

The canvas business model as a framework for enhancing restaurant performance through gastronomic offerings

Poslovni model canvas kao okvir za unapređenje poslovanja restorana kroz gastronomsku ponudu

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Abstract

In contemporary hospitality, the gastronomic offer is increasingly positioned as a key element of competitive advantage and strategic restaurant development. The aim of this research is to examine the role of gastronomy as a strategic tool for improving restaurant business performance through the framework of the Canvas Business Model. The study was conducted on a sample of 85 employees working in hospitality establishments in Belgrade and Novi Sad (Serbia), using a quantitative methodological approach. Employing the Canvas model as an analytical framework, the paper explores how individual components of the model can be optimised in accordance with modern gastronomic trends and guest expectations. The results indicate that the gastronomic offer significantly influences all components of the Canvas model, with the strongest impact observed in the domains of gastronomic innovation, value proposition, and customer relationships. This research provides both theoretical and practical contributions to understanding the integration of gastronomy into restaurant business models, offering recommendations for future studies and implementation in gastronomic management.

Keywords: gastronomic offer, Canvas business model, hospitality industry, strategic management, business efficiency

Sažetak

U savremenom ugostiteljstvu, gastronomska ponuda sve više se pozicionira kao ključni element konkurentske prednosti i strateškog razvoja restorana. Cilj ovog istraživanja je da se ispita uloga gastronomske ponude kao strateškog instrumenta za unapređenje poslovanja restorana kroz okvir Canvas poslovnog modela. Istraživanje je sprovedeno na uzorku od 85 zaposlenih u ugostiteljskim objektima u Beogradu i Novom Sadu (Srbija), uz primenu kvantitativne metodologije. Koristeći Canvas model kao analitički okvir, rad analizira na koji način se pojedinačne komponente ovog modela mogu optimizovati u skladu sa savremenim gastronomskim trendovima i očekivanjima gostiju. Rezultati pokazuju da gastronomska ponuda značajno utiče na sve komponente Canvas modela, pri čemu se najveći uticaj beleži u domenu gastronomskih inovacija, vrednosne ponude i odnosa sa kupcima. Istraživanje pruža teorijski i praktični doprinos u razumevanju integracije gastronomije u poslovne modele restorana, uz preporuke za buduća istraživanja i implementaciju u gastronomskom menadžmentu.

Ključne reči: gastronomska ponuda, Canvas poslovni model, ugostiteljstvo, strateški menadžment, poslovna efikasnost

1. Introduction

In contemporary hospitality operations, gastronomy has evolved beyond a mere service component, it has become a strategic resource that shapes customer experience,

strengthens competitive positioning, and directly influences restaurant profitability (Bardukova, 2023). The growing demand for authentic, personalised, and sustainable gastronomic experiences has set new standards for management within the restaurant industry

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(Richards, 2021). In this context, there is a need for a holistic and structurally clear method for analysing and improving business performance, with the Canvas Business Model emerging as a particularly suitable tool. The Canvas model is a visual and systematic framework that allows for a detailed examination of all key elements of a restaurant's business system from defining the value proposition and customer segments to identifying key activities, resources, partners, and financial flows (Sibalića et al., 2021). Although this model is widely applied across various industries, its use in analysing the gastronomic offerings of restaurants in Serbia remains underexplored. At the same time, the need to systematise knowledge on how gastronomy can impact the structure and performance of restaurant operations is becoming increasingly relevant in the era of digitalisation, market volatility, and shifting consumer habits (Vujadinović et al., 2023; Fainshtein et al., 2023). This paper aims to explore how gastronomic offerings can serve as a lever for enhancing restaurant business performance, observed through the lens of the nine components of the Canvas model. The research was conducted in Serbia's two largest urban gastronomic centres Belgrade and Novi Sad where the hospitality offer is highly developed and there is room for strategic innovation. The aim of this study is to examine how the gastronomic offer, as a core element of a restaurant's value, influences specific components of the Canvas Business Model and how its innovative integration can be used as a tool for business enhancement.

2. Literature Review

Over the past decade, the growing importance of gastronomy as a driver of tourism and hospitality appeal has led to the concept of "gastronomic value" being increasingly viewed in the context of overall destination and hospitality branding (Richards, 2021). Contemporary service management theory suggests that the restaurant experience has become multisensory, where not only the quality of food is assessed but also visual presentation, service, ambiance, atmosphere, digital interaction, and innovation (Spence, 2022; Stead et al., 2022). In this framework, the gastronomic offer represents a nexus of aesthetics, functionality, and emotional value. Moreover, numerous authors emphasize that in highly competitive markets, gastronomy is what allows restaurants to stand out through a unique value proposition (Knollenberg et al., 2021; Osorio et al., 2022; Daradkeh et al., 2023). Concepts such as farm-to-table, zero-waste kitchens, gastro-experimentation, and culinary performances are transforming consumer expectations and demanding a flexible business model capable of responding to dynamic changes (Berti & Mulligan, 2016; Hooper, 2020; Moro-Visconti, 2025). Research shows that the quality of gastronomic offerings directly impacts perceived overall service quality, as well as consumer intentions to return or recommend a restaurant to others (Mensah & Mensah, 2018; Bichler et al., 2021; Cankül et al., 2024).

