Analysis of the Implementation of Business Model Canvas Strategy (A Study on Restaurants in Bandar Lampung)

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Abstrak

Pengembangan bisnis yang intens di antara Rumah Kayu, Kampung Kecil dan para pesaingnya mengharuskan manajemen untuk bekerja secara profesional dan memiliki pemahaman mendalam tentang bisnis mereka untuk evaluasi dan penetapan strategi bersaing. Penelitian ini bertujuan untuk memetakan penerapan bisnis model Rumah Kayu dan Kampung kecil dengan menggunakan pendekatan business model canvas. Penelitian menggunakan metode kualitatif dengan melakukan wawancara dengan pihak-pihak terkait, lalu dianalisis dan kemudian dipetakan untuk melihat perbandingan Business Model Canvas yang diterapkan. Hasil penelitian menunjukkan bahwa gambaran model bisnis Rumah Kayu dan Kampung Kecil dilihat dari aspek-aspek Business Model Canvas memiliki model bisnis yang hampir sama namun terdapat perbedaan yang mempengaruhi bagaimana mereka beroperasi. Hasil dari analisis perbandingan, yaitu Rumah Kayu dan Kampung Kecil kedua nya memiliki beberapa perbedaan dari aspek- aspek business model canvas yang mempengaruhi aspek- aspek lain seperti value propotions mulai dari harga, fasilitas, dan layanan yang ditawarkan.

Kata Kunci: *Business Model Canvas; BMC; Restoran; Strategi Bisnis*

Abstract

The increasingly intense business competition between Rumah Kayu, Kampung Kecil, and other competitors requires management to operate professionally and possess a deep understanding of their business models for effective evaluation and strategic planning. This study aims to map the implementation of the business models of Rumah Kayu and Kampung Kecil using the Business Model Canvas (BMC) approach. A qualitative method was employed through interviews with relevant parties, followed by analysis and mapping to compare the applied business models. The results show that while Rumah Kayu and Kampung Kecil share similarities in several aspects of the BMC, there are notable differences that affect their operations. These differences are primarily reflected in the value propositions component, including pricing, facilities, and the services offered by each restaurant.

Keywords: *Business Model Canvas; BMC; Restaurant; Business Strategy*

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INTRODUCTION

Population growth and increased consumer income have catalyzed significant expansion in Indonesia's food and beverage sector, particularly in Bandar Lampung.

This proliferation of restaurants has intensified competition, compelling entrepreneurs to develop innovative strategies and competitive advantages to ensure business sustainability. As Berman et al. (2018) assert, competitive advantage emerges through business innovation that addresses contemporary consumer needs and preferences, thereby creating distinctive value propositions. Giesen, Berman, Bell, and Blitz (2007) observe that the most successful CEOs anticipate industry transformations by focusing on business model innovation as a pathway to organizational excellence and growth. The U.S. Small Business Administration (2015) characterizes the business model as a determinant of business success, while Osterwalder and Pigneur (2010) conceptualize it as a critical management function enabling organizations to evaluate their market position and adapt to prevailing conditions.

Statistical evidence demonstrates the rapid proliferation of food establishments in Bandar Lampung, with registered restaurants increasing from 792 in 2020 to 1,162 in 2023. This substantial growth compels entrepreneurs to innovate for business continuity. Developing appropriate business models facilitates more precise decision-making and enhances success probability (Silvana, Jasmina, 2012). The Business Model Canvas (BMC) offers a comprehensive framework for representing essential business elements within a unified strategic approach. Its comprehensive design enables straightforward visualization of business components while identifying value propositions, key activities, resources, revenue streams, and communication channels. According to Osterwalder and Pigneur (2010), the BMC comprises nine critical elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure.

This study examines two developing restaurants in Bandar Lampung: Rumah Kayu and Kampung Kecil. These establishments were selected for their similar customer segmentation as family restaurants, comparable menu offerings (Sundanese and Chinese cuisine), and proximal locations on Arief Rahman Hakim Street. Rumah Kayu, established in December 2007, demonstrates consistent growth with an average of 3,183 visitors during the October-December 2024 period, reflecting a monthly increase of 0.79%. This open-space establishment features extensive gardens and natural decor, creating an ambiance conducive to family dining and corporate meetings. Their diverse menu encompasses Chinese cuisine, Indonesian specialties, and Western fare, with signature dishes including Jumbo Male Crab and Grilled Free-Range Chicken. Price points range from Rp. 10,000 to Rp. 350,000.

