

Business Development Analysis of Zenio Fusion Food by using Business Modal Canvas

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ABSTRACT

Introduction/Main Objectives: The development of the culinary business is one of the many service businesses that are growing rapidly. There are many kinds of culinary in each region and each has its own characteristics like other types of traditions in general, food can also be combined. The purpose of this analysis is to determine the business development strategy to solve Zenio Fusion Food's problems. **Background Problems:** Zenio Fusion Food is a company engaged in the culinary field that combining different culinary elements and traditions, however, Zenio Fusion Food's business has a weakness in the marketing process that is not optimal which results in its business implementation being ineffective and not grow. **Research Methods:** The analytical method is a qualitative descriptive method using a SWOT Matrix with a Business Model Canvas (BMC) method approach on Channels, Value Propositions, and Key Resources elements. Data collection techniques used observation, interviews and questionnaires. **Finding/Results:** The strategy that must be carried out based on the use of the two methods of the TOWS Matrix and the Business Model Canvas (BMC) obtained a strategy that is the company must focus more on Key Resources and Value Propositions. **Conclusion:** The strategy that must be carried out is the company must focus more on marketing optimally by utilizing social media and implementing strategy determination on Key Resources elements such as physical assets and intellectual innovation of new recipes. As well as adding Value Propositions by adding the menu variations that are more interesting and different from competitors.

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1. Introduction

In this era of globalization, competition in business is increasingly fierce. It can be seen from the number of similar businesses established that offer the same goods and services in a market. According to Setijawibawa (2015) Organizations must continuously improve business deficiencies in order to continue to survive and run their business.

Business development in the city of Bandung has recently developed very rapidly as evidenced by the large number of young entrepreneurs emerging in the city of Bandung who are engaged in business, especially in the culinary businesses sector. The development of culinary businesses is a very interesting phenomenon to study, especially in the current era of globalization. This has resulted in the level of competition in the culinary business world becoming increasingly stringent, so that each type of culinary business also competes in attracting consumers to win the competition in Indonesia.

The development of the culinary business potential in the city of Bandung cannot be separated from the role of the creative industry which is able to improve the economy and improve the welfare of the people of the city of Bandung directly or indirectly. This is in line with what was conveyed by the Deputy for Research, Education and Development at Bekraf. There are several different types of creative industries in the city of Bandung. Each sub-sector of the creative industry certainly has a different GDP from one sub-sector to another, giving rise to diversity within it. The following is data on the contribution of the creative industries subsector in Bandung City in 2018:

Table 1 Data on the Contribution of the Creative Industries Subsector to GDP in the City of Bandung in 2018

| No. | Creative Industries | GDP Contribution | Percentage |
|-----|---------------------------------|-----------------------|------------|
| 1 | <i>Fashion</i> | IDR 709,523,063,000 | 39.14% |
| 2 | Craft | IDR 480,720,793,000 | 26.52% |
| 3 | Culinary | IDR 215,006,989,000 | 11.86% |
| 4 | Advertising | IDR 120,180,198,000 | 6.63% |
| 5 | Design | IDR 117,448,830,000 | 6.48% |
| 6 | Architecture | IDR 54,627,363,000 | 3.01% |
| 7 | Publishing and Printing | IDR 44,345,191,000 | 2.45% |
| 8 | Photography | IDR 13,437,937,000 | 0.74% |
| 9 | Music | IDR 13,437,937,000 | 0.74% |
| 10 | Television and Radio | IDR 13,437,937,000 | 0.74% |
| 11 | Markets and Art Goods | IDR 10,925,472,000 | 0.60% |
| 12 | Computer Services and Software | IDR 6,718,968,000 | 0.37% |
| 13 | <i>Developer</i> Apps and Games | IDR 5,375,175,000 | 0.30% |
| 14 | Game Interactive | IDR 3,359,484,000 | 0.19% |
| 15 | Performing Arts | IDR 2,821,967,000 | 15.57% |
| 16 | Film, Animation and Video | IDR 1,343,794,000 | 0.07% |
| | Total | IDR 1,812,711,098,000 | 100.00% |

Source: Bandung City Culture and Tourism Office, 2018

The data stated culinary occupies the lowest position among the two other subsectors, namely fashion and crafts, even though in the city of Bandung itself the culinary business has very high opportunities to develop. There should be high business opportunities in the culinary industry, along with the higher growth in the number of business actors. Even though the culinary industry is still behind the fashion industry and craft industry in contributing to the economy of Bandung City, the culinary industry still provides opportunities for business people in the culinary sector.

