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Implementation of Business Model Canvas Strategy and SWOT Analysis in BUMDes Restaurant

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Today's economic development increasingly requires entrepreneurs who are developing their businesses to always respond quickly to increasingly rapid changes and of course determine whether entrepreneurs can determine strategies, both short and long term or not. This study aims to provide business strategy recommendations to Gempar BUMDes Restaurant (Village-Owned Enterprises) located in Gunung Menyan, Pamijahan, Bogor Regency, West Java. Furthermore, to create a new business model in Gempar BUMDes Restaurant, the scope of this research is focused on the analysis of the Business Model Canvas along with internal and external factors owned by Gempar BUMDes Restaurant. The research method used is descriptive with a qualitative approach. Data collection was carried out by interviewing residents in Gunung Menyan, Pamijahan, Bogor who are members of businesses in BUMDes. This type of research is a case study. The analysis technique used is SWOT analysis to see the weaknesses and threats faced by optimizing the advantages and opportunities owned and business mapping using the Business Model Canvas (BMC). This research produces solutions that can be utilized by BUMDes Gempar Restaurants to be able to plan overall business strategies and find out the strengths, weaknesses, opportunities, and threats that will occur in the Gunung Menyan BUMDes Gempar Restaurant business, Pamijahan, Bogor Regency, West Java.

Keywords: Business Model Canvas, BUMDes, Case Study, Restaurant, SWOT

Introduction

Social entrepreneurship is a derivative term for entrepreneurship. Social entrepreneurship is an activity that combines business and social welfare approaches (Nurhadi, 2019). Social entrepreneurship is a creative alternative solution, because it is not only profit-oriented, it will also remain community welfare where the community will be directly involved in becoming business people and the profits will be returned to the community to be developed sustainably.

In fact, today's economic development increasingly requires entrepreneurs who are developing their businesses to always respond quickly to increasingly rapid changes and of course determine whether entrepreneurs can determine strategies, both short and long term or not. Basically, every entrepreneur has certain goals to be achieved. Some aim to achieve the maximum profit and some do not, for example in the form of associations (Maftahah et al., 2022).

Business goals vary, but there is one goal that is always present in business: profit. To achieve the desired profit, strategic management is needed in all company activities. As explained above, strategies and business models play an important role in the sustainability of a business. Without these two elements, the company will not have a map as a guide in achieving its goals. Therefore,

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the preparation of strategies and business models must be done carefully in order to achieve good results. This applies to BUMDes as one of the institutions that has the authority to develop business units in a sustainable manner.

BUMDes are institutions formed by the village government and the community manages these institutions based on the needs and economy of the village. BUMDes are formed based on laws and regulations that apply to agreements between village communities. The purpose of BUMDes is to improve and strengthen the village economy. BUMDes have a function as commercial institutions through the offering of local resources that aim to seek profits and social institutions through contributions to the provision of social services that favor the interests of the community. BUMDes have made a positive contribution to strengthening the economy in rural areas in developing the community's economy, especially in the face of the ASEAN Economic Community 2015(Alkadafi, 2014). The main characteristics of BUMDes that distinguish other commercial institutions (PKDSP, 2007) are (1) The business entity is village-owned and the management is carried out jointly; (2) 51% of business capital comes from village funds and 49% comes from community funds; (3) Operation is carried out based on the philosophy of business based on local culture; (4) The potential of the village and the results of available market information are the basis for running the business sector; (5) The profit obtained by BUMDes is used for efforts to improve the welfare of members and the community based on regulations that have been prepared; (6) Facilities are supported by provincial, district, and village governments; and (7) The implementation of BUMDes operationalization is supervised by the Government.

BUMDes are village business organizations managed by the community and village government with the aim of strengthening the village economy and based on the needs and potential of the village (Ihsan & Setiyono, 2018). Various problems of BUMDes as social enterprises were identified, including: 1) unmapped village potential in capturing business opportunities; 2) Not determining commercial value based on the characteristics and potential of handicraft villages; 3) not using business modeling techniques to prepare your business strategy; 4) do not know and have never been trained to build a business model using the Business Model Canvas; 5) not understanding elements of the Business Model Canvas as part of financial reporting (Haanurat et al., 2022).