Kampung Kecil, founded in 2020, offers Indonesian cuisine in a traditional village atmosphere. Located on Arief Rahman Hakim Street, it operates daily from 11:00 to 21:00. The restaurant provides traditional gazebos, children's play areas, fish ponds, spacious parking, and prayer facilities. Signature dishes include Complete Timbel Rice, Cianjur Grilled Fish, Lodeh Vegetables, and Es Dawet Ayu, with prices ranging from Rp. 10,000 to Rp. 250,000. As competition intensifies in the food and beverage sector, these restaurants face internal challenges including procurement of quality ingredients and insufficient social media promotion, limiting awareness

among tourists and visitors. External challenges include emerging competitors capturing market share and proliferating new establishments. Consequently, each restaurant must devise appropriate strategies for business development and sustainability. The Business Model Canvas presents a valuable framework for these Bandar Lampung establishments to identify and enhance their value propositions for continuous improvement.

Based on the above information, the research "Analysis of Business Model Canvas Strategy Implementation (Study on Restaurants in Bandar Lampung)" aims to examine and compare the business models of several Bandar Lampung restaurants using the Business Model Canvas methodology. The study analyzes how Rumah Kayu and Kampung Kecil implement their business strategies through this framework, identifying their effectiveness and differences. The research benefits restaurants by providing strategic business development insights, offers reference material for other businesses, and contributes to academic literature in business and management, specifically regarding Business Model Canvas applications in the food and beverage industry.

METHODOLOGY

Research Methods

This research employs a qualitative methodology to elucidate the ways individuals interact with their surroundings, as articulated by Yin (2018). He observes that qualitative research facilitates a comprehensive examination of subjects without the rigid constraints characteristic of alternative research methodologies. The study employs a descriptive qualitative methodology, designed to depict real-life scenarios and occurrences without intervention (Azwar, 2005). Moleong (2014) asserts that qualitative research emphasizes understanding experiences via the observation of behavior, inspiration, and discourse. This research used the Business Model Canvas concept to examine the existing business practices of restaurants through nine components, including client groups, the value propositions, and financial structures. The goal is to design a novel, effective business model for these eateries. The collected data are qualitative, emphasizing thorough descriptions and observations from the field.

Types of Data and Data Sources

This study uses qualitative data, which consists of descriptions or narratives rather than numbers. Qualitative data explains events or activities through words. According to Moleong (2018), the main source of qualitative data is the words and actions of participants, with supporting data coming from documents or other materials. There are two kinds of data used in this research. First, primary data, which is collected directly from informants through interviews. These informants provide answers that help describe each element of the Business Model Canvas. Second, secondary data comes from existing sources such as documents, journals, websites,

and newspapers. This data is gathered by reviewing recorded information relevant to the study.

Regarding sources of data, Arikunto (2010) explains that data sources refer to where the data is obtained. He divides these into primary and secondary sources, summarized by the "3P" formula: Person, Paper, and Place. Person refers to individuals interviewed or observed to gain information related to the study. Paper includes documents and other written materials analyzed by the researcher. Place means the location where the research takes place or where the events studied occur. Following Lofland, as cited in Moleong (2018), the primary sources of qualitative data are words and actions obtained from informants during interviews, while additional data may come from documents or other sources. In this study, informants are chosen purposively, meaning they are selected intentionally because they have experience or involvement in the restaurant business being studied.

Subjects

According to Moleong (2014), this research selects informants via purposive sampling. Participants are chosen for their expertise and capacity to contribute research-relevant information. People who can provide light on the issue are chosen for purposeful sampling. According to Yin (2018), purposive sampling is ideal for "instances" with high significance and readiness to contribute data. Kuzel, mentioned in Yin (2018), recommends selecting persons with wide information access and varied research views. Complete data capture is ensured. Participation from diverse backgrounds reduces prejudice and preconceptions. Yin Research relies on informants and participants for specific information and feedback. They may offer more data sources or evidence. Thus, selecting informants carefully is crucial to research success.

