari gue kuliah, waktu gue kuliah gue kayak ada menyadari bahwa gue cinta bidang *startup-startup*-an gitu.

Raymond : Oh ya?

Jehian : Iyalah dulu kan gue 2014 nih. gue 2014 itu masuk ITB teknik mesin gue, bro.

Raymond : Oh lu teknik mesin?

Jehian : Gue teknik dirgantara, pesawat. Teknik mesin pesawat.

Raymond : Ga, ga. Ceritanya gimana gitu, lu masuk teknik mesin. Ini umpamanya, ganti haluannya, pivotnya gila banget sih.

Jehian : Lumayan ekstrim. Lumayan ekstrim.

Raymond : Iya, cerita masuknya tuh gimana gitu. Dari teknik mesin, *entrepreneurship*, turun ke dunia *influencer*, terus sekarang jadi bisnis F&B gitu.

Jehian : Oke dulu gue masuk ke Matematika ama Fisika. Ya kan. Lu liatlah Jerome. Gue masuk ke matematika ama fisika. Terus waktu kuliah, nyokap bokap gue bilang, lu coba SBMPTN. Ya udah gue coba SBMPTN. Waktu itu gue masuk ITB. Ya fisika, matematika, gue masuk FTMD. Itu teknik mesin dirgantara. Nah kan ITB tuh tahun pertama lu fakultas dulu nih. Lu ga masuk langsung jurusan. Di tahun kedua, gue masuk jurusan. Pilihan pertama gue tuh Aeronotika dan Astronotika.

Raymond : Apaan itu.

Jehian : Kalo lo bingung itu, *aerospace engineering*, intinya. *Aerospace engineering*.

Raymond : Pesawat-pesawat, kan?

Jehian : Pesawat. Jadi kayak teknik mesin, teknik sipil tapi buat pesawat. Nah tapi di saat yang bersamaan, gue ngeliat *shifting* di lingkungan gue terhadap dunia *startup*, bro. Jadi kan di 2014 nih gue kalo ke kampus nih naik, gue masih inget banget angkot Cisit - Tegalega warna ungu. Naik angkot, kalo nggak kalo lu telat dikit lu naik ojek. Ojek *conventional*.

Raymond : Oh, oke.

Jehian : Tapi tahun 2015, maba-mabanya itu udah mulai pake Gojek ama Grab.

Raymond : Uh-hm.

Jehian : Dulu kalo gue 2014 kalo mau *delivery*, ya gue *deliv* apa MCdelivery atau apa gitu misalnya MCD. tapi kan semua udah pake GoFood sama GrabFood. Jadi gue kayak ada di *that kind of shifting* itu. Itu bikin gue kayak, ya waktu itu masih kecil, gue ngeliat nya kayak *inspired* banget. Kayak gue bener-bener tertarik sama dunia begitu-begituan. *Funding* lah.

Raymond : Oohh.

Jehian : Ya kan? Berita-berita kan dimana-mana, kan?

Raymond : Gue tau di awal-awal tuh pokoknya yang *startup* tuh ga jauh-jauh dari “keren banget kalo *startup* di-funding.” “gila disuntik dana berapa juta dollar”. Kalo gue *specifically* ceritanya si Mark Zuckerberg, ceritanya si Bill Gates. Pokoknya mereka kayak, gila ya mereka bisa kayak gitu. Di umur mudanya kayaknya *startup is the only way*. Gue liat kayak wah gue pengen sih kayak gini. *Especially* gue waktu itu karena gue digital, gitu. Nah disini gue penasarannya gini. Sekarang ini kita boleh bongkar-bongkaran ga? Gue mau bongkar nih. Kita ngomong sedikit keuangan nih. *I wanna know*, karena kebanyakan orang itu membangun ide bisnis, itu karena mereka mau *make a lot of money* dari sana. Tapi, lu sendiri nih, sebelum lu bangun Menantea kan, menurut gue ya, kalo gue prediksi ya, kalo gue prediksi ya.

Jehian (1.55) : Wah, **mantap**.

Raymond : Uangnya cukup banget gitu. Sebenarnya lu ga-*settle enough* gitu.

Jehian (1.56) : **Berapa tuh? Cukup? Berapa tuh?**

Raymond : Iya gue penasaran nih. Lu bisa bongkar ga *range* nya berapa, gitu. Kan lo ada 2 nih. Sebagai Menantea, sebagai *management*. Lu kasih *range* dong, kira-kira lu berpenghasilan berapa sebelum lu bangun Menantea. Jadi, bisa kasi gue konteks. Gue mau *understand why* membangun Menantea dari sana.

Jehian (1.57) : **Hmm**.

Raymond : Ayo.

Jehian (1.58) : **Gue coba** bongkar pengetahuan lu tentang *influencer* dulu deh.

Raymond : Boleh, boleh.

Jehian (1.59) : Gini, gue jawabnya *yes or no*. Kalo misalnya menurut lu di *scope*-nya, **let's say kayak talent** gue tuh, Jerome, Hansol tuh kan yang udah diatas 3 juta *YouTube viewers*-nya. Kan lu *YouTuber* juga nih. Lu dapet *adsense*, **dong? (1)** Pasti, **dong? (2)**

Raymond : Iya.

Jehian (1.60) : Ya, **kan?** Lu kan juga jual sponsor.

Raymond : Uh-hm.

Jehian (1.61) : Nah **lu bisa ga** estimasi kira-kira berapa. Nanti gue jawab *yes or no* aja. Lebih besar, lebih kecil, atau gimana gitu.

Raymond : Kalau gue, nih buat temen-temen yang tau ya, gue tuh buat cuan *adsense*-nya.

Jehian (1.62) : Bohong gais!

Raymond : Ini dibanding sama *cost-cost* gue tuh ga nutup. *Adsense* gue tuh sekitar 10 juta. Kalo gue, gue jujur nih. Gue jujur, *adsense* gue 10 juta. Gue tebak ya kalo Jerome berapa, ya. Jadi anggep totalnya dua ratus. Ada ga?

Jehian (1.63) : Ada.

Raymond : Oke, berarti kerendahan nih?

Jehian (1.64) : Gue ga ngomong kerendahan ya. Gue bilang kan ada.

Raymond : Lima ratus?

Jehian (1.65) : **Jangan** lu tambah terus lah. Oke pokok intinya *in that kind of range*, terus gue itu *manage* dua belas *creator*. Udah, itu.

Raymond : Nah gais jadi kira-kira tau lah, sebagai *influencer management*, itu segitu. Soalnya kemarin ada yang nanya tau. Gue sempet *contemplate*. Jadi bisnis—lu tau ga gaji rata-rata CEO di Indonesia itu berapa?

Jehian : Lu pernah ngomong. Yang top 99.6%, ya?

Raymond : Gue lupa.

Jehian : Maksudnya kan cuma top 1% nya itu doang yang bisa dapet gaji 300 juta per bulan.

Raymond : Even di atas 100 itu.

Jehian : Diatas 100, ya?

Raymond : Tapi rata-rata gaji CEO itu 35.

Jehian : Oke itu termasuk yang dari paling bawah?

Raymond : Dari paling bawah.

Jehian : Uh-hm.

Raymond : Tapi yang *top-tier*, yang misalnya emang lagi *rising*, itu mungkin di *range* 50-100.

Jehian : Oke.

Raymond : Umpamanya kayak gitu. CEO kan udah paling atas, umpamanya.

Jehian : Uh-hm.

Raymond : Ya kan? Analoginya ya, diluar dari dividen dan lain-lain. Terus gue ngeliat *influencer* satu *post* 100 juta, satu *brand deal* 200 juta, satu *ambasador* 1M. Lu jadi mikir ga sih, ngapain gue bisnis gitu? Mendingan gue jadi *influencer* aja, gitu? Makanya gue mau *compare*. Kayak, sebenarnya cerita lu sebagai *influencer management* ke Menantea, gue tau sebenarnya lu bisa lebih gede di *influencer management* gitu loh.

Jehian (1.66) : Betul. Makanya sebenarnya ya **lu bisa** nyimpulin sendiri bahwa *it's not about the money*, sebenarnya.

Raymond : Oh, *it's not about the money*?

Jehian (1.67) : *It's not about the money*.

Raymond : *Let's talk about that*.

Jehian (1.68) : *ONLY*.

Raymond : Oke, oke.

Jehian (1.69) : Ga cuma tentang duit nya. Kalo tentang duit ya ga muluk-muluk. Pasti ada faktor itu, kan.

Raymond : *Let's talk about that*. Gue penasaran, kayak, gue masih belum kejawab sebenarnya, *why* lu ngebangun Menantea.

Jehian (1.70) : Oke, kalo gue ngeliatnya kayak gini. Satu, karena gue suka *entrepreneurship* yang gue ceritain tadi.

Raymond : Uh-hm.

Jehian (1.71) : Dan gue pengen nyoba banyak industri baru, gitu.

Raymond : Oh lu *basically* emang karena ada penasarannya juga—

Jehian (1.72) : Ada penasarannya.

Raymond : Dan ada passionnya disana.

Jehian (1.73) : Betul penasaran pasti. Cuma yang kedua adalah, gue itu ngeliat gini. *Correct me if I'm wrong* ya, buat temen-temen *content creator* sama *talent manager* **mungkin** ada

yang ngeliatnya beda. Tapi gue ngeliatnya bahwa sebenarnya *content creating* itu itu jasa.

Raymond : Iya.

Jehian (1.74) : Oke jadi barangnya itu sebenarnya enggak konkrit. Entah kamu jual *personal, this kind of content creator*, kontennya dia juga sebenarnya gue melihat itu sebagai *entertainment*. Apa ya, **kayak** orang dateng buat ngerasain seneng.

Raymond : Iya.

Jehian (1.75) : Lu nonton, lu seneng.

Raymond : Iya.

Jehian (1.76) : Ya, **kan?** Tapi itu *it's not something* yang sebenarnya lu makan atau lu pake. Lu tonton itu beda ama lu pake. Baju misalnya. Kacamata, minuman.

Raymond : Terus kenapa? Kayak, nonton, *happy*, ya bagus, dong?

Jehian (1.77) : Oke jadi gue ngeliatnya adalah, oke ini gue udah ngerti cara kerjanya *entertainment industry* walaupun ya nggak sampe *scope*, **let's say** kalo misalnya *Korean label* gitu, mereka udah jauh lebih *pro*. Setidaknya di bidang yang *at my level*, gue ngeliatnya gue ngerti lah cara kerjanya kayak gimana. Nah sebenarnya adalah ke rasa penasaran itu. Gue penasaran *how to manage a business with real-thing product*.

