

STRATEGY FOR DEVELOPING BUSINESS KEBUN LATTE RESTAURANT AS A CULINARY TOURISM DESTINATION

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Article history:

Received

4 March 2025

Revised

10 April 2025

Accepted

17 June 2025

Available online

30 September 2025

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Abstract:

Background: Kebun Latte Restaurant has a concept of a teak plantation atmosphere and offers a diverse menu, making it one of the top choices for culinary tourism. However, Kebun Latte Restaurant has experienced a decline in revenue over the past three years, and there are several revenue streams that have not been maximized. Given the modern lifestyle trends of today's society, the restaurant company must anticipate changes and implement business model development strategies to enhance competitiveness and ensure the company remains a sustainable choice as a culinary tourism destination.

Purpose: This research aims to identify the condition of the company using the business model canvas, then formulate alternative strategies so as to produce priority strategy recommendations that are implemented as a new business model formulation for Kebun Latte restaurant.

Design/methodology/approach: This research was conducted from August 2023 to September 2024 and involved five respondents who had five years of experience in the tourism industry, particularly in the restaurant sector. In addition, the information received was processed using the business model canvas method, IFE and EFE, IE Matrix, SWOT analysis and Analytical Hierarchy Process (AHP).

Finding/Result: The results of the study show nine elements of the business model canvas at Kebun Latte. The SWOT analysis shows 10 alternative strategies, and based on the AHP analysis, there are three strategic priorities, namely: improving marketing by highlighting the Instagrammable outdoor concept, maintaining and improving product quality, and developing products towards sustainability. These results provide changes in the formulation of the new version of the business model canvas.

Conclusion: The results of this study provide strategic priorities to be implemented by the company, including increasing marketing by emphasizing the concept of instagrammable outdoors, maintaining and improving product quality and developing products towards sustainability. This affects the development of the 6 elements of the business model canvas.

Originality/value (State of the art): The new Kebun Latte restaurant business model has a competitive advantage as a culinary tourism destination, namely the existence of sustainable products supported by an instagrammable outdoor concept.

Keywords: analytical hierarchy process, business model canvas, culinary tourism, swot, strategy development

How to Cite:

Dharmawan, R., Suroso, A. I., & Hannan, S. (2025). Strategy for developing business Kebun Latte restaurant as a culinary tourism destination. Jurnal Aplikasi Bisnis dan Manajemen (JABM), 11(3), 858. <https://doi.org/10.17358/jabm.11.3.858>

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INTRODUCTION

Food and drink is one of the most important basic human needs alongside clothing and shelter. To maintain their survival, humans must fulfill their basic needs. With that, food is a human need that cannot be separated from human life. One of the places to fulfill the primary needs of food and drink is, among others, a restaurant. One of them is the Kebun Latte restaurant. Kebun Latte Restaurant has a concept of a teak plantation atmosphere and offers a diverse menu, making it one of the top choices for culinary tourism. However, Kebun Latte Restaurant has experienced a decline in revenue over the past three years, and there are several revenue streams that have not been maximized. The impact of the modern lifestyle behavior of the community, restaurant companies are required to always innovate to survive to become the community's choice as a culinary tourism destination.

According to Kadir (2022) in Indonesia, the development of culinary tourism is experiencing significant growth, creating opportunities for individuals and communities to generally start businesses in the culinary sector. The impact, overall, can drive local economic growth and create jobs for those who need them. This can help reduce unemployment and crime rates in the community. Culinary tourism is a form of travel that includes enjoying the local food of the region visited, with the main purpose of experiencing a variety of dishes and drinks, or visiting culinary activities such as cooking schools, food and beverage industry centers, to get a different experience in consuming food and beverages.