For this reason, the Canvas model, which provides a comprehensive overview of a business system, has become increasingly relevant in the analysis and redesign

of hospitality operations (Van Riel et al., 2019; Vukolić et al., 2021). Its value lies in its ability to visually and structurally display all aspects of operations and to identify critical points where improvements to the gastronomic offer can be made. For example, an innovative menu can influence not only a restaurant's value proposition but also communication channels with customers (via digital platforms), cost structure (through more efficient procurement), and even key partners (through collaboration with local producers) (Fainshtein & Serova, 2021; Vo-Thanh et al., 2022; Bushara et al., 2023).

Similarly, elements such as revenue and customer relationships increasingly depend on how well the gastronomic offering is tailored to the target audience (Aschemann-Witzel et al., 2017). Personalisation of menus based on guest preference data, along with the use of digital tools for communication and engagement, is becoming the standard in modern restaurant management (Fischer et al., 2020; Oliinyk et al., 2024). In this context, studies point to the importance of the digital transformation of the gastronomic experience as part of a broader transformation of the Canvas model (Fischer et al., 2020; Kraus et al., 2021). A particular value lies in the possibility of using the Canvas model as a tool for implementing sustainable practices. Through gastronomy, restaurants can reduce waste, optimise resource consumption, and support local communities, contributing to broader social impact and responsible business operations. These aspects are becoming increasingly important not only for business reputation but also for long-term profitability (Maynard et al., 2020; Gössling & Hall, 2021).

The literature also highlights the need for the Canvas model to be used not only as a tool for start-up projects but also as a methodological approach in the continuous improvement of existing business systems. In this regard, the gastronomic offering emerges as a dynamic and adaptable element that requires constant evaluation and innovation in response to environmental changes (Sort & Nielsen, 2018; Silva et al., 2020; Grass et al., 2020).

Based on the defined research aim and theoretical framework, the following hypotheses were formulated:

H1: The gastronomic offer significantly influences the definition and perception of a restaurant's value proposition.

H2: The integration of innovative gastronomic offerings into the business model positively impacts the development of customer relationships and enhances customer satisfaction and loyalty.

H3: Tailoring the gastronomic offer to target consumer segments results in higher operational efficiency and profitability.

H4: Improvement of the gastronomic offer leads to positive changes in the restaurant's revenue structure.

H5: There is a statistically significant relationship between the application of the Canvas model and the restaurant's ability to innovatively develop its gastronomic offer as a strategic resource.

3. Data and Methodology

To examine the role of gastronomic offerings in improving restaurant performance through the lens of the Canvas Business Model, empirical research was conducted in two urban centres in Serbia: Belgrade and Novi Sad. These two cities represent the country's leading gastronomic destinations, characterised by a high concentration of restaurants of varying concepts, categories, and market positions. The research was conducted in 2025, from February to May.

The study is based on a quantitative research design. The earlier reference to a mixed-methods approach has been removed, as no qualitative data were collected from participants. The questionnaire used in the research was reviewed by experts in gastronomy and management to ensure content validity and clarity of the items. The primary data collection instrument was a structured questionnaire developed according to the nine components of the Canvas Business Model. It was created based on previous studies examining the role of gastronomic offerings within business models and service improvement in the hospitality sector, and was adapted to the Canvas framework with a specific focus on gastronomic elements relevant to each component. The final instrument consisted of nine subscales, each representing one component of the Canvas model (value proposition, customer segments, customer relationships, revenue streams, key activities, resources, partnerships, cost structure, and gastronomic innovation) (Audito et al., 2022; Walansendow et al., 2022; Suroto & Fifiyanti, 2024). Each subscale contained four items, resulting in a total of 36 items. Respondents indicated their level of agreement with the statements using a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). Before its application in the research, the questionnaire was reviewed by experts in gastronomy and management to ensure content validity and clarity of formulation. The structure of the instrument was subsequently tested using exploratory factor analysis, which confirmed its construct validity.