Based on the phenomenon above, this is an opportunity for the author to open a culinary business called Zenio Fusion Food. Fusion food is an idea from Wolfgang Puck which combines or combines various types of food originating from lifestyles that began to exist in the late 1970s in European countries, especially England, which is a country with a diverse population of immigrants from various countries (Batat: 2019). Thus, when making fusion food, we still refer to old recipes so that new dishes are created with new characters in terms of taste, color, aroma and texture and are acceptable, that is reasonable and can be consumed. This development was carried out so that more people would be interested in traditional food, especially Indonesian people.

It can be seen that the main problem with Zenio Fusion Food is management capabilities that are not comprehensive regarding ineffective marketing, management capabilities that are not comprehensive, there are limited human resources and business development channels that are not yet optimal. Zenio Fusion Food is not yet fully able to convey the value of its products to consumers. customers effectively.

2. Literature Review

2.1. Entrepreneurship

According to Purwana & Wibowo (2017:26) Entrepreneurship is a person's ability to take risks to achieve desired goals. The goal to be achieved is the welfare of life for himself, his family and society.

According to Suryana in Anggawa (2017:9) Entrepreneurship is the ability to create business activities. The ability to create and requires creativity and innovation from what previously existed. Creative and innovative entrepreneurial abilities can be used as a basis, tips and resources for finding opportunities for success.

2.2. Business Model Canvas

The business model canvas (BMC) has advantages in business model analysis, namely being able to describe in a simple and comprehensive manner the current condition of a company based on consumer segments, value offered, value offering channels, relationships with customers, income streams, vital assets, cooperation partner, as well as the cost structure, according to Rainaldo, et.al.

(2017). The business model concept is used as a general way to explain how companies interact with suppliers, partners and customers.

1. Customer Segments generally consist of groups of customers who have the same set of desires
2. Value Proposition building blocks A Value Proposition describes a combination of products and services that create value for a specific customer segment.
3. Channel building blocks Channels describe how a company communicates with its Customer Segments and reaches them to deliver a Value Proposition.
4. Customer Relationship The building block of Customer Relationships describes the type of relationship a company builds with specific customer segments.
5. Revenue Streams building blocks (income streams).
6. The Key Resources is building block describes the assets needed for a business model to function.
7. The key activities is building block describes the most important things a company must do for its business model to work.
8. The Key partnerships is building blocks describe the network of suppliers and partners that make a business model work.
9. Cost Structure The cost structure describes all costs incurred to operate the business model.

2.3. SWOT Analysis

According to Dj. (2017:918), SWOT analysis is the systematic identification of various factors to formulate company strategy. Thus, it can be seen that SWOT Analysis is used to assess Strengths and Weaknesses with Opportunities and Threats in the environment. Strengths are resources that a company can use effectively to achieve its goals. Weaknesses are limitations, errors, or defects in an organization that will prevent it from achieving its goals. Opportunities are favorable situations in a company's environment. Threats are unfavorable situations in a company's environment that have the potential to damage its strategy.

2.4. TOWS Matrix

Every business must carry out a SWOT analysis to win business competition. Without a good strategy, the business will experience setbacks. This matrix can produce 4 sets of possible strategic alternatives. The strategies obtained from the TOWS matrix can be explained further as follows:

1. Strengths, Opportunities or S, O means that the company determines a strategy based on a combination of strengths and opportunities that can utilize strengths to make the best use of opportunities.

2. Weaknesses, Opportunities or W, O means that the company must create a strategy on how to minimize the weaknesses that always appear in the company by taking advantage of profitable opportunities
3. Strengths, Threats or S, T means that the company can utilize strengths both in terms of management, marketing systems and financial capabilities to overcome threats.
4. Weaknesses, Threats or W, T means the company must minimize weaknesses and avoid threats.