This research is related to business development strategies. In recent years, various previous studies have discussed business development strategies in various sectors, particularly in the culinary, tourism, and agricultural fields. Zahid (2020) and Prianti (2022) examined development strategies in tourism services and cultural tourism using the BMC and SWOT approaches, as well as Industry Foresight. Saifullah (2022) added IFE, EFE, and AHP analyses in the development strategy for coffee commodities. Other studies, such as those by Rahardjo (2019), Luthan et al. (2019), and Supriyadi (2021) focus on coffee shop and horticulture businesses using the Business Model Canvas (BMC) and SWOT methods. Anggraeni (2023) takes a more comprehensive approach with

BMC, SWOT, IFE, EFE, and AHP in a study on hotel sustainability.

Meanwhile, Mahdi (2018), Kurniawan and Abidin (2020), and Paramitha (2023) expand the use of BMC in the development of seaweed processing businesses, durian tourism, and beverage businesses. Overall, these studies indicate that the combination of BMC with other strategic analysis tools such as SWOT, IFE, and EFE is widely used to formulate more effective and measurable business development strategies. The novelty of this research is the research using the internal VCA method and external using Porter's 5 forces and no one has researched this company before.

Companies today are required to constantly make strategic changes and developments in order to survive in the competitive business world, grow sustainably, and maximize revenue. Strategic management is a series or set of decisions and actions to create competitive advantage in achieving long-term goals (Robbins, 2007). The company's ability to survive in competition does not only focus on maximizing net income and making good financial ratios but forgetting whether the company can carry out and realize strategies in the long term (Ciptani, 2000). Therefore, an in-depth study is needed to develop the right business model for use in the future in order to maintain the company's sustainability. One approach that can be used to design a business model is the Business Model Canvas. Coes (2014) states that the Business Model Canvas is a general analysis tool used to examine the business model as a whole.

This research aims to 1) Analyzing the business conditions of Kebun Latte restaurant into the business model canvas, 2) Formulate priority and alternative strategies that can be used by Kebun Latte restaurant in the future, 3) Formulate a new business model that can be used as a business development strategy for Kebun Latte restaurant in the future. The scope of this research is data collection, surveys and interviews to internal Kebun Latte restaurant. In addition, it was taken with the scope of the company's external parties, including experts in the field of hospitality and restaurants, namely the Chairman of PHRI South Tangerang City, the Head of the South Tangerang City tourism office and loyal consumers.

METHODS

This research was conducted at Kebun Latte restaurant Group which is located at JL. H. Jamat No.12 LA, Buaran, Serpong, South Tangerang City. The reason for choosing Kebun Latte restaurant is that this restaurant is one of the largest restaurants in South Tangerang city, has a unique place concept and a variety of menu choices so it is suitable to be used as a culinary tourism destination. Research and data collection were conducted in August 2023 - September 2024.

Determination of respondents is done by purposive sampling with the consideration that the respondent is the party who knows the condition of the company best, is able to provide information, and is an expert in the field related to the research. Thus, researchers have the authority to identify and select experts based on specialized knowledge and experience with the field under study (Palinkas et al. 2015). There are 2 (two) types of respondents in this study, namely internal parties of Kebun Latte restaurant and external parties from outside the Kebun Latte restaurant company. The following is an explanation of the internal and external respondent data in Table 1.

This research uses direct observation, observation, in-depth interviews, focus group discussions (FGDs) and questionnaires from the respondents involved. In addition, this research uses secondary data from the company's financial statements, literature reviews relevant to the research, external documents such as reports from the tourism office of South Tangerang City, credible websites and articles.

Based on data obtained from internal and external sources of the company, after which data analysis is carried out. This research uses the concept of strategy formulation proposed by David (2011), namely strategy formulation is divided into three stages, namely: input stage, matching analysis stage, and decision stage. The initial input stage of this research analysis analyzes the company's current business model using the Business model canvas (BMC), the company's external analysis uses Industry Foresight to analyze the industrial environment, in addition to using Porter's 5 Forces analysis to analyze the company's external environment. The company's internal analysis uses Value Chain Analysis to analyze the company's internal environment. Furthermore, the results of both identifications are evaluated using external factor evaluation (EFE) analysis and internal factor analysis (IFE).