The study is based on a quantitative research design. Although the questionnaire was reviewed by experts in gastronomy and management to ensure content validity a process that involved qualitative expert judgement no qualitative data were collected from participants. Therefore, the earlier reference to a mixed-methods design has been removed to avoid misinterpretation. Restaurant selection followed a clearly defined purposive sampling logic. An initial list of restaurants was created using Google Reviews rankings in Belgrade and Novi Sad. Inclusion criteria required that a restaurant: had an average Google rating of at least 4.3, had been in continuous operation for a minimum of three years and offered a clearly identifiable gastronomic concept. A total of 72 restaurants met these criteria, and all were contacted. Participation was voluntary, and 60 restaurants agreed to take part in the study, resulting in an effective response rate of 65%. The sample therefore consists of well-established, high-visibility restaurants, which increases the practical relevance of the findings, while

acknowledging that representativeness is limited to this segment of the market.

The sample was selected using purposive sampling, with the criterion that the restaurant had been in continuous operation for at least three years and had a clearly defined gastronomic concept. Following data collection, descriptive and inferential statistical analyses were conducted using SPSS 26.00. Reliability testing of the instrument was performed using Cronbach's alpha, while factor analysis was applied to confirm construct validity. To test the proposed hypotheses, regression analysis was conducted to identify relationships between the gastronomic offer and the components of the Canvas model.

4. Results

The results of the conducted research provide insight into the extent to which gastronomic offerings influence individual components of the Canvas Business Model in restaurants in Serbia. Table 1 presents the sociodemographic characteristics of the respondents.

Table 1. Demographic structure of respondents

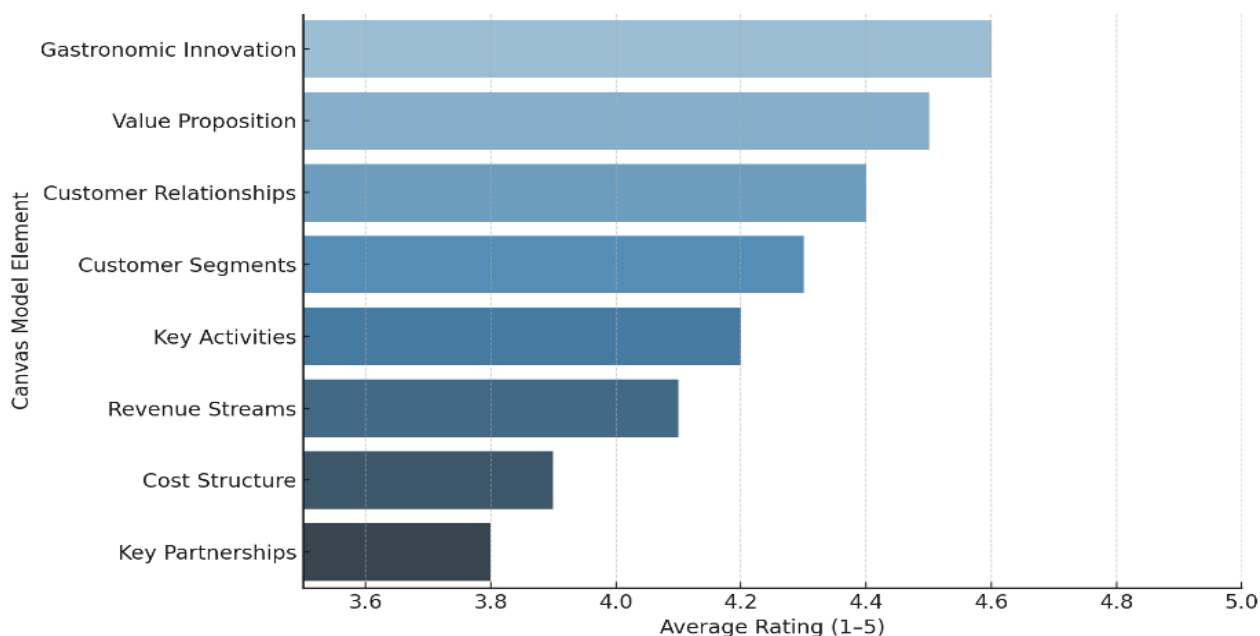
	Frequency (N = 85)	
	N	%
Age		
18-39	19	22.35
40-49	35	41.18
50+	31	36.47
Number of years of work in the hospitality industry		
Less than 5	39	34.12
5-10	31	36.47
10+	25	29.41
Level of education		
Secondary school	25	29.41
Faculty	45	52.94
Master's degree or higher	15	17.65

Source: Author's calculation based on SPSS 26.00

Descriptive analysis enabled the identification of restaurant employees' perceptions regarding the role of gastronomic offerings within various components of the Canvas model. The values obtained using a five-point Likert scale indicate a high level of agreement among respondents with the statements linking gastronomy to strategic aspects of business operations (Graph 1).