3. Method, Data, and Analysis

This research method uses a qualitative descriptive method. According to Sugiyono (2017:59), the descriptive method is research that depicts, depicts, or describes the state of the object being studied as it is, according to the situation and conditions when the research was carried out. This research also uses a qualitative approach. According to Sugiyono (2017:53), a qualitative approach is a research work mechanism that is guided by non-statistical or non-mathematical subjective assessments, where the value measure used in this research is not score numbers, but rather value or quality categorization. The reason for using this method is because the qualitative method aims to describe the actual situation or conditions that exist in the field, especially in relation to the research theme taken with the aim of describing it systematically, factually and accurately, namely by modeling the Business Model Canvas, Internal and External Analysis of the company.

In conducting this research, the author used several data collection techniques including:

1. Observation. According to Sugiyono (2018:229) observation is a data collection technique that has specific characteristics when compared to other techniques. Observation is not limited to people, but also other natural objects. Observations in this research involve making direct observations in the field to determine actual conditions.
2. Interview. According to Sugiyono (2017: 231) states that interviews are used as a data collection technique if the researcher wants to conduct a preliminary study to find problems that must be researched, but also if the researcher wants to know things from the respondents in more depth. Researchers conducted interviews with Zenio Fusion Food consumers to obtain direct information and opinions and also to create good relationships between the owner and consumers. Therefore, Zenio Fusion Food interviewed consumers to ask for direct reviews of the products being sold. This interview is used as a data collection tool which aims to provide results or an overview of the business carried out by Zenio Fusion Food.
3. Questionnaire. Data collection was carried out by researchers using a questionnaire. This data was obtained by giving questionnaires to the research sample. According to Sugiyono (2018:

2019) a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents for them to answer. Distribution of questionnaires was carried out by meeting directly or via a Google form link to Zenio Fusion Food consumers.

4. Result and Discussion

4.1. SWOT Analysis

First step is knowing the condition of Zenio Fusion Food from an internal and external perspective, internal environmental analysis includes strengths and weaknesses, while external environmental analysis includes opportunities and threats.

After knowing the internal and external factors in the company, by using existing strengths and opportunities we can create a SO strategy, by using the weaknesses and opportunities we have we create a WO strategy, and by using existing strengths and threats we can use an ST strategy, as well as by using weaknesses and threats can create a WT strategy.

Table 2. SWOT Matrix of Zenio Fusion Food

| | | |
|---|---|---|
| <p style="text-align: center;">Internal Factors</p> <p style="text-align: center;">External Factors</p> | <p style="text-align: center;">Strengths</p> <ol style="list-style-type: none"> 1. Zenio Fusion Food concept in product creation 2. Providing Cash on Delivery services 3. Have an offline store 4. Has many menu choices 5. Affordable prices below competitors 6. Location on the side of the road | <p style="text-align: center;">Weakness</p> <ol style="list-style-type: none"> 1. Employees Limitation 2. Weak Brand image 3. Standard Product packaging 4. The promotions carried out are not optimal 5. Inadequate business premises including no space for parking 6. Payment method is cash only |
| <p style="text-align: center;">Opportunity</p> <ol style="list-style-type: none"> 1. Testimonials 2. The rise of creative events 3. The city of Bandung is a strategic location for marketing culinary businesses 4. Digital marketing technology is increasingly developing for product marketing 5. Students outside Bandung are starting to increase | <p style="text-align: center;">SO</p> <ol style="list-style-type: none"> 1. Improve product quality and superiority to attract and increase consumer loyalty 2. Adding more interesting variations to the Fusion Food menu 3. Update information about Fusion Food culinary developments that are currently developing | <p style="text-align: center;">WO</p> <ol style="list-style-type: none"> 1. Finance the business to renovate the place and add menu variations 2. Increase the number of employees 3. Utilize e-commerce media 4. Add non-cash payment methods. |

| Threats | ST | WT |
|---|---|---|
| <ol style="list-style-type: none"> 1. There are competitors with similar products 2. The presence of competitors with places more spacious and modern 3. Prices of raw materials change 4. the possibility of Covid-19 outbreak increases again | <ol style="list-style-type: none"> 1. Adding creative ideas and affordable prices will add added value to the product 2. The brand must be immediately strengthened so that it can become top of mind | <ol style="list-style-type: none"> 1. Expand the market with an online system 2. Add more interesting menu variants 3. Add a payment method using QRIS |