A sustainable development goal refers to improving human life without harming the environment or damaging the capacity of natural systems (Jang et al., 2017). Therefore, the transformation towards the sustainability of the food industry is important (Salmivaara & Lankoski, 2021). The Business Model Canvas is a comprehensive approach that describes how a company conducts its activities to create, deliver, and capture value (Osterwalder & Pigneur, 2010). Previous research has focused on specific aspects of restaurant sustainability, such as exploring customer perceptions and intentions towards food and restaurant sustainability (M. J.-H. C. M. Kim, 2020; S. Kim et al., 2015, 2016), Management and stakeholder perceptions (Jang et al., 2017), and environmentally friendly supply management (Wang et al., 2013).

Based on population data from Pamijahan District, Bogor Regency in 2019, Gunung Menyan Village has various types of work, but most of them are dominated by entrepreneurs totaling 1550 residents (Kecamatan Pamijahan Kabupaten Bogor (n.d.), 2020). The creation of the Gempar Restaurant owned by BUMDes is based on the difficulty of tourist visitors who want to find a culinary center in the Pamijahan area, Gunung Menyan, Bogor, West Java. Therefore, Gempar BUMDes Restaurant was established along this tourist route to accommodate the center of souvenirs and handicrafts from the residents of Gunung Menyan Village and create authentic Indonesian specialties.

Some handicraft industries that have often been made by the people around Gunung Menyan are woven from rattan. Home industries around Gunung Menyan also produce rengginang, cassava chips and other snacks or snacks typical of Indonesia. While the farms around Gunung Menyan such as freshwater fish, chicken, and meat are potential partners of Gempar BUMDes Restaurant

to be able to provide a variety of food menus at Gempar BUMDes Restaurant. With this partner and the existence of tourist routes, the area is an opportunity for the residents of Gunung Menyan Village to be able to boost the community's economy. With the BUMDes movement, it is hoped that it can restore the economy and break the stigma of the community to progress and be more active in terms of seeking innovation.

BUMDes as social enterprises, like other businesses, face uncertainty so that to survive, it is necessary to innovate to maintain the continuity of their operations. One way to innovate is to prepare an economic model so that BUMDes can accurately define their economic model. Although commonly used in for-profit businesses, the Business Model Canvas can be modified and customized to fit the business model in social enterprises (Saputra, 2022).

A simple Business Model Canvas framework will make it easier for management to get an overview of business ideas compared to their rapid realization. By using the concept of Business Model Canvas, there will be a uniform language for drawing, visualizing, assessing and changing business models (Osterwalder & Pigneur, 2010). BUMDes as social enterprises can capture the social enterprise business model which will ultimately trigger innovation that ensures business sustainability. In addition to the Business Model Canvas (BMC) method, there is also an analysis method in the business world that can be used as an option to evaluate the health of a business, namely SWOT analysis (Wijayati, 2019). SWOT analysis is one method that can be used to evaluate strengths, weaknesses, opportunities, and threats in the business world.

Therefore, this study aims to apply the Business Model Canvas approach and SWOT analysis (Mohammad & Kamel Abouelezz, 2020) in developing any business strategies that can be applied by Gunung Menyan BUMDes Gempar Restaurant in an integrated manner that allows the success of restaurant operations in a sustainable manner.

According the paper from the previous journal about The Business Model Canvas, Business Model as tools for Market-Driven Entrepreneurs. Through using business models, entrepreneurs capture the distinctiveness of recognised values so as to improve existing markets or generate new ones (Murray & Scuotto, 2016). Moreover, in order to support entrepreneurs in the highly competitive, chaotic market, a new, avant-garde business model was designed by Curley and Formica (2013). The experimental laboratory model allows entrepreneurs to experiment with their innovation day by day, exploiting external opportunities and collaborating with external actors such as consumers, government, research centres, and other businesses amongst others. By adopting this model, entrepreneurs learn how to run a business and experience both failure and success. The greatest value of the aforementioned models has been recognized as being in the early stages of the entrepreneurial journey. However, for a better understanding of either a new strategy or existing one, the Business Model Canvas (BMC) provides a valuable support. In summary when using a BMC entrepreneurs tend to be more and more reactive to the market changes as well as responsive to stakeholders' requirements.

