



Management Performance of Shima Teppanyaki & Shabu Shabu towards Post-Covid-19 Business Resilience

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Abstract

Purpose: This research aims to analyze the business resilience model implemented by Shima Teppanyaki & Shabu Shabu in Seminyak, Bali, Indonesia, to ensure business continuity in post-Covid 19 pandemic conditions. Using the Business Model Canvas (BMC) framework and the Balanced Scorecard (BSC) approach, it evaluates nine key elements in business models and management performance to determine the most effective strategies for maintaining and increasing restaurant revenues.

Research methods: The research uses descriptive qualitative methods. Data was collected through observation, in-depth interviews, and documentation studies. The analysis technique used is the Business Model Canvas method.

Findings: Covid-19 pandemic has changed the tourism landscape significantly, including the culinary sector. Shima Teppanyaki & Shabu Shabu has successfully implemented a strategy that focuses on increasing operational efficiency, adapting to customer needs, and utilizing technology to support business sustainability.

Implication: The resilience model developed through the research is expected to be a reference for restaurant managers in designing business sustainability strategies in the future using the Business Model Canvas.

Keywords: restaurant, business resilience, Covid-19, business model canvas

INTRODUCTION

The tourism sector is one of the sectors that contributes to the country's foreign exchange and is also an industrial sector that is growing rapidly (Walakula, 2020). However, everything changed when the outbreak of the Covid-19 virus originating from Wuhan, China quickly resulted in economic activity including the tourism sector (Dwina, 2020). The Covid-19 pandemic has created an unprecedented global crisis in various economic sectors, including tourism. The largest industry that effected by the virus is tourism sector, because the tourism sector relies heavily on human movement (Bagus & Putra, 2021). With the Covid-19 pandemic that has hit the international world for 1 (one) year, the challenges in the tourism sector have become increasingly difficult, both in terms of human resources, management and marketing



(Ferdiansah *et al.*, 2020; Wicaksono, 2020). Since the start of the pandemic, measures to control the spread of the virus such as travel restrictions, border closures, and closure of public places have had a significant impact on tourist mobility. Even Several countries prohibit foreign nationals form visiting their country, including the Indonesian government prohibiting foreign nationals from visiting Indonesia (Lianda *et al.*, 2021). The United Nations World Tourism Organization (UNWTO) recorded a drastic decline in the number of international tourists in 2020, where the global tourism sector experienced a decline of 74% compared to the previous year (Setiyawan, 2020).

Bali, as one of the most popular tourist destinations in Indonesia, felt a huge impact with a 97% decline in international tourist visits during that year (BPS, 2020). Bali is renowned for its stunning natural beauty, its rich culture, and the extraordinary habitat of its people. Over the years, the island has become a favorite of tourist form all over the world (Puspita *et al.*, 2023). The tourism sector, which in 2019 was the largest contributor to Bali's GRDP (Amrita *et al.*, 2021), is now experiencing a decline, not only having an impact on the number of tourist visits, but also affecting tourism supporting sectors such as accommodation, restaurants and tourist attractions. Many tourism businesses have been forced to close operations or make drastic changes to survive. One concrete example is Shima Teppanyaki & Shabu Shabu which offers Japanese cuisine with a teppanyaki concept in Bali. Shima Teppanyaki & Shabu Shabu is a restaurant located in Seminyak, Badung Regency. This research focuses on the management performance of Shima Teppanyaki & Shabu Shabu in facing the challenges of business continuity after the Covid-19 pandemic. Before the pandemic, this restaurant was known for combining traditional Japanese cuisine with an authentic dining experience. However, the Covid-19 pandemic caused a drastic decline in income

