



JOURNAL OF ACCOUNTING ISSUES

ISSN: 2985-6027
E-ISSN: 2985-5713
VOLUME 2 NO 2. 2023
PP: 101-118

BUSINESS DEVELOPMENT PLAN FOR SURYA SUPER CRAB RESTAURANT IN MAKASSAR CITY

Syamsul Bahri Hunou

Master of Management, Faculty of Economics and Business, Hasanuddin University.
mr.ius.boy@gmail.com

Abstract

The seafood restaurant had become an important segment in the culinary industry that was continuously growing. The consumption of seafood has been increasing globally as people have been increasingly appreciating the unique flavors, health benefits, and culinary experiences offered by seafood dishes. This research aimed to develop the appropriate business development strategy, including opening new branches with minimal capital. The research method used was a qualitative descriptive analysis method supported by quantitative analysis based on primary and secondary data. Primary data was obtained through interviews with business owners and customer surveys. Secondary data was obtained from literature reviews, including books, articles, journals, websites, and social media. The customer empathy mapping analysis results showed that Surya Super Crab Restaurant customers had been highly engaged with social media. The analysis of the business model canvas indicated that certain business model components had required additional development. The financial feasibility of the business, based on the Net Present Value (NPV) of Rp Rp. 126.186.850, Internal Rate of Return (IRR) of 25,45%, and Payback Period (PP) of 4 years and 1 month, demonstrated that all financial feasibility requirements had been met.

Keywords: empathy mapping; business model canvas; business feasibility study; financial aspects.

A. INTRODUCTION

Indonesia had a vast coastline measuring 108.000 km and had abundant marine resources. Therefore, development could be based on utilizing marine resources and other environmental services. Coastal areas and small islands had unique characteristics with various potential possibilities (BPS, 2022), such as tourism potential, fisheries and maritime potential, trade potential, processing industry, and culinary industry potential.

The culinary industry has made a significant contribution to building the image and identity of a region or country. The local cuisine has been a draw for both domestic and international tourists who want to experience the deliciousness and cultural uniqueness of the local area. Restaurants, cafes, and food stalls served as social gathering places and venues for appreciating culinary and cultural diversity.

One of the main aspects that made the culinary industry an attractive part of the creative economy was the creativity involved in the culinary process. Culinary entrepreneurs often combine elements of art, taste, innovation, and cultural uniqueness to create captivating dishes. They took inspiration from local culinary heritage, modern cooking techniques, and global trends to create unique and satisfying dining experiences.

Based on statistical data from the Data Center and Information System of the Ministry of Tourism and Creative Economy / Tourism and Creative Economy Agency of the Republic of Indonesia, three major creative economy subsectors influenced South Sulawesi Province's economy. These were Culinary at 24,59%, Performing Arts at 15,83%, and Music at 14,62%. These subsectors were predominantly dominant in three cities/districts: Makassar City at 60,44%, Gowa Regency at 13,03%, and Maros Regency at 3,08%.

As part of the creative economy, the culinary industry involved in various activities such as food and beverage production, restaurants, cafes, catering, and other related businesses. This industry not only made a significant contribution to economic growth but also played a vital role in creating employment opportunities and advancing culture and tourism.

Surya Super Crab Restaurant was established in Makassar in 1946. The restaurant was located at Nusakambangan Street No. 16, Makassar, and provided a variety of dishes with crab as its main menu. According to the financial reports of Surya Super Crab Restaurant, the sales figures for each year were as follows: Rp. 4.767.513.606,- in 2018, Rp. 4.632.632.843,- in 2019, Rp. 1.511.683.842,- in 2020, Rp. 1.949.541.600,- in 2021, and Rp. 3.217.507.639,- in 2022.

From the sales data above, it was evident that Surya Super Crab Restaurant experienced a significant decline in sales in 2020 due to the Covid-19 pandemic. However, in 2021 and 2022, sales started to increase as the pandemic subsided and societal interactions began to normalize. This situation also led to increased competition in the culinary business. Therefore, it was necessary to develop strategies to sustain and expand the business of Surya Super Crab Restaurant.