The Use of a BMC in a Market –Driven Scenario

By developing his ability and skills for market sensing Paul Conway adapted his capabilities to accommodate consumers' needs. Paul Conway is the owner of Paul's Quality Butchers a traditional butcher retailing locally produced Scottish beef and to customers within Lanarkshire and the surrounding areas. Since the beginning of his entrepreneurial journey in 2002, Paul has been promptly reactive to market requirements. Being market-driven, Paul started to serve the existing market with a new variety of high-quality of products which were reasonably priced. The consumer has always been his main focus and Paul believed that looking after the customer and giving them what they want is just as important as the profit margin and strived to provide the best possible quality at an affordable price. Paul quickly established himself in the market place and from a standing start demonstrated that he was able to compete on level terms with established competitors with over a hundred years of experience. Following his early success and the perceived

relative weaknesses of his direct competitors Paul felt that there was clear potential to expand the business and quickly opened additional shops in Bonnybridge, Grangemouth and Kirkintilloch and a dedicated factory unit in Kilsyth to service his own shops and other customers. In recent years the business has experienced a range of challenges such as increased competition, rising costs, management capacity and also changes in buyer behaviour.

SWOT Analysis

SWOT Analysis is a tool used for strategic planning and strategic management in organizations. It can be used effectively to build organizational strategy and competitive strategy. In accordance with the System Approach, organizations are wholes that are in interaction with their environments and consist of various sub-systems. In this sense, an organization exists in two environments, one being in itself and the other being outside. It is a necessity to analyse these environments for strategic management practices. This process of examining the organization and its environment is termed SWOT Analysis.

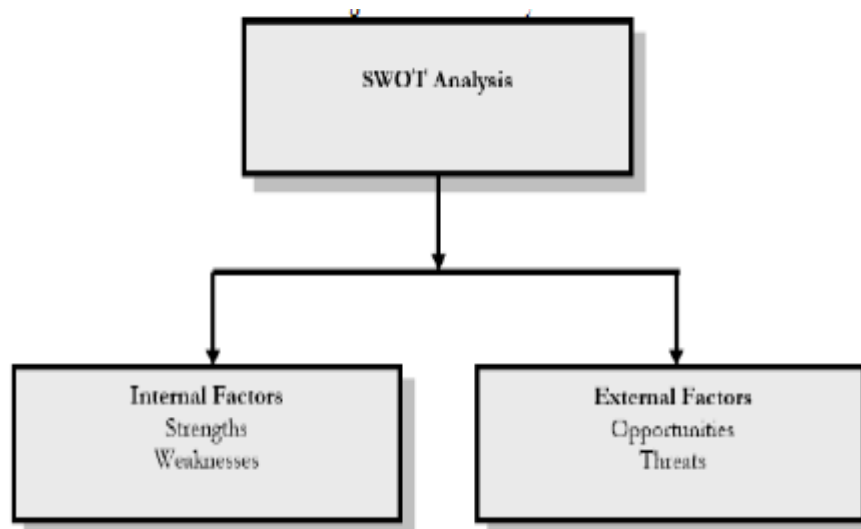


Figure 1. SWOT Analysis

“SWOT Analysis is a simple but powerful tool for sizing up an organization’s resource capabilities and deficiencies, its market opportunities, and the external threats to its future”

SWOT Analysis is a strategic planning framework used in evaluation of an organization, a plan, a project or a business activity. SWOT Analysis is therefore a significant tool for situation analysis that helps the managers to identify organizational and environmental factors. SWOT Analysis has two dimensions: Internal and external. Internal dimension includes organizational factors, also strengths and weaknesses, external dimension includes environmental factors, also opportunities and threats.

Methods

First, the author define the background of this research by find the trend of the business, define the purpose and benefits for the owner of business and the readers. The purpose of case studies is to direct researchers into social units such as individuals, groups, institutions or communities. Then the author define the problem statement also the scope of the research.

After that, the author define the theory that used in the research and make a discussion about the research.

The research method used is the case study method. According to (Yona, 2006), The case study method is a method that conducts an in-depth investigation so that it can find out the complete picture of the company's condition.

Within this section, the author will elaborate on the methodologies used for gathering and processing data.