Raymond : *How to manage a business...* Padahal *manage a business* itu malesin, tau. Lebih gampang jadi *influencer*, tau.

Jehian (1.78) : Iya bener, gue juga merasa emang enak jadi *influencer*.

Raymond : Apa karena ini.. Lu setuju ga, kayak *influencer* itu ada *golden moment* nya.

Jehian (1.79) : **Itu bener banget.**

Raymond : Kalo bisnis kan bisa nih, misalnya kita *keep innovating the new product, marketing*. Bisa *sustain* bertahun-tahun gitu. Tapi gue baru mulai kan, *influencer*. Kayak ada ngga sih disaat, *influencer management* nih, *unless* lu cari *influencer* baru terus yang lagi *hype*, nanti bisa turun gitu? Lewat dari *golden moment* nya gitu?

Jehian (1.80) : Betul. Setiap *influencer* itu punya era nya sendiri kalo gue ngomong.

Raymond : Oh.

Jehian (1.81) : Era di.. kalo gue ngomongnya di *platform* masing-masing.

Raymond : Gimana tuh maksudnya?

Jehian (1.82) : Misalnya sekarang kan lagi TikTok nih.

Raymond : Uh-hm.

Jehian (1.83) : Banyak banget *rising creator* TikTok yang jumlahnya sampe jutaan.

Raymond : Uh-hm.

Jehian (1.84) : Tapi *in a way*, mereka coba *convert* ke *another platform* mereka ga bisa.

Raymond : Oh itu banyak banget sih, yang jutaan, tapi di Instagram cuma 20, 30 gitu.

Jehian (1.85) : *That's right*. Padahal mereka coba *recycle* kontennya di Instagram, atau mereka bahkan coba bikin segmen konten baru di Instagram, tapi ya *it doesn't work*, gitu. Nah jadi gue ngeliatnya emang per-*influencer*-an itu atau KOL, *content creator* itu, *they have to keep innovating* kan pasti. Tapi ada faktor yang ga bisa dilawan yaitu waktu. Mereka pasti tambah tua, suatu saat mereka berkeluarga.

Raymond : Oh, *shit*.

Jehian (1.86) : **Bener ga?** Suatu saat mereka **harus** ubah *branding*-nya mereka. Ga bisa mereka jadi anak muda terus. *Content creator* muda. Jerome, misalnya. Sekarang, oh beasiswa, *content creator* muda. Tapi, lu udah ga usia 20 lagi. Lu sekarang udah 23. Bentar lagi lu mau, **let's say**, ada hubungan sama orang lain kah, atau nanti berkeluarga, dan lain-lain. *You have to keep rotating the branding*, **kan?** Pasti, **kan?**

Raymond : Iya.

Jehian (1.87) : Lu ga bisa jadi muda terus. Nah *when you switch the branding* itu, pasti ada *audience* yang ke-*convert*. karena *audience* lu juga tambah tua.

Raymond : Oh, *make sense*.

Jehian (1.88) : Make sense, **kan?**

Raymond : Itu *deep*, sih. Tapi sekarang kalau kita ngomong bisnis, ya. Bisnis tuh punya *capability* buat bisa *always adjust*. *New product, new apa*.

Jehian (1.89) : Betul. *Legacy*, **kan?**

Raymond : Iya.
 Jehian (1.90) : Jadi **kayak**, *the innovation* itu *real* sampe si bisnis itu bisa bertahan walaupun, *let's say*, gue sebagai foundernya udah tua, gue udah mati sekalipun. Ya itu di bisnis juga *going*.

Raymond : Sedangkan kalo *content creator*, ya...
 Jehian (1.91) : Berkaitan sama *personal*, bener.
 Raymond : Iya, *personal*. Nah kalo dari bisnis sendiri. Gue pengen *get back on track*, Menantea. Lu kan bilang mau sampe bisa 500 cabang. Ya, kan? Gue mau kupas strategi lu nih. Lu kalo sebagai CEO tuh harus siap ditanya kayak gini. Gue mau tau, gitu.

Jehian (1.92) : Tapi ga di *podcast*.
 Raymond : Oiya sih. Sebenarnya kalo bisnis gue cuma bagi ke tiga sih, sebenarnya. *Product, marketing, sama operation*. Gue *assume, operation* lo umpamanya *me-manage* 500 cabang itu lumayan susah loh. *Supply chain* bahan mentahnya, keluar kemana, SOP-nya. Itu *partner* lo?

Jehian (1.93) : *Partner* gue.
 Raymond : *Partner* gue? Lu kebanyakan *involve* di *product* R&D ga?
 Jehian (1.94) : *Involve*.
 Raymond : *Involve*? Coba, lu bisa cerita dikit ga? Sekarang prosesnya bikin *product* baru, menu baru di Menantea, kayak, itu sepengaruh apa sih ke *performance* penjualan Menantea, atau gimana gitu?

Jehian (1.95) : Oke. satu, *golden rule*. Ini gue juga belajar *throughout the way*, ya. Gue gatau kan hal ini sebelumnya. Menu baru itu pasti ningkatin *sales*.
 Raymond : Instan? Langsung? Karena orang penasaran, gitu?
 Jehian (1.96) : Orang penasaran. Jadi **kayak**, *when you see brand* bikin *product* baru, itu sebenarnya targetnya dua. Entah mereka emang pengen *stay relevant*, atau mereka pengen *back to being relevant*.

Raymond : Oh, berarti *product as marketing*? Bukan *just product as product*?
 Jehian (1.97) : Sebenarnya itu.
 Raymond : Oke.
 Jehian (1.98) : Jadi, **let's say**, ketika gue *launching* ini, ya kalo lu mau gue bongkar, *sales*-nya naik. Karena ketika gue *launching*—ini dua *product* baru—bahkan kalo lu liat yang ini, *chicken popcorn* ini, itu *we produce new sauce*. *Not entirely new product*, sebenarnya.

Raymond : Iya.
 Jehian (1.99) : Ya kan. Kalo minuman, ya memang *new product*. Itu aja kita bisa *generate* jadi *multiple content* dan *multiple activities* di *social media*.

Raymond : Nah, contohnya nih. Kita harus konkrit, dong. Pas lu *launching* ini, penjualan hariannya naik berapa kali lipat? Kita harus buka dong.
 Jehian (1.100) : Aduh. Oke oke.
 Raymond : Gini, gue bongkar, lu juga harus bongkar. Contohnya nih, Ternak Uang pas *free event*, kita tau nih, pas *free event*, kita penjualan naik 12 kali lipat di satu hari *free event* itu. Contohnya. Jadi setiap *entrepreneur* kan harus *figure out winning strategy* mereka kan. Kalo *so far* lu udah lakuin kayak gini, naik berapa kali lipat?

Jehian (1.101) : **Oke**.
 Raymond : Oke, makan dulu.
 Jehian (1.102) : Oke bentar ya. **Lu mau ngeliatnya angkanya dari mana nih?**
 Raymond : *Gross* aja. rata-rata per *outlet*.
 Jehian (1.103) : Oke angkanya gue tau. Tapi kan sebenarnya, kalo gue bisa bilang, si *R&D process* menuju si *marketing* gue ini, menu-menu ini, itu kan setelah PPKM **shit** ini *happening* kan, sebenarnya. Jadi gue metrik membandingkannya itu antara sebelum PPKM atau waktu lagi PPKM ini.

Raymond : Oke.
 Jehian (1.104) : Oke. Karena kalo gue bandingin sebelum PPKM, *it's actually kayak going back to the hype* waktu awal-awal ini. Karena kan sebenarnya Menantea umurnya baru 4 bulan.

Raymond : Uh-hm.
 Jehian (1.105) : Jadi gue bisa bilang, *we're now going back into the April-May hype sales*-nya.

Raymond : Wah, itu gue kebayang. Angka pas nya dong, berapa kali lipat, dong.

Jehian (1.106) : **Jangan dong**, bro.

Raymond : Aduh, gue mesti izin nih. Sylvi berarti, ya? Tolong, ini CEO nya mesti berbagi. Gue aja sebagai CEO Ternak Uang sering berbagi. Oke, lu R&D ini berapa lama biasanya? Prosesnya itu gimana sih?

Jehian (1.107) : Oke, jadi prosesnya gue *with my partners*, kita ngeliat—otomatiskan kalo F&B kita nyari *problem*-nya, **kan?**

Raymond : Uh-hm.

Jehian (1.108) : **Kayak** problem yang *internal*. Apa kira-kira yang *customer* lu pengen dari lu, atau kira-kira apa yang *customer* lu pengen *in general* terhadap seluruh F&B.

Raymond : Oke, lu *research*?

Jehian (1.109) : Iya, kita *research*. *Come up* dengan 2 menu, sebenarnya. Satu Kiwi Tea, satunya lagi, ada.

Raymond : Ga seru banget, ga ada yang mau buka gini-ginian.

Jehian (1.110) : Oke, Hibiskus.

Raymond : Oke, Hibiskus. Ini ga jadi tapi, ga jadi *launching*?

Jehian (1.111) : Iya, yang satu, setelah proses *discuss*, *we go with the* Kiwi Tea.

Raymond : Oke.

Jehian (1.112) : Begitu. BTW ini namanya kiTEAwi, ya. Kita ubah. Jadi Kiwi Tea diubah jadi kiTEAwi.

Raymond : Lucu sih. Yang kayak gitu-gitu yang mikirin siapa sih? Kayak konsep—

Jehian (1.113) : Gue.

Raymond : Oh lu?

Jehian (1.114) : Kalo ini gue dengan bangga gue bisa bilang yang bikin nama minumannya gue.

Raymond : Soalnya gue suka loh, konsepnya. Kayak Menantea, Mintea. Itu lucu banget sih semuanya. Kalo makanannya juga, ini semua prosesnya berapa lama dari lu *research* apa yang *customer* mau, sampe *product* ini akhirnya *launching* di—

Jehian (1.115) : *Around 1 month*.

Raymond : *1 month?*

Jehian (1.116) : **Uh-hm.**

Raymond : Dan lu *involve* prosesnya dari awal sampe akhir kayak gitu?

