



## Managing Café 247 to Strengthen the Resilience of J4 Hotels Legian Bali in Facing Tourism Business Uncertainties

I Dewa Ayu Manik<sup>1\*</sup>, Ni Made Ernawati<sup>2</sup>, I Gede Mudana<sup>3</sup>, Putu Yunita Wacana Sari<sup>4</sup>  
<sup>1,2,3,4</sup>Politeknik Negeri Bali, Indonesia

Email: [1manikpradnya@gmail.com](mailto:1manikpradnya@gmail.com), [2madeernawati@pnb.ac.id](mailto:2madeernawati@pnb.ac.id), [3gedemudana@pnb.ac.id](mailto:3gedemudana@pnb.ac.id),  
[4yunitawacanasari@pnb.ac.id](mailto:4yunitawacanasari@pnb.ac.id)

Received on 5 July 2023	Revised on 8 August 2023	Accepted on 1 September 2023
----------------------------	-----------------------------	---------------------------------

### Abstract

**Purpose:** This study aims to develop Café 247 as the resilience of J4 Hotels Legian in terms of physical buildings, products, operational and marketing processes and to determine the level of success of opening a café business so that this cafe makes a sustainable business.

**Research methods:** This study uses qualitative and quantitative analysis through SERVQUAL analysis and IPA Analysis.

**Findings:** The results of the study show that in building the resilience of J4 Hotels Legian from the physical aspect of the building, products, operational and marketing processes, it requires good planning, organization, actualization and control so that it continues to provide satisfaction for café customers. The design of the 247 café project was accompanied by the J4 Hotels Legian facade replacement project, since the J4 Hotels facade really needs to be replaced considering that the strength of the facade is already fragile, but here only describes the development process of café 247.

**Implication:** Based on the results of the servqual analysis, Cafe 247 is still in a safe stage because there is nothing excessive but still needs to be improved so that it can maintain the resilience of Cafe 247.

**Keywords:** Café, resilience, POAC, tourism business uncertainties

### INTRODUCTION

Tourism industry is the main sector driving the Indonesian economy despite the Covid-19 pandemic. Business people are required to always innovate and be creative in order to survive. In 2019, the world entered into an alert status because of the spread of a new virus whose spread is getting more massive every day. This virus first appeared and was discovered in Wuhan, China, in 2019. This virus is known as Corona virus (CoV) which is part of a virus family such as Middle East Respiratory Syndrome (MERS respiratory-CoV) and severe acute syndrome (SARS-CoV) which attacks the respiratory tract. In early March 2020 the World Health Organization (WHO) has declared the Corona Virus a global pandemic. This global pandemic or epidemic status indicates that the spread of Covid-19 is dynamic and has spread to almost the entire world.

Overall, this pandemic has had a huge impact, especially on the business sector. The big impact is of course negative. Many companies suffered huge losses. They do their best to survive. The main impact that must be faced by companies is the shift in the company's financial system to zero-based budgeting so that companies can break even, layoffs occur in most large companies, chaos in company production, decreased company productivity and the final impact is the collapse of the company. Various negative impacts show the struggles made by the business sector to survive during the Covid-19 pandemic (Diah et al., 2020).

This is also experienced in Indonesia. Many companies such as hotels, restaurants and even retail have experienced losses and have started to close their businesses, especially in tourism areas such as Jogja and Bali. Indonesian tourism has fallen very badly, even in some areas in Bali it is like a ghost town, and businesses have been abandoned by their owners and look neglected. Almost 60% of Balinese people depend on tourism so that many Balinese people lose their jobs because companies close and employees get laid off. This also happened at J4 Hotels Legian, where usually before the pandemic the occupancy rate at J4 Hotels Legian was on average 80% with a service charge received by employees on average 3-4 million a month. However, with the occurrence of the pandemic, these benefits were not recovered, in fact, almost 50% of the daily freelance workers were laid off and only retained by employees who still had work contracts for the next one year.

From the facts above, the management of J4 Hotels Legian began to think about how to make use of the retained employees to be productive during a pandemic. At that time only the food and beverage business could survive with the online marketing model, this prompted the management of J4 Hotels Legian to plan to try running a food and beverage business by creating a café at J4 Hotels Legian by utilizing the physical buildings and products that had been built. have before. With the aim that the company can still survive with the conditions experienced at that time. Management believes that if you don't make a breakthrough to survive, J4 Hotels Legian employees will definitely be laid off because management does not have the costs to provide salaries to employees, operational costs are not covered and many tools at J4 Hotels Legian will be damaged due to never used. The point is that this pandemic has had a very bad

impact on the economy of employees, especially so that management must do something to prevent this from happening. Management is concerned that if they do not develop a café as an additional source of income, employee productivity will decrease and will have a negative impact on employees who are still being retained by management.