A. Data Collection

This study used a qualitative descriptive research approach, which is by interviewing the owner of the Business. Primary data are obtained directly from the data source by direct observation (Sugiyono, 2016). The data collection technique used in this study was interviews. The interview technique used in obtaining primary data is an in-depth interview. Some of the questions that have been compiled are asked to the speakers but open the possibility of other questions and answers that are given by the speaker. This is because interviews aim to obtain evidence or answers to research problems openly, in detail and consistently. This study use a thematic analysis. Thematic analysis is one of the most common forms of analysis within qualitative research. It emphasizes identifying, analysing and interpreting patterns of meaning (or "themes") within qualitative data, including interview and FGD (Forum Group Discussion) Process. FGD is particularly useful for gaining deeper insights into people's perceptions, attitudes, beliefs, and opinions on a specific topic.

B. Data Analysis

The analysis used is Business Model Canvas and SWOT analysis. SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is one of the oldest and most widely adopted strategy tools worldwide. In academic circles, however, SWOT analysis (or approach, framework, matrix, model, technique or tool) has been often criticized with titles like SWOT analysis: It's time for a product recall, Away with SWOT analysis: Use defensive/offensive evaluation instead, and Swatting at SWOT. Such publications have never revealed SWOT's origins and the context in which it was created. Misattributions of SWOT are pervasive, because, until now, 'there is no documented history of SWOT'. Its origins are thus opaque in the past literature. The linkage of SWOT analysis with the Business Model Canvas (BMC) is to help identify strengths and weaknesses, as well as opportunities and threats faced by companies in the process of implementing the nine elements of BMC.

The subjects in this study are individuals involved in business management, namely BUMDes in Gunung Menyan Village, Pamijahan, Bogor, West Java. While the object of his research is to design a restaurant business model strategy owned by Gunung Menyan BUMDes using a nine-element approach in the business model canvas, namely Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Activities, Key Activities, Key Resources, Key Partners, and Cost Structures.

The data obtained is processed and analyzed by descriptive analysis with the following stages: conducting analysis and identification of business activities that are being carried out consistently by BUMDes-owned Gempar Restaurant. SWOT analysis of several elements of the business model used to determine opportunities and threats as well as strengths and weaknesses owned by the company can then be taken corrective steps. Furthermore, designing a business strategy at the Gempar Restaurant owned by BUMDes.

The strategy designed in this study begins with analyzing the business model of Gempar Restaurant owned by BUMDes which is currently used (existing) using BMC then analyzed with internal and external approaches. Each element of the BMC is analyzed using the SWOT method to determine which elements are retained and which need to be developed. The final stage of this research is to compile an Gempar Restaurant owned by BUMDes in carrying out its business activities.

As the previous research about The Use of a BMC in a Market –Driven Scenario that looking after the customer and giving them what they want is just as important as the profit margin and strived to provide the best possible quality at an affordable price. So Gempar Restaurant should started to serve the existing market with a new variety of high-quality of products which were

reasonably priced. Provides a wide variety of Indonesian food, Provides a wide variety of Indonesian snacks.

Results

Based on the results of the Focus Group Discussion (FGD) between the operational team of Gempar BUMDEs Restaurant and the author, providing an overview of the results of the Business Model Canvas mapping as well as the strengths, weaknesses, opportunities, and opportunities that can be run by Gempar BUMDEs Restaurant in the future. Gempar BUMDEs Restaurant, which has been established since 2021, has produced a typical Indonesian food menu and collaborated with other cottage industries that produce healthy Indonesian snacks which will later be placed in the Gempar Restaurant owned by Gunung Menyan BUMDEs, Bogor Regency, West Java. The results of the interview with the Village Head also gave an idea that Gempar BUMDEs Restaurant has many enthusiasts, ranging from visitors and local tourists who come to tourist areas in Gunung Menyan, such as baths, waterfalls, and mountains around Gunung Menyan. However, because most entrepreneurs in the area are more focused on the production and sale process of home-cooked food that still covers the area, the online promotion process is not maximized more broadly outside the area. Seeing this, the author who acts as a companion for BUMDEs invites business actors to discuss how to maintain their business and even then, develop their business following the times. After identifying the problem, the next step is to make a business mapping into nine elements contained in the Business Model Canvas (BMC) and determine business strategy using SWOT (Strength Weakness Opportunity Threat) analysis.

