

**SWOT Analysis and Application of the Canvas Business Model at Star Kitchen Café & Resto to Determine Business Strategy in Facing the Policy for Implementing Emergency Community Activity Restrictions (PPKM) during the Covid-19 Pandemic**

Dhany Hamdani, Risma Wulandari, Khalisha Afaf, Willy Ahadasi, Ihwa, Yelli Eka  
Sumadhinata

Widyatama University

Email address :

[yelli.sumadhinata@widyatama.ac.id](mailto:yelli.sumadhinata@widyatama.ac.id)

[dhany.hamdani@widyatama.ac.id](mailto:dhany.hamdani@widyatama.ac.id), [risma.wulandari@widyatama.ac.id](mailto:risma.wulandari@widyatama.ac.id),  
[khalisha.afaf@widyatama.ac.id](mailto:khalisha.afaf@widyatama.ac.id), [willy.ahadasi@widyatama.ac.id](mailto:willy.ahadasi@widyatama.ac.id) [Ihwa@widyatama.ac.id](mailto:Ihwa@widyatama.ac.id)

**Abstract**

Star Kitchen Café & Resto is one of the cafes and restaurants that has been established in Bandung Regency since June 2014. This study aims to identify internal and external analysis as well as business model analysis canvas on Star Kitchen Café and restaurant to determine an alternative business strategy that suits the current pandemic situation, especially the one that could adjust to the current PPKM policy. The research method used in this research is descriptive research method with quantitative approach and SWOT analysis. The results obtained by researchers through this study included: 1) Star Kitchen Café and Resto had implemented health protocols well, 2) Through the application of the canvas business model, Star Kitchen Café and Resto was able to make plans and able to develop business strategies, 3) Through analysis of internal and external environmental factors as well as SWOT analysis, Star Kitchen Café & Resto could determine the best alternative strategy and in accordance with the current pandemic situation, 4) Alternatively, the strategies that could be used were to prioritize the take away and delivery system, maintain the cleanliness and hygiene of the product, conduct marketing through social media and improve the service system. This research was expected to be useful for the development of business strategies, especially in the current pandemic situation.

Keywords: SWOT Analysis, Business Model Canvas, Business Strategy, PPKM, Pandemic.

## Preliminary

The food business is one of the businesses that is in great demand by the public, because in addition to generating high income, food is also a source of basic needs for everyone (In Widjoyo et al, 2014). The development of the food business, for example cafes and restaurants, has developed very rapidly in Indonesia. With affordable prices, delicious food, comfortable places and good service quality, this cafe and restaurant business has many enthusiasts from various ages, especially young people. According to Tjiptono in Karundeng (2013). The definition of service quality can be interpreted as an effort to fulfill the needs and desires of consumers and the accuracy of delivery in balancing consumer expectations.

Star Kitchen Café & Resto is one of the cafes and restaurants that has been established in Bandung Regency since June 2014, combining the fun concept of "hanging out" with quality food and affordable prices to become an attraction that not only targets young people, but also targets young people. at a family friendly restaurant.

With the Covid-19 Pandemic, coupled with this Emergency Community Activity Restriction (PPKM) policy, Star Kitchen Café & Resto must implement a strict health protocol. In addition, restrictions on operating hours, restrictions on the number of visitors to changes to the service system must be carried out by Star Cafe during the implementation of this policy. This causes Star Café to experience a significant decline in consumers. Both Dine in, Take Away and Delivery are all down. Therefore, a strategy is needed to deal with this. Determination of the strategy can be done through analysis of the company's internal and external environmental factors to the Business Model Canvas. Based on the identification, : (1) How does Star Kitchen implement health protocols in its business? (2) How is the development of Star Kitchen's business services with the Business Model Canvas approach, (3) How is the analysis of the company's internal and external environmental factors and (4) what strategies should be carried out in order to survive in the midst of the Covid 19 Pandemic.

## Literature Review

### 2.1. Business strategy

According to Hariadi (2003: 34) business strategy is a strategic plan that occurs at the divisional level and is intended to build and strengthen the competitive position of the company's products and services in the particular industry or market served by the division.