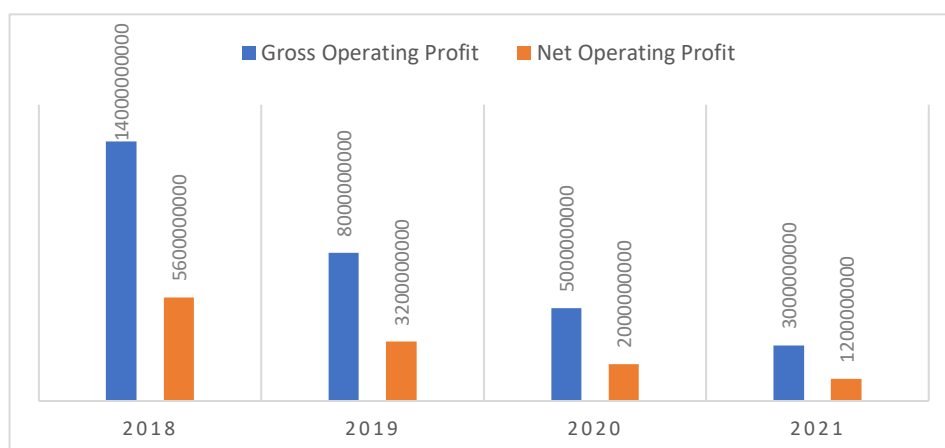


Figure 1. Shima Teppanyaki & Shabu Shabu's revenue
(Source: Shima Teppanyaki & Shabu Shabu, 2022)

To face this challenge, Shima Teppanyaki made a number of adaptations, including implementing a CHSE (Cleanliness, Health, Safety, and Environment) based health protocol issued by the Ministry of Tourism and Creative Economy (Kemenparekraf). The CHSE program is designed to increase tourist confidence and ensure that all tourist facilities, including restaurants, follow strict hygiene and safety standards (Kemenparkeraf, 2021). Implementation of CHSE (Cleanliness, Health, Safety, and Environment) based health protocols was implemented by the Bali provincial government in collaboration with the Ministry of Tourism and Creative Economy launching a program called We Love Bali, which was able to improve Bali's economic situation (Candranegara *et al.*, 2021). Although the implementation of CHSE provides a sense of security for returning tourists, the economic impact of the pandemic remains clear, with many businesses still struggling to return to their pre-pandemic financial performance (Sugiarto & Mahagangga, 2020). This research aims to examine the business model implemented by Shima Teppanyaki during the pandemic and post-pandemic using the Business Model Canvas (BMC) approach. BMC is a strategic analysis tool that helps businesses understand and manage critical elements of their business model, such as customer segments, value propositions, distribution channels, customer relationships, revenue streams, key resources, key activities, key partners, and cost structures (Osterwalder & Pigneur, 2011).

Using BMC, the research will explore how Shima Teppanyaki can adapt its business strategy to restore revenue and maintain business continuity amidst the changes caused by the pandemic. It does not only focus on the direct impact of the pandemic on the tourism sector, but also aims to offer strategic solutions for tourism businesses facing similar challenges. This approach is relevant considering the dynamics of the tourism industry in the post-pandemic era, where the success of businesses is highly dependent on their ability to adapt and respond to changing market conditions.

RESEARCH METHODS

This research uses a qualitative approach with the aim of exploring sustainable business resilience at the Shima Teppanyaki & Shabu Shabu. This qualitative approach was chosen to understand in depth the implementation of this restaurant business resilience strategy, which is in line with the thinking (Sugiyono, 2019), that this method is suitable for understanding complex phenomena. With this approach, researchers can explore information from various points of view, including restaurant management, staff and customers, thereby providing more comprehensive insight into post-pandemic business resilience.

The research design used is a single case study, where the focus is on the Shima Teppanyaki & Shabu Shabu. The choice of this design allows

researchers to analyze in depth the business resilience strategies implemented in the restaurant. This case study also facilitates a detailed exploration of key elements in a restaurant business model, such as revenue streams, key activities, and value proposition. This approach is consistent with the view (Creswell, 2016) which suggests qualitative research to understand the specific context of a case.