Jehian (1.117) : Yes. Tapi enggak yang **kayak (1)**, ketika mereka bikin tim R&D nya di dapur, di *kitchen* bikin, ya gue ga sampe **kayak (2)** “oh ini tambahin sedikit, kurangin sedikit” ngga yang **kayak (3)** gitu. Tapi prosesnya itu **kayak (4)** kita ngumpul, terus kita *scoring*, abis itu kita *give feedbacks*, abis itu *scoring* lagi, *feedbacks*, *scoring*, *feedbacks kayak (5)* gitu-gitu.

Raymond : Ternyata prosesnya kayak gitu ya. Padahal itu pasti beda banget sama keseharian lu ya. Oke, *let’s say marketing* deh. Oke itu *product*, oke. Karena, *I would say* ya, Menantea bisa sukses karena lu ngelakuin *very different marketing strategy* dibanding F&B yang lain. Pertama, *brand*-nya *attach* ke lu sebagai *content creator*. *Attach* ke Jerome sebagai *content creator*. Itu aja udah *give personality*. Lu bisa share sedikit ga, *what’s your secret* sekarang lu lakuin *in marketing strategy* lu? Karena gue ngerasa ya, orang kira *marketing* itu cuma sekedar oh yaudah *post*, *post*. Tapi gue yakin lu ada kayak strategi dibelakangnya gitu.

Jehian (1.118) : **Oke.**

Raymond : *What’s your marketing strategy* ampe bisa Menantea kayak sekarang gitu.

Jehian (1.119) : Oke. gini. Aduh, ntar gue pikir dulu. **Lu ngeliat gue sebagai *manager*, apa yang bedain gue sebagai *manager* nih, dengan *manager talent* lain? Lu liatnya apa yang paling gampang?**

Raymond : Karena lu *walk the talk*. Lu sendiri *influencer*.

Jehian (1.120) : Oke, gue sendiri *influencer*. Gue *walk the talk*.

Raymond : Iya.

Jehian (1.121) : **Artinya apa?** Gue *influencer* kan gue punya *audience*.

Raymond : Bener.

Jehian (1.122) : Bahkan ada yang bilang **kayak** “Anjir, *manager*-nya aja *verified*,” gini gini gini.

Raymond : Ohh, iya.

- Jehian (1.123) : “*Talent*-nya kan bahkan ada yang belum *verified*,” gitu. Nah itu salah satu. Sebenarnya gue ada *this kind of secret sauce* di *talent management* juga. Dan ini bukan sesuatu yang *secret* sebenarnya, **kayak**, *audience*-nya tau bahwa mereka bisa ngobrol sama gue.
- Raymond : Ohh, oke.
- Jehian (1.124) : Artinya gue melihat bahwa *talent management* ini, *management* ini sendiri pun sebenarnya *talent in its own way*. Dan cara kerja gue yang itu, gue *apply* di Menantea, sebenarnya. Jadi sebenarnya walaupun dua industri yang berbeda, gue menemukan gimana caranya ini bisa gue bawa ke Menantea, walaupun beda industri. Ya itu di *marketing*-nya itu. Jadi kalo di *marketing*-nya lu liat, kita bukan tipe yang ada KPI *posting*.
- Raymond : Hmm.
- Jehian (1.125) : Misalnya, ini *social media admin* gue 1 minggu harus ngepost 7 gitu. Satu hari satu.
- Raymond : Iya.
- Jehian (1.126) : Ya kan. Terus disiapin, oke senin ini, Selasa ini, gini. Gue nggak ke arah sana. Tapi gue ke arah yang, oke seminggu 1 gapapa, tapi lu **harus** *high engagement*.
- Raymond : Serius? Ngga masalah kayak gitu?
- Jehian (1.127) : Gapapa.
- Raymond : Itu *break a lot of guideline* loh. Kita kalo liat *brand-brand* lain, 1 kali seminggu, gila orang bakal lupa, gitu.
- Jehian (1.128) : He-em. Nah makanya gue **kayak** melihatnya adalah, kita *breakdown* dulu nih. Misalnya Instagram. *What kind of post* yang sifatnya itu harus ada terus *to keep you relevant*, mana yang ga perlu ada terus dan ya, gapapa. Dan kita *define* itu sebagai gini. Instagram *feeds* itu bukan sesuatu yang **harus** ada terus. Instagram *stories* sesuatu yang **harus** ada terus.
- Raymond : Oke.
- Jehian (1.129) : *Feeds* itu lu bertarung. Nih ya, di hp lu, *feeds* itu maksimal cuma muat dua. Jadi artinya lu satu, sebagai *account* menantea.toko nih, lu bersaing sama, **mungkin** ada satu orang nge-follow ribuan *account*. Lo harus bersaing sama ribuan *account* itu. Sedangkan kalo *story*, itu dalam 1 hp lu lu buka, itu orang lebih gampang untuk lihat berapa aja diatas situ.
- Raymond : *Make sense*.
- Jehian (1.130) : Jadi kalo Menantea, kita *hard* di IG *story* banget.
- Raymond : Nah, tapi kan gini, lu bilang Menantea *as a talent*. Tapi kan *marketing channel*-nya beda. Kalo talent kan misalnya *content*, organik gitu misalnya. Lu nge-post bahas apa. Menantea—at least kalo gue ya, gue ngelakuin ini nih *marketing channel*, *performance ads*. *Performance* nya aja semuanya nih. SEM, YouTube *ads*, Instagram, Facebook, TikTok *ads* juga kita ngelakuin, kita ngelakuin GDN, itu untuk *performance* doang. Terus kita ada *content marketing*. Kita *work with micro influencers*, dan lain-lain, kita ada *free events*. Itu kan ada banyak tuh, kayak gitu. Kalo lu *marketing*-nya tersebar dimana sih? Kan umpamanya, *yes business is a talent*, tapi kan beda lah bisnis sama *talent* gitu.
- Jehian (1.131) : Iya bener tapi gue melihat— Oke.
- Raymond : Beda lagi kalo lu ada *marketing* di Grab ama GoFood gitu loh.
- Jehian (1.132) : **Betul**.
- Raymond : Lu tau nggak, nggak banyak F&B *player* tau bahwa kayak lu diskon di GrabFood ama GoFood ada beberapa disubsidi, ada beberapa apa. Kayak ternyata, *rate*-nya tuh beda-beda. Itu gue baru tau tuh, lewat temen-temen F&B gue. Itu kan *marketing*-nya jauh lebih luas dibanding lu cuma *handle influencer*, *just the content* gitu.
- Jehian (1.133) : **Betul**.
- Raymond : Apa yang lu lakuin beda gitu disini? Yang lu lakuin sama gue ngerti lah. Yang lu lakuin beda apa di Menantea?
- Jehian (1.134) : **Dibanding sama apa dulu nih?**
- Raymond : Dibanding sama *talent management*.

Jehian (1.135) : *Talent management* otomatis gue di-*introduce* ke hal-hal baru kan. **Let's say kayak** IG ads, tiktok ads, gitu-gitu. Di *talent management* gue ga pernah pake itu.

Raymond : Iya.

Jehian (1.136) : Gue ga pernah pake. Malah kebalik, kan. Ibaratnya kayak beberapa *brand* nge-*adboost* konten dari *talent* gue. itu di-*adboost* atas nama mereka. Tapi kalo di Menantea ya gue **harus** belajar gimana caranya gue bisa ads sendiri. Tapi, *to be honest with you, we haven't spent a penny on IG ads, TikTok ads, and Twitter ads.* Atau apapun.

Raymond : Oh ya? Lu bener-bener *double down* di *organic content*?

Jehian (1.137) : *Organic content*. Nah gimana caranya gue bisa *double down* di *organic content*, gue *spend-nya on people*.

Raymond : Oke.

Jehian (1.138) : *Social media team* salah satu yang paling *biggest spending* gue di Menantea.

Raymond : Oh ya? Serius, *social media team*?

Jehian (1.139) : Itu yang gue bilang tadi. Gue *treat my*—lu nyebutnya apa, karyawan, *team* Raymond, dan segala macem. Gue *treat* itu sebagai *talent* di dalam Menantea.

Raymond : Oke.

Jehian (1.140) : Jadi kalo lu liat, istilahnya kan ada Mintea 1, Mintea 2. Gue ama Jerome. Tapi ada Mintea baru. Itu ada karyawan gue, team gue. Yang itu secara gaji lumayan tinggi. Tapi dia *handle* dan jadi persona pengganti gue dan Jerome di Menantea. Dan gue kasih dia tugas bahwa lu **harus (1)** coba gimana caranya gue sama Jerome lebih pasif. Lu **harus (2)** gantiin gue sama Jerome.

Raymond : Ohh.

Jehian (1.141) : Tapi lu **harus** pertahankan bahwa *netizen* kita tetep mau ngobrol sama elu walaupun udah ga ada gue sama Jerome di Menantea. Dan gue *spend* kayak begituan, sama orang-orang yang kayak gini nih banyak. Di Twitter ada lagi, Mintweet. Di TikTok ada lagi.

Raymond : Ohh. Tim *socmed* lu ada berapa orang yang dari Menantea?

Jehian (1.142) : Nah itu, cukup banyak.

Raymond : Cukup banyak?

Jehian (1.143) : Cukup banyak.

Raymond : Karena lu memang— jadi kalo menurut gue *key message*-nya disini, lu memang *forte* nya disana.

Jehian (1.144) : **Yes.**

Raymond : Jadi makanya lu dalemin sekalian di *social media*.

Jehian (1.145) : **Betul.**

Raymond : Lu banyakin orang disana.

Jehian (1.146) : Soalnya ketika gue ngelakuin *competitive analysis*, gue melihat bahwa kelebihan gue ada di *social media*. Ditambah gue dan Jerome emang pemain *social media, double down on that*.

Raymond : Itu *very good strategy*, gitu. Gue rasa ini semua *support ke what's coming next for* Menantea. 500 cabang *is ambitious*, loh. Itu kalo menurut lu, ini gue mau tentang *future of* Menantea, nih. Lu bilang 500 cabang. Selain dari 500 cabang atau apa, lu ada target lain ga sih? Ujungnya tuh lu pengen Menantea ini jadi apa, gitu? Lu sendiri sebagai CEO, sebagai Menantea. Oke lah *grow* 500 cabang. Oke lah uangnya banyak ya oke. Gue juga mau uangnya banyak, gitu. *And then what*, gitu? Gue mau tau *what's your plan* buat Menantea masa depan ini. Mungkin ga, kalo misalkan Menantea sukses banget *as a business*, lu mundur per-*influencer*-an? Itu gue penasaran.