Data Collection Techniques

Since this research is qualitative, data must be thorough, clear, and explicit. Data were collected by observation, interviews, and documentation. These three ways were used to fully comprehend each restaurant's business plans. To gather information, each restaurant's vision and purpose were asked in interviews. Managers, corporate executives, and study-related personnel were interviewed. Second, the researcher observed people at study locations in the field. This objectively captured the physical circumstances and events relevant to eateries' business strategy. Finally, documentation examined books, periodicals, government papers, meeting notes, and diaries. The researcher checked sales statistics and photos to verify the results. This strategy supported the research with more evidence (Sugiyono, 2017).

Research Process

This research collected data in various phases. Before approaching Rumah Kayu and Kampung Kecil, the researcher identified themselves and asked permission from management. The researcher described the study's goal to create trust and scheduled interviews. The researcher built a pleasant, respectful connection with participants at the locations. Gathering data from multiple sources, understanding its significance, and carefully observing events without irritating informants was

attempted. The researcher employed approaches that satisfied study goals to acquire data. Taking meticulous notes while monitoring Rumah Kayu and Kampung Kecil's everyday activities. Key informants including Rara Hasan (Rumah Kayu Management) and Popon (Deputy Supervisor) were interviewed in-depth using a set of questions. Written notes, pictures, and notable works about the two places were also employed to chronicle happenings. This rigorous strategy ensured data accuracy and richness (Creswell, 2014).

Data Analysis Techniques

This study uses a descriptive qualitative data analysis technique by describing the nine elements of the Business Model Canvas. Sugiyono (2018) explains that qualitative data analysis occurs during data collection and continues afterward. The analysis follows three main steps. First, data reduction involves narrowing down the large amount of data collected. This process sharpens, categorizes, and organizes the data by removing unnecessary information, making it easier to draw final conclusions. Data reduction includes identifying key units and coding them, which helps summarize and focus on essential information for further analysis. Second, data presentation arranges the reduced data into organized formats such as matrices, graphs, networks, or narratives. Presenting data clearly helps make it easier to understand the situation and draw insights.

Third, drawing conclusions and verification involves interpreting the presented data to formulate conclusions. Initial conclusions may be tentative and subject to change if unsupported by evidence. However, conclusions backed by solid data become credible and, when further supported, can form the basis for theory development (Sugiyono, 2018). This study combines descriptive analysis and a three-stage strategy formulation process. The Business Model Canvas is used as the main tool to understand and evaluate the current business models of Rumah Kayu and Kampung Kecil. Interviews and data collection help determine whether the existing business model is still relevant, with the nine elements serving as the foundation for future business strategy development.

RESULT AND DISCUSSION

Analysis of the Implementation of the Rumah Kayu Business Model Canvas

The analysis of the Business Model Canvas (BMC) application at Rumah Kayu is based on nine key criteria: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. Starting with Customer Segments, Rumah Kayu targets multiple customer groups, primarily families and office workers. Using Assauri's (2012) segmentation variables—geographic, demographic, psychographic, and behavioral—the location of Rumah Kayu in a strategic area of Bandar Lampung allows it to reach a broad market. The proximity to residential areas, schools, and offices makes it convenient for families, students, and professionals to choose Rumah Kayu as a place for dining and socializing. Demographically, Rumah Kayu welcomes

all ages, genders, economic levels, and social classes, including students and office workers. Psychographically, the target customers enjoy social interactions and value the food and atmosphere. Behaviorally, the focus is on families, office employees, and teenagers, supported by insights from social media followers.

Performance, customisation, design, pricing, and location are Rumah Kayu's value propositions. Customer satisfaction increases with pleasant and attentive personnel. Special orders and QRIS and mobile banking provide customization and ease. Combining traditional and contemporary aspects like saung (huts), ponds, and private places, the restaurant attracts varied customers. Menu selections fit all budgets and are competitively priced. Its central placement makes it more appealing and accessible. Rumah Kayu delivers on-site and via third parties. Rumah Kayu utilizes Instagram and TikTok to creatively market its services, menus, and promotions in keeping with current trends. Rumah Kayu emphasises direct touch, trust, and timely service for customer relationships. Social media helps gather consumer feedback and recommendations, while local communities and influencers promote events and attract new customers. This multifaceted strategy builds client loyalty.