From the culinary phenomenon, which had a significant contribution according to statistical data from the Data Center and Information System of the Ministry of Tourism and Creative Economy / Tourism and Creative Economy Agency of the Republic of Indonesia in 2020, culinary accounted for 24,59% of the total contribution in South Sulawesi province. It was predominantly dominant in the city of Makassar, accounting for 60,44% of all cities/regencies in the South Sulawesi province. This gave rise to the idea of developing the restaurant business to become more competitive in facing similar business competitors.

The seafood restaurant industry faced high levels of competition. Seafood restaurants competed with similar competitors in terms of pricing, quality, service, and innovation, causing Surya Super Crab Restaurant to face challenges in developing its business. The restaurant had to compete with other seafood restaurants and eateries that offered lower prices, which threatened the sustainability of Surya Super

Crab Restaurant. Therefore, it was necessary to design an appropriate business model to develop the business of Surya Super Crab Restaurant.

Research Questions

Based on the previously outlined background, the research aimed to answer the following problem statements:

- a. How can the development and business plan be aligned with the appropriate business model for Surya Super Crab Restaurant?
- b. What is the financial feasibility of the proposed business development for Surya Super Crab Restaurant?

Research Objectives

The objectives of this research were:

- a. To formulate the development and business plan aligned with the appropriate business model for Surya Super Crab Restaurant.
- b. To analyze the financial feasibility of the proposed business development for Surya Super Crab Restaurant.

B. LITERATURE REVIEW

1. Business

Business is a human activity conducted to gain profit by providing goods and services for the needs of others (Kotler, 2013)

2. Business Development

Business development is the company's effort to create long-term value through the development and implementation of a vision and plan that leverage existing market opportunities and competitiveness (Daft, R. L.; 2015).

3. Business Model

To make a business sustainable and generate income, a business model serves as a blueprint or framework for implementing strategies through organizational structure, processes, and systems. (Osterwalder & Pigneur, 2010).

4. Business Model Canvas

The Business Model Canvas is a tool used to showcase how a company creates, describes, and visualizes a business model by presenting the key components of a company. Osterwalder and Pigneur (2010) divide the Business Model Canvas into nine building blocks, referred to as the nine building blocks:

Customer Segments

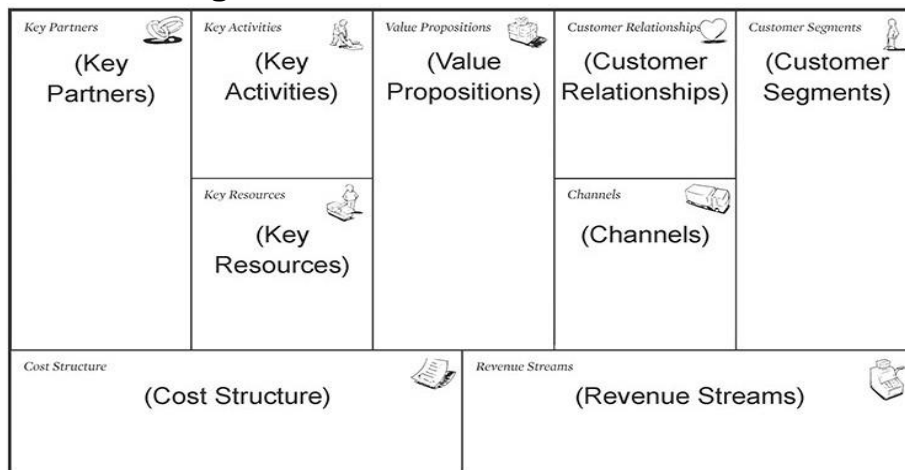
In this section, the company determines the target customer (client) segments for its business

Value Proposition

Based on the identified customers, the company identifies the value it will provide to meet their needs and preferences.

- a. *Customer Relationship*
Defined as the relationships between the company and its customers, including how the company interacts and engages with them.
- b. *Channels*
Describes how the company reaches customers and delivers its value proposition effectively through various communication and distribution channels.
- c. *Revenue Streams*
This block shows how the company receives revenue from each customer segment. It indicates that each customer segment will generate income for the company in a specific way.
- d. *Key Resources*
This refers to the most important assets required to create and operate the business model.
- e. *Key Activities*
This component explains the essential tasks that the company needs to perform in alignment with the chosen business model. Each business model will have its own set of key activities.
- f. *Key Partners*
This component describes the reasons why the company's business model relies on partnerships.
- g. *Cost Structure*
This encompasses all the costs involved in operating the business model.