This research took place at the Shima Teppanyaki & Shabu Shabu with a focus on sustainable business resilience strategies implemented during the pandemic. The data used in the research includes primary and secondary data. Primary data was obtained directly through in-depth interviews and observations of seven key informants, including the restaurant owner, manager, head of accounting, head chef, waiter, and two customers. Secondary data comes from official documents such as financial reports, business development plans, and company policy documents that are relevant to the resilience of the restaurant business.

The data collection process was carried out using several methods. First, in-depth interviews with seven key informants to gain information about business strategies and how restaurants maintain their operations during the pandemic. Second, full participant observation was carried out. Where researchers are directly involved in daily activities in restaurants to directly understand the implementation of business resilience strategies. Third, documentation studies are used to obtain information from official documents such as financial reports and company policies related to sustainable business strategies. Apart from that, researchers also conducted a Focus Group Discussion (FGD) involving restaurant owners, managers and local government representatives to discuss sustainable business management.

The data collected was then analyzed using qualitative descriptive analysis techniques form (Miles *et al.*, 2014), with the Business Model Canvas (BMC) analysis model from (Osterwalder & Pigneur, 2010).

FINDINGS

Sima Management Performance in Post-Covid-19 Sustainability Business

The balanced scorecard is a work measurement system that covers financial and non-financial aspects through four main perspectives: financial, customer, internal business processes, and learning and growth. This system helps organizations translate vision and strategy into concrete actions, where the four perspectives are interrelated in a cause-effect relationship.

1. Financial perspective

According to Utama, (2009), profit is the main goal in business, so the financial perspective is used in the balanced scorecard to measure company performance. This perspective focuses on revenue growth, cost reduction, and

asset utilization, measuring financial performance helps companies monitor business strategic planning.

During the Covid-19 pandemic, Shima Teppanyaki dropped drastically from 1.2 billion to 400-500 million rupiah. Despite the increase, revenues have not fully recovered (500-600 million). Shima implemented efficiency measures, such as scheduling shifts, complying with government policies, and obtaining CHSE certification for cleanliness and safety. This financial performance measurement helps Shima remain resilient and adaptive in facing post-pandemic challenges.

2. Customer perspective

Management philosophy increasingly emphasizes customer focus and satisfaction as the main indicators of long-term business success. Dissatisfied customers will look for alternatives, leading to a decline in the customer base over time, despite strong financial performance (Abdillah & Bagus Putu Wira Diana, 2018). Key customer metrics include satisfaction, market share, new customer acquisition, retention, and profitability (Mcwhorter, 2001).

In the post-pandemic era, Shima Teppanyaki & Shabu Shabu is adopting a customer-centric approach, integrating it into their Balanced Scorecard for sustainability. During the pandemic, Shima innovated by introducing delivery services via Gojek and launching catering services to meet customer needs. They also adapt their menus to meet local tastes, ensuring customer satisfaction and continued business growth. Through this innovation Shima demonstrated its adaptability in responding to the challenges of the pandemic, which helped retain customers who were unable to dine in restaurants.

3. Internal business process perspective

The internal business process perspective focuses on optimizing key processes within the company to increase customer satisfaction, which in turn leads to improved financial performance and meeting shareholder expectations (Abdillah & Bagus Putu Wira Diana, 2018). According to Utama,(2009), this perspective can be divided into four main components:

- **Operational Management Process:** this process involves handling orders, so that the process is more efficient.
- **Customer Management Process:** this process focuses on attracting, retaining and adding value to customers, ensuring long-term relationships.
- **Innovation Process:** identifying customer needs and creating products or services that meet those needs is critical to remaining competitive.
- **Regulatory and Social Processes:** contributing positively to society and the environment is essential to maintaining good relationships and sustainable operations.

In Shima's post-Covid-19 Balanced Scorecard, optimizing internal processes is key to maintaining operational relevance and sustainability. Shima adapted by ensuring their products were in stock, sourcing high-quality local ingredients, switching to shift work to reduce costs, and innovating with delivery and catering services.

