



## Local Culinary-Based Entrepreneurship Using the Canvas Business Model

Alip Suroto<sup>1\*</sup>, Debby Fifiyanti<sup>2</sup>

<sup>1</sup>Perhotelan, Sekolah Tinggi Pariwisata Sahid, Surakarta, Indonesia

<sup>2</sup>Usaha Perjalanan Wisata, Politeknik Negeri Sriwijaya, Palembang, Indonesia

Author Correspondence: [DFifiyanti@gmail.com](mailto:DFifiyanti@gmail.com)\*

**Abstract.** *The restaurant business continues to grow, but few business actors understand how to seize business opportunities to increase competitiveness. This study aims to analyze the application of the Canvas Business Model (BMC) in the culinary industry, with a focus on the fast food business in the city of Surakarta. BMC is used to evaluate nine key elements: value proposition, customer segments, distribution channels, customer relationships, key resources, key activities, key partnerships, cost structure, and revenue streams. The method used in this study is a qualitative descriptive approach, with data collection through surveys, interviews, and observations. The results of the study show that the implementation of BMC can increase the effectiveness of business strategies, especially in terms of product innovation, improved customer experience, and optimization of digital marketing and partnership networks. In addition, a SWOT analysis is conducted to identify the strengths, weaknesses, opportunities, and threats of the culinary business, which is then used as a basis in designing a growth strategy. The main findings of this study propose new business models that are more adaptive and sustainable, including product diversification strategies, the use of digital technology, and strengthening partnerships with suppliers and food delivery service platforms. This research is expected to be a reference for culinary entrepreneurs in developing more competitive and sustainable business strategies in the digital era.*

**Keywords:** *Canvas Business Model, Culinary Entrepreneurship, Fast Food Business, Business Strategy, SWOT Analysis*

### 1. INTRODUCTION

Surakarta, a city in Indonesia, is known for its diverse culinary culture, which has significant potential for tourism and business development. The city's culinary scene is characterized by a variety of traditional foods and snacks that reflect its rich cultural heritage. However, the fast food industry in Surakarta faces challenges in sustainability and growth, which requires a strategic approach to harness its culinary potential. This analysis explores current trends, challenges, and strategies for developing the fast food industry in Surakarta, with a focus on cultural and market factors. One of the important aspects of analyzing local culinary trends is understanding changing consumer preferences, as well as how innovations can be applied to meet the needs of an increasingly diverse market. Innovation in menu, presentation, and customer experience is key to attracting the attention of smarter and more selective consumers (Backe, 2020)

Business actors who utilize digital technology and social media can be more effective in reaching their target market and building a loyal community around their brand (Matondang et al., 2020). This not only increases the visibility of the business, but also creates opportunities

for collaboration with influencers and culinary activists who can expand the reach of marketing. In addition, sustainability in culinary practices is also a major concern, where business actors are required to apply environmentally friendly methods and source quality local raw materials to attract consumers who are increasingly concerned about social and environmental issues (Banozic & Ružić, 2022). Thus, innovation in the continuous presentation of products and services will be a decisive factor in winning the hearts of consumers in this competitive market. These innovations not only include aspects of taste and aesthetics, but also how businesses can adapt to the latest trends and evolving consumer needs (McClellan, 2022). In the context of culinary entrepreneurship, the application of the Business Model Canvas (BMC) is an effective tool to design and develop a business strategically. BMC consists of nine main elements: Customer Segment, Value Proposition, Channel, Customer Relationship, Revenue Stream, Key Resources, Key Activities, Key Partnerships, and Cost Structure (Osterwalder & Pigneur, 2010). In Surakarta, customer segments can include tourists, local communities, and foodies looking for a unique experience in traditional food packaged in a modern way. The value proposition can be focused on the presentation of typical foods with a touch of innovation in taste and presentation. Through the canvas business model, culinary business actors in Surakarta can develop a more structured strategy to increase business competitiveness and sustainability.