**Table 1: Gempar Restaurant’s Business Model Canvas
THEMATIC ANALYSIS**

Main Theme	Description Code	Interview Question	Interview Answer/Interview Result	Source
BMC Effectivities Strategy	Value Proposition Arrangement	How BUMDEs Restaurant use BMC to create proposition value to attract the customer?	With BMC, we can more clearly determine the customer segments we target, so that our marketing strategy becomes more focused.	Ketua Bumdes Warga pemilik usaha makanan
SWOT Effectivities Strategy	Strength Analysis	What are the advantages of BUMDEs compared to competitors?	We offer a wide variety of food flavors with live music in the restaurant to convinience the customer. We also Cooperate with home industries in the production of Indonesian snacks with affordable prices and halal certification.	
SWOT Effectivities Strategy	Weakness Analysis	What are the weaknesses of BUMDEs compared to competitors?	We have limited knowledge in promoting products online and our interior and exterior of the restaurant is not eye-catching	
SWOT Effectivities Strategy	Opportunity Analysis	What are the opportunities of BUMDEs compared to competitors?	Our location is strategic as it is close to the highway. We also Being one of the most sought-after resturaants by local residents and tourists alike	
SWOT Effectivities Strategy	Threat Analysis	What are the threats of BUMDEs compared to competitors?	Some competitors already sell their products online and offline and there are also several restaurants that have established the same concept as Gempar restaurant	

Business Concept Mapping Restaurant Model Gempar BUMDes Using Business Model Canvas

According to (*Osterwalder & Pigneur, 2010*) The Business Model Canvas is a model that describes how an organization creates, delivers, and captures values. The Business Model Canvas is divided into nine main components consisting of Value Propositions, Customer Segments, Customer Relationships, Channels, Revenue Streams, Key Activities, Key Resources, Cost Structure, and Key Partners. The description of this research data includes the elaboration of research data obtained from interviews and Focus Group Discussion (FGD) conducted at BUMDes Gempar Restaurant in Gunung Menyan, Bogor. The following are the results of the analysis described in the Business Model Canvas concept of Gempar Restaurants owned by BUMDes.

1. Value Proposition

Added value offered to consumers includes products and services that can provide added value to certain segments. The solving of consumer problems or the fulfillment of their needs is one form of value proposition (*Wijayanti & Hidayat, n.d.*). Based on the results of the FGD with BuMDes' Gempar Restaurant, the Value Propositions are: 1) providing a wide variety of Indonesian food. The variety of food served starts from Sundanese, Javanese and Betawi food. 2) provide a variety of Indonesian snacks. One example of Indonesian snacks served ranging from cassava chips, rengginang, and other snacks produced by home industries around Gunung Menyan

2. Customer Segments

Customer segments determined by the company are also based on product value (Value Propositions) that have been created previously (*Delfitriani, 2019*). Therefore, to be able to fulfill consumer satisfaction, companies need to first group these consumers based on similarities in needs, behavior, and others. Customer Segments of Gempar BuMDes Restaurant are local communities, local tourists who are interested in the culinary world and those who want to meet food needs. The age range is from ten to sixty years old. This is due to the variety of diverse foods and snacks that are healthy and safe for consumption.

3. Channels

Channels are used to connect with customers. These channels can be communication, distribution, and seller networks. Channels play an important role in creating impressions and experiences for customers (*Osterwalder & Pigneur, 2010*). Channel identification is an important factor in optimizing customer satisfaction. The channel used by Gempar BUMDes Restaurant is to use word of mouth on the results of customers who have felt satisfaction in tasting Indonesian dishes in the restaurant. Other channels are by using Whatsapp Group, Tiktok, Instagram to carry out the process of selling and marketing products to potential customers and customers who have been recorded into the customer database.

4. Customer Relationship

Customer Relationships can briefly be interpreted as relationships that want to be established with specific market segments (*Osterwalder & Pigneur, 2010*). Companies are required to determine the type of relationship. Customer Relationships of Gempar Restaurant is by providing promo packages on several food menus, discounts on selected food menus, holding live music at certain events or every weekend, interacting with customers from customer data that has been created and broadcasting menus every week through social media.