4.2. Business Model Canvas Analysis

The data collection involves internal parties, such as the Zenio Fusion Food Owner and the Zenio Fusion Food Production Team. Data collection on nine elements of the Business Model Canvas was carried out with the aim of mapping and providing an overview of the model currently is being run by the company.

By identifying and evaluating each element in the Business Model Canvas, it will be found out which elements are currently not optimal, so that a development strategy can be designed to improve the business model at Zenio Fusion Food in the future. The Business Model Canvas mapping on Zenio Fusion Food that is currently being used can be seen in the following image:

Table 3. Business Model Canvas on Zenio Fusion Food

| <u>Key Partners</u> | <u>Key Activities</u> | <u>Value Propositions</u> | <u>Costumers Relationship</u> | <u>Costumers Segments</u> |
|--|--|--|--|---|
| Key Partners are the raw material supplier, such as: <ol style="list-style-type: none"> 1. Amanah Store 2. Ibu Sri Store 3. Ibu Imas Store 4. Plastic Variety Store 5. Restu Ibu Store 6. Djitu Store 7. Roy Vegetable Store 8. Fahmi Jaya Rice Store 9. Putra Sumedang Daging Meat Store | <ol style="list-style-type: none"> 1. Operational: Checking the availability of materials, packaging equipment, Providing consumer orders, Product production. 2. Service: 3. Interacting with consumers, providing dine-in orders to consumers 4. Delivery: | <ol style="list-style-type: none"> 1. Unique Fusion Food at affordable prices 2. Increase the competitiveness of fusion food products 3. Serve orders in large portions | <ol style="list-style-type: none"> 1. Provide discounts if purchase large quantities 2. Friendliness in serving 3. Provide prices below competitors | <ol style="list-style-type: none"> 1. Students 2. Local residents |

| | | | | |
|--|---|--|--|--|
| | 5. Sending orders to consumers via the Cash On Delivery system | | | |
| | <p><u>Key Resources</u></p> <p>1. Physical: Buildings, Vehicles, Equipment, Raw Materials, Packaging, Smartphones.</p> <p>2. Human: Employee</p> <p>3. Intellectual: Product Recipes, Trademarks</p> <p>4. Financial: Own Capital</p> | | <p><u>Channel</u></p> <p>1. Offline Store : Zenio Fusion Food</p> <p>2. Online Store : Whatsapp</p> | |
| | <p><u>Cost Structures</u></p> <p>1. Costs of purchasing materials for production</p> <p>2. Vehicle fuel costs</p> <p>3. Electricity costs</p> <p>4. PDAM costs</p> <p>5. Costs for maintaining the premises</p> <p>6. Employee costs</p> | | <p><u>Revenue Streams</u></p> <p>1. Product Sale</p> | |

4.3. Selection of BMC Elements

The selection of Business Model Canvas elements to be developed is based on the performance portrait on the current business model canvas compared to the scale of business interests which is carried out using the Importance Performance Analysis (IPA) method. The method used at this stage is filling out a questionnaire using a Likert scale to describe a portrait of the company's current performance and scale of interests. The Likert scale used consists of five value parameters, namely 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The results of calculating the performance portrait and scale of importance can be seen in Table 4.