Jehian (1.147) : **Oke.**

Raymond : Gue penasaran. Karena jujur ya, gue ngobrol, gue banyak ngobrol ama temen-temen gue *influencer*, akhirnya ngejalanin bisnis, bisnisnya gede. “Gue mau mundur aja deh dari *social media*,” gitu. Gimana, coba. Gue penasaran. Lu mau ngelanjut kemana? kalo *one day*, bisnis nya bener-bener bisa bikin gede, lo mundur dari *social media*?

Jehian (1.148) : Lebih tepatnya adalah gue **akan** membuat Menantea ini *as a* Menantea Group, tapi ga lepas dari *influencer*.

Raymond : Uh-hm.

Jehian (1.149) : Gimana caranya, gue udah ada yang gue pikirin, gue juga udah presentasi ke *partner-partner* gue. And *we'll go with it*. Jadi sebenarnya *not entirely* gue lepas dari *per-influencer-an* itu. Karena kalo lu liat, sebenarnya di Menantea sendiri, ya ini *influencer-driven business*.

Raymond : *Influencer-driven business?*

Jehian (1.150) : Dan gue sebagai CEO, gue berusaha *integrate* itu, gimana caranya supaya bener-bener *exponentially*—jadi, sebagai katalis. Jadi, *influencer-driven* itu sebagai katalis dari bisnis ini.

Raymond : Jadi *influencer*-nya sebagai katalis, bukan *influencer*-nya sebagai *product*?

Jehian (1.151) : **Bener.**

Raymond : Itu yang beda, kan, dari Menantea?

Jehian (1.152) : **Betul.**

Raymond : Lu, *even*, lu ada kepikiran ini ga sih. Lu mau 500 cabang, *fundraising*, dan lain-lain. Ceritanya Hangry loh, *raise* berapa *juta* dollar, dan lain-lain. Ini yang lo nggak pernah bisa rasain kalo lu jadi *influencer management*. Bener ga? Masuk ke dunia *pitching*, *fundraising*. Gila, kita bisnis yang bisa *exponent grow* 10 kali lipat, 100 kali lipat dalam berapa tahun. Lo ada *plan* kesana ga? *What's your future?*

Jehian (1.153) : Ada.

Raymond : Ada? Bocorin dikit dong.

Jehian (1.154) : Waduh.

Raymond : *Fundraising* buat apa, itu buat ngedukung lo sampe 500 cabang itu?

Jehian (1.155) : *In a way.*

Raymond : Apa lu bakal bikin *sub-brand*, atau apa gitu?

Jehian (1.156) : Itu juga.

Raymond : Kasi gue gambaran dikit dong dalam setahun, *what's your target*, gitu loh.

Jehian (1.157) : My target ya, *our nearest target* adalah, *in* Q4 2021 kita udah *deal two hundred*.

Raymond : Woah, itu cepet banget sih. Dua ratus di akhir tahun ini ya?

Jehian (1.158) : **Iya.**

Raymond : Terus?

Jehian (1.159) : Terus *in* 2022 kita udah *run* itu 200+. Nah jadi sebenarnya **kayak** sekarang nih, tadi gue bilang ke lu 68 yang *running store*-nya. Tapi sebenarnya *in the back-end*, gue udah ada *fix* 100 lebih.

Raymond : Gimana tuh? Udah *deal*?

Jehian (1.160) : Udah *deal*, 100 lebih.

Raymond : Oh tapi cuma belum di-*operate* aja?

Jehian (1.161) : Tapi belum di-*operate*. Jadi sebenarnya kita dorong itu sampe 200, lalu the *operation*, *launching-launching*-nya itu kita dorong juga sampe 200 di tahun depan.

Raymond : Terus nanti kalo *fundraising*, *fundraising* buat apa? *Let's say*, nanti tiba-tiba gue denger *news* “Menantea berapa *juta* dollar *fundraising* dari mana.”

Jehian (1.162) : Woi **jangan** lo omongin gitu.

Raymond : Kan siapa tau kita—beritanya keluar barengan gitu kan. Ternak Uang, Menantea. Terus kita—wah. *What's the plan?* Kalo lu pengen *fundraising* gitu pasti buat ekspansi, dong? Apa lu pengen buat *sub-brand*? Soalnya mimpi lo gue rasa udah gede banget sih.

Jehian (1.163) : Tadi kan gue udah bilang—

Raymond : Menantea Group.

Jehian (1.164) : *Yes*. Jadi *when we talk about* Menantea Group, ya *you can fantasize about that*. Gue **ga mau confirm anything**. Ya *but it's around*, bahwa bukan cuma—

Raymond : Bukan cuma *this*, Menantea teh sama makanan doang, kan? Lu pengen ini bener-bener jadi *group*?

Jehian (1.165) : **Uh-hm.**

Raymond : Oke, *it's a big dream*.

Jehian (1.166) : **Yup.**
Raymond : Itu kan mimpi yang gede banget sih. Kayak gue ga nyangka, seorang Jehian. Cuci piring, lucu-lucu di *social media* punya *big dream to actually become an entrepreneur* bukan cuma kayak artis-artis yang jadi *spokesperson* dari sebuah bisnis.

Jehian (1.167) : **That's right. Betul.**
Raymond : Lo ada ini ga sih, ini lebih ke *closing statement* lah. Kayaknya gue lumayan *amaze* sih. Kayak, siapa yang nyangka gais. Jehian, cuci piring, lucu-lucu.

Jehian (1.168) : Lo ulang mulu deh.
Raymond : Iya ini umpamanya Menantea itu bisa jadi *stepping stone* lu berubah, lu jadi *entrepreneur guy* yang orang nggak nyangka. *Boom*, kayak orang-orang kaget gitu. Gila, *the next content, the next big thing* orang nungguin Jehian apa. *What's the next venture* yang dia bikin, gitu. Nah itu keren sih, kalo kayak gitu sih. Dan lu udah nyokong *Forbes 30 under 30*. Itu udah keren banget.

Jehian (1.169) : **Kalo ga salah gais, ini sneak peek ya. Kayaknya tahun depan gais.**
Raymond : Amin, anjir gila.
Jehian (1.170) : Waduh.
Raymond : Tapi kalo digituin malah takut ga jadi gue. Aduh. Lo ada saran ga sih buat temen-temen. Sekarang kan ada ini, opini lo terhadap mereka yang memulai karir. Sebagai *content creator*, sebagai bisnis, gue mau tau *what's the most lesson learned* yang lo pelajari pas lu akhirnya dari itu ke Menantea. Pelajaran paling penting yang lu ngerasa berubah di hidup lu itu apa sih? Pas akhirnya bener-bener lebih ke *entrepreneurship*.

Jehian : Oke. sebenarnya kalo— nanti kita bicara soal ini ya. Tapi kalo misalnya bicara soal *entrepreneurship* itu, gue sama Jerome, kita pernah discuss nih. BTW ini di video yang tentang *Forbes* itu tapi akhirnya ga dimasukin YouTube.

Raymond : Oh kenapa?
Jehian : Karena ya kita ngerasa *too* ngga nyambung lah. Tapi kalo gue pikir-pikir sebenarnya nyambung juga. Jadi dulu tuh, tentang keluarga gue bentar ya. Jadi kan bokap gue tuh S2 di Malang. BTW bokap gue pendeta, dia ngambil teologi.

Raymond : Uh-hm.
Jehian : Nah, otomatis setelah dia lulus, abis gitu, kalo pendeta itu kerjanya, ini dipanggil sama gereja mana nih, untuk melayani di situ. Nah gue tuh sebenarnya kan lahir di Jakarta, gue sekeluarga dari Jakarta. Waktu bokap gue S2 di Malang gue ke Malang. Jadi gue pindah sekolah.

Raymond : Uh-hm.
Jehian : Waktu bokap gue lulus, itu gue kelas 3 SD. Jadi belum selesai SD, bokap gue dipanggil ke Surabaya. Gue pindah lagi ke Surabaya.

Raymond : Oh lu pindah-pindah.
Jehian : Gue pindah-pindah. Nah di Surabaya itu, gue bingung mau sekolah dimana. Karena kayak aneh kan fasenya. Naik kelas 3, terus pindah sekolah. Maksudnya masuk tengah-tengah SD, gitu. Akhirnya, gue inget banget, waktu itu kita keliling Surabaya tuh nyari sekolah-sekolah. Ya ke sekolah Kristen, ke sekolah mana, sekolah negeri, dan lain-lain. Sampe akhirnya ada satu sekolah yang akhirnya gue masuk situ. Namanya Intan Permata Hati, IPH. it's international school. Sedangkan bokap nyokap gue ga punya duit. Tapi, itu sekolah Kristen dan si kepala sekolahnya itu bilang ke bokap nyokap gue, "Kalo buat anak pendeta, lu boleh bayar terserah lu. *It's free*". Jadi akhirnya gue sekolah disitu. Tapi bokap nyokap gue—waktu itu gue gatau tentang *financial* lah ya. Tentang bokap gue ga bayar uang sekolah dan lain-lain. Tapi nyokap gue bilang "Kalian masuk sini, ini ibaratnya adalah sesuatu yang susah banget buat lo." Karena ibaratnya, lu kalo tau *crazy rich* Surabaya, yang istilah-istilah gitu, semua temen-temen gue *crazy rich* Surabaya.

Raymond : Oh lu jadi satu sendiri yang kayak—
Jehian : Sendiri. Yang kayak, anjir aneh banget lah pokoknya. Tapi nyokap gue waktu itu udah mewanti-wanti gue itu waktu gue liburan. Dan dia bilang kayak— gue waktu itu ga bisa bahasa Inggris, padahal itu sekolah—

Raymond : Internasional.

Jehian : Pengantar nya bahasa Inggris. Iya. Gue ama Jerome ga bisa bahasa Inggris. Akhirnya nyokap gue ngelesin gue bahasa Inggris langsung dari dia. Jadi dia langsung ngajarin gue, cara baca, cara apa. Dan salah satu kalimat yang nyokap gue sebutin waktu itu adalah “Ya memang Iya, Jerome, ga sekaya temen-temen—”

Raymond : Oh dia bilang kayak gitu?

Jehian : Dia bilang kayak gitu. “Tapi mama bakal ngajarin sesuatu yang ga bisa dibeli pake uang.” Waktu itu gue ga ngerti lah ya. Waktu itu nyokap gue kata-katanya gini, nilai. Nyokap gue bilangnya nilai, maksudnya nilai ujian. Nilai ga bisa dibeli pake duit. Tapi gue yakin temen-temen semua disini yang denger eh zaman sekarang mah nilai juga bisa dibeli pake duit, gini gini gini.