Based on the research we conducted on Donny Kris Puriyono, the founder of Malang Strudel, to keep the business in the pandemic era running, that is, we must take the right actions, including maintaining optimal cash flow to keep it safe, implementing a delivery order system to reach consumers to get products. desired, and also continue to apply the standard Health protocol so that customers don't worry when they receive the food they buy. (Liputan6.com)

## **2.2. Policy for the Implementation of Emergency Community Activity Restrictions (PPKM)**

According to Edy Parwanto (2021) over time, the corona virus undergoes gene mutations. Gene mutation is a spontaneous and hereditary gene change from the parent virus particle to its daughter virus particles. Launching National Geographic on July 2, 2021, a new variant of the corona virus has emerged. Scientists are working to find out if it is more dangerous than its famous sibling, the Delta variant, which has killed hundreds of thousands of people in India and quickly became the dominant variant worldwide. The new variant is called Delta Plus.

Therefore, based on Law no. 15 of 2021 concerning the Imposition of Restrictions on Emergency Community Activities for Corona Virus Disease 2019 in the Java and Bali regions, the government stipulates PPKM gradually starting on July 26, 2021. As long as the policy is in effect, activities are limited in various sectors, ranging from offices, education, restaurants, shopping centers, tourism, transportation, arts and culture, to social communities. The provisions for implementing this emergency PPKM policy include the essential business sector being required to implement work from home (WFH) 50% and allowed to work from office with a maximum capacity of 50% of employees but still prioritizing health protocols. Meanwhile, the non-essential business sector requires 100% WFH. However, The government has revised a number of regulations limiting the policy. The revision is stated in the Instruction of the Minister of Home Affairs (Inmendagri).

With this emergency PPKM, the government hopes that the chain of transmission of Covid-19 can decrease or even disappear forever. In addition, this is a step by the government to restore the health of the Indonesian economy to return to normal. (Kompaspedia, July 2021).



Source :[www.covid19.go.id](http://www.covid19.go.id)

At the point above, it is stated that restaurant activities are only allowed for delivery/take away. This certainly has an impact on the culinary business, which has been relying on Dine-in or eating in as one of its sales activities. According to Rudjito, the culinary business has an important role in driving the economy both in terms of employment, and in terms of the number of companies.

### 2.3 Past Research

In the research of Humam Mahmudi, Mohammad Rizan, Budi Santoso (2018) with the title Business Remodeling of PT. Sasakura Indonesia using the Business Model Canvas (BMC), it can be seen that the company's position based on the SWOT review shows that the company PT. Sasakura still has a pretty good chance, the strategy that can be used is a combination of Strength-Opportunity strategies.

In the research of Ammar Fathin Mahdi, Lukman Mohammad Baga (2018) with the title Business Model Canvas for Seaweed Processing Companies, it can be seen that this research produces two alternative business models that can be used for the development of the company. The first alternative is to classify segments new customers and value by developing marketing and optimizing technology. While the second alternative is to improve customer service, which can be done by increasing opportunities for partnerships.

In the research of Wiradana Djufri, Syukri Lukman (2020) with the title Workshop Development Strategy PT. Semen Padang (SWOT Analysis Approach and Business Model



### Business Model Canvas

Source :[www.strategyzer.com](http://www.strategyzer.com)

1. Value Propositions: the selling value of your products/services so that consumers choose your company over competitors.
2. Customer Segments: consumption target
3. Customer Relationship: to reach interaction between consumers well
4. Channels: a meeting place between sellers and consumers
5. Key activities: activities carried out to achieve value propositions
6. Key resources: resources needed to carry out activities in the company
7. Key partners: relationships needed to support company activities
8. Cost structures: planning estimates of the money needed to carry out company activities
9. Revenue streams: source of company income