## **2. LITERATURE REVIEW**

### **Culinary Trends and Entrepreneurial Potential**

Traditional culinary tourism in Surakarta has its own attractions, especially with the quality and hygiene advantages of typical foods such as the Solo Strait and Tengkleng, which make it an attractive choice for tourists (Annisa et al., 2023). To develop this sector, it is necessary to have a human resource improvement program and an effective marketing strategy to create a strong value proposition and build sustainable customer relationships. In addition, understanding consumer preferences for street food, such as Uma Yum Cha dim sum, can be the basis for designing products that suit people's tastes, both in terms of taste and texture, thereby strengthening the competitiveness of culinary businesses (Putri et al., 2023). Furthermore, the sustainability of culinary MSMEs in Surakarta also relies heavily on entrepreneurial orientation and effective business networking, which plays a role in improving marketing performance and creating a competitive advantage in the market (Lamidi & Rahadhini, 2024). By combining aspects of product quality, understanding consumer

preferences, as well as marketing strategies and solid business networks, culinary MSMEs in Surakarta can continue to grow and compete in an increasingly competent culinary industry.

### **Culinary Business Potential Through the Canvas Business Model.**

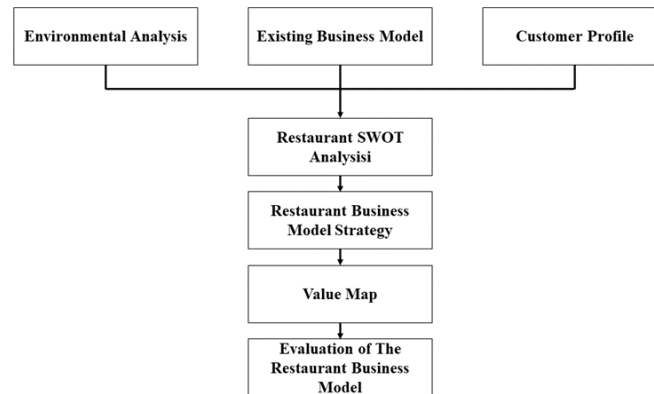
The culinary business has great potential when utilizing the Business Model Canvas (BMC) as a strategic tool, which allows the identification and optimization of key components such as customer segments, value propositions, and revenue streams to increase competitiveness and business growth. BMC is one of the most cited classifications that represents the essential component responsible for the breakdown of the business model (Afuah et al., 2014). The application of BMC is considered an effective and reliable unit of analysis to measure business performance and competence (Zott et al., 2011). By implementing BMC, culinary businesses can more effectively face market challenges and take advantage of opportunities, especially in the era of digital transformation and changes in consumer behavior (Ardiansyah, 2024).

In terms of distribution channels and customer relationships, the integration of online platforms and social media is very important to reach consumers, especially during the COVID-19 pandemic which has encouraged a shift in behavior towards online food purchases (Kurniawan & Harianti, 2023). In addition, building direct relationships with customers is also key, as is done by culinary businesses that are actively involved in interacting with their consumers (Ardiansyah, 2024). To ensure financial sustainability, culinary businesses can diversify their revenue streams through direct sales, online platforms, and franchise opportunities (Kurniawan & Harianti, 2023)

Furthermore, innovation and technology are elements that cannot be ignored in the application of BMC in the culinary sector. The use of technology can reduce the role of intermediaries while strengthening brand identity, as suggested by Youssef et al. (2016). In addition, digital-based culinary services can improve operational efficiency and expand market reach by utilizing web infrastructure and online management tools (Dunaway, 2001). Although BMC provides a structured strategic approach, the culinary business still needs to adapt to industry dynamics, including changing consumer trends, technological developments, and increasingly fierce competition.

## 2. METHODS

This study uses a qualitative descriptive method to develop a fast food entrepreneurship business model in Surakarta. Data is collected through surveys, interviews, observations, and literature studies to identify business patterns, challenges, and opportunities in the industry. The results of the analysis are used as a guide for culinary entrepreneurs, including start-ups, in designing a more competitive and sustainable business strategy. The conceptual method in the study can be seen in figure 1.



**Figure 1. Conceptual Model**

This study aims to evaluate the restaurant business model using the Canvas Business Model approach. In this research process, an overview of the current business model canvas is needed which includes nine building blocks, namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partners, cost structures that are interrelated with each other. Once the information requirements are met, the next step is to analyze and design the business model. The necessary steps are:

**a) SWOT Analysis.**

SWOT indicators are divided into four subvariables, namely: 1) value proposition, 2) cost and revenue, which consists of cost structure and revenue streams, 3) infrastructure, which consists of key resources, key functions, and key partnerships, and 4) customer relationships, which consists of customers, channels, and customer relationships.