Figure 1. Business Model Canvas Scheme



5. Empathy Map

Empathy map and business model canvas are crucial components in building a model. An empathy map is a valuable visual tool used to create a simple and easy customer profile. It is essential because many companies spend a significant amount of money on market research, yet often overlook the customer perspective when designing products, services, or business models. Such mistakes can be avoided with a well-designed business model.

A visual thinking company called XPLANE developed a visual tool called the Empathy Map (Osterwalder & Pigneur, 2010). This one-page visual tool consists of 6 boxes with various questions, enabling businesses to gain a deeper understanding of what customers truly desire.

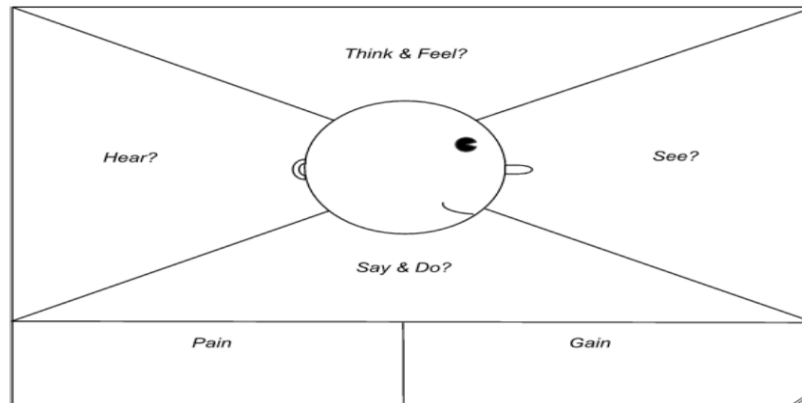


Figure 2. Empathy Map

The Empathy Map is highly user-friendly. Start by giving this customer a name and demographic attributes such as income and marital status. Then, use a flip chart or whiteboard to create a new customer profile by asking the following six questions (Osterwalder & Pigneur, 2010).

C. SEARCH METHOD

1. Research Location and Design

This research was conducted at the business location, specifically at Surya Super Crab Restaurant, located at Nusakambangan Street No. 16, Makassar. The study used a qualitative descriptive analysis method, supported by quantitative analysis (Sugiyon, 2013).

2. Population or Sample

The population for this research consisted of the owners, managers, and customers of Surya Super Crab Restaurant. From this population, a sample was selected based on criteria set by the researcher in accordance with the research objectives.

3. Data Collection Method

Data was collected through interviews with business practitioners and a literature review, followed by the triangulation technique, which involved verifying information through surveys conducted with customers to validate the information obtained from interviews and literature review.

4. Data Analysis Method

The data analysis process began with creating an empathy map to gain insights that would serve as the foundation for developing the business model of Surya Super Crab Restaurant. This was followed by constructing the Business Model Canvas to depict the fundamental thinking on how the organization can create, deliver, and capture value.

Finally, a Business Feasibility Study was conducted based on financial aspects to determine the financial viability of the business model (NPV, IRR, and PP).

STRATEGY AND BUSINESS PLAN

1. Empathy Map Analysis

In determining the strategy and business plan, it began with conducting a survey among pre-determined respondents. The responses provided by customers in the survey are known as survey answers. The statements in the questionnaire were based on data mapped into an empathy map based on the survey results. The distribution of the questionnaire aims to determine whether there is an alignment between consumer needs and the designed business plan.

Empathy map analysis was conducted to understand the customers' opinions about Surya Super Crab Restaurant. This analysis was based on the survey results obtained from 30 customers of Surya Super Crab Restaurant.

2. What Customers Saw

This section provided an overview of what customers observed when they visited Surya Super Crab Restaurant or enjoyed its food. The survey results indicated several aspects that customers considered important. 94% of the respondents stated that the decoration, menu presentation, and service had a significant impact on their visits to a restaurant. Furthermore, 60% of the respondents mentioned that cleanliness, suitability, and facility completeness were other factors that caught the attention of consumers. Additionally, 44% of the respondents noted the quantity and variety of menu options.