Raymond : Iya.

Jehian : Tapi setelah gue tarik kesini, gue ama Jerome ngobrol, sebenarnya bukan *entirely* konkrit nilai ujian yang dimaksud itu. Tapi emang ada hal-hal yang ga bisa dibeli pake duit. Dan gue sadar waktu itu gue itu jadi *entrepreneur* di sekolah gue. Waktu gue SD itu gue jualan di kantin, gue beli barang dari Mangga Dua terus gue jual di kelas. Jadi sebenarnya *that kind of sense, entrepreneurship* itu, bukan tiba-tiba dateng pas gue udah kuliah dan lain-lain. Gue bilang ama Jerome kita waktu SD kita jualan barang Mangga Dua ke temen-temen kita. Laser-laseran harga 1500 gue jual 5 ribu. Penghapus warna warni gue jual 15 ribu ke temen-temen gue. Jadi sebenarnya *life lesson*-nya itu diajarin waktu gue masih SD itu.

Raymond : Oh, gue baru tau cerita ini.

Jehian : Ini sebenarnya.

Raymond : Soalnya itu, gue yakin itu *high pressure* sih. Lu masuk ke *international school*, semuanya *crazy rich*. Dan lu dari SD diajarin nilai, itu *fight value*-nya buat lo harus jualan, lo apa gitu. Dan lo mulai dari sana. Akhirnya dari sana lo ngerasain *struggle*-nya dibawa sampe sekarang, atau gimana?

Jehian : Betul. Itu dibawa sampe sekarang. Bahkan ketika gue *trace back*, gue itu angkatan pertama di sekolah itu. Jadi gue ga punya kakak kelas. Lu bayangin betapa enaknya angkatan gue. Ga di ospek, ga apa. Terus yang *what we have* itu cuma adek kelas, terus temen-temen gue semuanya *crazy rich* dan lain-lain kan. Dan gue adalah ketua OSIS pertamanya IPH.

Raymond : Uh-hm.

Jehian : Maksudnya kayak, waktu itu gue ngobrol sama Jerome—dan Jerome itu adalah calon ketua osis di generasinya dia. Tapi waktu itu dia dipanggil buat lomba olimpiade matematika jadi dia ga jadi masuk OSIS. Kan gue langsung bilang ke Jerome, moment itu yang mama maksud sebenarnya. *That kind of thing, leadership*, itu yang ga bisa dibeli pake duit. Jadi mau temen-temen gue sekaya apapun, in the end mereka dan guru-guru gue tau bahwa *this person is the leader*. Dan itu yang menurut gue, ya itu gue pengen *sharing*. Kalo misalnya kita liatnya di sekarang, ya itu udah hasil buah dari dulu yang *struggling* yang gue lewatin selama gue sekolah di SD SMP itu.

Raymond : Ini gue suka sih *story*-nya. Soalnya *everyone thinks success* itu instan. Tapi, lu sebenarnya bisa *trace back* dari awal-awal, gimana caranya digedein, *values*-nya apa. Dan *values* ini akhirnya ngebentuk lu sampe sekarang dan ini akhirnya jadi *lesson* lu bisa sampe ngebangun Menantea dan lain-lain.

Jehian : *That’s right*.

Raymond : Terus sekarang gini. Kan kalo kebanyakan orang ya, *correct me if I’m wrong*, kebanyakan orang yang udah ngalamin kayak gitu punya *sense pengen contribute* balik gitu ke orang.

Jehian : Yes.

Raymond : *At least* kalo bagi gue, gue pernah di tahap ga di *support entrepreneurship*. Karena sebagai anak muda, apalagi yang ga punya terlalu banyak bantalan *financial*, umpamanya ga punya koneksi, gitu kan. Resikonya gede. Makanya *personally* gue memulai *content* ini, gue mulai *podcast* ini. Karena gue pengen *impact* Indonesia secara *entrepreneurship*. Gue mau ngebantu anak muda dan bisnis UMKM

- kedepannya *anyway possible*. Makanya gue salah satunya bikin *content investment*, dan lain-lain gitu. *What's your opinion* terhadap itu, gitu? *Upbringing* lu dari SD yang susah, *crazy rich* semua tapi lu sendiri yang paling beda, tapi lu jadi ketua OSIS gitu. Itu ngubah apa sih dari diri lu yang sekarang?
- Jehian : Oke. yang sekarang, ya. Banyak sih sebenarnya, Ray. salah satunya adalah yang paling gampang, bahwa *you can be anything* yang lu mau sebenarnya. Kayak banyak orang tuh berhenti ketika udah tau bahwa ada—ya lu bilang tadi kan, *let's say* bantalan *financial*, dan lain-lain. Itu yang bikin mereka dihantui perasaan *you cannot go on*. Atau bahkan *you cannot start at all*. Tapi sebenarnya yang gue rasakan adalah, gue mengalami itu berkali-kali dan *turns out you can fight your way out*.
- Raymond : Iya dan sekarang *I would say, I would consider* lu udah *Forbes 30 under 30*, lu udah punya Menantea, dan lainnya—sebut lagi. Lu lumayan *accomplished* sih. Dan lu umurnya sekarang lebih muda daripada gue kan. Lu berapa sih umurnya?
- Jehian (1.171) : Gue 25.
- Raymond : *Holy shit*, ya lu lebih muda daripada gue. *For sure* lah, lu nanti, *all the best with* Menantea Group dan lain-lain.
- Jehian (1.172) : *Thanks, bro*.
- Raymond : *I think there's only going up* lah buat lo.
- Jehian (1.173) : *Waduh, thank you so much*.
- Raymond : Lo ada saran ga, penutup—eh kalo *20 under 20* itu biasanya sarannya buat *the other people* yang umur 20 ke bawah. Mungkin ini *general* lah. Saran, yang lu ngerasa *relate* ke situasi lu sekarang. Lu ada saran ga to *our viewers* ga, yang mungkin mau ke dunia *content creator*, memulai bisnis, memulai F&B.
- Jehian : Oke. ini kalo di seminar gue sering banget ngomongnya bahwa *the world is changing really fast, right? The world is changing really fast*. Dulu gue ngomong ini ketika sebelum pandemi. *The world is changing really fast* dan lain-lain. Tiba-tiba pandemi *strikes, boom*.
- Raymond : Lebih cepet.
- Jehian : Bener-bener lebih cepet, bener-bener cepet banget. Ya kan. Ada perubahan-perubahan yang memaksa lu buat *adapt* di situ. *Let's say* lu naik dari kelas 12 ke kuliah. Di saat pandemi, mau gamau lu harus kuliah *online*. Lu ga ngerasain ospek kayak gimana-gimana. Itu perubahan cepet yang ibaratnya kayak, lu dipaksa buat *adapt* di situ. Artinya apa? Bahwa *the world is moving really fast*. Perubahan itu nggak nunggu lu siap apa nggak. Pandemi nggak nunggu lu siap dulu ngerasain kuliah *online*. Nah pertanyaannya, lu mau ketinggalan apa ga? Kalo lu ga mau ketinggalan, *be adaptive*.
- Raymond : Gue setuju banget tuh.
- Jehian : *Be adaptive, guys*.
- Raymond : Kalo di dunia *startup, agile*.
- Jehian : *Yes*.
- Raymond : Kita harus, ga bisa *close-minded* lah. Apalagi di zaman sekarang. *Alright*, keren banget, gila. Ini ada berapa menit, *by the way?* Ini jujur *interesting stories* sih. Jadi, *reminder* nih, buat teman-teman. Kita dari tadi sambil makan Menantea. Lu sisa berapa? Gue masih segini.
- Jehian : Gue sisa 3 kentang.
- Raymond : Gue masih banyak ternyata. Gue biasanya makan paling cepet tapi minuman gue udah abis.
- Jehian : Hmm, gue belum.
- Raymond : Jangan lupa ada *giveaway*. Tag aja kita, nanti dikirimin menu barunya. Eh yang pedes itu kan?
- Jehian : Iya. Kalau ga gini deh, kalo misal lu ga bisa pedes, ini nya gue ganti jadi ga pedes. Tapi minumannya tetep minuman baru.
- Raymond : Ga seru sih.
- Jehian : Itu yang bener!
- Raymond : Gue pengen liat mereka sampe keringetan.

Jehian : Iya.
Raymond : Gue sengaja minta yang ga pedes atau ngga sekarang kita udah ngelap-ngelap gini terus pas lagi *podcast*. Jangan lupa ada *giveaway*, tag kita berdua—lu kalo biasanya seminar atau apa ada kayak penutupan gitu ga sih?
Jehian : Ga. tadi itu penutupan gue.
Raymond : Yaudah, gitu aja?
Jehian : Hm-hm.
Raymond : Kalo Erika, kan, “kapan-kapan lagi!” atau gimana. Kita ga ada penutupan nih?
Jehian : Mau ini, “*Ja Mata Ne Mantappu Jiwa*”? Jangan, anjir.
Raymond : Ya terserah. Ya boleh lah.
Jehian : Jangan, jangan.
Raymond : Ya udah kita penutupan yang normal-normal, karena kita bukan sesama *20 under 20*. Kita udah dewasa. Oke *guys, see you in the next podcast. Thank you Jehian for being here. Bye-bye.*
Jehian : *Thank you, Raymond. Bye.*

Appendix 5: Transcription of Video 2: HAMPIR 100 OUTLET DALAM 4 BULAN!?! BUKAN SULAP, BUKAN SIHIR!!! - PART 2 (older and higher status host)

