

**THESIS**

**SHIMA TEPPANYAKI SHABU SHABU MANAGEMENT**

**PERFORMANCE TOWARDS BUSINESS RESILIENCE**

**POST COVID-19**



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**BADUNG**

**2024**

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2024**

# THESIS

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The Master's Degree in Applied Tourism (M.Tr.Par)  
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I hereby declare that the thesis research entitled entitled “**Shima Teppanyaki Shabu Shabu Management Performance Towards Business Resilience Post Covid-19**” is truly free from plagiarism. Shall in the future proven that there is plagiarism in this scientific paper, then I am willing to accept sanctions in accordance with the implemented regulation.

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TOWARDS BUSINESS RESILIENCE POST COVID-19

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Badung, 3 January 2024

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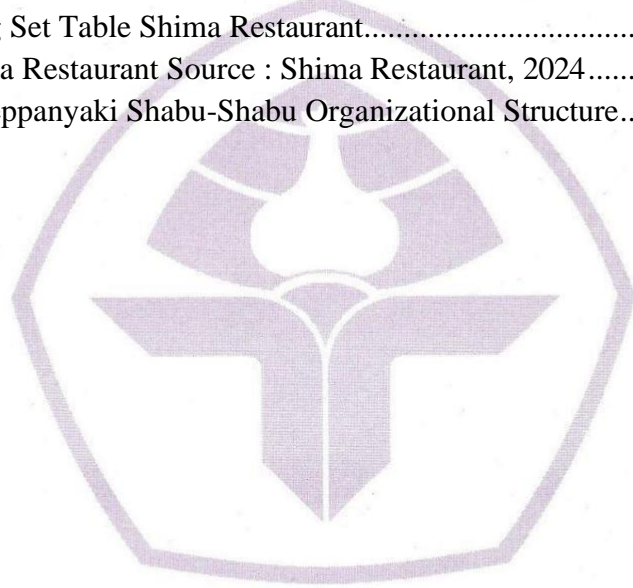
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# SHIMA TEPPANYAKI SHABU SHABU MANAGEMENT PERFORMANCE TOWARDS BUSINESS RESILIENCE POST COVID-19

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## ABSTRACT

Shima Teppanyaki & Shabu Shabu is a restaurant located in Kerobokan, Badung Regency. This study focuses on the management performance of Shima Teppanyaki & Shabu Shabu in facing the challenges of business sustainability post-COVID-19 pandemic. The pandemic has significantly transformed the tourism landscape, including the culinary sector. This research aims to analyze the business resilience model implemented by Shima Teppanyaki & Shabu Shabu to ensure business continuity in post-pandemic conditions. By using the Business Model Canvas (BMC) framework and the Balanced Scorecard (BSC) approach, this study evaluates nine key elements in the business model and management performance to determine the most effective strategies for maintaining and increasing the restaurant's revenue.

This research employs a descriptive qualitative method. Data were collected through observation, in-depth interviews, and documentation studies. The data collection technique was conducted purposively or deliberately. The analysis technique used is the Business Model Canvas method.

The research results show that Shima Teppanyaki & Shabu Shabu successfully implemented strategies focusing on improving operational efficiency, adapting to customer needs, and utilizing technology to support business sustainability. This study was used to identify the business model employed to sustain business operations amidst a significant decline in customer numbers and revenue during the pandemic. The resilience model developed through this research is expected to serve as a reference for restaurant managers in designing future business sustainability strategies using the Business Model Canvas (BMC).

**Keyword:** Management Performance Bussiness Resilience, Covid 19, Shima Teppanyaki

# CHAPTER I

## INTRODUCTION

### 1.1 Background

Amidst the tumultuous COVID-19 pandemic, the tourism sector confronted unparalleled challenges, navigating a landscape reshaped by global governmental interventions aimed at curbing the virus's spread. While crucial for public health, these measures exacted a toll on the tourism industry, hindering individuals' ability to explore and enjoy various tourist destinations. The resulting decline in revenue cast a shadow over key players in the sector, including hoteliers, airlines, restaurants, tourist attraction managers, souvenir centers, travel agents, and tour guides, all grappling with a marked downturn in financial performance (Subawa et al., 2021).

In 2020, the severity of the global health crisis led to the suspension of flights, closure of hotels, and the imposition of stringent travel restrictions. The United Nations World Tourism Organization (UNWTO) noted a significant impact on the travel and tourism sector, witnessing a discernible shift towards virtual activities (UNWTO, 2020). This transformation echoed in popular tourist destinations such as Kuta beach, where once-lively areas like Poppies Alley and Legian Street stood eerily deserted.