The highest average rating was given to the category of gastronomic innovation (4.6), indicating a clear perception among respondents that innovation in food whether through original recipes, thematic menus, modern dish presentation, or adaptation to contemporary trends is a key factor in restaurant differentiation in a competitive market. This result reflects a high level of gastronomic awareness and a need for continuous improvement to retain loyal customers and attract new target groups. The component value proposition was also highly rated (4.5), confirming the understanding of gastronomy as a core value offered to guests. Food is not merely a product but a carrier of emotional, cultural, and aesthetic experiences, becoming a central part of the restaurant's brand and the overall impression guests take with them.

Graph 1. Average ratings of canvas business model elements in relation to gastronomic offerings in restaurants



Source: Author's research

The third highest-rated component was customer relationships (4.4), highlighting the importance of gastronomy in building interactive and personalized relationships with guests. Personalized offers, careful dish presentation, culinary events, and direct communication with chefs foster emotional connections with the restaurant brand, contributing to customer loyalty and positive eWOM. Other components, such as customer segments (4.3), key activities (4.2), and revenue streams (4.1), demonstrate that restaurants recognize the strategic importance of gastronomy in market positioning, internal operations, and financial performance. This suggests that gastronomic offerings are not isolated service elements but are structurally integrated into the overall business logic. Slightly lower ratings were observed for cost structure (3.9) and key partnerships (3.8), indicating areas for improvement in cost organization (e.g., procurement, storage, preparation) and collaboration with suppliers, producers, gastronomic associations, and other relevant value chain actors.

To verify the internal consistency of the research instrument, Cronbach's alpha was calculated for each set of questions related to the Canvas model components. This reliability measure assesses the degree of consistency among responses within a scale that is, whether the items within a theoretical construct are sufficiently interrelated. The Cronbach's alpha values ranged from 0.72 to 0.89, indicating good to excellent reliability. The highest reliability was found for the gastronomic innovation scale ($\alpha = 0.89$), while the lowest acceptable value was for the key partnerships scale ($\alpha = 0.72$). These findings suggest that the questionnaire was well-constructed and that the items adequately measure their respective constructs within the Canvas model.

To examine the structure of latent constructs and assess whether items clustered according to the theoretically

expected Canvas components, exploratory factor analysis (EFA) was conducted (Table 2). Using the eigenvalue criterion (Eigenvalue > 1) and Varimax rotation, nine factors were extracted, aligning with the nine structural elements of the original Canvas model: value proposition, customer relationships, customer segments, revenue streams, key activities, resources, cost structure, partnerships, and innovations. The suitability of the data for factor extraction was confirmed by a high KMO index of 0.812 and a statistically significant result from Bartlett's test of sphericity ($\chi^2 = 1354.22$; $df = 276$; $p < 0.001$), indicating sufficient intercorrelation among the items.

To examine the latent structure of constructs associated with the Canvas business model in a gastronomic context, an exploratory factor analysis with Varimax rotation was conducted. The table presents the analysis results based on the eigenvalue criterion (Eigenvalue > 1), identifying nine factors that together explain 69% of the variance in respondents' answers. The first component, representing the greatest variance, has an eigenvalue of 4.10 and accounts for 22.50% of the total variance, indicating a strong influence of this factor on the data structure. The subsequent components explain progressively less variance: the second component accounts for 15.40%, the third 11.30%, the fourth 9.60%, and the fifth 8.40%, reaching a cumulative variance of 67.20% after five factors. The remaining four components contribute smaller percentages but are still included in the model due to their theoretical relevance and eigenvalues greater than 1. Altogether, the nine factors explain exactly 69% of the total variance, which is considered satisfactory in the social sciences, particularly in the context of complex organizational and service systems such as restaurants. These results confirm that the proposed components of the Canvas model have empirical validity for analysing the role of gastronomic offerings in restaurant business

operations, with each component occupying a specific and statistically justified segment of the overall business model structure.

Table 2. Total variance explained

Component	Initial eigenvalues			Extraction sums of squared loadings		
	Total	% explained variances	Cumulative %	Total	% explained variances	Cumulative %
1	4.10	22.50	22.50	4.10	22.50	22.50
2	2.90	15.40	37.90	2.90	15.40	37.90
3	2.00	11.30	49.20	2.00	11.30	49.20
4	1.80	9.60	58.80	1.80	9.60	58.80
5	1.60	8.40	67.20	1.60	8.40	67.20
6	1.30	0.60	67.80	1.30	0.60	67.80
7	1.20	0.50	68.30	1.20	0.50	68.30
8	1.10	0.40	68.70	1.10	0.40	68.70
9	1.00	0.30	69.00	1.00	0.30	69.00