Bachtiar (2021) contains practical steps in starting a business that need to be done, such as finding intentions and motivation, having business ideas for what to develop, determining which customer segments will be taken and choosing a marketing strategy later after the business is established. . In this case entrepreneurs do not need to wait for the right time to start, do it consistently, have the courage if in the future there is a failure in developing the business and must focus. By maximizing the use of technology, the development of a business will be faster and easier in achieving a set target for setting up a business, especially during a pandemic. Diah et al., (2020) stated that the community must have a strategy for developing businesses to survive and be required to be able to adapt to the conditions that occur. There are many business opportunities in the midst of a downturn in the economy. There are business opportunities large and small scale. Communities can choose business opportunities that are in accordance with the capital they have, and the conditions around them. In addition to what has been mentioned, MSME actors can switch businesses by selling online, where online shopping is in great demand by all groups and is very profitable (Harding et al., 2021).

Many strategies were carried out in developing a business when economic conditions were not good, especially in promoting digital marketing compared to conventional ones. In this study the authors emphasize sustainable development in opening a business which is outlined in a study in the academic area so that in the future the academic sector has a theory that is used as a reference in developing business in difficult times. In addition, it is also necessary to conduct a review of community readiness in building an entrepreneurial mentality and spirit through the psychological capital component approach which is still not optimal, so that a community spirit is obtained that is mentally and psychologically ready to become an entrepreneur in the future as an effort to rise from the impact of adversity. From the research above, there are things that have not been mentioned in dealing with the economic downturn due to the pandemic, namely

how to get business capital to start a business. Of course, business capital must be available to start a business. The unavailability of capital is also experienced by hotels to develop cafes, and researchers get data that the capital used is from the remaining savings and a small contribution from the hotel owner.

With the enthusiasm and togetherness of the management and employees of J4 Hotels Legian to develop this café, it can be seen that there has been a movement in sales of the products offered to consumers. With the increasing number of food and beverage orders from J4 Hotels Legian, the management is increasingly confident that this Café can be an additional facility for J4 Hotels Legian because in fact this café has begun to be visited by outside guests due to promotions carried out by management. The concept of this cafe is to sell food at prices that are not too expensive with the quality of the ingredients used and the recipes that are usually made for food served in a restaurant. In addition to determining the concept of the products to be sold, the management of J4 Hotels Legian feels the need to create an interior design concept for the café so that the café is comfortable.

Syarif & Pandoyo (2020) conducted a feasibility study in developing a café and launching a product to answer future business challenges. A business feasibility study is a study of a business plan that not only analyzes whether or not a business is feasible to build, but also when it is operationalized routinely in order to achieve maximum profit for a specified time, for example a product launch plan.

Bachtiar (2021) contains practical steps in starting a business that need to be done, such as finding intentions and motivation, having business ideas for what to develop, determining which customer segments will be taken and choosing a marketing strategy later after the business is established. . In this case entrepreneurs do not need to wait for the right time to start, do it consistently, have the courage if in the future there is a failure in developing the business and must focus. By maximizing the use of technology, the development of a business will be faster and easier in achieving a set target for setting up a business, especially during a pandemic.

Diah et al. (2020) stated that the community must have a strategy for developing businesses to survive and are required to be able to adapt to the conditions that occur. There are many business opportunities in the midst of a

downturn in the economy. There are business opportunities large and small scale. Businesses in the health and environmental hygiene sector have very promising opportunities. Likewise, the frozen food and beverage business is no less prospective. Communities can choose business opportunities that are in accordance with the capital they have, and the conditions around them. In addition to what was mentioned above, MSME players can switch businesses by selling online, where online shopping is in great demand by all groups and is very profitable. Various business opportunities if occupied can reduce unemployment, because it absorbs a lot of manpower. Thus it can help the government to create jobs, fulfill community needs, and reduce social inequality.

Harding et al. (2021) states that there are many strategies used in developing business businesses when economic conditions are not good, especially in carrying out promotions with digital marketing compared to conventional ones. In this study the authors emphasize sustainable development in opening a business which is outlined in a study in the academic area so that in the future the academic sector has a theory that is used as a reference in developing business in difficult times. In addition, it is also necessary to review the community's readiness to build an entrepreneurial mentality and spirit through the psychological capital component approach which is still not optimal, so that a community spirit is obtained that is mentally and psychologically ready to become an entrepreneur in the future as an effort to rise from the impact of adversity.

The planning is carried out starting from determining the café design, interior selection and the marketing system that will be carried out in the future. In marketing the café, a digital marketing system is used which is still considered more effective for bringing in guests from outside the hotel, namely through social media (Facebook, Instagram, Tiktok) Market Place and WhatsApp and in collaboration with hotels located around the J4 Hotels Legi-an area (Juwita, 2017). To make it easier to develop a café, it is necessary to make a chart that contains the steps to be taken so that you get a result according to the wishes of the owner.