3. What Customers Heard

The following section described what customers heard, highlighting the factors that influenced and provided information to customers. The information received mainly stemmed from the physical condition of Surya Super Crab Restaurant and the taste of the food menu, with 77% of the respondents stating this. Apart from the physical condition and taste, price and location often became recommendations about the restaurant, according to 43% of the respondents. This indicated that in addition to the physical condition and taste, price and location were also frequently heard information by customers about the restaurant.

4. What Customers Thought and Felt

Customers shared their thoughts about a seafood restaurant in this section. The survey results indicated that comfort, service, taste, and quality were the most common thoughts and feelings expressed by customers. Social media posts were another aspect that was frequently considered by 65% of the respondents, while other factors were only mentioned by 10% of the respondents. The survey results highlighted that Surya Super Crab restaurant needs to ensure that its products meet customer expectations while providing comfort and service, therefore that customers can feel satisfied.

5. What Customers Said and Did

In this section, it described what the respondents said and did after dining at Surya Super Crab Restaurant. If customers were satisfied, they would express their intention to return or make repeat purchases, invite friends, family, and colleagues, and post about it on social media accounts. Satisfied respondents would provide positive feedback. On the other hand, if respondents were dissatisfied, they would share negative feedback. 71% of the respondents stated that they would come back and provide positive recommendations if they were satisfied, while 32% mentioned that they would not only refrain from returning but also give negative recommendations to their friends, family, or colleagues. Additionally, 72% of the respondents expressed their intention to report their activities at Surya Super Crab Restaurant on their social media accounts.

6. What Disadvantages for Customers

In this section, respondents were asked about what they considered as disadvantages or barriers to visiting Surya Super Crab Restaurant and enjoying seafood. Some of them indicated that health factors, available seafood menu options, and prices were hindrances or disadvantages to visiting Surya Super Crab Restaurant and enjoying seafood. 62% of the respondents stated that they experienced unpleasant side effects after consuming seafood, which became a concern for them. Additionally, 31% of the respondents mentioned that they felt bored with the variety of seafood options on the menu.

7. What the Consumer Gains

In this section, the gains and attractions for customers when they visited Surya Super Crab Restaurant and enjoyed their food were discussed. Each respondent mentioned that they experienced different sensations when they visited Surya Super Crab Restaurant and enjoyed their food. 98% of them stated that the taste of the food they consumed while conversing or gathering in a comfortable environment was a significant benefit.

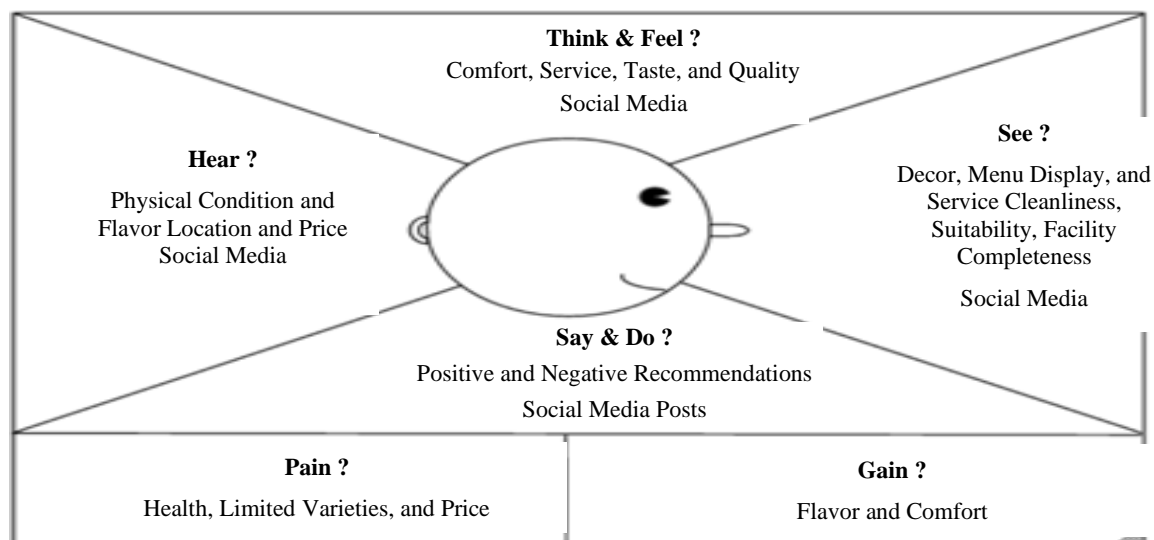


Figure 4. Empathy Map of Surya Super Crab Restaurant Customers

8. Analysis of Current Business Model Canvas

Based on interviews conducted with the owner and management of Surya Super Crab Restaurant, the business model canvas that was being pursued by Surya Super Crab Restaurant at that time was as follows :