Interviews with restaurant owners and managers reveal that during the pandemic, Shima made strategic decisions such as turning to local suppliers for better quality ingredients, reducing costs by implementing a shift work system, and collaborating with Gojek for delivery services. They are also focusing on online promotions to reach more customers and keep the business flowing.

4. Learning and growth perspective

A learning and growth perspective is critical to adapting to changing markets and customer preferences. Shima adopted several key innovations, such as implementing an online system for greater efficiency, adapting operations to meet local customer demand, and improving catering and delivery services. The restaurant also realigned its internal processes, including implementing shift work to maintain social distancing and reduce costs.

Interviews with Shima management highlight that their success during the pandemic is largely due to this innovation. The shift work system ensures that employees continue to work without layoffs, and the use of technology for promotions and online reservations helps them maintain relationships with customers. Additionally, Shima provides employees with the opportunity to earn hospitality certifications, enhance their skills and contribute to the restaurant's long-term growth.

By focusing on innovation, operational efficiency and technology, Shima has successfully overcome the challenges of the pandemic, demonstrating resilience and adaptability. This is in line with the internal business process principles of the Balanced Scorecard, where continuous learning and growth play a fundamental role in ensuring business continuity and success.

Business Model Canvas Analysis

In analyzing the resilience of the Shima Teppanyaki & Shabu Shabu business model, data was compiled using a business model canvas model framework. The following (Table 1) are the findings of the canvas business model at the Shima Teppanyaki & Shabu Shabu.

Table 1. The Canvas Business Model at the Shima Teppanyaki & Shabu Shabu
[Source: Researchers' data, 2024]

Business model canvas components	Description	Key findings
Customer segment	Upper middle-class customers (international & local), high purchasing power, and interest in Japanese culture	Before the pandemic: dominated by foreign tourists.

Value proposition	A unique hands-on cooking experience with chefs and direct interaction with customers.	During the pandemic: turning to local customers, which led to adjustments to menu tastes.
Channels	Multi-channel approach through restaurant dining, online reservations, delivery and home cooking services	Interactive dining experience
Relationship with customers	Direct communication and feedback mechanisms (online platforms & direct interactions) to maintain strong relationships and loyalty	Chef performances enhance the dining atmosphere.
Income stream	Food sales, catering services, take-out services and bar services	Real time reservations via ResDiary
Key resources	Human resources, supported by ongoing soft skills training (English, hospitality, cooking).	Active on social media & personal networks
Main activities	Daily operational activities include inventory checking, food preparation, cleaning, and live cooking demonstrations.	Home cooking options and delivery services for convenience
Key partnerships	Supplier of essential ingredients, with a focus on local sourcing during the pandemic.	Personalized service for special occasions (birthdays, anniversaries)
Fee structure	Stable cost structure with efforts to reduce electricity usage and labor costs during the pandemic through hourly shifts	Customers continue to enjoy discounts and special dishes

Balanced Scorecard (BSC) and Business Model Canvas (BMC) are strategic management tools used by Shima Teppanyaki & Shabu Shabu to align activities with their vision and strategy. BSC focuses on measuring performance in four areas: financial, customer, internal processes, and learning and growth. Meanwhile, BMC describes the business model through nine components, such as customer segments, value propositions and revenue streams.

- Financial perspective & Income Stream. BSC's financial perspective measures revenue growth and cost management, which are closely linked to BMC revenue streams such as food sales and catering. This monitoring ensures profitability.
- Customer & segment perspective, channel relationships. The customer perspective focuses on satisfaction, which aligns with BMC blocks such as customer segments, relationships, and channels. Effective management of this area increases customer loyalty and satisfaction.
- Internal business processes & key activities, resources, partnerships. The customer perspective focuses on satisfaction, which aligns with BMC blocks such as customer segments, relationships, and channels.

Effective management of this area increases customer loyalty and satisfaction.