Furthermore, from the results of the identification of the company's external and internal environment, the matching stage is carried out by formulating alternative strategy formulations and alternative business models through SWOT analysis (Strengths, Weakness, Opportunities, Threats). Furthermore, the last stage of decision making is carried out to answer the last research objective, namely determining business priority strategies through an Analytical Hierarchy Process so that a new Business model canvas (BMC) appears as a reference for the company.

Table 1. List of respondent names

Position or Section	Amount	Information
Company Internal Respondents		
President Commissioner	1 Person	6 years experience
General Manager	1 Person	7 years experience
Company External Respondents		
Head of Tourism Office of South Tangerang City	1 Person	8 years experience
Head of PHRI of South Tangerang City	1 Person	15 years experience
Loyal Consumer	1 Person	3 years experience

Figure 1 shows the framework of this research. The design of business model development that can be applied in the future is carried out through a series of analyses starting with the identification of business model canvas elements applied by the company. Next, analyze the internal and external environment of the company using the IFE and EFE methods. After knowing the internal and external conditions, a SWOT analysis was conducted to determine the strengths, weaknesses, opportunities and threats of the company. SWOT analysis results in the formulation of alternative strategies that can be a reference for companies for business development. The results of the alternative strategy formulation will then be sorted according to the company's priorities using the Analytical Hierarchy Process Method. Finally, a new business model is formulated that can be implemented by the company for long-term business development.

RESULTS

Existing Business Model Canvas of Kebun Latte Restaurant

The results of identifying the nine elements of the current Kebun Latte restaurant canvas business model are explained in detail in Figure 2. The process of identifying the elements of the Kebun Latte restaurant business model involves internal parties through focus group discussions. Respondents are considered to have the capacity to provide relevant information related to the data needed to identify 9 (nine) BMC elements as a portrait of the current business model condition of Kebun Latte restaurant. This is in line with research Diani (2020) which conducted focus group discussions in companies and produced 9 elements of the canvas business model.