Rumah Kayu relies on one-time consumer payments for revenue. Rumah Kayu customers order meals and drinks and pay at the cashier's counter with cash or mobile banking or QRIS. Restaurant income comes from food and drink sales, venue renting, and meal delivery. Prices from IDR 10,000 to IDR 350,000 affect daily income. Pricing depends on raw material, equipment, facility, and human resource production costs. Exclusive specials throughout Ramadan, Eid, and Valentine's Day boost sales. Weekend and holiday sales rise, while weekday purchases stay consistent but lower.

Rumah Kayu has physical, intellectual, human, and financial resources. The company occupies a 15,000 m² land including a restaurant, mosque, gardens, playground, entertainment, kitchen, and office. Rumah Kayu's recipes and cooking methods set it apart. Personnel are essential, with minimum age and education requirements to ensure quality service. Waiters, chefs, cashiers, cleaners, gardeners, and security work there. The owner's personal funds funded the business's start-up. The restaurant fills a need for family-friendly open-space eating with recreational options. Starting in the morning, the kitchen team prepares ingredients and half-cooked meals. Chefs quickly prepare dishes based on waitstaff or online delivery orders. Besides everyday food production, Rumah Kayu provides catering and venue rental for birthdays and weddings, sometimes paired with catering packages.

Key partnerships include multiple suppliers providing fresh, high-quality raw materials such as vegetables, seafood, spices, and meats. Maintaining good relations with suppliers is vital to ensure food quality. The restaurant also collaborates with delivery services like Grab and Gojek and a social media agency to manage digital marketing, enhancing brand awareness and customer engagement. The cost structure consists of fixed and variable costs managed efficiently to maximize profits. Fixed costs include employee salaries, maintenance, operations, taxes, and marketing, totaling around IDR 148 million monthly. Variable costs cover raw materials, gas, electricity,

and taxes, which fluctuate with market conditions and usage, amounting to approximately IDR 107 million per month. This financial management supports Rumah Kayu's goal of providing high-quality services while maintaining operational efficiency.

Design of the Rumah Kayu Business Model Canvas

Table 1. Rumah Kayu Business Model Canvas

Key Partners	Key Activities	Value Propositions	Customer Relationship	Customer Segment
• *Vegetable Supplier* • *Seafood Supplier* • *Raw Material Supplier (Chicken, Meat, Eggs)* • *Kitchen Spice Supplier* • *Fruit Supplier* • *Social Media Agency*	• Food Sales • Beverage Sales • Catering • Venue/Event Rental **Key Resource** • Human Resources • Recipes and Food Processing Techniques • Facilities (Prayer Room, Park, Children's Park, Entertainment Facilities) • Assets (Land, Restaurant, Equipment)	• Delicious Food • Various Drinks • Friendly and Fast Service • Spacious, Clean and Comfortable Place • • Complete, Comfortable and Attractive Facilities	• *Discounts* • *Customer feedback* **Channels** • Restaurant • Online Sales (Online Motorcycle Taxi)	• Men & Women • All Ages • Families • Office Workers • Tourists • Communities

Cost Structure	Revenue Streams
• Operational Costs • Employee Salaries • Maintenance Costs • Tax Costs • Construction Costs • Marketing Costs • Raw Material Costs • Gas and Electricity Costs	• Beverage Sales • Food Sales • Venue Rental

When mapping out a business model, the first step is to define and fill in the customer segments box. This is important because only profitable customers will

support the organization's sustainability. Next, the value propositions box needs to be filled, which contains a clear statement of the unique products or services promised to the targeted customer segments. After that, the channels box explains how the organization communicates, delivers, and interacts with its customers. Following this, the customer relationships box determines how much effort the organization puts into maintaining those relationships. When customer segments are well focused, value propositions clearly stated, and channels and relationships properly managed, the revenue streams box can be filled, generating funds for the organization. Behind the scenes, key resources, key activities, and key partnerships must also be efficiently managed. Efficiency in these areas is crucial to keep the cost structure optimal and ensure the business runs smoothly in the long run.

Analysis of the Implementation of the Kampung Kecil Business Model Canvas

Kampung Kecil restaurant's Business Model Canvas (BMC) study includes Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. Families and office workers are Kampung Kecil's main customers. The segmentation uses geographic, demographic, psychographic, and behavioral characteristics. The restaurant is conveniently located in Bandar Lampung among residential areas, schools, and offices, making it a great meeting spot. Kampung Kecil targets students and professionals of various ages, genders, and socioeconomic classes. It attracts socializers who want a cozy eating experience. The restaurant targets families, office professionals, and teens using social media to discover their tastes.