The aftermath extended beyond primary services, affecting tourism-supporting facilities. Accommodations faced closures and sales as owners grappled with the challenge of sustaining their businesses. Over-contracted ownership of shops and kiosks selling souvenirs or tourist products experienced closures, further contributing to the economic downturn (Mahagangga et al., 2020). Bali, a revered tourist destination, witnessed a staggering 93% decline in its tourism sector in 2019, with stringent restrictions for visitors from several countries, including China, Italy, the Vatican, Spain, France, Germany, Switzerland, England, and various South Korean cities. The peak of

the decline, at 93.24%, occurred in April 2020, underscoring the severity of the outbreak in Bali.

The Strategic Indicator Statistics of Bali Province for the August 2021 period announced by the Head of BPS Bali Province Hanif Yahya stated that the number of foreign tourists to Bali during June 2021 recorded only one visit through the airport. Meanwhile, in May 2021, the number of foreign tourists to Bali was eight visits. The decline was also influenced by the implementation of travel restrictions. The decline in foreign tourist visits to Bali in the January-June 2021 period was recorded as deep as 99.996 percent compared to the same period the previous year, or during January-June 2020.



Figure 1. 1 Development of Air Transportation in Bali Province

Source: BPS Province Bali 2021



Based on the presentation released by the BPS of Bali Province, this is also related to the data on the number of visits to Shima Teppanyaki Shabu Shabu during that month, as evidenced by the following data:

Tabel 1. 1 Visitor Data for Shima Teppanyaki January – June 2021

Month	In 2021		Total
	Local Customer	Inter Customer	
January	539	782	1321
February	406	433	839
March	195	343	538
April	187	234	421
Mei	98	195	293
June	43	82	125

Source: Shima Teppanyaki Shabu Shabu 2021

Based on the presentation of the visitor data above, there is a noticeable correlation with the BPS data on tourist visits to Bali for the period from January to June 2021. This correlation suggests that the trends observed in the visitor data for Shima Teppanyaki align with the overall trends in tourist arrivals to Bali as reported by BPS. Such alignment indicates that the number of visitors to Shima Teppanyaki may be influenced by the broader patterns of tourism in the region during this time frame. The consistency between these datasets underscores the interconnectedness of local business performance with the general influx of tourists to Bali.

In the framework of the new normal era, the Government through the Ministry of Tourism and Creative Economy prepared the reopening of tourism in Indonesia during the Covid-19 pandemic by launching the CHSE program. CHSE is a Kemenparekraf

program in the form of implementing health protocols based on Cleanliness, Health, Safety, and Environment Sustainability (Kemenparekraf, 2021). Kemenparekraf seeks to build trust for tourism industry players, so that they can prepare various needs in the form of facilities related to and supporting this sector. Starting from accommodation, restaurants, transportation, and places that become tourist destinations themselves are prepared with the CHSE protocol. So it is hoped that the launch of this CHSE program can provide a sense of security for tourists to travel while still paying attention to health protocols.

Shima Teppanyaki & Shabu Shabu Seminyak is a restaurant located in the North Kuta area of Badung Regency, stands as the sole stand-alone Japanese teppanyaki concept restaurant in Bali. Embracing the healthy style of Japanese cooking with a keen emphasis on quality, Shima offers a comfortable setting for those seeking the traditional hot pot style cuisine of Shabu Shabu. The establishment prioritizes the highest quality ingredients, prepared to perfection at reasonable prices. Eager to bring people together for a fun and authentic Japanese dining experience with a modern twist, Shima caters to everyone and strives to deliver the best dining experience to its guests.

Shima Teppanyaki & Shabu Shabu Seminyak restaurant also experienced obstacles during the pandemic which caused the number of visiting consumers to decrease so that it carried out business model change activities so that it could survive the Covid 19 pandemic. The model applied is by reducing the maximum number of visitor visits in accordance with the recommendations of government regulations, besides that Shima also conducts CHSE certification tests in accordance with the direction of the Ministry of Tourism & Creative Economy so as to provide a sense of security to visiting consumers.

In the face of covid-19 Shima has made many changes to the performance model in running the business. restaurant, starting from adjusting employee working hours, providing employee wages, carry out the rules of open operating hours in accordance with government regulations and according to CHSE standardization so that it is proven to be able to survive in a pandemic situation covid-19 pandemic. However, in dealing with the post-pandemic situation now Shima Teppanyaki & Shabu Shabu is still experiencing a decline in revenue which is inversely proportional to the post-pandemic situation. inversely before the pandemic situation.