**b) Understand business strategy**

After conducting a SWOT analysis for each variable, determine the right strategy for each business block of the company's canvas business model.

**c) Value Proposition Map Design**

Based on the strategy that has been formulated, a value proposition map is designed that is equipped with a matching process between the value map and the customer profile, which is used to check whether the planned value map matches the customer profile.

### 3. RESULTS

The business model describes the relationship between excellence and the company's resources and activities to create value so that the company can generate profits. Organizations/entrepreneurs conduct business in the following forms: (1) producing and/or distributing goods and/or services, (2) seeking profits, and (3) trying to satisfy consumers. The following is the existing business model, which can be seen in the following table.

Key Partnerships	Key Activities	Value Proposition	Customer Relationships	Customer Segments
Raw material supplier partners	<ul style="list-style-type: none"> <li>- Make an order</li> <li>- Paymet Process</li> <li>- Cooking process</li> <li>- Purchase process</li> </ul>	<ul style="list-style-type: none"> <li>- Cheap and affordable price</li> <li>- Buffet meals</li> <li>- Shipping order</li> <li>- Quick order</li> </ul>	<ul style="list-style-type: none"> <li>▪ Personal assistance</li> <li>▪ Self-service</li> </ul>	Where to live around a business location
	<p><b>Key Resources</b></p> <ul style="list-style-type: none"> <li>- Cook</li> <li>- Employee</li> <li>- Cashier</li> <li>- Cookware</li> <li>- Material</li> </ul>			
<b>Fee Structure</b>			<b>Channel</b>	
<ul style="list-style-type: none"> <li>- Raw material cost</li> <li>- Equipment &amp; equipment costs</li> <li>- Employee salary</li> </ul>			Offline (Restaurant)	
			<b>Income</b>	
			Margin from food sales	

**Table 2. Canvas of business models**

In the table above, it can be explained that a table consisting of several indicators related to key partnerships, key activities, value propositions, customer relationships, customer segments, key resources, channels, cost structure and revenue are part of the current model.

#### 1. Key partnerships

Culinary business operations that are currently running in meeting the needs of raw materials still use raw material suppliers from one person or one permanent supplier. All production needs are charged to one supplier, and there is no supplier contract model or cooperation with several suppliers related to raw material needs and raw material availability.

## **2. Main activities**

The flow of activities carried out in food sales starts from the ordering process, shopping, service, cooking process of guest orders and payment process.

## **3. Value proposition**

The initial business model used a strategy with the principle of low prices and affordable prices for the general public. The food is served in a buffet manner, where customers take their own food according to their needs. In addition to the buffet, sellers also serve purchases with delivery orders and quick orders.

## **4. Customer relations**

Services at restaurants are self-service, but there are some services that still require personal service assistance when it comes to ordering special food and beverages.

## **5. Customer segments**

The target of restaurant sales is local residents around the restaurant and the general public in the city of Surakarta.

## **6. Main resources**

Restaurant operations rely on resources from chefs as food processors, employees who shop for ingredients, cashiers in charge of receiving payments from sales, cooking utensils as food processing tools and food raw materials.

## **7. Channel**

The concept of food sales is that a restaurant can be visited to make a purchase.

## **8. Fee structure**

The cost structure consists of the cost of purchasing raw materials, the cost of purchasing equipment and cooking utensils as well as the serving of food as well as the cost of paying employee salaries.

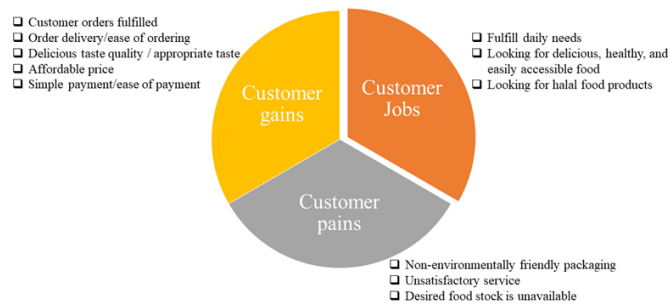
## 9. Revenue streams

Revenue Stream is the margin value of the food sales process that is used as a consideration in analyzing business development.

Furthermore, this model will be developed by conducting several analyses related to strategies in increasing sales of fast food products in the city of Surakarta.