### 3. Research Method

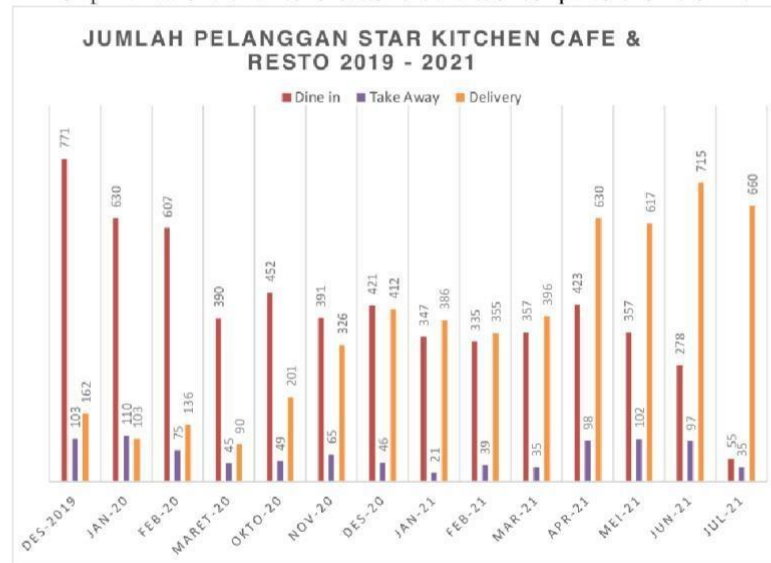
The research method used in this study is a descriptive research method with a quantitative approach, which is a technique that describes and interprets the meaning of the data that has been collected by paying attention and recording as many aspects of the situation under study as possible, so as to obtain a general picture and comprehensive information about the actual situation (Kriyantono, 2007). The purpose of this study is to analyze various internal, external factors and the application of the canvas business model at Star Kitchen Café & Resto to

determine a strategy that can be applied by Star Kitchen Café & Resto in order to survive and have the ability to adapt to the implementation of this policy.

#### 4. Research Results and Discussion

The data presented below is data on the comparison of the number of customers before the pandemic, the adaptation period for new habits and the Emergency PPKM period (2019-2020-2021). The data is taken with the permission of the Owner and is presented in the following tube graph:

Graph 1: Data on the number of customer transaction comparisons for 2019 – 2021



Source: Star Kitchen Café & Resto Data Archives

In the world of restaurants, Dine-in transactions are generally divided into 2 groups, namely groups that make reservations/reservations in advance and walk-in or come directly without prior notification. At Star Kitchen, Reservations are usually intended for groups or groups who want to hold events or activities.

##### a. Population

Holiday	20 – 40 transactions	<15 transactions	20 – 40 transactions	✓	✓	Different from weekdays, on Holidays Star Kitchen experiences an increase in Dine in during the day and night. For the day usually from families who have just finished worshipping, and young people who spend the weekend, as well as for the evening. Reservations are obtained from birthday celebrations, engagement proposals, and religious celebrations.
---------	----------------------	------------------	----------------------	---	---	--

Table 1 Sample of Dine Transaction Data at Star Kitchen Café & Resto

A different situation occurred in December of the following year, the graph shows a decrease from the previous comparison of 771 transactions per month in December to only 421 transactions because year-end activities in 2020 have been limited and prohibited by the Government.

Referring back to chart 1, a significant decline also occurred in March 2020 when confirmed cases of Covid entered and infected Indonesia, both Dine in, Take Away and Delivery all experienced a decline.

During the Large-Scale Social Restrictions (PSBB) and New Normal, between April – September, Star Kitchen was forced to temporarily stop operating and resume operations in October 2020 by implementing strict health protocols. All employees must go through rapid tests and swabs before re-opening and running operations again. Obligations of employees to check body temperature and wash their hands before entering outlets, wear masks and additional face shields for Service children who are in direct contact with visitors. And visitors are also required to do the same for masks, temperature checks and washing hands before entering outlets. Seating arrangements are also spaced between tables. In addition, changes in operating hours have also changed, from the previous opening at 09.00 am to 22.00 pm, it was reduced to opening at 10.00 am and closing at 20.00 pm.

The Take Away and Delivery service system is endeavored to minimize minimal contact with drivers/delivery drivers. Hygiene and food protection is carried out by packaging in double and safety packaging bags.

The increase in Take away and Delivery transactions has increased since January 2021, while Dine In continues to decline even though during the month of Ramadan (April 2021) it rose again due to the many Iftar events.

When the Government announced the policy of Enforcement of Emergency Community Activity Restrictions (PPKM) in mid-July, Star Kitchen complied with the regulation. It can be seen from the total transactions which are dominated by Delivery.