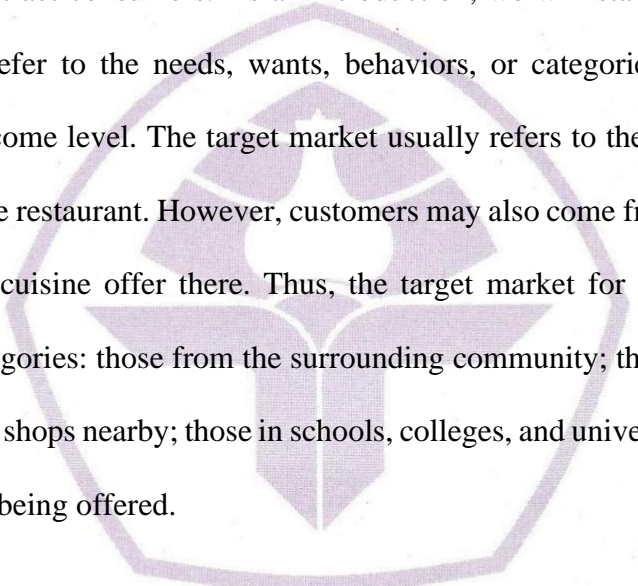
Tabel 1. 2 Revenue Shima Teppanyaki in Million Rupiah

<b>Years</b>	<b>Income</b>	<b>Net Profit</b>
2018	14.000	5.600
2019	8.000	3.200
2020	5.000	2.000
2021	3.000	1.200

The gap in this research is indicated by the decline in the number of visits, which also affects the number of visits to Shima, resulting in a business downturn and a consequent revenue decrease. Typically, Shima Teppanyaki generates IDR 1.2 billion per month; however, the impact of the COVID-19 pandemic has caused a reduction in revenue to IDR 130 million per month, significantly affecting the company, particularly in terms of operational costs. In this study, the researcher seeks alternative model solutions for Shima to address the post-COVID-19 pandemic situation and increase the revenue index by using the Business Model Canvas (BMC).

Thus, this research will focus on modeling using the Business Model Canvas (BMC) as an analysis and looking for a model that is in line with the current analysis and

find a model that suits what Shima is facing. Business Model Canvas (BMC) consists of nine (9) building blocks, namely, customer segments, value propositions, channels, customer relationship, revenue streams, key resources, key activities, key partners, and cost structure (Hanshaw, Natasha; Osterwalder, 2015). This study was conducted to determine how this 9-block business model can be applied to Shima Tepannyaki & Shabu Shabu Seminyak, which serves Japanese culinary dishes and is able to arouse the taste buds so that it can attract consumers. As an introduction, we will start with the target market, which can refer to the needs, wants, behaviors, or categories of consumers according to their income level. The target market usually refers to the residents living within 30 km from the restaurant. However, customers may also come from further away to enjoy the special cuisine offer there. Thus, the target market for this case can be divided into four categories: those from the surrounding community; those who work in factories, offices, and shops nearby; those in schools, colleges, and universities; and those who love the cuisine being offered.



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## **1.2 Research Problems**

The researcher exposes the following research questions considering the research background and gap:

1. How does Shima management perform in post-covid-19 sustainability business practices?
2. What is the resilience model for Shima Teppanyaki Shabu Shabu management performance to ensure sustainable business in post-covid 19?

## **1.3 Objectives of The Study**

The general objective to be achieved in this research is to determine the resilience of the business model implemented by Shima Teppanyaki Shabu Shabu post pandemic covid 19

## **1.4 Significance of The Study**

This study holds significance in:

- a. Increase understanding in decision making and as an evaluation in developing a sustainable business after Covid.
- b. Design a model for developing the management resilience of Shima Teppanyaki & Shabu Shabu Seminyak post-covid

## **1.5 Benefit of Research**

The benefits of research are the uses of the results of this research, there are two benefits of this research:

### **1.5.1 Theoretical Benefits**

The results of this research are expected to provide theoretical benefits to Shima Teppanyaki & Shabu Shabu Seminyak in assessing the management performance in post covid and design a model for developing the management resilience of Shima Restaurant. This research is expecting to contribute to the literature on

sustainable tourism, especially in the field of Food & Beverages.

### **1.5.2 Practical Benefit**

#### **1) For Writers**

Students can gain insight and practical skills in analyzing, assessing and creating business resilience model in restaurants. This can improve their understanding of the application of theoretical concepts in real contexts.

#### **2) For Bali State Polytechnic**

- 1) Bali State Polytechnic has additional scientific literature regarding the result of applied research on business resilience model at Shima Teppanyaki & Shabu Shabu Seminyak restaurant.
- 2) Bali State Polytechnic has scientific literature on the result of applied research in the resilience model for Shima Teppanyaki Shabu Shabu management performance to ensure sustainable business in post-covid 19.

#### **3) For Managers Shima Teppanyaki**

As evaluation and consideration material in efforts to manage and evaluate

Shima Teppanyaki Shabu Shabu Bali for the future.

very useful in analyzing the business model undertaken at Restaurant Shima Teppanyaki & Shabu Shabu. By using BMC, the author will be able to find things like the following:

1. *Customer Segments*

Who is the main customer segment at Restaurant Shima Teppanyaki & Shabu Shabu.