5. Revenue Streams

Revenue Streams are defined as revenue from each market segment that can be measured in terms of money received from its customers (*Osterwalder & Pigneur, 2010*). Revenue Streams are not a profit obtained, because they have not been deducted from costs incurred for production and other expenses. BUMDes Gempar Restaurant Revenue Streams come from direct restaurant revenue, snack sales, and rental of space in restaurants for certain events made by both local residents and tourists visiting the place.

6. Key Resources

Key Resources are the main resources needed by companies to run their business. These key resources can shape and offer a company's Value Propositions, create markets, maintain customer relationships, and generate profits. Key Resources include physical objects, financial, intellectual, even human resources (*Osterwalder & Pigneur, 2010*). In running its business, Gempar Restaurant owned by BUMDes has Key Resources: 1) Physical objects such as canteens, restaurants 2) Human Resources consisting of Chefs and Restaurant Operations Team 3) Capital Resources consisting of Village fund capital 4) Licenses consisting of Halal certification process.

7. Key Activities

Key Activities are the main activities carried out by the company in realizing the added value of a product or service. The main activities of Gempar BUMDes Restaurant include spending on raw materials for cooking, cooking, marketing, restaurant operations, food delivery to consumers.

8. Key Partnership

Key Partnership is the main partner in running the business. One of them is a supplier who supplies raw materials so that the company's business activities can run. Companies work together for various reasons and cooperation is the cornerstone of several business models. This alliance is made in order to optimize business models, minimize risk, and obtain resources (Osterwalder, 2010). The partnership between BUMDes-owned Gempar Restaurant and suppliers is 1) Vegetable farmers such as cabbage, chili, cucumber, 2) Fish farmers such as tilapia, catfish, 3) Chicken farmers who are raised directly.

9. Cost Structure

Cost Structures are components of costs incurred by companies in running a business, creating, and increasing added value, establishing relationships with customers, and obtaining profits. The costs incurred by BUMDes-owned Gempar Restaurant consist of: 1) Fixed costs consisting of renting restaurant premises, making restaurant interior designs and constructions, purchasing cooking equipment 2) Variable costs consisting of raw material costs for cooking, and HR salaries for restaurant operational processes.

**Table 2: Gempar Restaurant's Business Model Canvas
Business Model Canvas Gempar Restaurant Bumdes**

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> Vegetable farmer Fish farmers Chicken farmer 	<ul style="list-style-type: none"> Shopping for cooking Cooking Marketing Restaurant operations Food delivery 	<ul style="list-style-type: none"> Provides a wide variety of Indonesian food Provides a wide variety of Indonesian snacks 	<ul style="list-style-type: none"> Promo Package Discount Live Music Customer data Broadcast menu every week on Social Media 	<ul style="list-style-type: none"> Local community Local tourists People interested in the culinary world Age range 10-60 years old
	<p>Key Resources</p> <ul style="list-style-type: none"> Physical: canteen, restaurant Human Resources: Chef, restaurant operatios team Capital: village fund Halal certification process 		<p>Channels</p> <ul style="list-style-type: none"> Word of mouth Social Media (Tiktok, Whatsapp, Instagram) 	
Cost Structure		Revenue Structure		

eCo-Buss

<ul style="list-style-type: none"> • Fixed costs: rental of premises, restaurant interior, cooking equipment • Variable costs: cost of raw materials for cooking employee salaries 	<ul style="list-style-type: none"> • Restaurant revenue • Snack sales • Restaurant room rental for events
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SWOT Analysis

After identifying the elements of the Business Model Canvas in the Gempar Restaurant owned by BUMDes, the next stage is to conduct a SWOT analysis