a. Customer Segments

Surya Super Crab Restaurant had a clear target and customer segmentation, targeting children, teenagers, adults, and the elderly. Additionally, the restaurant catered to office workers, businesspeople, seafood enthusiasts, tourists, and the middle to upper-middle-class clientele.

b. Value Propositions

Surya Super Crab Restaurant was committed to providing food with high-quality ingredients at affordable prices. Customers mentioned that the prices at Surya Super Crab Restaurant were relatively lower compared to other restaurants, and despite the affordability, the portion sizes were not small. They were also satisfied with the prices, food, and service provided because the service at Surya Super Crab Restaurant was excellent. According to the interview results, the design of Surya Super Crab Restaurant was not suitable for young people. However, if there were a desire to change the design, it would be challenging because it could potentially disrupt the comfort of adult customers, who were actually regular patrons.

c. Channels

Surya Super Crab Restaurant was located at Nusakambangan Street No. 16, Makassar, allowing customers to place orders and dine in directly at the establishment. Surya Super Crab Restaurant accepted both cash and non-cash payments.

d. Customer Relationship

The owner of Surya Super Crab Restaurant had a good relationship with the customers as they frequently greeted and engaged in conversations with them to maintain their loyalty and encourage repeat orders. Additionally, the restaurant staff provided excellent and friendly service to the customers. Until now, the restaurant has built a strong relationship with its customers.

e. Revenue Streams

Surya Super Crab Restaurant only generated revenue from food and beverage sales, and its customers frequently returned. In 2019 and 2020, the restaurant experienced a decline due to the Covid-19 pandemic. However, in 2021 and 2022, there was an increase in sales.

f. Key Resources

Surya Super Crab Restaurant had a strategically located venue for marketing and producing its products, making it easily accessible to customers. Its employees were friendly and professional, and the owner provided them with training every three months.

g. Key Activities

Activities conducted: As part of the daily operations, the kitchen captain and cooks would prepare some dishes in the morning before the restaurant opened. Preparing spices and cooking certain foods, such as soup-based dishes that required a long cooking time, were part of the production process. The food would be processed halfway and then stored. Receiving orders was the next task. Servers typically took orders directly from customers or through restaurant phone calls, GoFood, or GrabFood. When an order was placed, the ready-made food would be prepared and reheated. Vegetables and fried foods would also be fried as orders came in to ensure shorter preparation time for customers. After customers left, the food would finally be delivered or served to them. Servers would clean the tables and chairs after customers departed, depending on the needs of customers who wanted to dine in the restaurant or order food for takeout. If there were any unsold food items at the end of the day, they would be given to the staff.

h. Key Partnership

Due to the abundance of seafood sellers, Surya Super Crab Restaurant was able to quickly find new suppliers for various types of seafood, such as crabs, shrimps, squids, clams, and fish.

i. Cost structures

Over the past few years, the costs of Surya Super Crab Restaurant have remained stable, and the restaurant can estimate the expenses incurred even during the Covid-19 pandemic, including raw material costs, production costs, electricity and water costs, and employee salaries.

9. Analysis of the New Business Model Canvas

Based on the previous business model canvas implemented by Surya Super Crab Restaurant, a new business model was developed in the form of a new business model canvas.

a. Customer Segments

Surya Super Crab Restaurant has the ability to expand its business by opening new branches. With the opening of a new branch at Cenderawasih Street No. 422, Makassar, Surya Super Crab Restaurant is able to expand its target customer base. Furthermore, Surya Super Crab Restaurant has the opportunity to cater to orders for "nasi kotakan" (traditional boxed rice) for events and provide catering services for both formal and informal gatherings for families.