In terms of Value Propositions, Kampung Kecil offers several key benefits. The restaurant emphasizes high performance through friendly and responsive service. It provides customization options, allowing customers to tailor their food orders and choose comfortable seating areas. The traditional and serene design featuring village-style huts, ponds, and leisure facilities enhances the dining experience. Pricing is competitive, with menu options ranging from IDR 10,000 to 250,000, catering to diverse budgets. Additionally, the restaurant's prime location adds convenience and accessibility for customers. Regarding Channels, Kampung Kecil primarily uses direct channels, where customers dine on-site, but also partners with third-party delivery services to reach distant customers. The restaurant actively promotes itself through social media platforms like Instagram and TikTok, sharing engaging content about its services and promotions to attract more customers. Lastly, Customer Relationships focus on trust and direct interaction, both face-to-face and via social media. Kampung Kecil utilizes its official social media to gather feedback and improve services. Collaborations with local communities and influencers help strengthen ties with loyal customers and draw in new visitors, enhancing overall customer engagement.

Kampung Kecil's revenue streams primarily fall under transaction revenue, generated from one-time customer transactions. Visitors to Kampung Kecil receive services and order food and beverages, paying for their bills at the cashier either in

cash or through digital payment methods like mobile banking and QRIS. The restaurant's income sources include sales of food and drinks, venue rentals, and food delivery services. Daily revenues come from customers ordering menu items priced between IDR 10,000 and IDR 250,000. Pricing is determined by considering costs of raw materials, equipment, facilities, and human resources. Peak sales periods occur during major celebrations such as Ramadan, Idul Fitri, and Valentine's Day, when limited-time promotions attract more customers. Weekend and public holidays also see higher sales, while weekdays tend to have steady but lower income.

Kampung Kecil's key resources are divided into four categories. Physically, the restaurant occupies 1,800 m² including a dining area, mosque, garden, children's playground, entertainment facilities, kitchen, and office, supported by furniture and cooking equipment. Intellectually, the restaurant's strengths lie in customer service, unique recipes, and distinctive cooking techniques that differentiate it from competitors. Human resources are critical, with high recruitment standards requiring at least a high school diploma for waitstaff and a diploma degree for office staff. The staff composition includes waiters, cooks, cashiers, cleaning staff, and security personnel. Financially, Kampung Kecil relies on a franchise system to fund business expansion, allowing partners to open new branches under established standards.

Key activities focus on addressing the lack of family-oriented restaurants in Bandar Lampung by offering not just dining but recreational facilities to foster family and social gatherings. Daily operations involve preparing raw materials, receiving orders onsite or via delivery, cooking per order, and serving or packaging food for delivery partners such as Grab and Gojek. Strategic partnerships include a single trusted supplier providing fresh, quality ingredients and collaboration with online delivery services. Cost structure management includes fixed costs such as employee salaries, franchise fees, rent, maintenance, operations, and taxes, alongside variable costs like raw materials, gas, and utilities, all managed efficiently to maximize profit.

Design of the Kampung Kecil Business Model Canvas

You must first define and identify your consumer categories before establishing a company plan. Important since only valued clients will continue the firm. Knowing your clients lets you create value propositions—the distinct advantages your goods or services give them. Next, choose distribution methods to distribute your products and engage with consumers. Building excellent customer connections also boosts engagement. With these factors, you may concentrate on income sources for financial security. Behind the scenes, effective resource, activity, and strategic partnership management controls costs. A business can compete and succeed long-term by carefully organizing these parts.

Table 2. Kampung Kecil Business Model Canvas

Key Partners	Key Activities	Value Propositions	Customer Relationship	Customer Segment
• Sole Supplier • Landlord	• Food Sales • Beverage Sales • Catering • Venue/Event Rental	• Delicious Food • More Affordable Prices • Friendly and Fast Service • Clean and Comfortable Place	• Discounts • Customer feedback	• Men & Women • All Ages • Families • Office Workers • Tourists • Communities
	Key Resource • Human Resources • Recipes and Food Processing Techniques • Facilities (Prayer Room, Park, Entertainment Facilities) • Assets (Restaurant, Equipment)		**Channels** • Restaurant • Online Sales (Online Motorcycle Taxi)	