### Customer Profile

Customer profiles cover three main aspects: jobs, disappointments, and customer benefits. The customer's work reflects the need or problem they want to solve. Disappointment includes factors that cause discomfort before, during, or after an activity. Advantage refers to the benefits that customers expect from the solution offered. In the context of this study, restaurant customers consist of local residents in Surakarta City with certain preferences and expectations for culinary services and products.



**Figure 2. Customer profile**

### Environmental Analysis

Business environment analysis maps a company's strengths, weaknesses, opportunities, and threats in anticipation of market changes. This strategy helps assess the status of the business and design adaptive measures to support business growth and sustainability.

<b>Market Strength</b>	<ul style="list-style-type: none"> <li>▪ The abundance of culinary tourism in Surakarta makes the market quite extensive.</li> <li>▪ A variety of food types due to diverse consumer demands.</li> <li>▪ The majority of a restaurant's revenue comes from food product sales.</li> </ul>
<b>Industry Strength</b>	<ul style="list-style-type: none"> <li>▪ There are competitors from other restaurants, including those selling similar food.</li> <li>▪ There are many substitute products in the form of ready-to-eat meals.</li> <li>▪ The price of raw materials is unpredictable.</li> </ul>
<b>Key Trends</b>	<ul style="list-style-type: none"> <li>▪ The increasing trend of technology usage makes people more accustomed to online ordering.</li> </ul>

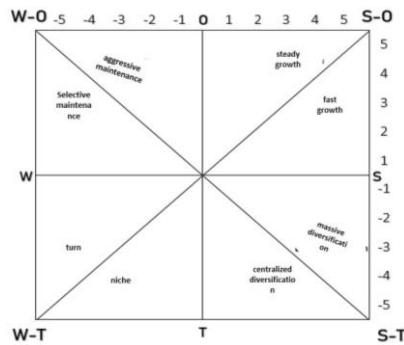
	<ul style="list-style-type: none"> <li>The trend of community and cultural engagement in social media usage, leading to more information being obtained from social media.</li> </ul>
<b>Macroeconomic Strength</b>	<ul style="list-style-type: none"> <li>The global market is investing in the culinary industry.</li> <li>Infrastructure development makes intercity access easier, increasing mobility between cities. This presents a potential opportunity to attract more customers from outside the city.</li> </ul>

**Table 2. Environmental Analysis**

**4. DISCUSSION**

**SWOT Analysis and Strategy**

SWOT analysis is a strategic planning technique or method that aims to assess the strengths, weaknesses, opportunities and threats of a company in a project or agreement. The SWOT analysis method or SWOT analysis aims to describe the situation and conditions that exist in the company. Strategic steps need to be taken in developing a culinary business, the following is a display of a SWOT analysis diagram along with an explanation of the restaurant business model strategy



**Figure 3. Position of the Value Proposition Variable**

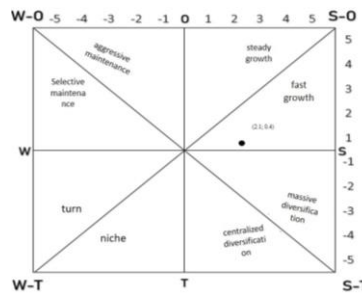
Based on the position of the value proposition variable in figure 3, we recommend using rapid growth. The following are the proposed strategies that can be implemented:

- Creating new product variants every year with their flavors.
- Maintain the quality and halal of food products.
- Create a new service for customers who order takeaway.

The variety of food products is important to pay attention to, especially culinary trends change from time to time. Product development can be done through improvements in the presentation of food shapes, variations in food taste, food aromas and food textures. Ensuring that eating is safe and halal to eat is an obligation for culinary entrepreneurs. Certainty of food safety will increase consumer confidence to buy products. Customer convenience in ordering

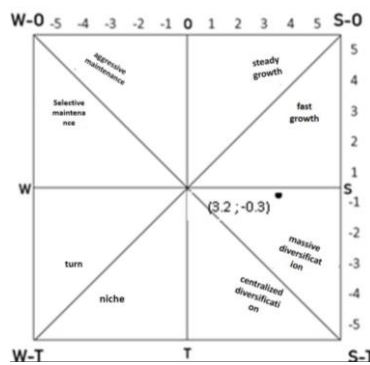


food can be done by providing takeaway ordering services or pick-up and drop-off orders by collaborating with food delivery service transportation services.