Table 3: Gempar Restaurant’s SWOT Analysis

Internal	Strengths (S)	Weaknesses (W)
	<ul style="list-style-type: none"> • a wide variety of food flavors • Cooperate with home industries in the production of Indonesian snacks • Affordable prices for local residents and tourist • Halal Certification Process • Live music is often held in the restaurant 	<ul style="list-style-type: none"> • Limited knowledge in promoting products online • Local flavors from the food menu results are not maximized • The interior and exterior of the restaurant is not eye-catching
External Opportunities (O)	Strategy S-O	Strategy W-O
<ul style="list-style-type: none"> • Strategic location as it is close to the highway • Being one of the most sought-after restaurants by local residents and tourists alike 	<ul style="list-style-type: none"> • Invite famous partners to enliven the restaurant periodically • Experimenting with new recipe creations • Create a restaurant queue game to make the restaurant look crowded in the eyes of customers 	<ul style="list-style-type: none"> • Training on online promotion process and product production on a regular basis • Work with third parties to help with the online promotion process of products • Strengthen the local flavor of the food menu served • Renovated the interior and exterior of the restaurant
Threats (T)	Strategy S-T	Strategy W-T
<ul style="list-style-type: none"> • In the region, there are also several restaurants that have established the same concept as Gempar restaurant • Some competitors already sell their products online and offline 	<ul style="list-style-type: none"> • Dare to try the tastes of some competitors around • Increase the network (link) so that the business is easily recognized 	<ul style="list-style-type: none"> • Conduct frequent business evaluation at each specific period • Discussion between the restaurant manager and the village head for the development of Gempar Restaurant

After identifying the elements of the Business Model Canvas in the Gempar Restaurant owned by BUMDes, the next stage is to conduct a SWOT analysis. The results of this SWOT analysis are the results of observations from the author and joint discussions with Gempar Restaurant managers and the results of this SWOT analysis can be input for BUMDes Gempar Restaurant managers and Village Heads for the process of developing their business strategies.

In Strength (internal factors), the biggest strength possessed by BUMDes Gempar Restaurant consists of Value Propositions, Key Resources and Customer Relationship elements mapped in the Business Model Canvas (BMC). Where in the Value Propositions element which is an important point is the variety of diverse foods because it prioritizes Indonesian flavors and collaborates with home industries in producing diverse Indonesian snacks. In the Key Resources element which refers to the halal certification process where this certification serves to increase consumer confidence in the food manufacturing process. In addition, there is an element of Customer Relationship by holding Live Music every certain event to invite the attention of potential customers

However, in Weakness (internal factors) there are weaknesses owned by BUMDes Gempar Restaurants in the elements of Channels, Value Propositions, and Key Resources. In the Channels element, some restaurant managers still have limitations in maximizing product promotion online. Social media promotion is still limited to the use of menu broadcasts carried out every week by the manager of Gempar Restaurant. In addition, in the Value Propositions element even though there are variants of Indonesian food, the taste of cuisine is not maximized in every cuisine menu in the restaurant. The Key Resources element in the physical, interior and exterior resources owned in the restaurant also does not attract the attention of customers.

In Opportunities (external factors), Gempar Restaurant owned by BUMDes has the opportunity that its location is strategic because it is near the highway which will certainly be often traversed by vehicles and adjacent to tourist attractions and school dormitories, because this strategic location makes the restaurant easy to find by residents and local tourists.

In Threat (external factors), the Gempar Restaurant owned by BUMDes has a threat that around the area there are also several restaurants that have the same concept as Gempar Restaurant and several competitors have sold their products online.

To produce a business strategy at the Gempar Restaurant owned by BUMDes, there is a Strength Opportunity (S-O) strategy that can be recommended to Restaurant managers and the Village Head of Gunung Menyan BUMDes. Some of the strategies are: (1) Invite well-known partners to enliven the restaurant regularly. In this case, some examples that can be done are if around the Gunung Menyan area there are certain events such as weddings so that the restaurant place can be a wedding venue and, can invite dangdut singers to enliven the event; (2) Experiment with the creation of new recipes. In this case, it can make a schedule of menu variations periodically and give freedom to chefs to be able to make new recipes tailored to the customer's tongue; (3) Create a restaurant queue gimmick so that the restaurant looks crowded in the eyes of customers. To increase customer enthusiasm for the restaurant, the restaurant manager can make a queuing strategy such as taking advantage of moments such as discounts on certain days or like Friday blessings so that customers can come to the restaurant to taste the food menu and provide suggestions on the taste of the food so that it becomes input to the restaurant to improve the taste quality of the food.