Several related studies as described above have been carried out by a number of scholars but none have been found to discuss Café 247 as a reinforcement of the resilience of J4 Hotels Legian Bali in the face of uncertainty in the tourism business. Therefore, the thesis research in the form of relevant and

significant related business projects is carried out. Management hopes that going forward, this business development project will be an additional facility at J4 Hotels Legian and a contributor to revenue for operational costs at J4 Hotels Legian. In addition, the purpose of developing this café is to find out the steps for creating a business which can later be used as a guideline for creating a similar business elsewhere with the same concept and strategy considering that an individual or group satisfies their needs and wants with a product, and the product broadly defined as something that can be offered to someone to satisfy a need or desire (Kotler, 2002: 9).

Café is a place to eat where the kitchen space is separated from the dining room. Service at the café is provided for convenience although dishes can be taken at the service counter. Food choices usually vary from snacks to heavy meals. The choice of drinks also varies, ranging from tea, coffee, soda, to drinks containing alcohol. The use of furniture in cafes is usually designed as much as possible for the convenience of users. Arrangement of furniture also needs to be taken into account in the area and space available. Use furniture that is fixed (cannot be moved) or free-standing. Selection of furniture is selected based on production range standards, for durability/strength, economy, and functionality. It's the same as interior decoration, normally designed in a practical way so that it's easy to clean and maintain (Fahdilah, 2020). Managing a café is inseparable from human resource management, which is planning, organizing, coordinating, implementing and supervising the procurement, development, provision of remuneration, integration, maintenance and separation of a product or workforce in order to achieve organizational goals (Sharif & Pandoyo, 2020). Human resource management as a management in developing a product, both from procuring the product, determining the price and selling the product so as to get the income desired by the company. Management and utilization are maximally developed in the world of work to achieve organizational goals and success in creating a café business (Salim et al., 2021).

The architecture of a building plays an important role in attracting clients to a cafe by creating a visually appealing and functional space. Building design, layout, and aesthetics contribute to the overall ambiance and customer experience (Terry, 2000). The use of materials, colors and lighting should create a pleasant atmosphere and complement the overall theme or concept of the cafe

(Kulkarni & Sadhu, 2017; Pile, 2019). So that the ability to manage a business is something that must be possessed by every business actor. According to Nurhasanah, et al (2016), business management is the process of planning, organizing, leading, staffing and controlling the activities of various resources within the organization through systemic, coordinated and cooperative human effort to achieve organizational goals. In addition, consumers will be willing to buy an item at a reasonable/relatively affordable price, with good quality goods (Amanah, 2010), so maintaining product quality is a mandatory thing that needs to be considered so that businesses can survive and be able to compete with competitors. . Therefore, companies can increase sales because they are accompanied by good and correct promotions to overcome today's intense competition (Nugroho & Kamajaya, 2022). According to Kartajaya (2006), the core of marketing includes nine elements, namely: segmentation, targeting, positioning, differentiation, marketing-mix, selling, brand, service, process. According to Hermawan further, to build a solid strategy, firstly a company must be able to see its market creatively and divide the market into segments based on certain psychographic-behavior conditions. From here, the company will be able to choose one or several of these segments to be the target market. After that, the company will be able to position the product and brand in the mind of the target market.

## RESEARCH METHODS

This study uses an exploratory design (Creswell, 2019) carried out in two phases or sequential designs - qualitative data that has been obtained first, then followed by a quantitative phase. This project is to create a Café at J4 Hotel Legian to support operational costs at J4 Hotels Legian. Due to a place that is less productive and can be used as an additional facility for J4 Hotels Legian, this Café is made for a wider scope, especially for consumers who are outside the Legian area so that corrections, anticipations and adjustments can be made immediately, i.e. adjustments in accordance with the situation, conditions and developments of the times (Saputra, 2022).

The description of this project is on a small scale the development of a Café which will be a benchmark in the future in developing the same business but on a larger scale. The research method for this project uses descriptive qualitative

and quantitative research methods with a case study approach which is an elaboration of the real development of the Café 247 project. Case study is a research strategy used in various situations and aims to understand complex social phenomena (Yin, 2009).

## FINDINGS

### a) Results

In the elaboration of the results of this project, it will be explained based on 4 aspects, namely, physical evidence, product, process and promotion. Each of these 4 aspects is described by the POAC management system, so that in detail in each aspect there is planning, organizing, actuating and controlling. The relationship between the 4 aspects and the POAC management function is interrelated in which each aspect requires a system that is in the POAC itself.