Based on the analysis of External and Internal factors, it can be obtained business opportunities and threats at Star Kitchen Café & Resto as follows:

Table 1  
External Factors Star Kitchen Café & Resto

External Factor	Opportunity	Threat
Macro Environment	Bandung's economic growth is stable and continues to improve.	- There has been a decline in people's purchasing power due to the pandemic
	The development of technology and applications that provide faster and more efficient delivery order services.	- People's fear of going out of the house
Micro Environment	Consumers prefer to buy take away or delivery	- Price competition between competitors is getting tougher

The Take Away and Delivery service system is endeavored to minimize minimal contact with drivers/delivery drivers. Hygiene and food protection is carried out by packaging in double and safety packaging bags.

The increase in Take away and Delivery transactions has increased since January 2021, while Dine In continues to decline even though during the month of Ramadan (April 2021) it rose again due to the many Iftar events.

When the Government announced the policy of Enforcement of Emergency Community Activity Restrictions (PPKM) in mid-July, Star Kitchen complied with the regulation. It can be seen from the total transactions which are dominated by Delivery.

Based on the analysis of External and Internal factors, it can be obtained business opportunities and threats at Star Kitchen Café & Resto as follows:

Table 1  
External Factors Star Kitchen Café & Resto

External Factor	Opportunity	Threat
Macro Environment	Bandung's economic growth is stable and continues to improve.	- There has been a decline in people's purchasing power due to the pandemic
	The development of technology and applications that provide faster and more efficient delivery order services.	- People's fear of going out of the house
Micro Environment	Consumers prefer to buy take away or delivery	- Price competition between competitors is getting tougher

	The #StayHome trend makes Delivery Order transactions increase.	<ul style="list-style-type: none"> <li>- Better service quality and competitor product quality.</li> <li>- Packaging or hygienic packaging is more highlighted by consumers</li> </ul>
--	---	--

Table 2

## Internal Factors Star Kitchen Café &amp; Resto

Internal Factor	Strength	Weakness
Marketing	<ul style="list-style-type: none"> <li>- Collaborating with delivery service provider applications is a free promotion for companies.</li> <li>- Offering varied menu variations to consumers, so that it has a fairly broad target market</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of promotion or advertising</li> </ul>
Finance	<ul style="list-style-type: none"> <li>- The product prices are quite affordable and provide cashless payments, making it easier for consumers and minimizing the spread of the covid 19 virus</li> </ul>	<ul style="list-style-type: none"> <li>- Payment is cashless, so payment errors often occur.</li> </ul>
Production Operations	<ul style="list-style-type: none"> <li>- Implement clear operational and</li> </ul>	<ul style="list-style-type: none"> <li>- Limited availability of raw materials due</li> </ul>

	production procedures to maintain product quality	to restrictions and insulation - Operational hours are reduced so sales are limited
--	---	--

Table 3  
Star Kitchen Café & Resto SWOT Matrix

SWOT	<p>Strength</p> <ol style="list-style-type: none"> <li>1. Has a varied menu</li> <li>2. The price of the product is quite affordable</li> <li>3. Provide good service and product quality</li> <li>4. Cooperate with delivery service provider applications</li> </ol>	<p>Weaknesses</p> <ol style="list-style-type: none"> <li>1. Lack of promotion or advertising</li> <li>2. The availability of raw materials is limited due to restrictions and insulation.</li> <li>3. Payment is cashless, so payment errors often occur.</li> <li>4. Operational hours are reduced, causing sales to decline.</li> </ol>
<p>Opportunities</p> <ol style="list-style-type: none"> <li>1. Bandung's economic growth is stable and continues to improve.</li> <li>2. The development of technology and applications that provide faster and more efficient</li> </ol>	<p>SO Strategy</p> <ol style="list-style-type: none"> <li>1. Maximizing sales by take away and delivery</li> <li>2. Maintain price and quality to maintain customer loyalty</li> <li>3. Expanding cooperation with application delivery service providers</li> </ol>	<p>WO Strategy</p> <ol style="list-style-type: none"> <li>1. Prioritizing take away and delivery systems.</li> <li>2. Conduct training for employees in applying the online system to minimize errors.</li> <li>3. Establish cooperation with suppliers</li> </ol>