Cost Structure	Revenue Streams
• Operational Costs • Rent • Franchise Fees • Employee Salaries • Tax Costs • Maintenance Costs • Raw Material Costs • Electricity, Gas and Water Costs	• Beverage Sales • Food Sales • Venue Rental

Comparison of the Business Model Canvas of the Two Restaurants

Here is a comparison of the Business Model Canvas between Rumah Kayu and Kampung Kecil based on the analysis:

Table 3. Comparison of the Business Model Canvas

Business Model Canvas	Rumah Kayu	Kampung Kecil
Customer Segment	Men and women, all ages, families, office workers, students, communities	Men and women, all ages, families, office workers, communities
Value Propositions	Delicious food and beverages, lush concept with surrounding	Delicious food and beverages, village-style dining with huts

	gardens, complete facilities (prayer room, meeting room, playground)	and ponds, more affordable pricing
Channels	Restaurant and delivery orders (online motorcycle taxis)	Restaurant and delivery orders (online motorcycle taxis)
Customer Relationship	Discounts and promotions, customer feedback	Discounts and promotions, customer feedback
Revenue Streams	Food and beverage sales, catering, venue rental	Food and beverage sales, catering, venue rental
Key Resources	Human resources, recipes & cooking techniques, assets (land, restaurant, equipment), full facilities	Human resources, recipes & cooking techniques, assets (restaurant, equipment), adequate facilities
Key Activities	Selling food and drinks, catering, venue/event rental	Selling food and drinks, catering, venue/event rental
Key Partnerships	Multiple suppliers for different ingredients, social media agency	Single supplier, property owner
Cost Structure	Operational costs, salaries, maintenance, taxes, construction, marketing, raw materials, utilities (gas & electricity)	Operational costs, rent, franchise fees, salaries, taxes, maintenance, raw materials, utilities (electricity & water)

Although both restaurants have similar business models, there are notable differences in facilities, cost structure, and supplier strategies. Rumah Kayu offers more comprehensive facilities and assets, while Kampung Kecil operates with more limited assets but maintains cost efficiency through single suppliers and renting its location. Both continue to innovate and improve quality to retain loyal customers and attract new ones.

Results of the Customer Perception Questionnaire of the Rumah Kayu Business Model Canvas

The customer perception study examined how visitors regard Rumah Kayu and Kampung Kecil based on their business models. Each restaurant had 30 responders, typically 21–40 years old and gender balanced. Most Rumah Kayu customers said the restaurant is ideal for all ages, families, office professionals, and community organizations. Rumah Kayu's diverse consumer base shows its inclusiveness. Customers also liked the restaurant's value. Their meal was always good and they liked the variety. Friendly, pleasant, rapid, and efficient service and tasty meals were mentioned. Many praised the restaurant's green, serene, clean, and pleasant ambiance, which invited diners to relax. These features enhance the restaurant's appeal.

Price-wise, most customers felt that Rumah Kayu's prices matched the quality of the food and service, even if some considered the food prices somewhat high. The dining experience at the restaurant and the delivery service were both rated very well, reflecting Rumah Kayu's commitment to customer convenience. Customers have noted that Rumah Kayu routinely provides discounts and promotions, which keeps the experience new and engaging. The restaurant regularly solicits client input to improve service. Respondents say Rumah Kayu has a professional crew and great food. A big, well-equipped space with entertainment and kid-friendly amenities enhances the restaurant experience. Customers also liked the restaurant's food and beverage sales and event hosting.

The Kampung Kecil consumer profile was similar, with a fair mix of men and women with most responders aged 21–40. Its wide appeal made Kampung Kecil appealing to all ages and groups including families and office professionals. Customers like the restaurant's cuisine, appearance, and menu diversity. Friendly, pleasant, rapid, and efficient service, like Rumah Kayu. Though less green and shaded than Rumah Kayu, the ambiance was clean and pleasant.

Price differences were large. Many consumers said Kampung Kecil's cuisine was inexpensive and good value, matching the quality and service. Delivery rated lower than dine-in, but customers were satisfied with both. Kampung Kecil offers incentives and uses client input to establish partnerships. Customers said Kampung Kecil's amenities were smaller and less comprehensive than Rumah Kayu's. Entertainment and kid-friendly locations were also scored lower. Despite this, Kampung Kecil's service and cuisine were praised. Though less popular than Rumah Kayu, Kampung Kecil's cuisine and beverage and event hosting were well received.