When Café 247 was first opened, one of the promotions it carried out was by inviting several celebrities to promote Café 247 products. Content regarding Café products had to change every day and be promoted through social media. Inviting employees/wati to participate in marketing Café 247 so that this café can be known among Balinese people. To develop business and improve employee performance in facing the current digital era. The strategy used to develop Café 247 and increase future sales is very different from previous eras. In this digital era, more use of digital media (online) both in terms of promotion, service and sales. The business development strategy provided is by registering the Café with online food delivery applications such as Go-Food and Grab-Food so consumers can shop online. Apart from that, the promotion method uses more social media such as Facebook (FB) and Instagram (IG). This method is very effective to do to increase revenue at Cafe 247 and employee performance is also more productive, all employees participate in selling by participating in disseminating content created by the marketing team, and this also teaches employees to become marketing in this era. which is currently high technology. (Salim et al., 2020). For the market share of guests staying at J4 Hotels Legian, a strategy is being carried out by giving special discounts every day for the menus suggested by Chef J4 Hotels Legian, so that guests staying at J4 Hotels Legian no longer need to leave the hotel to buy food and drink for their lunch and dinner. Another strategy is to hold promos at certain hours, especially on drinks so that



sales of drinks can increase. All of these things must be controlled properly and consistently so that the promotion process and image in the café business are maintained properly.

The service quality measurement method that is widely used is the servqual method. Servqual comes from the word service quality which means service quality. Service quality is the difference between the service perceived or perceived by consumers (perception) and the ideal service desired or requested by consumers (expectations). The servqual method is built on a comparison of two main factors, namely the customer's perception of the service they actually receive (perceived service) with the service actually expected by the customer (expected service). The difference between perceptions and expectations is called the "GAP" or the gap in service quality (Parasuraman, 1980). There were 90 respondents involved in filling out the questionnaire and the following are the results of the Café 247 servqual analysis.

Table 1  
Servqual Analysis

No.	Questions	Expectation	Perception	GAP
Assurance				
1	Q1	3.03	3.07	0.03
2	Q2	2.87	3.00	0.13
3	Q3	2.93	3.10	0.13
4	Q4	2.97	3.07	0.10
5	Q5	2.87	3.13	0.27
Reliability				
6	Q6	3.27	3.37	0.10
7	Q7	3.13	3.13	0.00
8	Q8	3.00	3.27	0.27
Empathy				
9	Q9	3.27	3.47	0.20
10	Q10	3.20	3.20	0.00
11	Q11	3.20	3.40	0.20
Responsibility				
12	Q12	3.03	3.20	0.17
13	Q13	3.10	3.40	0.17
14	Q14	3.43	3.53	0.10
15	Q15	3.47	3.37	-0.10
Tangible				
16	Q16	3.37	3.53	0.17
17	Q17	3.63	3.47	-0.17
18	Q18	3.03	3.37	0.33
19	Q19	2.73	3.13	0.40
20	Q20	3.57	3.37	-0.20