b. Value Propositions Newness

Surya Super Crab Restaurant develops new menus with Chinese food options that have never been consumed by customers, such as chicken salted egg yolk rice or trending dishes like crab extravaganza, so that customers can discover unique menu offerings they have never seen before. Currently, the first thing that comes to customers' minds when they hear the name "Surya Super Crab Restaurant" is usually their crab dishes. This is also a way to enhance the restaurant's value proposition (brand). Surya Super Crab Restaurant also provides catering services for offices or home gatherings for families and accepts orders for "nasi kotakan" (rice box) for special events.

c. Customization

Surya Super Crab Restaurant accommodates customizable rice box orders, allowing customers to choose their desired menu while the restaurant determines the price. There is a minimum order requirement for each box rice order.

d. Design

The owner of Surya Super Crab Restaurant has a commercial property located at Cenderawasih Street No. 422, Makassar, which can be used as a branch location for Surya Super Crab Restaurant.

e. Channels Expand

The owner of Surya Super Crab Restaurant had a commercial property located at Cenderawasih Street No. 422, Makassar, which could be used as a branch location for Surya Super Crab Restaurant.

f. Awareness

Surya Super Crab Restaurant increased customer awareness through promotional activities. This was accomplished by printing brochures and distributing them in strategic locations. Banners were also placed in other strategic areas. Additionally, they used social media for promotion.

g. After sales

For after-sales services, Surya Super Crab Restaurant provides a membership card to customers, which allows them to make repeat purchases using the membership card. Additionally, as an added benefit of the membership card, customers can receive meal vouchers after certain transactions. For example, customers will receive a ten percent discount or IDR 50,000 off on their next transaction after a purchase worth IDR 300,000. This encourages customers to return to the restaurant. For catering customers, Surya Super Crab Restaurant can also offer bonuses to loyal customers who have been utilizing the restaurant's catering services for more than six months. Loyal customers are considered eligible for bonuses every six months. These bonuses can include food containers, magic jars, Tupperware, or other items.

h. Customer Relationship

Surya Super Crab Restaurant maintains customer loyalty and enhances customer relationships by offering memberships and post-sales services. This makes it difficult for customers to switch to other restaurants and encourages them to return.

i. Revenue Streams

Currently, Surya Super Crab Restaurant relies solely on one revenue stream, which is food sales. It would be better if they were not dependent on just one stream. This can be achieved by opening branches at Cenderawasih Street No. 422, Makassar, participating in events organized by the Makassar City Tourism Office, and venturing into catering services. These steps would allow Surya Super Crab Restaurant to generate consistent monthly revenue.

j. Key Resources ***Human resource***

Surya Super Crab Restaurant needs to hire additional staff for catering delivery services. They require more trained employees to ensure the smooth delivery of catering orders.

Physical

For catering delivery, a box truck is needed to safely transport the food to its destination without any spillage or damage.

Intellectual

Every employee receives specialized training, especially in customer service, to learn about and understand the ingredients of each menu item at Surya Super Crab Restaurant. This improves the employees' skills and enables them to provide accurate information to customers. These training activities are conducted and evaluated every three months.

Financial

For the opening of a branch for Surya Super Crab Restaurant, the owner may still rely on personal funds solely for building renovations, as the land and building belong to the owner of Surya Super Crab Restaurant.

k. Key Activities

Production

Surya Super Crab Restaurant developed a new business through the opening of branches and food delivery when starting catering services.

Network

Customers of Surya Super Crab Restaurant can utilize the catering services provided by Surya Super Crab Restaurant.

l. Key Partnership

Partnerships for operational optimization

Surya Super Crab Restaurant can seek additional suppliers. They do not want to rely on a single supplier for food ingredients as they aim for the highest quality. However, for fruits used as juice ingredients, ice cubes, and mineral water, they can rely on a single supplier. This is done to streamline operations and reduce the number of suppliers to manage.

- ***Cost Structures***

Estimated additional costs may include: a) Building renovation for the branch restaurant; b) Equipment and machinery purchases for the branch restaurant; c) Salaries for new employees at the branch restaurant; d) Costs associated with launching catering services; e) Purchase of vehicles for transporting catering food; f) Salaries for couriers delivering catering orders.