<p>delivery order services.</p> <p>3. Consumers prefer to buy take away or delivery</p> <p>4. The #StayHome trend makes Delivery Order transactions increase.</p>		<p>4. Maximizing marketing through social media</p>
<p>Threat (Threat)</p> <p>1. There has been a decline in people's purchasing power due to the pandemic</p> <p>2. People's fear of going out of the house</p> <p>3. Price competition between competitors is getting tougher</p> <p>4. Packaging or hygienic packaging is more highlighted by consumers</p> <p>5. Better service quality and competitor product quality</p>	<p>ST strategy</p> <p>1. Implementing health protocols correctly and strictly so that the pandemic does not last long and makes consumers believe in our products so that they can compete with competing companies</p> <p>2. Maintain product quality and hygiene</p> <p>3. Frequently clean the area with disinfectant</p> <p>4. Utilizing non-cash transactions to minimize the spread or transmission</p>	<p>WT Strategy</p> <p>1. Prioritizing take away and delivery systems to reach consumers who stay at home and minimize costs.</p> <p>2. Improve product quality and cleanliness</p> <p>3. Maximizing online sales</p> <p>4. Improve service</p>

The business model canvas is used to help plan the company's business processes and determine important points in the company, which include resources, activities, partners, facilities used, revenues to costs that must be incurred.

Table 4

Business Model Canvas Star Kitchen Café & Resto

<b>Key Partners</b>	<b>Key Activities</b>	<b>Value Propositions</b>	<b>Customer Relationships</b>	<b>Customer Segments</b>
Supplier of food and beverage ingredients	<ol style="list-style-type: none"> <li>1. Purchase of raw materials</li> <li>2. Raw material processing</li> <li>3. Sale</li> <li>4. Marketing</li> </ol>	<ol style="list-style-type: none"> <li>1. product quality</li> <li>2. service</li> </ol>	<ol style="list-style-type: none"> <li>1. Focus on service</li> <li>2. Listening to customer feedback</li> <li>3. Keeping loyal customers</li> </ol>	Age 15 – 50 years
	<b>Key Resources</b>		<b>Channels</b>	
	<ol style="list-style-type: none"> <li>1. Human Resources</li> <li>2. Raw material</li> <li>3. equipment</li> </ol>		<ol style="list-style-type: none"> <li>1. social media</li> <li>2. Online meal ordering app</li> </ol>	
<b>Cost Structure</b>		<b>Revenue Streams</b>		
<ol style="list-style-type: none"> <li>1. Fixed cost</li> <li>2. Variable cost</li> </ol>		Sales profit from various products		

Description of Business Model Canvas Star Kitchen Café & Resto

1. Customer Segments (CS)

The customer segments targeted by Star Kitchen Café & Resto are all ages, not only targeting young people, but also targeting family-friendly restaurants. The intended target market is quite specific, namely: Men & Women in productive age, namely 15-50 years.

1. Value Propositions (VP)

The value propositions offered by Star Kitchen Café & Resto consist of:

- a. **Product Quality:** Star Kitchen Café & Resto really maintains the quality of the products being marketed, starting from packaging that is made hygienic to maintain health protocols, to the selection of fresh and healthy raw materials.
- b. **Service:** in terms of service Star Kitchen Café & Resto has good service procedures such as greeting (Greeting) to consumers, Placing Guests (Seating the Guest), Providing Menu Books (Presenting the Menu Book), Recording Consumer Orders (Serving Food and Beverage) ). If online, Star Kitchen Café & Resto also continues to reach its loyal consumers through social media such as Instagram by using the direct message feature to answer consumer questions.

## 2. Channels

Based on the media that Star Kitchen Café & Resto uses, the Star Kitchen Café & Resto channel is divided into 2, namely:

- a. **Social Media:** the media used by Star Kitchen Café & Resto are Instagram and Whatsapp. Star Kitchen Café & Resto chooses Instagram and Whatsapp as promotional platforms because both platforms can reach consumers widely. Star Kitchen Café & Resto uses Instagram to promote menus, discounts, and restaurant ambience so that customers can find out how the restaurant profile is. This is very useful because it can attract consumers to visit Star Kitchen Café & Resto. Meanwhile, Star Kitchen Café & Resto uses Whatsapp to reach customers personally, both regarding orders and delivery order services.
- b. **Online food ordering application:** a food ordering application used by Star Kitchen Café & Resto, namely the Grab Food & Go-Food application. Star Kitchen Café & Resto uses this application because they are very aware of the wide market share in this application, and Star Kitchen Café & Resto also often participates in promotional activities held by this application, which Star Kitchen Café & Resto realizes that this is a platform where customers gather. to look for food so that the opportunity to be better known by customers & the opportunity to sell products is higher.