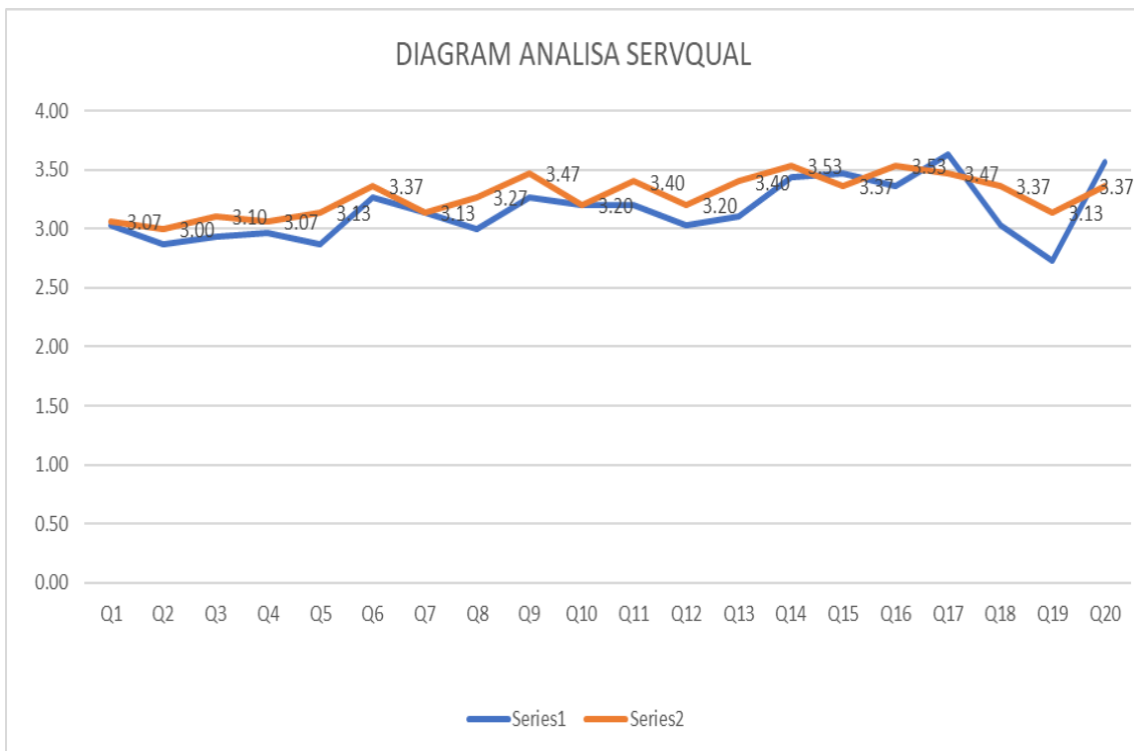


Figure 1. Servqual Analysis Line Chart

Based on table 1 and figure 1 it is found that there is still no expectation with customer satisfaction so that Cafe 247 still needs time to improve customer satisfaction in order to meet management's expectations or expectations. Even so, based on the survey results, only a small proportion were dissatisfied with cafe performance with a frequency of below 2, where only 1 person was dissatisfied with the food served and only 1 person was dissatisfied with the employee's presentation. The highest level of satisfaction was obtained in terms of security and speed of the payment process as well as cleanliness of the room with a very satisfied response frequency of 90 indicating that 90 respondents filled out the survey.

The characteristics of millennials who tend to be impulsive and sensitive to new innovations support the tendency for a consumptive lifestyle. So visiting the cafe is not because of a need but rather a desire. This shows that visiting cafes is no longer based on use value but rather on sign values at cafes so that consumption activities and cafe functions experience a shift (Sembiring, 2020) so that an analysis is needed in the form of an evaluation of café performance based on consumer responses. IPA is a series of service attributes related to specific services evaluated based on the level of importance of each attribute according

to consumers and how the service is perceived relative to each attribute. This analysis is used to compare consumer ratings of the level of importance of service quality (expectation) with the level of service quality performance (perception) (Purnama, 2006). The average consumer overall assessment results are then depicted in the Importance Performance Matrix or often called the Cartesian Diagram, with the abscissa (X) being the level of performance and the ordinate axis (Y) being the level of importance. The average level of performance is used as a cut-off or barrier between high and low performance, while the average level of importance is used as a cut-off between high and low importance. The following are the results of IPA Analysis Café 247.

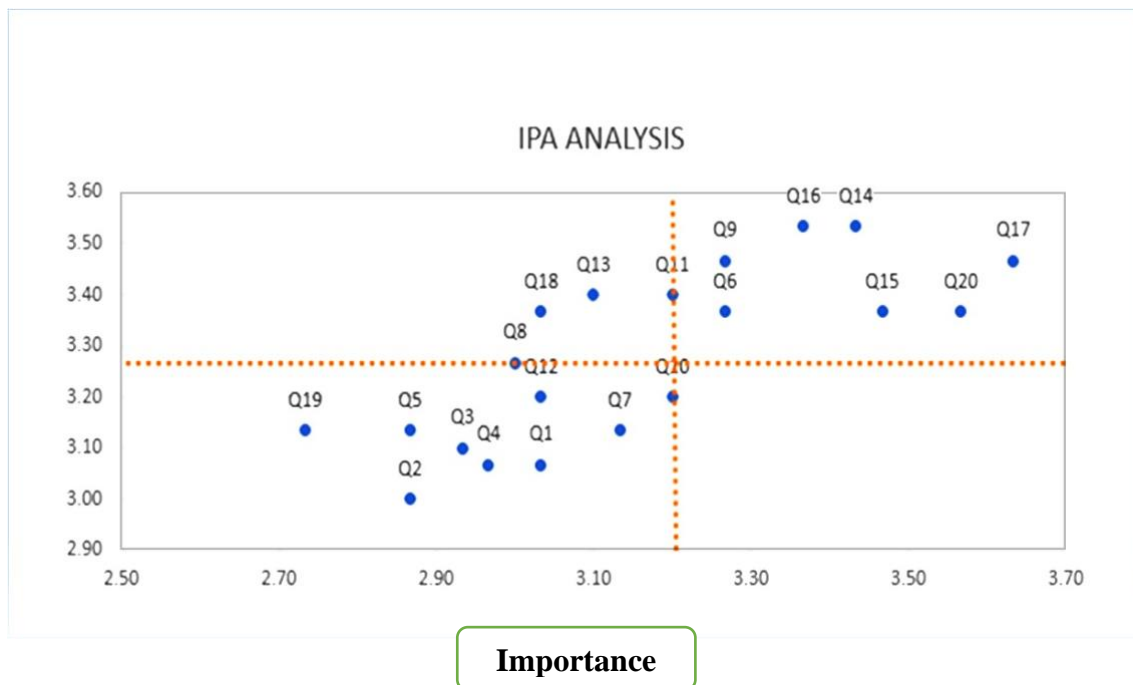


Figure 2. IPA Analysis

Based on figure 2, it can be seen that the location of the service quality variables is divided into several quadrants. From the results of the analysis of the diagram above, it can be seen that the position of the level of customer expectations with the performance of service quality can be explained as follows: (1) Quadrant 3 (low priority) This is an area that contains factors that are considered less important and in fact their performance is not too special. Increasing the variables included in this quadrant can be reconsidered because the effect on the benefits felt by customers is very small. There are 8 indicators included in this category. (2) Quadrant 4 (concentrate here) This is an area that