2. *Value Propositions*

What value is offered by Restaurant Shima Teppanyaki & Shabu Shabu.

3. *Channels*

How does Restaurant Shima Teppanyaki & Shabu Shabu reach out to its customers especially during the pandemic and after the covid-19 pandemic.

4. *Customer Relationship*

What kind of relationship Shima Teppanyaki Restaurant wants to build & Shabu Shabu.

5. *Revenue Streams*

Where are the revenue streams that can be maximized at Shima Teppanyaki & Shabu Shabu Restaurant?

6. *Key Resources*

What kind of key resources are needed by Restaurant Shima Teppanyaki & Shabu Shabu to run sustainable business management.

7. *Key Activities*

Identify key activities that are important to consider in carrying out sustainable business management at Shima Teppanyaki & Shabu Shabu Restaurant.

8. *Key Partnerships*

What kind of partnerships and with whom should be built by Shima Teppanyaki & Shabu Shabu Restaurant to run a sustainable business management.

# CHAPTER VI

## CLOSING

### 6.1 Conclusion

The study on Shima Teppanyaki & Shabu Shabu's management performance during the COVID-19 pandemic provides valuable insights into the resilience and adaptability of the restaurant business. Faced with unprecedented challenges due to the global health crisis, the management implemented a series of strategic measures to mitigate the impact on their operations. One of the key adaptations was the reduction in employee working hours, which helped to manage operational costs while maintaining a streamlined service. Additionally, the adoption of technology played a significant role in sustaining the business, with the introduction of online ordering systems and digital marketing efforts that expanded the restaurant's reach and customer base.

The use of the Business Model Canvas (BMC) allowed the management to systematically analyze and adjust their business model, focusing on essential elements such as customer segments, value propositions, and revenue streams. This structured approach enabled Shima to identify critical areas for improvement and to implement targeted changes that enhanced their value proposition to customers. Moreover, the Balanced Scorecard (BSC) was utilized to measure performance across multiple dimensions, including financial outcomes, customer satisfaction, internal business processes, and learning and growth. This comprehensive evaluation framework ensured that the restaurant's strategic goals were aligned with its operational activities, fostering a culture of continuous improvement and innovation.

The findings of this study underscore the importance of flexibility and proactive management in times of crisis. Shima Teppanyaki & Shabu Shabu's experience illustrates that businesses can not only withstand disruptions but also emerge stronger by embracing



new opportunities and refining their operational strategies. The lessons learned from this case study are applicable to other businesses facing similar challenges, highlighting the need for a resilient and adaptable business model. In conclusion, the successful navigation of the COVID-19 pandemic by Shima Teppanyaki & Shabu Shabu demonstrates that with thoughtful planning and a willingness to innovate, businesses can achieve sustainable growth even in the most adverse conditions

## **6.2 Recommendation**

The resilience model for Shima Teppanyaki Shabu Shabu management performance to ensure sustainable business in post-COVID-19 :

### 1. Adaptation to New Health Guidelines:

#### a. Implementation of Safety Protocols

It is crucial to strictly adhere to government health guidelines, including regular sanitation and disinfection of areas, as well as the installation of protective barriers and social distancing markers. This will help ensure the safety of both customers and staff.

#### b. Staff Training and Health Monitoring:

Providing continuous training on new health protocols, conducting regular health checks, and supplying Personal Protective Equipment (PPE) for staff are important steps. This can help ensure the health and safety of everyone involved in operations.

### 2. Digital Transformation:

#### a. Online Ordering and Delivery Services:

Developing a user-friendly online ordering platform and partnering with delivery services to expand reach can help attract more customers. Additionally, implementing contactless delivery options can enhance convenience and safety.

b. Digital Marketing Strategy:

Enhancing social media presence and using targeted online advertising campaigns can help reach a wider audience. Additionally, implementing loyalty programs through digital platforms can increase customer retention.

3. Menu and Service Innovation:

a. Introduction of New Menu Items:

Adding new, healthy menu items that use local ingredients can attract health-conscious customers. Developing easy-to-take-away food options can also be a good addition.

b. Enhanced Customer Experience

Offering virtual cooking classes and other events, as well as providing personalized dining experiences through reservation systems, can increase customer satisfaction.

4. Financial Management and Cost Control

a. Cost Reduction Strategies:

Optimizing supply chain management and negotiating with suppliers for better prices can help in controlling costs.

b. Diversification of Revenue Streams:

Exploring catering services and hosting events can be ways to diversify income streams, thereby reducing reliance on a single source.

These suggestions can help Shima Teppanyaki Shabu Shabu maintain a sustainable business in the post-pandemic situation by prioritizing health, leveraging digital technology, innovating in services, and effectively managing finances.

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