- Internal business processes & key activities, resources, partnerships. The internal process perspective in the BSC focuses on operational efficiency, which is related to key activities, resources, and partnerships within the BMC. Optimizing these processes ensures smooth operations and high-quality service.
- Learning and growth & human resources. The BSC learning perspective emphasizes workforce development, which aligns with BMC's focus on human resources. Shima invests in employee training, which ensures continued growth and continuous innovation.

The synergy of BSC and BMC allows Shima to clearly define its strategy and track performance effectively, ensuring long-term success in a post-Covid environment. The model was further validated through interviews and focus group discussions with Shima management, who aligned business strategy with practical insights for sustainability (Table 2).

Table 2. The model validated through interviews and focus group discussions with Shima management

[Source: Researchers' data, 2024]

Partnership Keys: 1. Partnership with local suppliers 2. Collaboration with online travel agents 3. Collaboration with online motorcycle taxi services/Gojek, Grab, Maxim, etc 4. Partnership with ResDiary for real-time reservations 5. Online ordering and delivery services - Development of an easy-to-use online ordering platform - Partnerships with delivery services to expand reach - Implementation of the boxless shipping option	Main Activities: 1. Production of typical Japanese food 2. Check the materials used 3. Bars 4. Daily cleaning and general cleaning every week 5. Product introduction (via social media/ from person to person) 6. Implementation of safety protocols - Ensure strict compliance with government health guidelines - Sanitize and disinfect the premises regularly - Installation of protective barriers and social distancing	Value proposition: 1. Live cooking and playing 2. Adjust the taste to suit Indonesian tastes 3. Quality control and food quality standards 4. Offer additional menu items to regular customers and those celebrating anniversaries or birthdays 5. Japanese food and restaurant concept 6. Introduction of new menu items - Incorporation of locally sourced and health conscious	Customer relations: 1. Maintain product quality to maintain customer trust 2. Provide discounts and special menus for regular customers 3. Provide a special menu for customers celebrating birthdays or anniversaries 4. Friendly staff and waiters provide the best service to clients 5. Website for customers to provide feedback	Customer Segment: 1. Customers who like Japanese food 2. High class customers 3. Segmentation and identification of customers based on their characteristics
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markers	ingredients - Development of takeaway food options 7. Improved customer experience - Offers cooking classes and virtual events - Provide a personalized experience through the reservation system	
Key resources: 1. Physical resources: buildings and supporting assets 2. Provide training to improve existing skills 3. Well trained workforce 4. Training and monitoring staff health - Continuous training on new health protocols - Routine health checks and provision of PPE for staff	Channel 1. Advertising and marketing via social media using Agoda, ResDiary, Instagram and websites 2. Word of mouth 3. Online and real-time reservation capabilities 4. Transactions that accept cash, credit or online payments 5. Providing online delivery services in collaboration with online taxi services 6. Offer catering services 7. Digital marketing strategy - Increased presence and engagement on social media - Utilization of targeted online advertising campaigns - Implementation of royalty programs via digital platforms	
Fee structure: 1. Employee salaries	Income stream: 1. Food sales	

2. Maintenance costs (water, electricity and wi-fi)	2. Selling drinks from the bar
3. Operational costs	3. Takeaway service
4. Implementation of a shift work system for efficiency	4. Catering services
5. Cost reduction strategy	5. Diversify income streams
- Optimization of supply chain management	Exploration of catering services and event organization
- Negotiation with suppliers to get better prices	

Note: ■ Former business model canvas

■ Refined and expanded canvas business model

CONCLUSION

A study of Shima Teppanyaki & Shabu Shabu's management during the Covid-19 pandemic highlights the restaurant's resilience and adaptability. Its key strategies include reducing employee working hours to manage costs and implementing technology through online ordering and digital marketing to expand its reach. The Business Model Canvas (BMC) helps the restaurant improve key business aspects, while the Balanced Scorecard (BSC) provides a comprehensive framework for measuring performance across financial, customer, process, internal and learning dimensions.

Shima's proactive management and flexibility allowed it to not only survive but also grow during the crisis. This case emphasizes that businesses can thrive by embracing innovation and refining strategies in challenging times.

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