- Jehian (2.1) : ... udah cukup lama. Udah mulai ngerti. Tapi kalau di dunia F&B, ngomongin apa orang-orang ini, kan. Dan Jerome itu waktu di sana merasa sangat apa ya, **kayak** tertantang gitu. Setelah *room* itu dia bilang ke aku, “Kita harus bikin F&B bisnis, cuma nggak tau mulai dari mana?” seperti itu. Cuma untungnya, *finally*, lewat—kalau Pak Hermanto, ada sedikit cerita, akhirnya kita dipertemukan lah ya. *Strategic partner*, ada yang di sini, ada yang di Jakarta. Yang di Surabaya itu kebetulan aku *partner*-an sama Mas Hendi, dia itu kakak kelasku.
- Hermanto Tanoko : Baba Rafi itu ya?
- Jehian (2.2) : Benar. Dia kakak kelasku waktu di SMALA, di SMA Negeri 5. Jadi kayak kakak kelas sama adek kelas. Terus dikenalin sama beberapa *partner* di Jakarta.
- Hermanto Tanoko : Oh. Jadi akhirnya mendirikan yang Menantea itu?
- Jehian (2.3) : Betul. Walaupun yang ngide pertama belum pernah nyoba.
- Hermanto Tanoko : Oh ya?
- Jehian (2.4) : Jerome belum pernah nyoba.
- Hermanto Tanoko : Oh belum pernah pulang ini soalnya ya?
- Jehian (2.5) : Belum pernah pulang.
- Hermanto Tanoko : Tapi bikin banyak orang jadi penasaran gitu ya?
- Jehian (2.6) : Iya. Jadi orang-orang sekarang kan suka ngebully dia kan, karena **kayak** “ini aku udah minum bang Jerome, tapi Bang Jerome belum minum,” gitu.
- Hermanto Tanoko : Nggak pernah dikirim ke sana? Nggak bisa memangnya ya?
- Jehian (2.7) : Kita berusaha untuk kirim yang makanan, tapi kadang-kadang ditolak. Jadi kita sekarang lagi atur—
- Hermanto Tanoko : Apalagi kena pandemi ini ya?
- Jehian (2.8) : Betul. Mereka kan sangat diseleksi banget sampai—
- Hermanto Tanoko : Iya. Jadi Menantea ini tepatnya bulan apa mulai *launch*?
- Jehian (2.9) : Menantea di bulan April tanggal 10. Itu toko pertama kita di Tomang.
- Hermanto Tanoko : April, bulan 10?
- Jehian (2.10) : Tanggal 10. Bulan April tanggal 10.
- Hermanto Tanoko : April tanggal 10?
- Jehian (2.11) : **Uh-hm.**
- Hermanto Tanoko : Kenapa kok pakai nama Menantea ya? Ada ceritanya itu?
- Jehian (2.12) : Ada. Soalnya kan Jerome—jadi dia bikin konten YouTube, terus dia nyuruh aku untuk buka toko. Waktu itu, Jerome itu suka banget ngisengin aku **kayak (1)** “ini nomernya Bang Ian,” gitu. “Udah kalian-kalian bilang ke Bang Ian nih,” kadang-kadang **kayak (2)**, dulu itu **kayak (3)** “Bangunin bang ian dong,” gitu. “Ga bisa ditelepon”. Terus orang-orang ngespam aku. Cuman yang kali ini suruh buka toko. Dan waktu itu spamnya itu *all time high*. Jadi **kayak (4)** bener-bener nggak pernah setinggi itu. Di chat hp-ku itu ada 32 ribu orang—
- Hermanto Tanoko : Wah.
- Jehian (2.13) : Yang ngechat berbarengan dan **kayak (1)** aku nggak bisa respon ke *brands*, nggak bisa respon ke *clients*, **kan? (1)** Jadi ada **kayak (2)**, *urgency*-nya **kayak (3)**, “Jer, kamu jangan macam-macam.” Maksudnya, ini beneran kalo nggak hilang chatnya, ini kerjaan kita yang *management* itu, Mantappu, nanti hilang semua. Maksudnya soalnya itu memang nomor yang aku pakai buat kerjasama, **kan? (2)**
- Hermanto Tanoko : Iya.
- Jehian (2.14) : Gitu. Terus akhirnya ya lewat proses itu, karena melibatkan banyak sekali *netizen*, kita minta *ideation*, dan saat itu sampai sekarang juga, untuk namanya itu apa. Dan akhirnya mereka bilang karena kita semua nungguin toko, kasih nama Menantea Toko, gitu.
- Hermanto Tanoko : Ooh.

Jehian (2.15) : Jadi IG-nya Menantea.toko.

Hermanto Tanoko : Iya, iya. Tinggal tulisannya ti-nya itu *tea*, *tea*-nya teh, gitu?

Jehian (2.16) : Betul, dibikin *punch*.

Hermanto Tanoko : Keren juga. Dan dalam waktu 4 bulan ini cepat sekali ya bertumbuhnya, jadi berapa outlet ini sekarang?

Jehian (2.17) : Ya Puji Tuhan dapat banyak *partner-partner* yang percaya juga, kita dalam 4 bulan ini *running store*, ada per hari ini 87.

Hermanto Tanoko : Wow. Awalnya tiap bulan berarti ada kenaikan lebih dari dua–30, berarti? 20-an?

Jehian (2.18) : Betul. Malah sebenarnya, Pak Hermanto, kita tuh sekarang udah menuju 112.

Hermanto Tanoko : Wow.

Jehian (2.19) : Tapi operasionalnya **harus** dikejar, **kan?** Nggak bisa kayak gini sebulan–

Hermanto Tanoko : SDM-nya ya?

Jehian (2.20) : **Bener.**

Hermanto Tanoko : Training-nya segala macem.

Jehian (2.21) : Betul. Betul sekali. Terus kita juga kan beberapa di kota lain. Terus ada di kota yang kita belum pernah kunjungi dan lain, **kayak** gitu. Jadi kita satu minggu kita coba untuk 4-5 store begitu, setiap weekend.

Hermanto Tanoko : Wow, padat sekali. Makanya saya lihat Jehian di Surabaya juga masih *meeting-meeting* terus ini.

Jehian (2.22) : Begitulah.

Hermanto Tanoko : Berarti setiap kali *meeting* itu buka *outlet* baru, ya?

Jehian (2.23) : Bisa dibilang begitu.

Hermanto Tanoko : Dan semua ini *franchise*?

Jehian (2.24) : Ada yang *franchise*, ada yang *self-own* juga, gitu.

Hermanto Tanoko : Oke.

Jehian (2.25) : Jadi **kayak**, **mungkin** kita bisa bilang, *hybrid*.

Hermanto Tanoko : Berapa persen yang *self-own*?

Jehian (2.26) : *Self-own* kalau kita ambil, **let's say** 100 toko gitu ya, atau **mungkin (1)** 80 toko sekarang kita *self-own* itu di angka, **mungkin (2)** 6 sampai 8%.

Hermanto Tanoko : Oh, enggak banyak.

Jehian (2.27) : Sebenarnya enggak terlalu banyak.

Hermanto Tanoko : Berarti *franchise* yang banyak lebih ya?

Jehian (2.28) : Tapi, untuk toko kita yang *self-own*, kita bikin skem—ehm bukan skema, ya. Kita bikin sistemnya itu *flagship store*. Tapi itu baru di Jakarta sih, Pak Hermanto.

Hermanto Tanoko : *Okay.*

Jehian (2.29) : Jadi kita bikin kafe. Kita namain Menantea Garden, jadi kalian bisa dateng, ada *wi-fi*, bisa duduk gitu-gitu.

Hermanto Tanoko : Kalau kafe berarti ada *coffee*-nya juga?

Jehian (2.30) : Oh, nggak-nggak. Maksudnya **kayak (1)** dibikin tipenya itu **kayak (2)** kafe. Jadi kalau yang lainnya, kan, *stand*-nya misalnya di mall, ya **mungkin** ada satu, dua tempat duduk, tapi lebih ke yang *take-away*, gitu kan.

Hermanto Tanoko : Ini khusus minuman teh aja kan, ya, Menantea ini?

Jehian (2.31) : Iya, sama ada *snack* satu.

Hermanto Tanoko : Oh *snack*-nya ada.

Jehian (2.32) : *Snack.*

Hermanto Tanoko : Nah untuk orang yang ingin menjadi franchise itu berapa sekarang ini?

Jehian (2.33) : **Apanya nih, leads-nya, atau?**

Hermanto Tanoko : Meski bayar *fee*-nya berapa?

Jehian (2.34) : Oh, harganya? Kita ada, ya itu tergantung proposalnya yang paling *update*. Kita berubah-ubah. Tapi *it's around one hundred*.

Hermanto Tanoko : *One hundred?* Dan harus ada syarat mempunyai *location* yang strategis, atau luasnya berapa?

- Jehian (2.35) : Benar, strategis. Terus, **harus (1), let's say (1)**, ada bukti lah bahwa dia memang serius, dan udah **harus (2)** ada *location* yang dia udah pasti dapat, **let's say (2)**, at least 1 tahun atau 2 tahun, gitu.
- Hermanto Tanoko : Uh-hm.
- Jehian (2.36) : Nah tapi yang paling penting sebenarnya adalah *whether he's on the radius or not*. Soalnya kita ada aturan radius, khususnya daerah Jakarta, Jabodetabek, kan padat, ya.
- Hermanto Tanoko : Dan diharuskan dia untuk yang me-*manage*, atau atau bisa di-
- Jehian (2.37) : Kita ada beberapa skema, ada beberapa skema. Ada skema yang *autopilot*, ada yang *full* mitra, dan lain-lain, gitu.
- Hermanto Tanoko : Rata-rata berapa pendapatan dari 1 *outlet*-nya?
- Jehian (2.38) : Waduh.
- Hermanto Tanoko : Ada jaminan nggak dari Menantea-nya?
- Jehian (2.39) : Nggak, kita tapi ada skema, **let's say, high, mid, and low**, gitu sih. Memang kan kita-
- Hermanto Tanoko : Oke. Kalau *average*-nya berapa?
- Jehian (2.40) : Oke. **Let's say (1)** kalau *talking about own-store* aja ya. *Own store* kita yang di Tomang itu 1 hari itu bisa *double digit* juta. Kalau 1 bulan ya, **let's say (2)** *around several hundred million* lah, gitu.
- Hermanto Tanoko : Berarti berapa? 200?
- Jehian (2.41) : Bisa 300.
- Hermanto Tanoko : 300 itu di *high* atau *medium*, atau *low*?
- Jehian (2.42) : Itu bisa dibilang begini sebenarnya, Pak Hermanto. Karena kita itu beda dengan *coffee shop*, dimana, **let's say, kayak (1)** kita sebut **brand mungkin kayak (2)** Janji Jiwa gitu ya. *The people needed to run the store* itu sebenarnya nggak terlalu banyak. Karena ibaratnya mereka *espresso-based*, kan. Sedangkan kita itu banyak banget pakai buah-buahan beneran. Jadi untuk *running store* itu, kadang-kadang kita butuh 5-7 *employee*, di dalam satu *stand* itu, kalau misalnya mau *high-speed*. Nah kadang-kadang, dan itu-*problem* kita sampai sekarang adalah, kita kadang-kadang kewalahan di *speed*-nya.
- Hermanto Tanoko : Hmm.
- Jehian (2.43) : Gitu. Jadi nggak melayani secepat yang seharusnya gitu. **Mungkin** seharusnya *this is not the cap* gitu. Harusnya bisa melayani lebih banyak *cups* lagi. Cuman ya *that's one of the challenges* sih kalau bagi kita.
- Hermanto Tanoko : Iya. Wah bagus sekali ya, kalau satu *outlet* bisa 300, itu GOP-nya kan di atas 50% ya?
- Jehian (2.44) : Iya.
- Hermanto Tanoko : Jadi 87 outlet. Tapi kalau itu rata-rata di 150-an aja sudah di atas 10 miliar tuh sebulannya, ya? Jadi kalau sampai akhir tahun ini sudah bisa ratusan ratusan miliar kalau dalam setahun ya?
- Jehian (2.45) : Waduh, bisa dibilang. Tapi, ya itu, sekali lagi, *everyday is a struggle* karena kita baru 4 bulan umurnya. Dan kita sebagai bisnis yang lahir di *pandemic era* itu tantangannya besar banget. Kemarin tiba-tiba baru *running* 2 atau 3 bulan, *boom*, PPKM. PPKM dilanjutin, diperpanjang terus, wah itu.
- Hermanto Tanoko : Tapi justru *you* lahir di dalam pandemi ini, *you* jadi sangat tangguh ya.
- Jehian (2.46) : Bisa dibilang begitu.
- Hermanto Tanoko : Kan sudah dalam pandemi masih bisa buka sedemikian banyak. Dan rata-rata yang gagal atau yang tutup berapa persen?
- Jehian (2.47) : Kita belum ada yang tutup sih.
- Hermanto Tanoko : Lho, ini luar biasa ini, belum ada yang tutup. Jadi so far dari 87 *outlet* semuanya *happy* dong ya?
- Jehian (2.48) : *Hopefully*. Semoga mitraku ada yang nonton ini.
- Hermanto Tanoko : Wah ini saya jadi ingin jadi investornya ini.
- Jehian (2.49) : Waduh.
- Hermanto Tanoko : Langsung dipinang ini.