## 3. Customer Relationship (CR)

Star Kitchen Café & Resto maintains relationships with customers by implementing several things including:

- a. **Focus on customers:** by providing the best service such as greeting customers, placing guests properly, and resolving customer complaints this is done to build

relationships with customers and keep customers subscribed to Star Kitchen Café & Resto.

- b. Listening to customer opinions: listening to customer opinions can help improve services to achieve customer satisfaction. To get customer feedback from Star Kitchen Café & Resto through several ways including through social media and direct interviews.
- c. Keeping loyal customers: Star Kitchen Café & Resto of course maintains and focuses on loyal customers to be loyal to Star Kitchen Café & Resto, because loyal customers can be a promotional medium to their friends or family.

#### 4. Revenue Streams (RS)

Star Kitchen Café & Resto earns income from sales profits from various products quality and affordable food and beverages that reach all ages by utilizing social media as a means of promotion.

#### 5. Key Resources (KR)

Key Resources are important assets that make Star Kitchen Café & Resto work. Key Resources Star Kitchen Café & Resto consists of:

- a. Human Resources : Star Kitchen Café & Resto uses experienced chefs in their fields to process food raw materials, so that they can become delicious food for Star Kitchen Café & Resto customers. In addition, the baristas who have experience in the coffee sector make Star Kitchen Café & Resto much in demand by young people to "hang out". And also the friendly waiters in serving customers.
- b. Raw Materials: Star Kitchen Café & Resto uses fresh, natural raw materials that are minimally chemical.
- c. Equipment: for Star Kitchen Café & Resto equipment use safe cooking utensils that do not contain harmful toxic substances that can release these substances into food.

#### 6. Key Activities (KA)

Key Activities in Star Kitchen Café & Resto are activities carried out by Star Kitchen Café & Resto to make the business run. There are 4 stages, namely:

- a. Raw Material Purchase
- b. Raw Material Processing
- c. Product sale
- d. Product marketing

#### 7. Key Partnership (KP)

Star Kitchen Café & Resto maintains a good relationship with its partners in order to optimize the company's performance in terms of cost, time effectiveness, and energy expended. Star Kitchen Café & Resto partners consist of suppliers of food and beverage ingredients.

8. Cost Structure (CoS)

Costs incurred to operate the Star Kitchen Café & Resto business. Based on the type, the cost structure of Star Kitchen Café & Resto is divided into 2, namely:

- a. Fixed Costs: Star Kitchen Café & Resto's fixed costs consist of employee salaries, depreciation costs.
- b. Variable Costs: Star Kitchen Café & Resto's variable costs consist of operational costs such as transportation costs, water and electricity costs, and sales commissions.

## Conclusion

Based on the explanations that have been written previously, the research team can present research that analyzes the business strategies used by Star Kitchen Café and Resto during the PPKM policy period in the current Covid-19 pandemic era. The previous discussion is the result of data processing through the identification of SWOT analysis and the Business Model Canvas. Therefore, the research team can draw a conclusion from the research in this journal as follows:

1. With the Covid-19 Pandemic, coupled with this Emergency Community Activity Restriction (PPKM) policy, Star Kitchen Café & Resto implemented strict health protocols and carried out social distancing. In addition, Star Café and Kitchen also limits operating hours, and limits the number of visitors, to changes to the service system that only provides delivery/take away during the implementation of this policy.
2. The use of the business model canvas at Star Kitchen Café and Resto which includes Customer segments, Value positions, Channels, Customer Relationships, Revenue Streams, Key resources, Key Activities, Key partnerships and Cost structure in the company has been going well. Based on the use of the canvas business model, Star Kitchen Café and Resto are able to plan and develop business strategies that can be used during the pandemic and after.
3. Analysis of internal and external factors is an analysis of the company's environment to determine the position and determine the best alternative strategy objectively. Through the analysis of these two factors, Star Kitchen Café & Resto can determine the best alternative strategy in accordance with the current pandemic situation, especially in the context of adjusting to the current Emergency PPKM policy.
4. Based on the evaluation using the SWOT analysis method, there are several alternative strategies that can be carried out by Star Kitchen Café and Resto. Some of these alternative strategies include the alternative SO strategy that focuses on maximizing