Key Patnership	Key Activities	Value Propositions	Customer Relationship	Customer Segment
<ul style="list-style-type: none"> - Food and beverage suppliers - Gojek and Grab couriers - Multiple suppliers 	<ul style="list-style-type: none"> - Cooking processes - Ordering processes - Payment processes - Procurement processes - Customer service - Branch openings - Couriers for catering services - Catering services 	<ul style="list-style-type: none"> - High-quality and fresh food ingredients - Lower prices compared to other seafood restaurants - Main menu featuring crab dishes - Excellent customer service - Development of new, trendy menu items - Customization for catering to customers - Live music performances on specific days 	<ul style="list-style-type: none"> - Owner of the restaurant personally greets and interacts with customers - Providing good and friendly customer service - Offering membership and after-sales services 	<ul style="list-style-type: none"> - All age groups - Office workers - Business professionals - Seafood enthusiasts - Tourists - Middle to upper-middle class - Event organizers - Customers at branch restaurant locations - Housewives
	<p>Key Resources</p> <ul style="list-style-type: none"> - Strategic business location - Friendly and professional staff - Cooking equipment and utensils - Food ingredients - Catering couriers - Catering vehicles - Employee training 		<p>Channel</p> <ul style="list-style-type: none"> - Offline sales - Online sales through Gofood and Grabfood - Cash payments - Non-cash payments (Gopay and OVO) - Branch opening at Jl. Cenderawasih No. 422 - Promotions through brochures in strategic locations and via social media - Participating in events - Broadcast messaging - Member card program - Promotions and discounts 	
Cost Structure			Revenue Stream	

<ul style="list-style-type: none"> - Raw material costs - Production costs - Electricity and water expenses - Employee salaries - Renovation costs for the branch restaurant - Procurement costs for equipment, machinery, and utensils for the branch restaurant - Salaries for new employees at the branch restaurant - Catering service expenses - Purchase costs for catering vehicles - Courier salaries for catering services 		<ul style="list-style-type: none"> - Revenue from the restaurant located at Nusakambangan Street No. 16 (main location) - Revenue from the restaurant located at Cenderawasih Street No. 422 (branch) - Revenue from events - Revenue from catering services
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Figure 5. New Business Model Canvas

10. Business Feasibility Analysis Based on Financial Aspects

An analysis of the Investment Value that was required in the development process of Surya Super Crab Restaurant business was as follows:

Table 2. Investment Capital Requirements

No	Investment Type	Quantity	Unit	Price/Unit	Total Price
1	Building Renovation	1	Paket	105.000.000	105.000.000
2	Catering Vehicle	1	Paket	95.000.000	95.000.000
3	Equipment and Supplies	1	Paket	500.000.000	500.000.000
Total Biaya					700.000.000

Table 3. Total Profit and Loss

Uraian	Total
Sales	3.217.507.639
Cost of Goods Sold	
Beginning Inventory	10.838.297
Purchases of Goods	2.007.712.927
Direct Costs	
LPG	171.370.000
Thermos and Wrappers	61.854.725
Perfume / Tissue / Cleanser	19.327.748
Goods Available for Sale	2.270.103.697
Ending Inventory	12.512.340

Total Cost of Goods Sold	2.257.591.357
Gross Profit	959.916.282
Operating Expenses	
Employee Salary Expenses	523.250.000
Depreciation Expenses	4.827.291
Electricity Expenses	132.319.024
Telephone Expenses	14.565.520
Water and Waste Management Expenses	2.379.000
Fuel Expenses	8.017.788
Office Stationery Expenses	7.274.500
Restaurant Electrical Equipment Expenses	4.743.000
Restaurant Toilet Supplies Expenses	670.500
Pest Control and Cleaning Expenses	5.355.000
Total Operating Expenses	703.401.623
Net Profit Before Tax	256.514.659
Final Income Tax Expenses	13.587.539
Net Profit After Tax	242.927.120

The value of sales was calculated based on the profit and loss statement for the year 2022 generated from the operations of Surya Super Crab Restaurant, with a net profit after tax of Rp. 242.927.120. Based on the NPV (Net Present Value) calculation, it indicated the total cash inflow generated by the company's operations from year to year when evaluated at present value using the discounted value method or the effective interest rate prevailing at the present time. From the cash flow, the Net Present Value (NPV) result was Rp. 126.186.850. Based on the IRR (Internal Rate of Return) calculation, it showed the ability of the company's operations from year to year in generating cash inflow to provide an average annual return/dividend in percentage form against the investment funds. The IRR value should ideally be greater than the Hurdle Rate (Hurdle Rate = 10%). From the cash flow, the Internal Rate of Return (IRR) was calculated as 20,499% (meaning IRR = 25,45% > Hurdle Rate of 10%). As for the Payback Period based on the cash flow, the result was 4 years 1 month (meaning PP < Economic Life of Investment of 5 years).