contains factors that are considered important by the customer, but in reality these factors are not as appropriate as the customer expects (the level of satisfaction obtained is still low). The variables that enter this quadrant must be improved. The trick is that the company makes continuous improvements so that the performance variables in this quadrant will increase. There are 2 items in the indicators included in this category. (3) Quadrant 1 (keep up the good work). Variables that enter this quadrant must be maintained because all of these variables make the product/service superior in the eyes of the customer, there are 7 items in this quadrant. (4) Quadrant 2 (Possible overkill) This is an area that contains factors that are considered less important by customers and are felt to be excessive. The variables included in this quadrant can be reduced so that the company can save costs. Based on the diagram, there are no items included in this quadrant.

After finishing calculating the questionnaire data, the researcher drew conclusions from each statement and combined them for each questionnaire category. In describing the results of the research, the researcher finds the essence of each category to see whether the category has an overall positive or negative response. The researcher uses the scale to decide whether the category has satisfied responses or not. These criteria are presented in table 2.

Table 2. Positive and Negative Criteria (Dixon in Yanse, 2016)

Score	Category
4.3 – 5.0	Very satisfied
3.5 – 4.2	Satisfied
2.7 – 3.4	Moderate
1.9 – 2.6	Not satisfied
1.0 – 1.8	Vey unsatisfied

The average results of visitors' expectations of Cafe 247 both in terms of assurance (2.93), empathy (3.13), reliability (3.22), responsiveness (3.26), and tangible (3.57) with an average of 3.16 which means above 2.7 and means that it is in the quite satisfied category. Furthermore, based on the survey results, the performance of Cafe 247 was found, namely assurance (3.07), empathy (3.26), reliable (3.36), responsiveness (3.38), and tangible (3.37) with an average of 3.28 which means above 2.7 and means that it is in the quite satisfied category.

#### b) Discussion

Every thing that has been done must have an evaluation process carried out to find out whether the process on the project being carried out is appropriate or not and whether the steps taken have produced output according to plan. The evaluation project carried out in developing Café 247 is from a physical perspective of the building that indeed Café 247 is already established and has been opened to the public, but on the way there is a slight difference between the initial concept and the results of this cafe considering the intervention of the owner regarding the layout of the interior of the cafe, but this doesn't really matter because it's still in the same area.

In terms of product, this cafe has made menus that are ready to be marketed and it is proven that the results of the menus being sold have been accepted among the public, this is evident from the results of sales which are explained in subsequent marketing. In the process of developing Café 247 from a physical perspective, the building has been processed according to the work schedule of the project and is in accordance with the directions from the architect. In terms of products, the process has been carried out and described in standard operating procedures which are contained from ordering materials to the service aspect provided by guests. In the process of providing services, management always provides guest comment sheets to guests who have finished eating, so this can make an evaluation from Café 247 whether the food products owned are received by customers. The final project evaluation is marketing based. Marketing is done through digital marketing, namely on social media of Instragram, Facebook and Youtube.

The results of research on the Café 247 project at J4 Hotels Legian with the model found have been verified in the group discussion forum process on

Wednesday 01 July 2021 which was held offline at the Ungasan Meeting Room J4 Hotels Legian with employees and female employees and owners of J4 Hotels Legian. In this FGD it was agreed that the development of Café 247 will start in July 2021 with the strategy and system contained in the management function which will be explained later.

The results of the FGD have succeeded in designing the development of Café 247 with the model that can be raised in this study, namely the 4P (physical evidence, process, product and promote) based café development model with the POAC management function which can be described as follows.

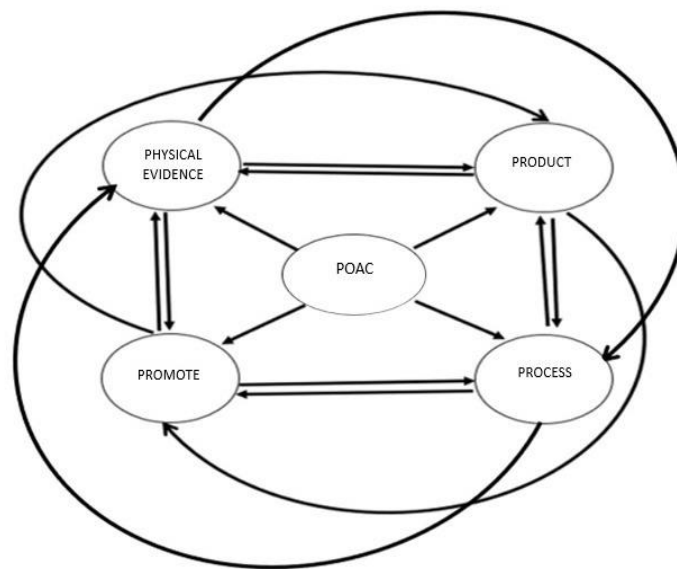


Figure 3.  
Café 247 Development Model

Based on the model in Figure 3, it can be seen the relationship between the 4P components (Physical Evidence, Product, Process, and Promote) and POAC (Planning, Organizing, Actuating, and Controlling) where in a project implementation, building interior and exterior designs for buildings This is very necessary because without a building, the business will not have a shelter so that the business needs a special place to distinguish it from other businesses. Buildings without business products will be the same as empty buildings because they do not have building contents to be utilized, products are very necessary for buildings because through these products, transactions occur so that supply money can be used to help companies, this is strengthened by relationships with

planning so as to be able to create designs good building and product then planning is needed.