Source: Author's calculation based on SPSS 26.00

Although the original Canvas business model does not include "gastronomic innovation" as a separate component, the results of this study indicate the need to treat this dimension as a structurally significant element in the specific context of hospitality and gastronomic offerings. According to the factor analysis, innovations in gastronomy including new recipes, themed menus, modern food presentation, and responsiveness to dietary and ecological trends emerged as a distinct factor with the highest eigenvalue and a substantial contribution to total variance. This empirical separation suggests that gastronomic innovation cannot be exclusively classified under existing components such as "key activities" or "value proposition"; rather, it represents a transversal category influencing all aspects of restaurant operations from branding and customer communication to revenue and competitive advantage. Accordingly, in this study, "gastronomic innovation" is theoretically treated as an

extension of the Canvas model, based on the need to adapt the model to the specificities of the gastronomic sector in the era of digital transformation, sustainability, and highly personalized consumer experience. This model extension aligns with contemporary academic approaches that recognize the flexibility of the Canvas framework and the necessity for domain-specific adaptation.

To test the formulated hypotheses, multiple regression analysis was applied. The independent variable was the overall gastronomic offering of the restaurant, while the dependent variables represented the components of the Canvas model. The results show that all regression coefficients are statistically significant at the $p < 0.05$ level, indicating a clear and empirically confirmed relationship between the business model and gastronomy (Table 3).

Table 3. Regression analysis summary for the impact of gastronomic offerings on canvas model components

Canvas model component	β Coefficient	Std. Error	t-Value	p-Value	R ²
Gastronomic Innovation	0.55	0.06	9.17	0.000	0.46
Value Proposition	0.52	0.07	7.43	0.000	0.42
Customer Relationships	0.47	0.08	5.88	0.000	0.38
Customer Segments	0.44	0.07	6.29	0.000	0.34
Revenue Streams	0.38	0.09	4.22	0.001	0.30
Key Activities	0.33	0.10	3.30	0.002	0.26
Key Resources	0.30	0.09	3.33	0.002	0.24
Key Partnerships	0.22	0.08	2.75	0.008	0.19

Source: Author's calculation based on SPSS 26.00

The inferential analysis, conducted through multiple regression analysis, confirmed a statistically significant relationship between the gastronomic offering and the key components of the Canvas business model. All obtained coefficients were significant at the $p < 0.05$ level, implying the existence of a measurable and stable connection between the restaurant's business strategy and the way gastronomy is integrated into its daily operations (Graph 2).

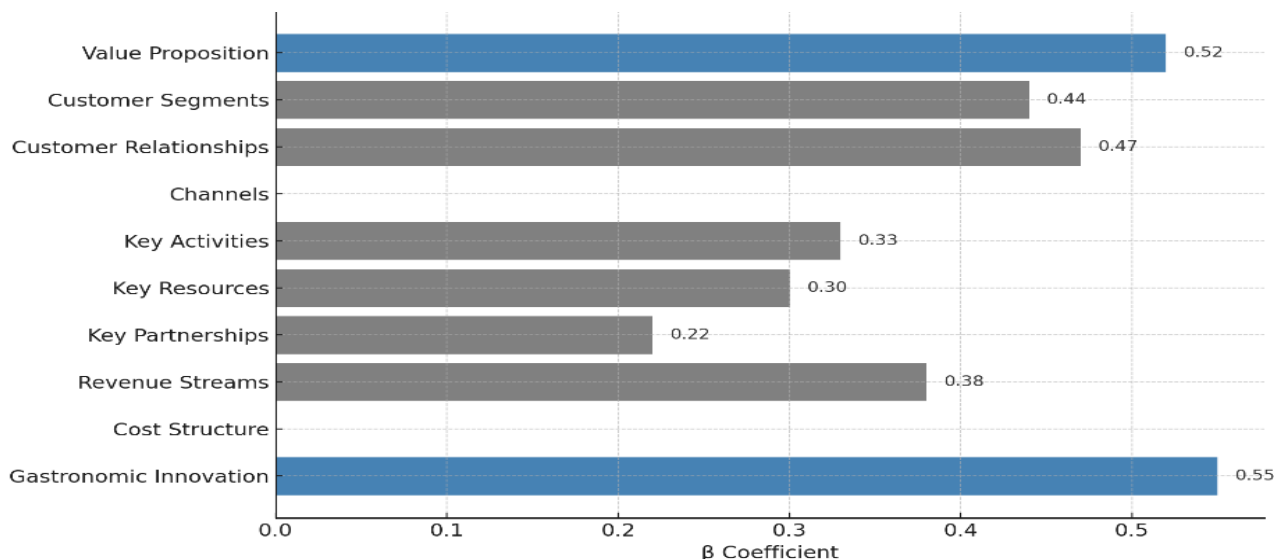
The highest regression coefficients were recorded for the variables "gastronomic innovation" ($\beta = 0.55$), "value proposition" ($\beta = 0.52$), and "customer relationships" ($\beta = 0.47$). These results indicate that a restaurant's ability to continuously improve and develop new gastronomic

