

ABSTRACT

Saranghaeyo Grill, a Korean barbeque business established in Bandung in 2019, experienced a significant decline in business performance after relocating and due to the impact of the COVID-19 pandemic. This research aims to analyze Saranghaeyo Grill's existing business model using the Business Model Canvas (BMC), evaluate its Value Proposition Canvas (VPC), and design an innovative new business model through the BMC approach. A descriptive qualitative research method was employed, with data collected through interviews, observation, and documentation. The informants included the owners of Saranghaeyo Grill (Mr. Rudy and Mrs. Lucia), three consumers (Yanti, Inggit, Rakha Putra), and a competitor's owner (Mr. Febri from BerbaGrill). Data validity was tested using source triangulation and confirmation of results with the informants.

The analysis of the existing BMC shows that Saranghaeyo Grill targets couples, young people, families, and office groups, offering an affordable "All You Can Eat" concept with good quality. However, customer complaints were found regarding service (less friendly, hot/smoky atmosphere), tough meat quality, and difficulty with online ordering. The Business Model Environment identifies opportunities from digital trends, consumer interest in Korean-style Grill & Shabu, and investor growth. Threats include intense competition, healthy substitute products, unstable purchasing power, and fluctuating raw material prices.

The proposed new BMC recommendations focus on enhancing the value proposition through the implementation of "3S" (likely referring to a specific strategy, though not detailed in the abstract), optimizing air circulation, improving meat/menu quality and variety, and developing sales via online merchants with ready-to-grill package products. Collaboration with Korean product SMEs and more interactive customer loyalty programs are also recommended. The limitation of this research is that it is a single case study on Saranghaeyo Grill in Bandung City, thus the generalization of findings is limited to similar businesses with similar characteristics.

Keywords: Business Model, Business Model Canvas, Value Proposition Canvas