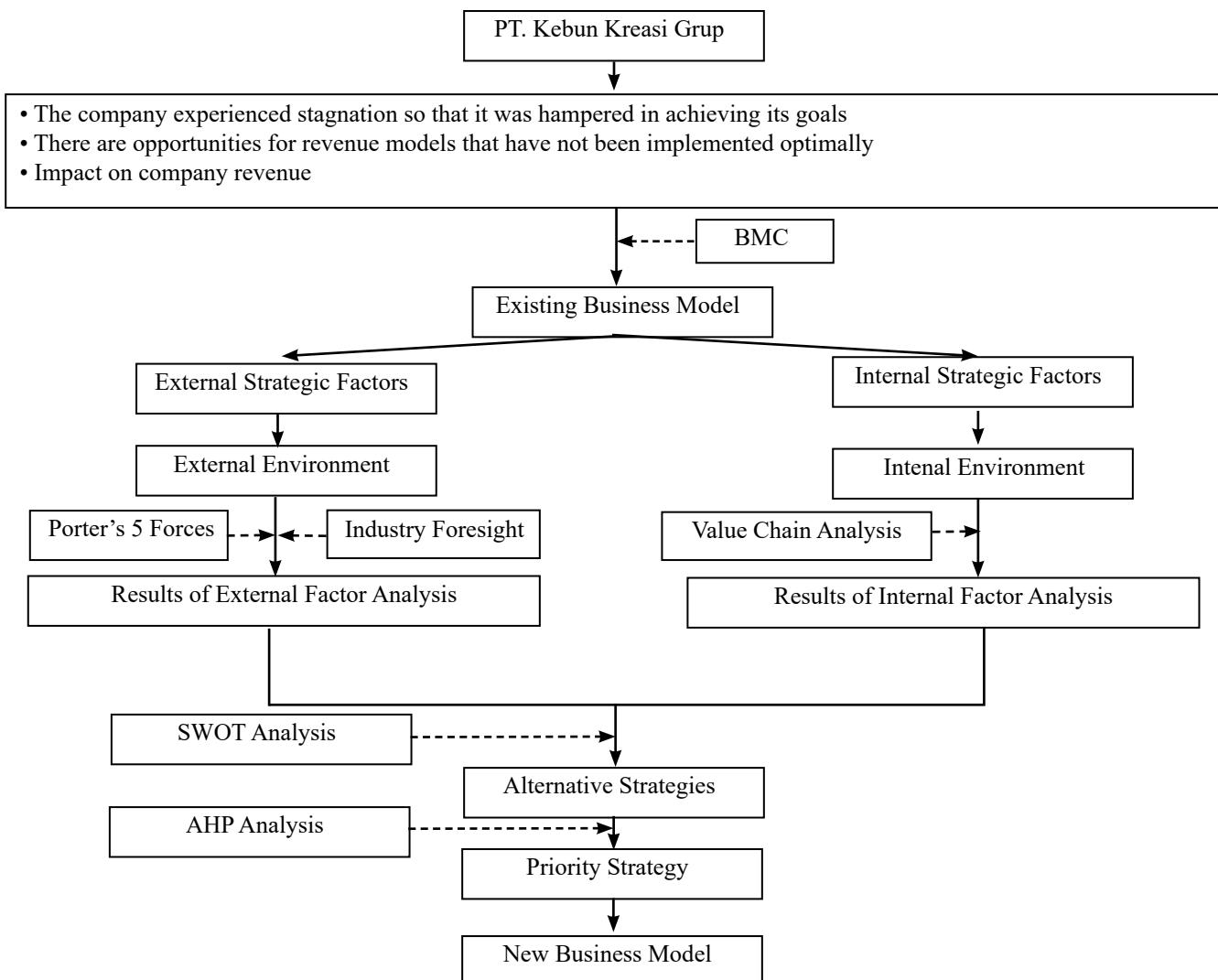


Figure 1. Research Framework

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segment	
<ul style="list-style-type: none"> - Raw material supplier - Social media promotion platform. - Cashier Application. - PHRI (Indonesian Hotel and Restaurant Association). - Government. 	<ul style="list-style-type: none"> - Provide quality products. - Providing service to consumers. - Providing facilities for guests. 	<ul style="list-style-type: none"> - Outdoor concept with a teak plantation atmosphere - Quality food and drinks - Various product variations and Halal certified 	<ul style="list-style-type: none"> - Social Media - Instagram - WhatsApp - Tiktok - Google Review 	<ul style="list-style-type: none"> - Consumers from around Jabodetabek. - Consumers aged 18-45 years. - Consumers who want to enjoy food in a natural atmosphere. - Consumers who want to work or have meetings. 	
	<p>Key Resources</p> <ul style="list-style-type: none"> - Quality raw materials. - Human Resources - Land area of 750m² - Building assets and equipment. 	<ul style="list-style-type: none"> - Product prices are relatively cheap. - Optimal service 	Channels <ul style="list-style-type: none"> - Offline Store - Online Store - Event - Word of Mouth 		
Cost Structure			Revenue Stream		
<ul style="list-style-type: none"> - Production cost - Labor costs - Utility costs (electricity, water, telephone, garbage) - General Administration Fees 			<ul style="list-style-type: none"> - Online food sales and dine-in - Meeting packages, weddings - Events outside the outlet - Rice Box Catering 		

Figure 2. Existing Business Model of Kebun Latte Restaurant

IFE Matrix Results

After knowing the factors that influence the internal environment of Kebun Latte restaurant using Value Chain Analysis. Each factor is given a value and weight by experts through the questionnaire given, then it will be found which factors have the most influence on the internal environment of Kebun Latte restaurant. Based on the results presented in Table 2, outdoor concept with a teak plantation atmosphere, which is indicated by a score of 0.328. While the biggest weakness owned by Kebun Latte restaurant is the lack of massive promotions carried out such as holding regular events and collaborating with influencers with a score of 0.152.