Next is the relationship between product and process where the service process in the café requires a quality product to satisfy customers, preferably a quality product requires a good service process so that customers feel in good service conditions. This is of course related to Organizing in POAC where creating quality products and service processes requires a good organization and management team.

Process and promotion are one unit because in the service process it must be in accordance with what is being promoted so as to maintain the expectations of café visitors. Of course we don't want to make customers feel down because what they see on social media is not like reality. Of course, being able to carry out these two things requires a regular actuating process such as periodic promotions and evaluation of café service processes every day through briefings.

Next is promotion and the physical building is of course something that deserves attention because just like a product, the physical building must be adequate and in accordance with what is being promoted so as to maintain the expectations of Café visitors. If it is connected with controlling the POAC, it requires regular building maintenance and maintenance of the internet connection so that the promotion continues.

Based on this model, it can be seen that each step is related to one another where in the café development model there are 4 components that must be considered, namely physical evidence or physical development of the café, product or café product development, process or supervision of the café SOP and finally promote or café promotions. In this case these four components are very related because if the café has a good design both exterior and interior then the café building design will help promote the café so as to attract café customers to try the atmosphere at café 247. Apart from that, café 247 products must also meet customer expectations. or exceed it in order to create a positive surprise effect so that customers feel comfortable with the café atmosphere and the products presented by the café. The positive trend of the café in terms of building design, products and promotion must be maintained through the SOP monitoring process so that the quality of products, services, promotional content and building design are well maintained so that they continue to get positive reviews from

customers. Positive reviews from customers will really help Café 247 to be more resilient in the future while maintaining customer satisfaction and continuing to make creative innovations to maintain Café 247's existence.

## CONCLUSION

First, in building the resilience of J4 Hotels Legian in terms of the physical building, products, operational and marketing processes, it requires good planning, organization, actualization and control so that it continues to provide satisfaction for café customers. What has been done by Café 247 is to carry out an evaluation process that is carried out to find out whether the process on the project being carried out is appropriate or not and whether the steps taken have produced output according to plan. The evaluation carried out in developing Café 247 was in terms of the physical building that Café 247 was indeed already established and had been opened to the public, but during the journey there was a slight difference between the initial concept and the results of this café considering the intervention from the the owner regarding the layout of the interior of the café, but this doesn't really matter because it's still in the same area. Then in terms of product, that this cafe has made menus that are ready to be marketed and it is proven that the results of the menus that are sold have been accepted among the public, this is evidenced by the sales results described in the previous marketing. In the process of developing Café 247 from a physical perspective, the building has been processed according to the work schedule of the project and is in accordance with the directions from the architect. In terms of products, the process has been carried out and described in standard operating procedures which are contained from ordering materials to the service aspect provided by guests. In the process of providing services, management always provides guest comment sheets to guests who have finished eating, and this can be used as an evaluation from Café 247 whether the food products owned are received by customers. The final project evaluation is based on marketing. Marketing is done through digital marketing, namely on social media of Instagram, Facebook and YouTube.

Second, the average results of visitors' expectations of Cafe 247 both in terms of assurance (2.93), empathy (3.13), reliability (3.22), responsiveness (3.26), and tangible (3.57) ) with an average of 3.16 which means it is still normal.



Furthermore, based on the survey results, the performance of Cafe 247 was found, namely assurance (3.07), empathy (3.26), reliable (3.36), responsiveness (3.38), and tangible (3.37) with an average of 3.28, which means it is still normal with a gap of 0.12 between expectations and Cafe 247's performance, which means it is not too bad and not too good so that in the future we need to see its development. However, from the results of the IPA analysis, there were no factors that could possibly be overkill or excessive. So, it can be concluded that based on the results of the servqual analysis, Cafe 247 is still in a safe stage because there is nothing excessive but improvements still need to be implemented in order to maintain the resilience of Cafe 247.

During the execution of the café 247 development project, of course, it was not as smooth as planned at the beginning, starting from the planning process, the obstacle encountered was the delay in determining the design to be used because there was a concept mismatch between the will of the management and the owner, but after explained the intent and purpose of finally finding a solution that can be implemented immediately. In terms of coordinating between the architect and the contractor, sometimes it is constrained in terms of communication which is very slow in the supervision carried out so that the contractor is slow in completing one part. In terms of implementation, there were also obstacles, especially the work schedule which collided with several holidays so that the contractor workers had to take a day off and return to their hometowns. This also happens in the procurement of furniture which takes a very long time because the production volume is large and the suppliers working on the furniture are outside Bali. Meanwhile, from a controlling perspective, there are no problems because hotel management, architects and contractors already have their own check lists, so things are going according to each other's wishes.