concepts (e.g., through original recipes, themed menus, or the application of contemporary culinary techniques) is crucial for enhancing competitiveness. At the same time, gastronomy has emerged as a central component of the value a restaurant delivers not only as a product but also as a symbol of identity and brand positioning. In the domain of customer relationships, the results show that gastronomy functions as a tool for building emotional connections and increasing guest loyalty, which is particularly important in the era of digital communication, online reviews, and social media. Moderately high but still statistically significant values were found for the components "customer segments" ($\beta = 0.44$) and "revenue streams" ($\beta = 0.38$). This confirms that restaurants that successfully tailor their gastronomic offerings to different

target groups whether gastronomic enthusiasts, tourists, families, or consumers with specific dietary requirements achieve better business performance. At the same time,

through the offering of seasonal menus, tasting menus, or gastronomic events, restaurants can positively influence the stability and growth of their revenues.

Graph 2. Regression coefficients for the impact of gastronomic offerings on canvas business model components



Source: Author's research

The coefficients for the components “key activities” ($\beta = 0.33$) and “key resources” ($\beta = 0.30$) highlight the importance of internal organization in implementing a gastronomic strategy. The successful integration of gastronomic innovations depends on the internal capacities of the restaurant both in terms of human resources (chefs, servers, managers) and logistics, procurement, and process organization. The lowest but still statistically significant impact was recorded for the component “key partnerships” ($\beta = 0.22$). This suggests that restaurants in Serbia are not yet fully leveraging the potential of cooperation with external stakeholders such as local producers, gastronomic consultants, menu designers, or tourism organizations to enhance the authenticity and sustainability of their gastronomic offering. This segment represents a significant area for future improvement and the development of competitive advantage through networking and partnership building. Overall, the regression analysis results clearly confirm the proposed hypotheses and indicate that the gastronomic offering is not an isolated aspect of service but a key strategic element that shapes all parts of the Canvas model from the value the restaurant delivers, through customer relationships, to revenues and organizational resources.

4. Discussion

All findings obtained in this study confirm the proposed hypotheses and indicate a strong connection between gastronomic offerings and the key components of the Canvas business model of restaurants. The confirmation of the first hypothesis (H1) shows that the gastronomic offer significantly influences the definition and perception of the restaurant’s value proposition, as evidenced by the high regression value ($\beta = 0.52$). Gastronomy appears here as a central element of brand identity and the value delivered by the restaurant, which aligns with the Canvas

model theory, where the value proposition occupies a central position. The second hypothesis (H2) was also confirmed, with results indicating a strong association between innovative gastronomic offerings and customer relationships ($\beta = 0.47$). Gastronomic innovation, the highest-rated component (mean score 4.6), demonstrates that new menus, visual presentation of food, and interactive communication with guests significantly impact emotional connection and consumer loyalty. In the context of the Canvas model, this means that gastronomy plays an intermediary role in building and maintaining quality relationships with customers. Hypothesis H3, which assumes that tailoring gastronomic offerings to target segments leads to greater efficiency, was also confirmed ($\beta = 0.44$). Restaurants that adapt their offerings to the nutritional and cultural expectations of target groups achieve better image and market results. This directly relates to the Canvas component "Customer Segments," which focuses on aligning the service with user needs. The fourth hypothesis (H4) confirms that improving the gastronomic offer leads to positive changes in revenues ($\beta = 0.38$). Restaurants that employ gastronomic strategies such as tasting menus or seasonal themes exhibit better financial performance, meaning that gastronomy directly impacts the “Revenue Streams” component in the Canvas model. The strongest confirmation was received by Hypothesis H5, indicating a statistically significant relationship between the application of the Canvas model and the ability of restaurants to innovatively develop their gastronomic offerings. The high coefficient ($\beta = 0.55$) clearly shows that the Canvas model represents a flexible and applicable framework for introducing gastronomic innovations—from new recipes to menu adaptation in line with trends and consumer demands. This also confirms the importance of the model in the era of digital transformation, where innovation and personalization of

services have become key differentiating factors in the market.

A similar study (Walansendow et al., 2022; Audito et al., 2022; Suroto & Fifiyanti, 2024) emphasizes the significant role of gastronomic innovations and the use of local ingredients in structuring the business model of restaurants, particularly within value propositions, customer relationships, and resource management. The authors highlight that innovative practices such as seasonal menus, gastronomic storytelling promoting terroir, and digital interactions with guests influence not only the perception of service quality but also the financial sustainability of restaurants. These findings correspond with the results of this study, where the "gastronomic innovation" component was evaluated as the most important for strategic development. At the same time, domestic research (Mitic & Vehapi, 2021; Vukolić et al., 2022; Zrnić, 2024) indicates that Serbian restaurants are increasingly adopting modern concepts such as the "zero waste" approach in food preparation, digital menus that allow for personalized offerings, as well as cooperation with local agricultural and artisanal food producers. However, this study identifies the "Key Partnerships" component as the weakest in the Canvas model structure, suggesting that despite the potential, collaboration with external stakeholders is still not sufficiently systematized or incorporated into the restaurant's business logic.