**Figure 4. Position of Cost and Revenue Variables**

Based on the position of the Cost and Revenue variables in figure 4. We recommend using rapid growth, here are the proposed strategies that can be implemented, i.e. evaluate the policy of expenses incurred. Excessive spending is considered to be the cause of reduced business profits and is not maximized. The expense policy mostly occurs in the purchase of raw materials, where expertise in planning the cost of food processing raw materials greatly determines business profits. In addition, the cost of employee salaries must also be considered, the match between the volume of work and the number of customers with the number of employees must be balanced.



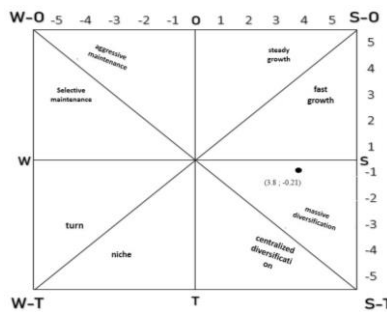
**Figure 5. Position of Infrastructure Variable**

Based on the position of the Infrastructure variable in figure 5. We recommend using massive diversification, here are the proposed strategies that can be done:

- a) Work with food delivery service platform providers.
- b) Cooperate with raw material suppliers

Fast and easy food service is one of the keys to the success of a culinary business. Products that are well packaged, quality and attractive must be accessible to consumers in any condition. As much as possible, try so that consumers from various places can enjoy the services of food products made. Some of the obstacles that come from consumers are well anticipated by entrepreneurs. The provision of food delivery platform services is one of the solutions in answering this problem. Business actors must be observant in seeing opportunities

for business development through improving facilities. The selection of a food delivery service partner should consider the cost or cost of delivery. Food delivery service providers usually include a limit on food delivery costs. Shipping costs that are too high may be the cause of consumers canceling online food purchases. Another strategy related to the procurement of raw materials is to collaborate with food raw material suppliers. The selection of food raw material suppliers must pay attention to the needs of the kitchen. Mapping various raw material needs will make it easier to find suppliers. The selection of suppliers must consider the factors of raw material availability, low prices and guaranteed quality of raw materials. Another thing that must be considered regarding suppliers is the ability to store foodstuffs. The understanding of the staff of the goods receiving department is also important to pay attention to. The specifications of the raw materials requested must be the same as the specifications of the materials brought by the supplier both in quantity and quality.



**Figure 6. Position of Customer Relationship Variable**

Based on the position of the Customer Relationship variable in the image above, you should use massive diversification, here are the suggested strategies that can be implemented:

- a) Add customer relationships with critiques and suggestion boxes.
- b) The existence of digital marketplace channels such as social media.

Facilities for submitting criticisms and suggestions must be provided by the employer. Loyal consumers are consumers who will happily return to enjoy the products we sell. A good business is one that can accept criticism and suggestions from customers. Customers are the ones who know best how the quality of our products is. Customers with various characters have different opinions about the products being sold. The ease with which customers express their opinions provides positive input on the quality and quantity of products and services.

Food products that have been well designed and of good quality must be able to reach all consumers. The current digital marketplace channel is very developed and very advanced. Social media accounts are very easy to create and can be used as a tool to reach consumers globally to market products. Social media channels should be well-managed, accessible, communicative and make it easy for consumers to choose or even order food products.

## Value Proposition

Value Proposition is used as a business model tool that can help a company or organization get more information about the product or service being produced or developed and connect it with the market's desire to create value that meets the needs and desires of consumers.

The Value Proposition is effective in the planning process by referring to consumer needs in detail and has three benefits, namely:

### 1. Get Clarity

Using a value proposition describes the model used to determine the value of a product. As for customer needs, it can be adjusted more easily to meet the required value. In addition, more efficient and customer-oriented value planning is achieved.

### 2. Aligning Teams

The value proposition creates more effective and efficient group discussions. Lead strategic discussions, generate creative ideas, and create harmony within the team. The result is a comfortable and energetic conversational atmosphere to achieve maximum results.

### 3. Minimize the Risk of Failure

Anticipate some design ideas that are considered unfeasible or will not bring maximum benefits to the client. The Value Proposition Canvas helps you focus on analyzing fundamental and important ideas with the goal of reducing the risk of product failure. In this way it is possible to encourage people to pursue big ideas without deviating from the basic ideas.