Jehian (2.50) : Di *podcast*.

Hermanto Tanoko : Iya. Soalnya masih muda ya, masih baru 4 bulan, dan bisnisnya sudah begitu cepat tumbuhnya. Jadi tujuan kedepannya gimana ini? Lebih fokusnya nanti di Mantappu atau tetap di Menantea, atau dua-duanya? Gimana cara Jehian membagi *time management*-nya nih?

Jehian (2.51) : Oke. Kalau di Mantappu, karena memang kita udah, prosesnya itu udah cukup lama, ya Pak Hermanto. Terus *talent-talent* kita juga udah *talent-talent* yang dalam tanda kutip mandiri. Mereka udah punya sistemnya sendiri-sendiri. Sekarang di Mantappu itu kita lagi fokus untuk mengotomatiskan proses *partnership* ini. Karena kan *everything is going online*, dan lain-lain. Jadi bisa dibilang secara *operations* di Mantappu ini kita lagi fokus untuk gimana caranya ngestabilin bisnis ini biar bisa terjadi secara *automatically, without me* turun langsung ke dalam. Kalau dulu aku yang bacain WA-nya, di awal-awal. Kalau sekarang, ***let's say***, gimana caranya proses komunikasi itu terjadi udah *by SOP*.

Hermanto Tanoko : Sudah berapa orang itu, di timnya Mantappu sekarang?

Jehian (2.52) : Di tim Mantappu, kalau yang tidak dihitung editor ya, itu sekitar 20 sampai 30 orang.

Hermanto Tanoko : Wow, banyak ya?

Jehian (2.53) : Lumayan.

Hermanto Tanoko : Padahal cuman 14 *talent* itu ya?

Jehian (2.54) : Iya tapi kalau dihitung sama editornya, Pak Hermanto, itu bisa bisa 50-an lebih sih.

Hermanto Tanoko : Oh ya?

Jehian (2.55) : Karena Jerome aja editornya itu ada 8 sampai 10 orang.

Hermanto Tanoko : Oh. Jadi kalau yang *talent*-nya sudah sangat banyak sekali, jutaan ya udahan ya?

Jehian (2.56) : Iya. Itu mereka *speed* kerjanya juga—memangkan Jerome, Mas Hansol, itu *speed* kerjanya, setiap hari syuting, harus dikasih, seperti itu.

Hermanto Tanoko : Oh. berarti *posting*-nya itu banyak setiap harinya?

Jehian (2.57) : Kalau Jerome sekarang satu hari satu kali.

Hermanto Tanoko : Oh satu kali. Syutingnya juga satu kali?

Jehian (2.58) : Syutingnya bisa satu hari, yang *output*-nya tiga video, dua video, begitu. Ya itu yang masalah *golden age* tadi sih.

Hermanto Tanoko : Iya. Nah kalau di Menantea-nya gimana jadi, membagi waktu untuk *time management* itu?

Jehian (2.59) : Nah jadi di Menantea-nya itu, karena ibaratnya kita lebih butuh *minds*-nya itu untuk ada di situ, untuk sekarang aku lebih mengalokasikan waktu, atau *at least, my thinking time* itu lebih di Menantea, begitu untuk hal ini. Karena kita banyak sekali hal yang harus diurusin, ***let's say kayak*** Jerome aja belum nyoba, ***kan?*** Jadi *we're still thinking of a second wave* gitu.

Hermanto Tanoko : Jadi dengan adanya Menantea ini juga, para *talent-talent* itu juga semuanya mendukung atau gimana?

Jehian (2.60) : Iya. Kita saling *cross*—ini sih, *support* begitu.

Hermanto Tanoko : Oh, iya. Saya juga sempat tadi lihat Menantea punya Instagram.

Jehian (2.61) : Wah terima kasih.

Hermanto Tanoko : Disitu juga saya lihat, wah ini—biasanya yang memakai—*brand* itu kan *engagement* ataupun komennya kan nggak banyak, ya.

Jehian (2.62) : **Betul.**

Hermanto Tanoko : Tapi ini banyak juga!

Jehian (2.63) : **Iya.**

Hermanto Tanoko : Saya ngomong wah ini istimewa sekali ini.

Jehian (2.64) : Kita bikin *personality* untuk *admin* yang *handle* itu. Karena kan awalnya kan aku sama Jerome. Kita kasih nama Minte 1 sama Minte 2. Waktu kita *hire social media admin* baru, kita berpikir bahwa kita **nggak boleh** sembarangan *hire* orang, karena bisnis ini itu adalah bisnisnya *netizen*, gitu kita bilang. Jadi orang baru ini **harus** bisa diterima sama *audience* kita, sama *market* kita. Jadi kita bikin *story*,

- gimana pelan-pelan caranya akhirnya bisa diterima dan sekarang ya dia bisa jadi Mintea baru gitu. Nah Mintea baru itulah yang *handle* social media dan lain-lain.
- Hermanto Tanoko : Iya. Karena itu kan butuh kreativitas yang sangat tinggi, ya?
- Jehian (2.65) : Bisa dibilang gitu.
- Hermanto Tanoko : Jadi masing-masing yang pegang *talent* itu punya, apa ya, kreativitas yang disesuaikan dengan para *talent-talent* itu tadi.
- Jehian (2.66) : Iya, *segmented*.
- Hermanto Tanoko : Jadi kan nyambung itu yang dibicarakan, yang dikomunikasikan, semuanya jadi *in-line* gitu ya.
- Jehian (2.67) : **Tepat sekali.**
- Hermanto Tanoko : Luar biasa ini. Jadi tujuan di kedepannya ini apa ini Menantea-nya ini?
- Jehian (2.68) : Oke, yang pasti kita lagi mempersiapkan Jerome untuk pulang ke sini, karena dia belum pernah nyoba. *So we're expecting a second wave*, gitu, waktu dia pulang. Tapi ya, gumpalan *audience* ini **harus (1)** kita *manage* juga kan dengan persiapan yang baik gitu, dengan *safetynet* yang baik. Jadi gimana caranya kita memikirkan *campaign-campaign* yang sifatnya nanti, Menantea kepulauan Jerome, dan lain-lain gitu, supaya kita bisa manage lah, supaya, apa ibaratnya, nggak *flop*. Terus **harus (2)** diperhatikan juga kondisi negara kita kan, dengan PPKM dan lain-lain. Seperti itu sih.
- Hermanto Tanoko : Tadi mengenai luasan, berapa ya, *minimum requirement*-nya untuk satu *outlet*-nya?
- Jehian (2.69) : Kita itu—jadi begini sih sebenarnya, Pak Hermanto. Kalau misalnya mereka buka di *mall*, itu kita ada **let's say 1 stand** doang, jadi *stand alone* gitu yang sifatnya bisa dibongkar pasang, ditaruh aja gitu.
- Hermanto Tanoko : Nggak besar?
- Jehian (2.70) : Nggak terlalu besar.
- Hermanto Tanoko : 3x3 begitu?
- Jehian (2.71) : Oh nggak, harus lebih besar sedikit dari itu sih.
- Hermanto Tanoko : Oh berarti tetap ada tempat duduk untuk mereka minum-minum sambil ngobrol-ngobrol?
- Jehian (2.72) : Biasanya seperti itu. Itu yang disarankan.
- Hermanto Tanoko : Berarti agak besar dong, meskipun di *mall* juga besar?
- Jehian (2.73) : Meskipun di *mall* itu sebenarnya, **let's say, kayak—**
- Hermanto Tanoko : Ruangan ini mungkin?
- Jehian (2.74) : Nggak. Lebih kecil dari ruangan ini sih. Setengah dari ruangan ini, begitu.
- Hermanto Tanoko : Nah kalau bukan di *mall*?
- Jehian (2.75) : Kalau bukan di *mall*, mereka sewa ruko sendiri, mereka bisa pasang disitu.
- Hermanto Tanoko : Ruko sudah bisa? 1 ruko?
- Jehian (2.76) : Ruko bisa.
- Hermanto Tanoko : Itu dipakai semua lantai satu lantai dua?
- Jehian (2.77) : Bisa dipakai semua, bisa dipakai salah satunya doang. Kita ada *own-store* di Green Garden Jakarta itu 2 lantai.
- Hermanto Tanoko : Terus itu ada *central kitchen* gitu juga?
- Jehian (2.78) : Kita sifatnya itu semuanya di *self-made* di *outlet*-nya. Jadi kita mainnya *supplier*, **mungkin** lebih ke gudang ya *instead of central kitchen*.
- Hermanto Tanoko : Ooh.
- Jehian (2.79) : Tapi *we're thinking of going right there*, sih. Soalnya untuk *snack*-nya kita itu aku, nggak tahu Holly udah nyoba apa belum, tapi *snack*-nya kita itu *unexpectedly* penjualan nomor satu di Menantea.
- Hermanto Tanoko : Wow!
- Jehian (2.80) : Padahal kita jualan minum gitu. Tapi orang-orang **kayak** wajib ada ayam—
- Hermanto Tanoko : Biskuit atau apa itu?
- Jehian (2.81) : Ayam dan kentang gitu.
- Hermanto Tanoko : Oh, iya.