online sales and expanding the market, making product packaging more hygienic and safe and always obeying and implementing health protocol rules. The alternative WO strategy prioritizes take away and delivery systems, always maintains product cleanliness and hygiene and cooperates with suppliers. ST Strategy Prioritizing product quality and hygiene, conducting marketing through social media and utilizing non-cash transactions. WT Strategy Improving the service system.

### **Suggestion**

Based on the results of the research that has been done, some suggestions for researchers that can be done by Star Kitchen Café & Resto include:

1. Star Kitchen Café & Resto is expected to be able to implement and maximize the strategies that have been set in its business activities, including by prioritizing take away and delivery systems, always maintaining product cleanliness and hygiene, marketing through social media and improving the service system in order to achieve maximum sales, especially during the implementation of this Emergency PPKM policy.
2. Star Kitchen Café & Resto must always evaluate the various strategies implemented by evaluating and comparing performance with the established strategy to ensure that the strategy used operates effectively, as well as reviewing various internal and external factors that are used as the basis for determining strategy and always following developments in the culinary business industry and making new innovations in order to survive especially during the current pandemic

In addition, suggestions that can be given by researchers for further research are that researchers are expected to be able to examine more sources and references related to the research conducted. The researcher also hopes that the results of this study can be used as consideration and reference to further deepen further research.

### Reference

- [1] Hariadi, Bambang, (2003). *Management Strategy*, Bayumedia Publishing, Jakarta
- [2] Rangkuti, F. (1998). *SWOT Analysis of Business Case Dissecting Techniques*, Gramedia Pustaka Utama.
- [3] Mahmudi Humam, Mohammad Rizan, & Budi Santoso (2018). *Business Remodeling PT. Sasakura Indonesia by Using the Business Model Canvas (BMC)*. Indonesian Science Management Research Journal (JRMSI), Vol 9, No. 2, 2018
- [4] Ammar Fathin Mahdi Ammar, Lukman Mohammad Baga (2018). *Business Model Canvas Seaweed Processing Company*. Agribusiness Forum, Volume 8, No. 1, March 2018
- [5] Djufri Wiradana, Syukri Lukman (2020). *Workshop Development Strategy PT. Semen Padang (SWOT Analysis Approach and Business Model Canvas)*. TOWER Science, Vol. XIV No.02, April 2020
- [6] Jelita Tambunan Riamande, Dewi Agushinta R (2020). *Business Strategy Analysis PT. Tolu with the BMC approach Using the EFAS, IFAS and SWOT methods*. Journal of Information Systems, Volume 9, Number 3, September 2020: 435-443
- [7] Karundeng, Feibe Permatasari.(2014). *Service Quality And Satisfaction Influence On Consumer Loyalty At Mawar Sharron Restaurant Wanea Manado*. EMBA Journal, 639-647.
- [8] Parwanto Edy (2021). *The Corona Virus (SARS-CoV-2) that causes COVID-19 has now mutated*. Journal of Biomedicine and Health, Vol. 4 No. June 2, 2021
- [9] Wikipedia, "Business", <https://id.wikipedia.org/wiki/Bisnis>
- [10] Nugraha Daniel (2020). "Business Model Canvas, The Key to Successful Business Management", <https://www.paper.id/blog/bisnis/business-model-canvas/>
- [11] Rindang Arum Lestari Rindang (2020). "Culinary Business Strategies to Survive in the Midst of a Pandemic", <https://www.daya.id/usaha/article-daya/developing-diri/strategi-bisnis-kuliner-agar-tetap-bertahan-di-tengah-pandemi>

[12] Noname (2021) "Instruction of the Minister of Home Affairs Number 15 of 2021",  
<https://covid19.go.id/p/regulation/inunjuk-menteri-dalam-negeri-nomor-15-tahun-2021>