Based on the strategy from the SWOT analysis, the following is the value proposition of the restaurant:

Anticipating Complaints	Inovation	Products and Facilities
<ul style="list-style-type: none"> <li>• Criticism and Suggestions</li> <li>• Encouraging Collaboration Between Partners</li> <li>• Safe and Eco-Friendly Packaging</li> </ul>	<ul style="list-style-type: none"> <li>• New Product Variants</li> <li>• Online Ordering</li> <li>• Signature Flavor</li> <li>• Providing Various Payment Methods</li> </ul>	<ul style="list-style-type: none"> <li>• Creating new product variants with a distinctive taste and competitive pricing, offering payment options via cash or debit, enabling online ordering, fostering collaboration with raw material suppliers, and providing a suggestion and complaint box for customers.</li> </ul>

**Figure 7. Value Proposition of a Restaurant**

## **Proposed Business Model Design**

This proposed business model can be done by adding, improving or even subtracting things in the existing business model that are expected to be beneficial to the development of the restaurant. The following are the results of the proposed business model for the Restaurant.

### **1. Customer Segments**

The customer segments reached are a variety of children to adults who pray from inside and outside the city.

### **2. Value Proposition**

The same type of taste variation (Sundanese or Chinese), the presence of catering, has the characteristics of each food character, is served using environmentally friendly packaging and hygienic and halal food.

### **3. Channels**

Channels reached by restaurants other than offline (restaurants) are through online events and orders such as through grabfood or gofood.

### **4. Customer Relations**

The owner's relationship with the customer in addition to personal help can use the feedback provided to better improve the quality

### **5. Revenue Streams**

To increase sales of food products, companies can carry out branch/franchise opening strategies to increase the revenue owned by the company.

### **6. Main Activities**

There are main activities. One of them is a payment method made through mobile payment that makes it easier for customers to make transactions. In addition, there are activities to place orders, services, cooking processes, payment processes and standardize SOPs for the purpose of opening a franchise

### **7. Key Resources**

The main resource of the sustainability of Pak Kumis Restaurant is the existence of sufficient inventory of raw materials, cooking utensils, chefs, employees, and cashiers.

## 8. Key Partnerships

Having cooperation with partners will greatly help the business run. One of them is a food ordering platform provider so that food can be reached by more customers. In addition, it is also necessary to build strong partnerships with raw material suppliers and franchise partners

## 9. Fee Structure

The main costs incurred consist of employee salaries, taxes, raw material costs, equipment and equipment costs.

The following are the results of the proposed business model design depicted in a nine-block business model canvas.

Proposed Business Model Canvas				
Key Partnerships	Key Activities	Value Proposition	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> <li>▪ Food platform providers</li> <li>▪ Franchise partners.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Make an order</li> <li>▪ Service</li> <li>▪ Cooking process</li> <li>▪ Payment Process</li> <li>▪ Mobile payments</li> <li>▪ SOP standardization</li> </ul>	a) Food: Cheap & affordable, Buffet price, fast order, same kind of flavor variety, catering has the distinctive character of each food b) Place : Comfortable and clean, Place of worship and parking, Hygienic and halal,	<ul style="list-style-type: none"> <li>▪ Personal assistance</li> <li>▪ Self-service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Geography: Surakarta City</li> <li>▪ Demographics: Male and Female Age 10-50 years</li> <li>▪ Psychography: Culinary connoisseur.</li> </ul>
	<b>Key Resources</b> <ul style="list-style-type: none"> <li>▪ Cookware</li> <li>▪ Cook</li> <li>▪ Employee Cashier</li> <li>▪ Raw material reserves</li> <li>▪ Raw material inventory</li> </ul>		<b>Channel</b> Offline and online food purchases.	
<b>Fee Structure</b> <ul style="list-style-type: none"> <li>▪ Employee salary</li> <li>▪ Tax</li> <li>▪ Raw material cost</li> <li>▪ Overhead costs: equipment and equipment costs</li> </ul>		c) Service: Delivery service order, eco-friendly packaging -	<b>Income</b> <ul style="list-style-type: none"> <li>▪ Food sales margin</li> <li>▪ Franchise Fees</li> </ul>	

**Table 3. Proposed Business Model Canvas**

Based on the table above, it can be explained that there are several things that must be created in Canva's business model strategy. The provision of food platform provider services must exist, this aims to make it easier for consumers to achieve the products we make. Distance and time should not be an obstacle in achieving the products consumers want. Franchise

partners also need to be created as a strategic trait to carry out business development. Growing Franchise Partners show that the business is running in a healthy condition and has a good trend.