Table 4. IPA calculation results for each element in *the business model Canvas* (BMC)

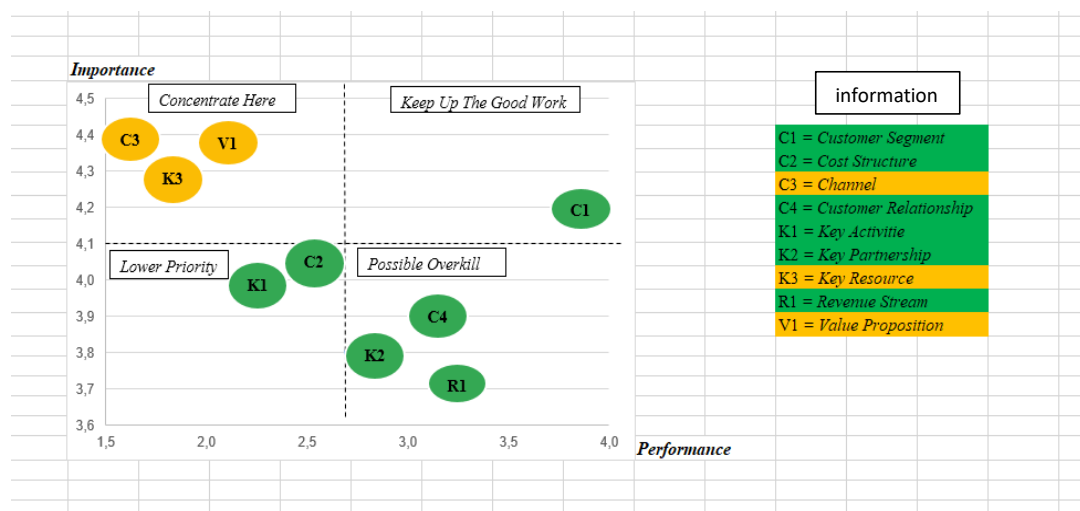
| No | BMC elements | Performance (X) | Importance (Y) | Conformity Level |
|----|------------------------|-----------------|----------------|------------------|
| 1. | Customer Segments | 3.8 | 4.2 | 90.47% |
| 2. | Revenue Streams | 3,2 | 3.7 | 86.38% |
| 3. | Customer Relationships | 3.1 | 3.9 | 79.48% |
| 4. | Key Partners | 2.7 | 3.8 | 71% |
| 5. | Cost Structure | 2.5 | 4.1 | 60.97% |

| | | | | |
|----|-------------------|-----|-----|--------|
| 6. | Key Activities | 2,3 | 4.0 | 57.50% |
| 7. | Value Proposition | 2.1 | 4.4 | 48% |
| 8. | Key Resources | 1.8 | 4.3 | 41.86% |
| 9. | Channels | 1.5 | 4.4 | 34.09% |

Source: Results of questionnaires with Zenio Fusion Food consumers (2022).

Based on the calculation results that have been mapped in Table above, it can be seen that the Channel, Key Resource, Value Proposition elements have a low portrait value compared to the other six elements and the scale of the company's importance to these three elements can be improved in order to develop the business currently run by the company. The suitability level value obtained from the performance portrait value is compared or divided by the importance scale which is multiplied by 100%, so that the results are in the form of a percentage. The results of the calculation of the level of conformity are used as a reference to be included in the Importance Performance Analysis (IPA) diagram, as follows:

Figure 1 Cartesian quadrant diagram of BMC Elements



Source: Data processed (2022)

4.4. Strategy Program Results

The implementation plan for the strategy analysis development program carried out by Zenio Fusion Food was created based on the results of the TOWS Matrix and Business Model Canvas (BMC) formulations on the Channel, Key Resources, Value proposition elements. The development of this analysis resulted in the following strategy program:

Table 5 Results of the Zenio *Fusion Food* Strategy Program

| Strategy Program | Program Implementation | Information |
|---|---|--|
| Carry out marketing optimally by utilizing social media | <p>Create Instagram social media, TikTok and E-Commerce</p> <p>Regularly update content in the form of photos and videos that are as interesting as possible but simple so that they are easier for consumers and potential consumers to understand, video tutorials for <i>Fusion Food cooking classes</i> and create video testimonials or <i>reviews of Zenio Fusion Food products</i> using as attractive illustrations as possible. Carrying out paid promotions such as endorsing famous celebrities</p> | This was done to maximize marketing so that more people get to know Zenio <i>Fusion Food</i> . |
| As sales volume increases, Zenio <i>Fusion Food</i> needs to purchase production and sales assets which include other production equipment to be able to optimize the storage of product ingredients, and also beautify the conditions of the place so that consumers are as comfortable as possible so that it can also attract the attraction of potential consumers. As well as adding competent human resources to improve business operational activities. | <p>Improving the quality of consumer comfort is the most important thing, such as buying additional tables and chairs, music speakers, air conditioning, WiFi, power sockets, having supplies of tissue, chili sauce, tomato sauce, mayonnaise on each table so that consumers can take as much as they like, storage for umbrellas and other places. helmet storage.</p> <p>Make purchases to complete the production and sales processes, such as cash registers, mini refrigerators to keep meat and vegetables <i>fresh</i>, cooler boxes, stoves and larger display cases.</p> <p>Adding human resources so that business operational activities run smoothly if there are several obstacles that occur to the owner so that it does not impact Zenio <i>Fusion Food</i> itself.</p> | Improving the quality of consumer comfort is the most important thing, such as buying additional tables and chairs, music speakers, air conditioning, WiFi, power sockets, having supplies of tissue, chili sauce, tomato sauce, mayonnaise on each table so that consumers can take as much as they like, storage for umbrellas and other places. helmet storage. |

| Strategy Program | Program Implementation | Information |
|---|--|--|
| A menu that customers have never had before can become a characteristic that customers will remember to increase the value of the sales proposition | <p>Create more interesting recipe innovations by combining various main ingredients with supporting ingredients such as various variations of sauce, by combining the ingredients with other ingredients, <i>Zenio Fusion Food</i> must search and try it first so that it becomes food that is suitable and makes sense to serve so that it can be well received by consumers and potential consumers.</p> <p>Providing prices that can be reached by all groups, even though quality products often have a high value, <i>Zenio Fusion Food</i> sells prices below competitors which are usually only affordable by the upper class. By providing prices below competitors so that everyone can know and try what <i>Fusion Food</i> is.</p> <p><i>Zenio Fusion Food</i> must provide a culinary tradition that is different from others. This is because <i>Zenio Fusion Food</i> still refers to old recipes so that it does not eliminate previous cultures but creates new dishes that contain art in their making and can be enjoyed.</p> | Carried out to increase the sales value of <i>Zenio Fusion Food</i> which produces a new art because it combines culinary elements and traditions that are different from other culinary delights. |

Source: Processed by *Zenio Fusion Food*, 2022

Based on Table above, this is the main program of choice based on the results of the analysis of the strategy formulation development design on the TOWS Matrix and *Business Model Canvas* (BMC) that must be carried out by *Zenio Fusion Food* to develop its business activities.

5. Conclusion and Suggestion

Based on the results of the analysis carried out on the internal and external environment of the *Zenio Fusion Food* business, it is known that there are problems with sales which result in the company being unable to develop its business activities. Analysis of the discussion can produce a strategy on the TOWS Matrix which is applied through the *Business Model Canvas* (BMC) which is determined on the strategy results of the company's business activity development program, with the following results:

1. Analysis of Internal and External Factors in the *Zenio Fusion Food* business was carried out based on the SWOT analysis formula, which can be seen that this business has the strength to

exploit opportunities that have the potential to develop this business, but in its implementation this business has obstacles or problems in terms of weaknesses and threats to its activities. business operations carried out. Based on this, Zenio Fusion Food tries to overcome obstacles or problems to improve its business activities by establishing a program formulation based on a SWOT analysis, which can be concluded as follows:

- a. Internal Conditions on Zenio Fusion Food. In terms of strengths, Zenio Fusion Food concept in product creation, provides COD (Cash On Delivery) services, has an offline store, has many menu choices, Affordable prices below competitors, Location is on the side of the road. Meanwhile, the weaknesses include not having many employees, the brand image is still weak, the product packaging is still standard, the promotions carried out are not optimal, the business premises are inadequate, the payment method is only cash.
 - b. External Conditions on Zenio Fusion Food. In terms of opportunities, Zenio Fusion Food is a business that has very high potential to take advantage of the development of existing opportunities, there are testimonials, the rise of creative events, the city of Bandung becoming a strategic location for culinary business marketing, digital marketing technology that is increasingly developing for product marketing, students immigrants began to increase. In terms of threats, this business has threats, namely the existence of competitors with similar products, the existence of competitors with larger and more modern premises, changing raw material prices, the Covid-19 outbreak if it increases again.
2. Business model mapping is based on three elements of the Business Model Canvas such as Channels, Key Resources and Value Propositions. The mapping regarding the implementation of the Business Model Canvas (BMC) application on Zenio Fusion Food is as follows:
- a. Channels. The marketing that customers receive about the existence of Zenio Fusion Food is through consumers coming directly to the location or offline purchasing, seeing the marketing operational activities directly. Zenio Fusion Food offers products online via WhatsApp social media, but the management is still carried out by the owner.
 - b. Key Resources. The physical assets currently are still simple, there are the yard of a private house which is used to carry out production activities and has assets in the form of simple equipment used for the Fusion Food production process. The human resources are three workers, consisting of two people as production workers and one

person as cash on delivery and marketing staff. In this case, Zenio Fusion Food must have Intellectually added new recipe innovations that are more interesting and different from the others, especially competitors.

- c. Value Propositions. The value proposition offered by the company to the segment is to have unique Fusion Food at affordable prices, serving orders in large quantities to increase product competitiveness.
3. The implementation of the strategy formulation results on the TOWS Matrix and Business Model Canvas (BMC) on the Channel, Key Resources and Value Proposition elements are matched so that they can answer the problems that exist in Zenio Fusion Food's business to develop its business. The main strategic program results that must be carried out are as follows:
 - a. Creating content through visual photography and video techniques for promotion on social media Instagram, WhatsApp, Tiktok and carrying out paid promotions such as endorsing famous celebrities by utilizing digital marketing developments which aim to build new channels to introduce and expand the marketing reach of products by appointing competent workforce.
 - b. Improving the quality of consumer comfort is the most important thing by adding physical and human resources to be able to optimize and improve business operational activities through increasing capital, both loans to banks and investors by submitting proposals regarding funding requirements.
 - c. The addition of Intellectuall innovates new recipes that are more interesting by combining various main ingredients with supporting ingredients to become a characteristic that customers will remember to increase the sales proposition value and provide a culinary tradition that is different from the others because Zenio Fusion Food still refers to old recipes so it doesn't eliminate the previous culture but creating new dishes that contain art in their making and can be enjoyed.

Based on the conclusions that have been presented, there are several suggestions which are expected to be considered and input for the Zenio Fusion Food business to overcome the problems existing within the company and can make the Zenio Fusion Food business more developed in its business activities through increasing product sales, here are suggestions for its implementation to run effectively and efficiently:

1. In the implementation of Cash on Delivery (COD), Zenio Fusion Food should target delivery costs to various locations so that every consumer who uses COD can be consistent in every

payment and Zenio Fusion Food also needs to add a delivery fee feature at Customer's Will (SHC) with a minimum order for the purpose of to attract more consumer interest in ordering Fusion Food products without having to worry about expensive shipping costs.

2. Fusion Food business program in order to build new channels for introducing and expanding product marketing reach through the use of digital marketing, it is best for owners to register their products on e-commerce applications and must diligently follow up in creating content through visual photography and video techniques for promotion. on social media Instagram, WhatsApp , Tiktok regularly so that more people are interested in the products or services offered, as well as creating payment methods for online businesses that can make online transactions easier , whether via QRIS, OVO, Gopay, etc.
3. Carrying out additional capital through investors or loans from banks in accordance with funding needs for business development, especially to beautify the conditions of the premises at Zenio Fusion Food, adding ingredients to innovate new recipes. Therefore, with this development process, Zenio Fusion Food can attract customer interest and also increase customer satisfaction with Zenio Fusion Food.
4. Register HAKI (Intellectual Property Rights) and SIUP (Trade Business License) to make it easier for companies to develop their business activities.
5. Based on the results of the implementation of the Zenio Fusion Food business program by looking at business developments that have been carried out and there has been an increase in the company. It is hoped that further analysis will produce more complex strategies for Zenio Fusion Food so that it can survive amidst increasingly fierce competition by carrying out new innovations to achieve bigger targets.

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