## REFERENCES

- Amanah, D. (2010). Pengaruh harga dan kualitas produk terhadap kepuasan konsumen pada majestyk bakery & cake shop cabang HM Yamin Medan. *Jurnal keuangan & bisnis*, 2(1), 71-87.
- Bachtiar, N. K. (2021). Tips Membangun Usaha di Masa Pandemi. *Community Empowerment*, 6(2), 319–327. <https://doi.org/10.31603/ce.4485>
- Creswell, J.W., & Guetterman, T. C. (2019). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research* (6th ed.). Boston: Pearson.

- Diah, P., Perdamaian, J., Puspita, A., & Frida, N. (2020.). Analisis Strategi Mempertahankan dan Mengembangkan Bisnis di Tengah Pandemi COVID-19 Serta Mengetahui Dampak Perkembangan dan Pertumbuhan COVID-19 di Indonesia. 2(3), 28–36.
- Fahdilah, N., & Tanjung, M. R. (2020). Perancangan Desain Interior Cafe Coffee Dengan Tema Rustic Modern Street Art. *Jurnal Mahasiswa Fakultas Seni dan Desain*, 1(1), 38-51.
- Harding, D., Kadiyono, A. L., & Nuradina, K. (2021). Peran Psychological Capital Dalam Membangun Mental Entrepreneur Di Masa Pandemi Covid-19. *Dharmakarya*, 10(4), 314. <https://doi.org/10.24198/dharmakarya.v10i4.32510>
- Juwita, R. (2017). Media Sosial dan Perkembangan Komunikasi Korporat. *Jurnal Penelitian Komunikasi*, 20(1), 47–60. <https://doi.org/10.20422/jpk.v20i1.136>
- Kartajaya, H. (2013). *Positioning, Diferensiasi, dan Brand*. Jakarta: PT. Gramedia Pustaka
- Kotler, P & Armstrong , G. (2014). *Prinsip-prinsip Pemasaran*. Edisi ke-12. Erlangga
- Nugroho, W. B., & Kamajaya, G. (2022). Resiliensi Usaha Cafe di Denpasar pada Masa Pandemi Covid-19. *Jurnal Sosiologi Andalas*, 8(1), 1-16
- Nurhasanah, N., Salwa, N., & Amelia, N. (2016). Penentuan Karakteristik Pariwisata dan Model Jumlah Wisatawan untuk Kabupaten/Kota di Provinsi Aceh. *Jurnal Natural*, 16(1), 43-50.
- Parasuraman, A. ., Ziethaml, & V., & B. L. (1985). SERVQUAL: A multiple item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 62(1), 12–40.
- Purnama, D. (2016). Pengaruh Model Pembelajaran Problem Based Learning (Pbl) Terhadap Hasil Belajar Ipa Siswa Kelas Iv Sd. *Mimbar PGSD Undiksha*, 4(1). <https://doi.org/10.23887/jipgsd.v4i1.7496>
- Salim, E., Hendri, H., & Robianto, R. (2020). Strategi Pengembangan Usaha Dan Peningkatan Kinerja Dalam Menghadapi Era Digital Pada Umkm Café Tirtasari Kota Padang. *JMM (Jurnal Masyarakat Mandiri)*, 4(1), 10. <https://doi.org/10.31764/jmm.v4i1.1461>
- Saputra, F., Ali, H (2022). Penerapan Manajemen Poac: Pemulihan Ekonomi Serta Ketahanan Nasional Pada Masa Pandemi Covid-19 (Literature Review Manajemen POAC). 3(3). <https://doi.org/10.31933/jimt.v3i3>
- Syarif, S. F., & Pandoyo. (2020). Studi Kelayakan Bisnis Pengembangan Café Cozy Shisha di Depok Jawa Barat Sayed. *Jurnal Ilmu Administrasi Publik Dan Bisnis*, 1(2), 39–49.
- Sembiring, N. T. (2020). *Gaya Hidup Generasi Millenial (Studi Kasus Pengunjung Cafe Live Music Holywings di Kota Medan)* (Doctoral dissertation, Universitas Sumatera Utara).
- Yanse, S. (2016). *Students' Perceptions on the Use of Group Discussion and Their Engagement in the Speaking Sessions of CLS I*. Yogyakarta: Sanata Dharma University.
- Yin, R. K. (2009). *Case Study Research: Design and Methods* (4th ed.). Thousand Oaks, CA: Sage Publications.
- Terry, G. R. (2000). *Prinsip-Prinsip Manajemen*. Jakarta Bumi Aksara.