Jehian (2.82) : Jadi karena itu goreng-goreng dan makanan beku, jadi kita jadi berpikir *how about making the central kitchen*, dan lain-lain.

Hermanto Tanoko : Oh jadi kalau untuk tehnya sendiri semua sudah di mix semua di *outlet* gitu ya?

Jehian (2.83) : Ya, dari daun teh, terus diseduhnya di dalam *outlet*, seperti itu.

Hermanto Tanoko : Nah kedepan berapa nih target dari *outlet*?

Jehian (2.84) : Oke. Aduh, amin. Target kita di Tahun 2022 kita udah *running 200*.

Hermanto Tanoko : Wow, 2022 itu ya?

Jehian (2.85) : 2022.

Hermanto Tanoko : Dan masih continuing, nambah terus 2023, 24, 25?

Jehian (2.86) : Betul. Kalau bisa, kita mau buka di Jepang.

Hermanto Tanoko : Wow, keren ya.

Jehian (2.87) : Iya, supaya Jerome bisa nyoba.

Hermanto Tanoko : Iya, iya. Setuju saya. Jadi jangan hanya produk-produk luar yang masuk Indonesia, ya.

Jehian (2.88) : **Betul.**

Hermanto Tanoko : Jadi produk Indonesia juga harus bisa ke luar negeri. Ini, keren sekali ini kalau bisa.

Jehian (2.89) : Siap.

Hermanto Tanoko : Iya. Apalagi harganya kan juga sangat bisa diterima ya?

Jehian (2.90) : Benar. kita ambil *approach* yang *budget version of fruity*.

Hermanto Tanoko : Tapi tetap dipertahankan *tea* aja ya? Jadi nggak ke kafe atau ke minuman jenis-jenis yang lain ya?

Jehian (2.91) : *So far*, iya kita belum. **Paling** yang paling mentok itu, yang ibaratnya bukan *tea* itu, kita ada namanya Menantea Sunset. Itu pakai *blue tea*. Tapi ya kita nyebut ya tetep *tea* sih.

Hermanto Tanoko : Oke. Nah rencana Jerome-nya baliknya kapan nih Jadinya?

Jehian : Kapan, Jer? Kalau situasinya memungkinkan, dan dibolehin sama pemerintah Jepang dan pemerintah Indonesia, di akhir tahun ini, begitu.

Hermanto Tanoko : Oh sudah lulus ya? sekarang ini sudah lulus?

Jehian : Belum. Lulusnya baru tahun depan Q2.

Hermanto Tanoko : Oh jadi pulang, tapi balik lagi?

Jehian : Iya untuk nyelesaiin skripsi doang. Soalnya dia kan sekarang udah nggak kelas lagi kan, gitu. Cuma ya sayang aja sih. Pulang, Jer!

Hermanto Tanoko : Wah ini tentu, sekarang papa dan mama sangat bangga dong ya, dengan kalian berdua nih ya.

Jehian : Amin. Bangga nggak ma?

Hermanto Tanoko : Nanya langsung nih.

Jehian : Nanya langsung.

Hermanto Tanoko : Selain Menantea, apa masih ada *idea-idea* lain ya? mungkin dari IdeaCloud akhirnya bisa punya apa ya, pemikiran-pemikiran bisnis yang lainnya.

Jehian (2.92) : Banyak yang dipikirkan, sih. Jerome juga banyak *idea* untuk Menantea, dan **mungkin untuk, let's say, mungkin** brand-brand lain, tidak ada yang tau. Tunggu saja di Instagram @—waduh muncul enggak nanti disini?

Hermanto Tanoko : Gitu ya? Next rencana bisa berkolaborasi setelah menjadi salah satu speaker di IdeaCloud Conference 2021 ini ya.

Jehian : Waduh, siap.

Hermanto Tanoko : Gimana nih kesan-kesan di IdeaCloud? Selama 2 hari ini ya.

Jehian : Yang pasti, pertama, ketemu sama Pak Hermanto. *This is the first time*. Dulu ngelihatnya cuma di YouTube doang.

Hermanto Tanoko : Iya.

Jehian : Itu experience yang luar biasa. *Second one*, ini bisa dibilang, pas di pandemi ini kan semua jadi *online*.

Hermanto Tanoko : Iya.

Jehian : Ini salah satu experience pertamaku kembali lagi ke yang pake panggung kayak tadi. Walaupun semi *online* dan *offline*, ya, *very good experience* lah ya. Karena lebih dari satu tahun ya udah nggak ngerasain *event* yang kayak gitu lagi.

Hermanto Tanoko : Iya.

Jehian : Dan yang aku suka sih sebenarnya adalah ketika sebuah acara itu, *audience*-nya tau mereka mau dapetin apa, dan *speaker*-nya itu dipertemukan dengan pertanyaan yang sifatnya itu sesuai sama apa yang mereka bisa kasih.

Hermanto Tanoko : Iya.

Jehian : Dan itu aku rasain sih tadi waktu jadi *speaker* di situ.

Hermanto Tanoko : Jadi memang IdeaCloud ini kan mempunyai tujuan yang sangat mulia, untuk, bagaimana bisa *create* satu juta *entrepreneur* di Indonesia ya. Karena kami yakin kalau bisa memberi kontribusi, melahirkan *entrepreneur-entrepreneur* baru, itu tentu bagus sekali bagi perekonomian Indonesia ya.

Jehian : Betul.

Hermanto Tanoko : Jadi kita sangat kuat. Karena saat ini, jumlah *entrepreneur* di Indonesia ini termasuk yang terendah di Asean, hanya 3,1%. sedangkan di Singapura 7%, di Thailand 6%. Jadi semuanya sudah jauh lebih tinggi dari Indonesia. Tapi adanya Jehian, ya, dan juga rekan-rekan, ini kan juga luar biasa sekali ya. Dalam waktu belum satu tahun, sudah bisa puluhan miliar per bulan ya. Ini kan hebat dan masih bertumbuh terus ini.

Jehian (2.93) : Amin.

Hermanto Tanoko : Kalau sudah 200 berarti 3 kali lipatnya. Kalau 500 berarti nanti naik lagi dua setengah kali lipat lagi, gitu ya. Makanya tadi insting saya cepat ya. Wah, saya jadi investornya sekarang aja.

Jehian (2.94) : Waduh. *Partner-partner* saya nonton video ini, pak.

Hermanto Tanoko : Oh gitu ya? iya. Biar lebih cepat ke Jepang ya gitu ya.

Jehian (2.95) : Siap.

Hermanto Tanoko : Oke ini, terima kasih ini atas waktunya ini Jehian, ya. Mungkin dari kesempatan ini Jehian bisa kasih pesan-pesan kepada para milenial atau generasi Z ya. Bagaimana kiat-kiatnya untuk memulai, *start* sebuah bisnis, supaya tingkat kesuksesannya itu tinggi gitu ya. Karena saat ini dari data kan hanya 5% ya. Tadi Pak Hermawan Kertajaya juga mengulang lagi, hati-hati itu kalau memulai sebuah bisnis. Karena dari data yang ada, kesuksesannya itu yang diceritain orang, dan itu hanya 5%. Yang 95% yang kegagalan itu tidak pernah diceritakan gitu.

Jehian : Uh-hm.

Hermanto Tanoko : Makanya ini kan harus—apa nih—mungkin kiat-kiatnya apa, biar para milenial generasi Z ini belajar dari Jehian ini.

Jehian : Siap. Yang pasti yang paling pertama yang aku suka omongin ke orang-orang, karena aku sendiri juga bekerja di sebuah industri yang terbilang baru, 20 tahun lalu belum ada Instagram, Twitter, dan lain-lain, bahwa hanya dalam kurun waktu *decades* gitu yang dalam hidup kita itu, perubahan itu bisa terjadi kayak—pindah tempatnya cepet banget. Jadi tidak ada salahnya kamu coba ambil langkah pertama gitu. Tapi walaupun langkah pertama itu, pasti kan ibaratnya, orang-orang bilang “udah ambil aja langkah pertama, soalnya *entrepreneur* itu orang yang tidak takut buat gagal.” Tapi kalau saya selalu melihatnya, bukan tidak takut buat gagal doang, tapi sebenarnya kita itu salah satu orang paling takut buat gagal, karena kalau kita nggak takut buat gagal, kita nggak akan ngelakuin *market research*, kita nggak akan ngelakuin *product research*, dan lain-lain. Tapi, ketika kita udah gagal setelah melakukan semua itu, kita adalah orang yang paling berani untuk menerima kegagalan, begitu. Jadi, dalam bisnis ya, ambil langkah pertama. Kalau kamu tidak berhasil, kamu belajar, gitu.

Hermanto Tanoko : Oke. Luar biasa. Jadi itu tadi ya, para sobat sukses ya. Jadi kalau memulai sebuah bisnis, jangan lupa untuk melakukan survei ya. Baik itu survei di pasar, keinginan-keinginan dari para masyarakat atau calon customer, juga survei mengenai *taste* atau rasa segala macam, dan buatlah suatu perencanaan yang matang. Nah ini

tadi kan saya juga mendengar, Jehian sendiri juga berkolaborasi dengan beberapa *partner*. Nah ini juga bisa saling melengkapi sehingga tingkat kesuksesannya itu jadi akan jauh lebih tinggi. Yang penting mencari *partner* itu harus ada kesamaan dari sisi karakter, terus mempunyai tujuan atau visi yang sama, sehingga bisa bersama-sama, saling bahu-membahu untuk menuju apa yang dicita-citakan, gitu ya. Jadi terima kasih sekali atas waktunya pada sore yang berbahagia ini, ya.

Jehian

: Terima kasih juga Pak Hermanto, saya juga terima kasih.

Hermanto Tanoko

: *Stay Humble, Stay Positive, Stay ON FIRE!*