Regarding the main aspects of activities, the thing to be aware of is the customer service related to mobile payments. Easy and instant payments speed up the delivery of services and products to guests. Mobile payment is also considered a more practical, fast, and hygienic payment. Standard Operating Procedures must also be realized. A good SOP allows all employee duties and responsibilities to be clearly communicated. Avoiding mistakes and overlapping duties and responsibilities is one of the benefits of implementing SOPs. The main resource aspect that needs to be realized is how restaurants plan in terms of stock of goods. Sufficient stock of goods will affect the smooth production of food. The supply of raw materials must also be realized. The inventory process is carried out related to the recording of incoming goods, used goods and other goods as well as if there are damaged goods. Inventory is required to avoid excess stock, empty stock and avoid material damage. Related to the Value proposition, there are several things that must be realized, namely the type of variation in the taste of the dish that follows the pattern or character of the consumer. Realizing catering services for consumers who want catering services outside of restaurants. The characteristics of the character of each food must also be made clearer. More menu variations with different flavors. Good food is not enough, hygiene and halal are the main requirements in the culinary business, especially the market share in the Muslim-majority community. The use of environmentally friendly packaging must also be realized as an effort to support environmental sustainability. Another business evaluation that must be met is the determination of franchise costs for people who want to participate in creating a business franchise that is being run. Consider the amount of cost so as not to burden the community and the selling price of the product. In addition to the things that must be mentioned above, there are several things that must be improved, namely about raw material supplier partners, payment processing, personal assistance, food sales margins, geographical and demographic aspects and culinary connoisseurs.

## **5. CONCLUSION**

The business model describes the relationship between excellence and the company's resources and activities. Designing a good business model can create value so that the company can generate the expected profits. Culinary business operations in meeting raw material needs are advised to use raw material suppliers of more than one person or supplier. All production

needs are charged not to one supplier, but to apply a supplier contract model or cooperation of several suppliers related to raw material needs and raw material availability. Restaurant businesses must consider the profile of the customer. Understand the customer profile aspect of the work of customers who expect the restaurant to be used to fulfill daily needs, get a good, healthy and easy-to-get food taste as well as halal food products. Things to avoid are related to unsafe and environmentally friendly food packaging, unsatisfactory service and unavailability of food when ordered by guests. The things that must be maintained and continuously improved are consumer assessments related to ease of ordering, stable taste quality, affordable prices, precise ordering and easy and simple payment methods. Environmental analysis needs to be mapped to identify the company's strengths and weaknesses and anticipate threats. Environmental analysis related to restaurant competition with similar food needs to be anticipated by improving service quality, highlighting the business character that consumers like. The use of technology in the process of ordering food and marketing food products through social media.

Ease of access to business locations also needs to be considered in making it easier for consumers to reach the location. SWOT analysis needs to be carried out on an ongoing basis to find out the company's strengths, weaknesses, opportunities and threats. Regarding products, it is necessary to create new product variants every year, maintain halal food and create quality services both offline and online. The form of cooperation that can be done is by collaborating with food delivery service platform providers and raw material suppliers. A good business must be willing to accept criticism and suggestions from customers. Planning employee training or understanding of product promotion through social media. Employee awareness and responsibility in marketing products will make sales easier. The value proposition is used to create value that meets the needs and desires of consumers. Customer needs, can be adjusted more easily to meet the required value. To develop a business that is already running well, companies can start by implementing franchises with existing standards. This research is expected to provide input to restaurant entrepreneurs in planning long-term businesses. Find the right strategy in designing and developing a culinary business. An overview of several things related to the canvas business can be used as a reference to evaluate the ongoing business. In the end, people who are just dabbling in business will think again about doing so. The culinary business needs to be carefully considered, especially many competitors who have been running the business for many years.

## **LIMITATION**

This research is only limited to providing an analysis of how the model canvas business is implemented in the restaurant business. Research has not specifically reviewed in depth the tricks in dealing with the weaknesses and solutions associated with the canvas business model.

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