EFE Matrix Results

After obtaining the results of the analysis of external factors affecting Kebun Latte restaurant through the analysis of Porter's Five Forces and Industry Foresight, each factor is given a value and weight, then it will be found what factors are most influential on the external environment of Kebun Latte restaurant. Based on the results of the EFE matrix in Table 3, the total

score of external factors that affect the business of Kebun Latte restaurant is 3.109 or strong. The biggest opportunity owned by Kebun Latte restaurant is the increasing number of consumers who like the concept of istagramable outdoor, with a value of 0.375. This is still the biggest opportunity for Kebun Latte restaurant because they can present a concept that unites nature with culinary. The biggest threat faced by Kebun Latte restaurant is the increase in the inflation rate, so that the price of raw materials is unstable, which obtained a score of 0.243.

Based on the results of the IFE and EFE analysis in Figure 3, IFE value of Kebun Latte restaurant is 2.768 and the EFE value is 3.109 so that in the IE matrix Kebun Latte restaurant is in cell II, which is in a grow and build condition. According to David (2006) The right strategy to do so that the business can survive is an intensive strategy such as market penetration, market development, product development and backward integration. The results of this study are in line with Saifullah (2022) research which shows that the Excelsa Jombang Coffee commodity is in a grow and build condition.

Table 2. Matrix IFE results

	Internal Key Factors	Weight	Rating	Score
Strength				
Has food and drinks with a total of 68 quality menu variants that are Halal certified.	0.079	4	0.316	
Outdoor concept with a teak plantation atmosphere.	0.082	4	0.328	
Affordable menu prices compared to similar competitors.	0.074	3	0.222	
Has complete facilities (prayer room, public toilet, Wifi, 24 hour active CCTV and multipurpose room)	0.064	3	0.192	
Have a social media account that has 20K followers so it can be used for active marketing.	0.071	4	0.284	
Low employee turnover and good working environment.	0.057	3	0.171	
Guarantee the use of quality raw materials.	0.068	3	0.204	
Optimal service to consumers by always providing training to employees and providing a food guarantee if there are complaints.	0.076	4	0.304	
Total Strength				2.021
Weakness				
The outlet is quite far from the main road, making it difficult for consumers to access the restaurant location.	0.072	2	0.144	
Kurangnya promosi masif yang dilakukan seperti mengadakan event rutin dan kerjasama dengan influencer.	0.076	2	0.152	
The outdoor concept means restaurant activities are limited when there is bad weather.	0.062	1	0.062	
The available parking space is not large enough for large events.	0.068	2	0.136	
Restaurants do not yet provide healthy food.	0.056	2	0.112	
The order system is still conventional.	0.046	2	0.092	
Still dependent on one income channel.	0.049	1	0.049	
Total Weakness				0.747
Total				2.768

Table 3. Matrix EFE results

	External Key Factors	Weight	Rating	Score
Opportunity				
There is an increasing trend of consumers eating outside the home for culinary tourism.	0.080	4	0.320	
Increase in productive population who have a WFC lifestyle and morning coffee.	0.067	4	0.268	
Digital transformation is an increasing trend in looking for culinary tourism references.	0.085	4	0.340	
There are regulations to improve the culinary tourism industry in the city of South Tangerang.	0.058	3	0.174	
Mandatory halal certification policy for restaurants.	0.061	4	0.244	
Increasingly, consumers are liking Instagrammable outdoor concepts.	0.093	4	0.372	
Trend of awareness of a lifestyle with healthy food.	0.075	3	0.225	
Urban people are very busy so they always buy ready-to-eat food.	0.049	3	0.147	
Total Opportunity				2.090
Threat				
There are more than 2083 restaurants and hotels in South Tangerang.	0.074	3	0.222	
Increased inflation rate, so raw material prices are unstable.	0.081	3	0.243	
Restaurants that provide similar food products, services and concepts.	0.077	2	0.154	
A new restaurant that offers a more unique and interesting concept and food in the city of South Tangerang.	0.064	2	0.128	
There are substitute products that offer lower prices and different experiences.	0.056	2	0.112	
Restaurants that make significant online sales, so that customers have an alternative way to enjoy products.	0.080	2	0.160	
Total Threat				1019
Total				3.109