The Canvas model proved to be a highly functional and applicable theoretical and practical framework for analyzing and integrating gastronomic offerings into all aspects of restaurant operations. Within this research, the nine components of the model from value propositions, customer relationships, and customer segments, to key activities, resources, partnerships, costs, and revenues consistently emerged as reliable and statistically valid categories, confirming the adequacy of the model's theoretical structure in the domain of service and gastronomic management. The high reliability of the instrument, measured by Cronbach's alpha (0.72–0.89), as well as the results of factor analysis (KMO = 0.812; Bartlett $p < 0.001$), show that the questionnaire items logically group within the Canvas model components, confirming its construct validity. This statistical consistency indicates that the Canvas model is more than a visual tool it represents a deeper logical structure that enables systematic analysis, diagnosis, and improvement of business practices in the restaurant industry.

Notably, the Canvas model has proven to be flexible and inclusive of the specificities of the gastronomic sector in this context. For example, the "value proposition" component encompassed not only the traditional food offering but also the emotional, aesthetic, and cultural aspects of gastronomy that increasingly shape consumer experience. Likewise, "customer relationships," as interpreted in this study, included staff interaction, stories about the origin of ingredients, and digital communication with guests all elements of contemporary gastronomic practice that fit well within the Canvas structure. Furthermore, the results indicate that the Canvas model can be used not only as a tool for describing the current

state but also as a starting point for redesign and strategic innovation, particularly in the domains of "gastronomic innovation" and "key partnerships." This aligns with contemporary literature (Berti & Mulligan, 2016; Franceschelli et al., 2018; Suroto & Fifiyanti, 2024), which emphasizes the Canvas as a dynamic model suitable for rapid adaptations and the development of new service concepts, especially in an ever-changing environment.

Although components such as "Partnerships" and "Key Resources" are defined as strategic categories in the original Canvas model, the results of this study show a relatively smaller influence of the gastronomic offer on them ($\beta = 0.22$ and $\beta = 0.30$). This suggests a need to deepen the theoretical framework encompassing these domains in the context of gastronomic operations. It is especially important to further consider the role of human resources (chefs, culinary consultants), as well as material and technological resources, in implementing the gastronomic strategy. Regarding "Partnerships," the insufficient representation of this component in the analysis may indicate the need for greater connectivity with local producers, tourism organizations, gastronomic associations, and other actors in the value chain, which is particularly relevant in the context of sustainable development and short supply chains.

4.1. Theoretical implications

This study provides a significant contribution to the theoretical understanding of the application of the Canvas business model within the context of gastronomic management. The research findings confirm that the Canvas model is applicable not only as a tool for visualizing and analysing a business system but also as a conceptual framework that enables a deeper understanding of the role of gastronomy as a strategic resource in the restaurant industry. The study extends existing theoretical frameworks by integrating the gastronomic offering into all components of the Canvas model, demonstrating that gastronomy is not a marginal, but rather a central element in defining value, creating customer relationships, shaping revenue, and organizing key activities and resources. In this way, the study contributes to the development of the service-domain model, expanding its field of application to the gastronomy sector.

Secondly, the construct validity of the Canvas model in the gastronomic context has been confirmed, with factor analysis and reliability measures verifying that the theoretical components of the model are reflected in the empirical data. This strengthens the interdisciplinary applicability of the model, particularly in research dealing with hospitality, tourism, and the experience economy. The study encourages the reinterpretation of certain components of the model, such as "Value Proposition" or "Customer Relationships," in light of gastronomic practice. The theoretical implication is that these components must be interpreted more broadly not only as functions of products and services, but as carriers of cultural, emotional, and innovation-based value. The

study highlights the potential of the Canvas model as a foundation for developing new theoretical concepts in the field of gastronomic strategy, such as the digital transformation of gastronomy, sustainable value propositions, and partnerships within local supply chains. These insights may serve as a foundation for future theoretical research addressing business transformation in service sectors under the influence of cultural, ecological, and digital factors.