In producing a business strategy at the Gempar Restaurant owned by BUMDes, there is a Weakness Opportunity (W-O) strategy that can be recommended to the restaurant manager and the Village Head of Gunung Menyan BUMDes. Some of the strategies are: (1) Training in the online promotion process and regular product production. In the process, it is necessary to conduct regular training for restaurant managers so that they can find out how to promote online appropriately so that Gempar Restaurant can be promoted appropriately and have a wider reach. This has an impact on marketing and results in increased sales at the restaurant. In addition, training on food production is also important so that the food produced has good standardization to increase prolonged goals in the food management process; (2) Work with third parties to assist the product online promotion process. Restaurant managers can work with several parties to promote products online. As well as being able to work with local agencies for the optimization process on social media such as Instagram, Tiktok, and Facebook to be able to create promotional programs regularly so that the impact will make Gempar Restaurant more recognized by the wider community; (3) Strengthening local flavors from the results of the food menu served. In the production process, knowing the results of suggestions from customers on the lack of food taste is important in the evaluation process. This can be a development material in making the menu taste better and can be enjoyed. The development can be done by doing trial and error for taste more often and by improving cooking skills; (4) Renovating the interior and exterior of the restaurant. Visualization of the room is the most important thing when customers visit the restaurant, therefore, Gempar Restaurant managers can collaborate in interior design and building construction to be able to develop the restaurant space to increase the attractiveness of customers who enter the restaurant.

In producing a business strategy at the Gempar Restaurant owned by BUMDes, there is a Strength-Threat (S-T) strategy that can be a recommendation for restaurant managers and the Village Head of Gunung Menyan BUMDes. Some of the strategies are: (1) Dare to try the tastes of some competitors around. In this case, businesspeople can directly observe what are the strengths and weaknesses of competitors from the results of the dishes made and the conditions of competitor restaurants. This is done so that businesspeople can have knowledge from competitors and make evaluation materials to increase the Value Proposition of BUMDes Gempar Restaurants; (2) Multiply networks (links) so that business is easily recognized. To expand the network externally, the restaurant needs to increase collaboration with several outside parties such as Event Organizers, Influenza so that Gempar Restaurant is increasingly known by the wider community outside the Gunung Menyan area so as to increase tourist attraction in Gunung Menyan.

To produce a Weakness-Threat (W-T) business strategy that can be done by BUMDes Gempar Restaurants so that their business will increase. The recommendations are: (1) Often conduct business evaluations at any given period. In running a business, the restaurant manager together with the Village Head can periodically discuss what has been done and see the results of suggestions from customers who have visited Gempar Restaurant. This is a step that can be taken in the future in the development of the Gempar Restaurant business. For example, holding regular meetings every month to evaluate the results of the taste of cuisine, interior and exterior of the room, the performance of the manager; (2) There was a discussion between the restaurant manager and the village head for the development of Gempar Restaurant. With regular discussions about business development in the future, it can be an opportunity to increase profits for Gempar Restaurant and will have an impact on the community around Gunung Menyan in order to improve the village's economy.

Conclusion

Through Business Model Canvas mapping and SWOT analysis, it was found that the Gempar Restaurant owned by BUMDes still has weaknesses in terms of the taste of Indonesian food served in restaurants, the interior and exterior of the restaurant room, and there is no maximum online promotion. Gempar restaurants owned by BUMDes need to first improve existing resources by preparing competent human resources to improve production quality and prepare a comfortable restaurant atmosphere to visit. In addition, BUMDes Gempar Restaurant needs to build a wider channel by conducting maximum online promotions so that product introduction is wider. Through SWOT analysis, it was found that the BUMDes Gempar Restaurant business can use various business development strategies, which include the S-O strategy by inviting well-known partners and creating a queuing system so that Gempar Restaurant is more crowded and making new menu variations regularly. Through the W-O strategy, Gempar Restaurant managers can strengthen resources in developing food production and promotion skills and collaborating with external parties, especially in online promotion to be better known by the wider community. In addition, it can also improve the restaurant room to attract more customers to visit the restaurant. Meanwhile, in the S-T strategy, restaurant managers can observe competitors in terms of food made and restaurant atmosphere and expand the cooperation network so that the restaurant business is increasingly known. Furthermore, periodic evaluations need to be carried out in the W-T strategy to retain customers and even grow the business. The implications of this study show that this SWOT analysis can be used to minimize weaknesses and threats faced by optimizing the advantages and opportunities they have. The Gempar Restaurant manager and village head can try a combination of new ideas through nine elements in the Business Model Canvas (BMC) so that the culinary business can be maintained and even developed into several new business branches.

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