CONCLUSION

The examination and discourse of the Business Model Canvas of Rumah Kayu and Kampung Kecil indicate that both enterprises are now at a stage of establishing and sustaining their operations. Rumah Kayu utilizes its robust resources to perpetually advance its company via the enhancement of product quality and customer service. The use of the company Model Canvas has enabled Rumah Kayu to develop comprehensive plans for all its company components. Rumah Kayu has a profound comprehension of industry developments, allowing it to sustain product quality and customer fidelity. It constantly innovates by launching new food offerings aligned with client preferences and enhancing appealing amenities. The expansive setting of Rumah Kayu, with attractions like a mosque, playground, many dining spaces, and visually appealing picture opportunities, promotes return visitors. The diverse array of dishes crafted from premium ingredients, utilizing specialized techniques, coupled with amiable and efficient service, ensures customer loyalty. Furthermore, Rumah Kayu employs many suppliers to guarantee the utmost quality of raw materials. Its advantageous position in Bandar Lampung's gastronomic center, next to residential neighborhoods, workplaces, and educational institutions,

draws a diverse clientele, including families, students, and professionals. Kampung Kecil, while operating with constrained resources, successfully expands its company by providing inexpensive, delectable, and high-quality cuisine. The company Model Canvas functions as a strategic instrument for Kampung Kecil to facilitate its company growth. The study indicates that Kampung Kecil has formulated robust, well planned strategies for each component of its business strategy.

Kampung Kecil monitors market trends to retain consumer loyalty and ensure food quality. It constantly innovates by launching new menu selections and enhancing both culinary and service standards. Kampung Kecil, despite its limited size, optimizes efficiency by offering vital amenities such a prayer room, lounging spots, and a tranquil garden with a pond. Kampung Kecil has a franchise model that utilizes a single supplier to optimize expenses while ensuring ingredient quality. Reduced raw material and operating expenses enable Kampung Kecil to provide more competitive pricing, which is a significant selling proposition. Its strategic position in the urban core and gastronomic district, in proximity to workplaces, residences, and educational institutions, facilitates the attraction of diverse consumer demographics, including families, professionals, and young individuals. In summary, while Rumah Kayu and Kampung Kecil have commonalities in their business methods, they possess significant variations that influence their entire operations, including pricing and amenities. Each restaurant has a distinct value proposition: Rumah Kayu provides a full facility with an appealing idea, whilst Kampung Kecil emphasizes price and quality. Competition compels firms to continually develop and enhance their goods, so assuring consumer pleasure and loyalty while drawing new clientele.

Recommendations are customized for each organization to improve competitiveness and relevance in a demanding market. It is recommended that Rumah Kayu revamp its look and idea to attract a younger clientele, particularly students. Menu innovation, such as the incorporation of Western cuisine, pastries, or economical meal packages, may entice new customers. Establishing branches in suitable places may enhance market penetration. Enhancing customer connections via loyalty programs, staff incentives, and facilities like as complimentary Wi-Fi may elevate satisfaction and retention rates. Furthermore, Rumah Kayu need to pursue further collaborations to mitigate dependence risks and do cost assessments to enhance operational efficiency. Kampung Kecil is recommended to modify its menu to align with young tastes by including Western alternatives and to contemplate extending its space and amenities to improve customer experience. Enhancing brand visibility via partnerships with influencers or social media agencies may facilitate the introduction of Kampung Kecil to a broader audience in Lampung. Special discount initiatives at events such as birthdays or graduations might enhance client relationships. Kampung Kecil is advised to incentivize personnel, provide Wi-Fi access, and enhance relationships to ensure seamless operations. Periodic evaluations of expenditures are essential to

guarantee the effective use of resources. Both Rumah Kayu and Kampung Kecil must consistently innovate, enhance customer interactions, and judiciously manage resources to sustain their competitive advantage and expand their market share, particularly by appealing to younger, high-potential clients. This research used a qualitative descriptive methodology, using case studies and primary data gathered via interviews and observations. Qualitative descriptive research entails the interpretation of ideas, perceptions, attitudes, and beliefs from informants without quantification. Thus, the study significantly relies on the researcher's interpretation, thus introducing bias. Moreover, essential data, like the company's total expenditures and comprehensive monthly revenue, were inaccessible owing to secrecy, so limiting the thoroughness of the investigation.

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