4.2. Practical implications

The findings of this research carry numerous practical implications for restaurant managers, gastronomic strategists, and hospitality consultants. First and foremost, the study demonstrates that the gastronomic offering is far more than an operational category it represents the foundation for value creation, market differentiation, and the establishment of long-term relationships with guests. Therefore, managers should integrate gastronomy into strategic planning and the development of all components of the business model. The implementation of the Canvas model as a managerial tool enables restaurant teams to systematically analyse all aspects of their business from defining target segments and value propositions to identifying key activities, resources, and financial structures. The results indicate that the gastronomic offering can significantly influence restaurant revenues and competitive positioning, and it is therefore recommended that managers actively invest in culinary innovations and continuously monitor market trends.

In practical terms, culinary innovations may include the introduction of seasonal and locally sourced ingredients, the redesign of menus based on tasting or thematic concepts, the development of signature dishes that strengthen the restaurant's identity, and the application of modern culinary techniques such as sous-vide, low-temperature cooking, or controlled fermentation. Innovation can also take the form of digitalisation within gastronomic operations for example, the use of digital menus, data-driven forecasting of ingredient needs, or software solutions that support menu engineering and food waste reduction. Furthermore, managers can implement personalised gastronomic experiences tailored to specific guest segments, thereby enhancing perceived value and customer satisfaction. These categories of innovation are fully aligned with the strategic logic of the Canvas model because they directly influence key elements such as value propositions, key activities, customer relationships, and revenue streams. By applying the Canvas model in practice, restaurants can develop a clearer understanding of their organisational systems and identify concrete intervention points for improving their gastronomic offerings and overall market competitiveness.

5. Conclusion

The results of this research unequivocally indicate that gastronomic offerings represent not only an operational but also a strategic element in modern restaurant management. Through the application of the Canvas

model as an analytical framework, it has been demonstrated that gastronomy can be integrated into all components of the business model—from defining the value proposition, building customer relationships, and tailoring offerings to target segments, to influencing revenue, activities, and partnerships. All tested models showed statistically significant associations between the gastronomic offering and individual Canvas model components, thereby confirming the proposed hypotheses. The strongest associations were found in the domains of gastronomic innovation, value proposition, and customer relationships, confirming that an innovative, authentic, and personalized approach to food is a key factor in restaurant differentiation on the market. The study contributes to the theoretical understanding of the application of the Canvas model in gastronomy and provides concrete guidelines for restaurant managers on how to strategically use gastronomic offerings as a tool for business improvement. The particular value of this work lies in its potential to foster enhanced collaboration with local partners and the implementation of sustainable practices in gastronomy, which has been identified as an area with significant developmental potential. Although certain methodological limitations exist, this study serves as a foundational basis for further research in the direction of integrating gastronomic strategies into broader business models and transforming the hospitality industry in line with contemporary trends and guest expectations.

5.1. Limitations of the study and directions for future research

Although the study provides valuable insights into the role of gastronomic offerings within the Canvas business model of restaurants, several limitations must be considered when interpreting the results. First, the sample is geographically limited to two urban centres Belgrade and Novi Sad which may affect the generalisability of the findings to other regions of Serbia or other countries. Future research could expand the sample to include smaller communities, rural restaurants, or tourist destinations in order to explore potential differences in gastronomic approaches based on location and market environment. Second, the data were collected through self-reports from restaurant managers and owners, which carries the potential for perceptual bias and socially desirable responses. Including data from customers or objective performance indicators (e.g., revenue, online reviews, guest frequency) could significantly enhance the validity and robustness of the findings. Although factor and regression analyses were employed, limitations related to the sample size ($N = 85$) suggest the need for caution when interpreting inferential results. Future studies should involve a larger number of respondents and possibly apply longitudinal designs or panel methodologies to examine the stability of gastronomic influences over time.

A further methodological limitation relates to the scope of the Canvas model itself. The original structure of the model does not explicitly incorporate two essential operational dimensions: Food Safety and Food Waste. These components are crucial for contemporary restaurant

sustainability, regulatory compliance, and cost efficiency. While they may be indirectly reflected through key activities or resources, their absence as distinct analytical categories restricts a comprehensive assessment of operational performance. Future research should consider extending the Canvas framework or combining it with complementary models to capture these critical dimensions. Another significant limitation concerns the exclusion of head chefs from the sample. As primary drivers of culinary innovation, food quality control, kitchen organisation, and daily operational decision-making, head chefs play a central role in shaping the gastronomic offering. The reliance solely on managers and owners provides an incomplete perspective, particularly in areas related to culinary creativity, production processes, and operational challenges. Future studies should directly include head chefs and other culinary professionals to ensure a more accurate and comprehensive understanding of gastronomic value creation within restaurant business models. Finally, this study focuses exclusively on the Canvas model. Future research would benefit from comparing its outcomes with other strategic management frameworks such as SWOT analysis, the Balanced Scorecard, or Porter's Five Forces in order to better understand its relative advantages and limitations within the gastronomic context.

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