		IFE		
		Strong 3.0 – 4.0	Average 2.0 – 2.99	Weak 1.0 – 1.99
EFE	Strong 3.0 – 4.0	I	II	III
	Average 2.0 – 2.99	IV	V	VI
	Weak 1.0 – 1.99	VII	VIII	VIII

Figure 3. IE Matrix Results

SWOT Analysis Results

SWOT analysis is carried out to determine alternative business development strategies that can be developed in the future. In formulating various alternative strategies, the TOWS matrix approach introduced by Wehrich (1982) was used. This matrix maps four different types of strategy combinations which are combined systematically, the results of the analysis are as follows:

SO Strategy (Strengths – Opportunities)

SO Strategy (Strength-Opportunity) or Maxi-Maxi strategy is the most ideal strategy in the TOWS matrix. This strategy focuses on utilizing the company's internal strengths to optimize existing external opportunities. In the context of the Kebunlatte restaurant business development, there are two SO strategies that can be implemented to increase the company's competitiveness and performance. (1) [Market Penetration] Increase marketing by highlighting the outdoor concept with an instagrammable teak plantation atmosphere. (S2,S4,S5,O1,O2,O3,O6). (2) [Product Development] Maintaining and improving product quality, services, complete facilities and supported by affordable prices to attract consumer interest. (S1,S3,S4,S7,S8,O2,O3,O4,O5,O7,O8).

WO Strategy (Weakness-Opportunity)

WO Strategy (Weakness-Opportunity) or Mini-Maxi strategy is a strategy that focuses on exploiting external opportunities to overcome the company's internal weaknesses. developing the Kebunlatte restaurant business, there are three WO strategies that can be implemented to improve weaknesses and take advantage of existing opportunities. (1) [Market

Development] Create events and collaborate with content creators regularly to increase consumer interest. (W1,W2,O1,O2,O3,O4). (2) [Product Development] Providing supporting facilities such as large aesthetic umbrellas and development of parking lots. (W5,O1,O2,O4,O6). (3) [Product Development] Carry out product development in a sustainable direction, to respond to market needs and obtain a positive image from consumers. (W5,W7,O1,O2,O4,O7,O8).

ST Strategy (Strength-Threat)

Stratgy ST (Strength-Threat) or Maxi-Mini strategy is a strategy that focuses on utilizing the company's internal strengths to reduce or overcome the external threats it faces. In the context of developing the Kebunlatte restaurant business, there are three ST strategies that can be implemented to minimize the impact of threats and maintain the company's competitive position. (1) [Backward Integration] Collaborate with the main supplier (main market) and look for as many alternative suppliers as possible to provide quality raw materials and more affordable prices. (S6,S7,T4). (2) [Product Development] Creating a different experience for enjoying dishes with a unique restaurant concept with a beautiful teak plantation atmosphere that is difficult to obtain from alternative product services (online food), such as a comfortable atmosphere and complete facilities. (S2,S4,T1,T3,T4,T5,T6). (3) [Market Development] Developing diversified product and service variants on a regular basis while maintaining affordable prices. (S1,S3,S7,S8,T1,T3,T4,T5).

WT Strategy (Weakness-Threat)

WT Strategy (Weakness-Threat) or Mini-Mini strategy is a defensive strategy that focuses on minimizing internal weaknesses and avoiding external threats. In the context of the Kebunlatte restaurant business development, there are two WT strategies that can be implemented to reduce risk and maintain business continuity. (1) [Product Development] Developing new income streams so that they have a special appeal compared to other competitors, such as collaborating with photographers to carry out pre-weddings and collaborating with hobby communities. (W1,W7,T1T4,T5). (2) [Market Development] Optimizing several income streams other than Dine In which have not been implemented optimally, such as Catering, Online, Events. (W1,W7,T1,T3,T5,T6).

The results of the SWOT analysis of the Kebun Latte restaurant are in line with Anggraeni's research (2023) which shows that the SWOT analysis of the Selarong Hotel produced 10 alternative strategies.