Table 4. Net Present Value (NPV) Analysis

Year	Investment	Operating Costs	Total Cost	Benefit	Net Benefit	DF 18 %	Present Value
0	700.000.000		700.000.000		(700.000.000)	1,00	(700.000.000)

1	2.960.992. 980	2.960.992. 980	3.217.507. 639	242.927.1 20	0,85	205.870.4 41
2	3.109.042. 629	3.109.042. 629	3.378.383. 021	255.073.4 76	0,72	183.189.7 99
3	3.264.494. 760	3.264.494. 760	3.547.302. 172	267.827.1 50	0,61	163.007.8 72
4	3.427.719. 498	3.427.719. 498	3.724.667. 281	281.218.5 07	0,52	145.049.3 78
5	3.599.105. 473	3.599.105. 473	3.910.900. 645	295.279.4 33	0,44	129.069.3 61
NPV						126.186.85 0

Table 5. Internal Rate of Return (IRR) Analysis

Year	Net Benefit	DF 18 %	Present Value	25,45 %	Present Value
0	(700.000.000,00)	1,00	(700.000.000,00)	1,0000	(700.000.000,00)
1	242.927.120,00	0,85	205.870.440,68	0,7971	193.644.575,53
2	255.073.476,00	0,72	183.189.798,91	0,6354	162.077.962,78
3	267.827.149,80	0,61	163.007.871,91	0,5065	135.657.123,09
4	281.218.507,29	0,52	145.049.377,55	0,4038	113.543.227,78
5	295.279.432,65	0,44	129.069.361,38	0,3218	95.034.188,25
		PV1	126.186.850,42	PV2	(42.922,57)
				IRR	25,45%

Table 6. Payback Period (PP) Analysis

Year	Investasi	Net Benefit	DF 18%	Present Value	PP Hitung PV
0	700.000.000	(700.000.000,00)	1,0000	(700.000.000,00)	(700.000.000,00)
1		242.927.120,00	0,8475	205.870.440,68	(494.129.559,32)
2		255.073.476,00	0,7182	183.189.798,91	(310.939.760,41)
3		267.827.149,80	0,6086	163.007.871,91	(147.931.888,50)
4		281.218.507,29	0,5158	145.049.377,55	(2.882.510,96)
5		295.279.432,65	0,4371	129.069.361,38	126.186.850,42
				NPV	126.186.850,42

ACTION PLAN

The action plan is divided into three stages: preparation stage, implementation stage, and evaluation stage. The timeline for each stage is as follows: the preparation stage will be carried out from August to November 2023, which includes activities such as renovating the shop at Cenderawasih Street No. 422, Makassar for the opening of the Surya Super Crab Restaurant branch, procuring equipment and machinery, recruiting employees, and creating social media content for promotion, among others.

The implementation stage will begin in January 2023, with the Surya Super Crab Restaurant branch at Cenderawasih Street No. 422, Makassar starting its operations and accepting orders from customers. The evaluation stage will continue throughout the business operations to ensure that the plan stays on track and aligns with the intended goals

D. CONCLUSION

The analysis of the customer empathy map indicated that Surya Super Crab Restaurant's customers were highly engaged with social media, which had become an integral part of their daily lives. The analysis of the business model canvas revealed areas that required additional development. In terms of financial feasibility, the Net Present Value (NPV) of Rp 126.186.850 indicated the cash flow that was successfully accumulated over the years. According to the results of the Internal Rate of Return (IRR) method, it provided an average annual return of 25,45%, and the Payback Period (PP) analysis showed that the company was able to recoup a significant portion of the investment costs within 4 years and 1 month. The financial analysis demonstrated that all financial feasibility requirements had been met. Therefore, under normal circumstances, the business expansion was deemed viable.

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