Results of priority analysis of strategies for developing the Kebun Latte restaurant business as a culinary tourism destination

Based on the results of the A'WOT analysis, several alternative strategies for developing the Kebun Latte restaurant business as a culinary tourism destination were obtained. The results of the strategic alternative priorities can be seen in Table 4.

After conducting a series of analyses, the new Business Model Canvas (BMC) that can be implemented by the Kebun Latte restaurant to maintain the sustainability of

its business is in Figure 4. The new business model is the result of formulating alternative strategies that have been determined, in the new Kebun Latte restaurant business model it has a competitive advantage as a culinary tourism destination, namely by having sustainable products supported by an instagrammable outdoor concept.

Based on Figure 4, there are changes in operational activities in BMC elements that can be implemented to maintain business sustainability in the long term. The changes to the business canvas model are in the Customer Segments, Value Propositions, Revenue Streams, Key Activities, Key Partnerships and Cost Structure elements. From these results, there are differences in changes to the new BMC elements with the results of previous research, because the internal and external conditions of the company are different.

Table 4. Priority alternative business development strategy for Kebun Latte Restaurant as a culinary tourism destination

Strategy Alternatives	Weight	Rank
Increase marketing by highlighting the outdoor concept with an instagrammable teak plantation atmosphere.	0.181	1
Maintaining and improving product quality, services, complete facilities and supported by affordable prices to attract consumer interest.	0.168	2
Create events and collaborate with content creators regularly to increase consumer interest.	0.103	5
Providing supporting facilities such as large aesthetic umbrellas and development of parking lots.	0.056	8
Carry out product development in a sustainable direction, to respond to market needs and obtain a positive image from consumers.	0.140	3
Collaborate with the main supplier (main market) and look for as many alternative suppliers as possible to provide quality raw materials and more affordable prices.	0.090	6
Creating a different experience for enjoying dishes with a unique restaurant concept with a beautiful teak plantation atmosphere that is difficult to obtain from alternative product services (online food), such as a comfortable atmosphere and complete facilities.	0.043	9
Developing diversified product and service variants on a regular basis and maintaining affordable prices.	0.071	7
Developing new income streams so that they have a special appeal compared to other competitors, such as collaborating with photographers to carry out pre-weddings and collaborating with hobby communities.	0.030	10
Optimizing several income streams other than Dine In which have not been implemented optimally, such as Catering, Online, Events.	0.118	4
Inconsistency	0.001	

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segment
<ul style="list-style-type: none"> - Raw material supplier - Social media promotion platform - Cashier Application - PHRI (Indonesian Hotel and Restaurant Association) - Government - Alternative suppliers from the main market - Photographer 	<ul style="list-style-type: none"> - Provide quality products - Providing service to consumers - Providing facilities for guests - Promotion on a large scale - Create event 	<ul style="list-style-type: none"> - Outdoor concept with a teak plantation atmosphere - Quality food and drinks - Various product variations and Halal certified - Product prices are relatively cheap - Optimal service - Have sustainable products (healthy food) 	<ul style="list-style-type: none"> - Social Media - Instagram - WhatsApp - Tiktok - Google Review 	<ul style="list-style-type: none"> - Consumers from around Jabodetabek - Consumers aged 18-45 years - Consumers who want to enjoy food in a natural atmosphere - Consumers who want to work or have meetings - Consumers who like healthy food
	Key Resources <ul style="list-style-type: none"> - Quality raw materials - Human Resources - Land area of 750m² - Building assets and equipment 		Channels <ul style="list-style-type: none"> - Offline Store - Online Store - Event - Word of Mouth 	
Cost Structure		Revenue Stream		
<ul style="list-style-type: none"> - Production cost - Labor costs - Utility costs (electricity, water, telephone, garbage) - General Administration Fees - Marketing cost - Equipment costs - Facility development costs 		<ul style="list-style-type: none"> - Online food sales and dine-in - Meeting packages, weddings - Events outside the outlet - Rice Box Catering - Pre-wedding package - Froozen Food Sales 		

Figure 4. The new Business model canvas (BMC) formulation

Managerial Implications

Based on the results of the study, there are several managerial implications that can be used as a business development strategy for Kebun Latte restaurant in facing market dynamics. Management is advised to improve marketing by prioritizing an instagramable outdoor concept, supported by professional social media management and collaboration with content creators and digital agencies. The quality of products, services, and facilities must always be maintained through SOP updates and regular employee training. The development strategy also includes the implementation of sustainability principles through the use of environmentally friendly raw materials, as well as product and service diversification, including the development of seasonal menus and frozen food.

Optimizing additional revenue streams through catering services, special events, and collaboration with communities and professional photographers are important steps to increase competitiveness. In addition, supporting customer convenience such as the provision of aesthetic umbrellas and the development of parking areas need to be pursued.

The unique dining experience in a teak plantation setting should continue to be highlighted as a key selling point that cannot be replaced by online food services. Management also needs to establish strategic partnerships with key suppliers and look for alternatives to maintain the stability and quality of raw materials. All of these strategies need to be designed in a sustainable and integrated manner so that Kebun Latte is able to grow and compete optimally in the

competitive restaurant industry. In addition, this research is expected to inspire start-up entrepreneurs who are interested in the food and beverage business world to better understand how to manage a business strategically and sustainably, starting with creating a business model and conducting basic research related to the strengths, weaknesses, opportunities, and threats of the company.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on various analyses that have been carried out, it can be concluded that Kebun Latte restaurant has quite strong Business Model Canvas (BMC) elements, covering customer segments from various walks of life, especially from the Jabodetabek area, with a majority age of 18-45 years who come to enjoy the natural atmosphere, work, or conduct meetings with adequate facilities. The value proposition offered is an outdoor concept with the feel of a beautiful teak plantation, quality food and beverages and MUI halal certification, and optimal service. Kebun Latte reaches customers through offline stores, online platforms such as GoFood, participation in events, and word of mouth. Relationships with customers are established through social media such as Instagram, TikTok, WhatsApp, and Google Reviews. Sources of revenue come from food and beverage sales both online and offline, event services, catering, and event participation. Key resources include quality raw materials, competent human resources, self-owned land, and building and equipment assets. Key activities include menu production, customer service, and facility provision. Strategic partnerships are established with suppliers, digital platforms, PHRI associations, and local governments. The cost structure consists of production, labor, utilities, and administrative costs.

In addition, the results of the SWOT analysis resulted in 10 alternative strategies, with the top three priority strategies being improving marketing by highlighting the Instagramable outdoor concept, maintaining and improving product and service quality, and developing products in a more sustainable direction. The results also show the need for changes in several BMC elements, such as Customer Segments, Value Propositions, Revenue Streams, Key Activities, Key Partnerships, and Cost Structure, in order to maintain

business sustainability in the long term.

Recommendations

Based on the results of the analysis and conclusions obtained from this study, there are several suggestions that can be recommended for further development. First, it is necessary to conduct further research on the implementation of new strategies and business models that have been formulated, in order to measure the significant impact on the performance of Kebun Latte restaurants. Second, along with the increasing consumer awareness of the concept of sustainable business, it is recommended to conduct measurable research to identify sustainability factors that can affect the business continuity of Kebun Latte restaurant. Third, there are still other research opportunities that focus on the potential of Kebun Latte restaurant as a culinary tourism destination, especially through more in-depth studies related to customer satisfaction, service quality, and cost analysis that can support overall business development. Meanwhile, the limitations of this study are as follows: This study focuses exclusively on Kebun Latte Restaurant as a case study. Therefore, the results and findings of this study cannot be automatically applied to other restaurants with different scales, locations, or business models.

FUNDING STATEMENT: This research did not receive any specific grant from funding agencies in the public, commercial, or not - for - profit sectors.

CONFLICTS OF INTEREST: The author declares no conflict of interest.

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