Application of the Business Model Canvas in Determining Business Development Strategies at Kedai Kabur Bontang

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ABSTRACT

Kedai Kabur is a shop that sells various kinds of porridge, such as chicken porridge, black sticky rice porridge as well as coffee and non-coffee drinks. Kedai Kabur has a problem, namely the lack of interest from customers who come to the shop. This research aims to find out the description of the Kedai Kabur business model when viewed from the Business Model Canvas aspects and to find out the Kedai Kabur Business Model Canvas strategy to be recommended based on the Business Model Canvas Transformation Design. In formulating strategies, researchers use a business model canvas which consists of nine blocks, namely, customer relationships, key partners, value proposition, customer segments, channels, revenue streams, key resources, key activities and cost structure. This research uses qualitative methods with analysis using the business model canvas and also using SWOT. Data collection techniques use observation, interviews and questionnaires. The results of this study show that Kedai Kabur has basically implemented the Business Model Canvas and strategies recommended with the Business Model Canvas model, namely by targeting customers who like porridge and customers among teenagers, serving customers kindly and taking a personal approach to consumers, making sales through Grabfood, and promoting more often.

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1. INTRODUCTION

In the current era of business development, there are many businesses that have emerged with various specific characteristics. This very rapid business development has caused very tight competition from business people, especially businesses in the food & beverage sector. Suwarni and Handayani (2020), one business in the food & beverage sector that has quite a lot of competition is the shop business. A shop is a business place that sells food and drink products, from heavy food to light food and drinks with many variations. Shops are usually located in busy places or on roadsides and places where customers should be able to reach them easily. Suwarni and Handayani (2020), the shop is included in the micro business category which has a maximum net

worth of IDR 50,000,000 apart from land and buildings. The problem that is usually encountered in shop businesses is the lack of customer interest in buying the shop products offered. This problem also occurs in one of the shop businesses, namely Kedai Kabur, which is located in Bontang City. Kedai Kabur is a shop that sells various kinds of porridge, such as chicken porridge, black sticky rice porridge as well as coffee and non-coffee drinks. Kedai Kabur is located on the side of the road located in Tanjung Limau, Bontang City. Tavern Kabur has a problem, namely the lack of interest from customers who come to the shop. Based on these problems, business development must be carried out to overcome these problems and to face business competition.

Zulkarnain et al. (2020), stated that one way for the food & beverage business to compete is by creating good and appropriate business development strategies so that the company has a good business model. Suwarni and Handayani (2020), stated that increasingly diverse consumer demands require business owners to implement strategies for business continuity by evaluating their business models to suit business developments. Maftahah et al. (2022), said that strategy and business models play an important role in the sustainability of a company, without these two things the company will not have a map as a guide to achieving its goals. The important factors when creating a good business strategy are that the company must be able to identify a good market share and target market segmentation. The right method for creating a good business development strategy is to use the Business Model Canvas (BMC).

Osterwalder and Pigneur (2010), states that the Business Model Canvas is a business model that describes the basic thinking about how a company creates, delivers and captures value. In the Business Model Canvas there are 9 blocks consisting of Customer Segments, Value Proposition, Channels, Customer Relationship, Revenue Streams, Key Resources, Key Activities, Key Partnership, and Cost Structure. Maftahah et al. (2022), explains that one method that can be used to evaluate the business model being implemented is to use the Business Model Canvas (BMC) or what is also called Business Model Generation. This model is a strategic tool that can be used to see the type of business that is being or will be run. Suwarni and Handayani (2020), stated the Business Model Canvas as an approach to see business development opportunities that is starting to be implemented in Indonesia.

The BMC method can be combined with SWOT Analysis because the Business Model Canvas or BMC can help companies understand aspects of the current business and model, what aspects of the company might need to be added or changed so that the company can determine the company's direction and find out existing competitive advantages. on the business being run. SWOT analysis at the same time can maximize strengths and opportunities and minimize weaknesses and threats from internal and external factors, so that later it can provide the right strategy for developing and expanding the market. Apart from that, SWOT provides a guide so that companies become more focused, so that by placing a SWOT analysis it can be used as a comparison of thoughts from various points of view, both in terms of strengths and weaknesses as well as opportunities and threats. Based on the problems that occurred at Kedai Kabur, the BMC method using SWOT analysis can be used as a method to help develop new business model strategies and face existing business competition. Therefore, this research aims to describe the Business Model Canvas and create a business transformation design using the Business Model Canvas approach at Kedai Kabur Bontang to overcome existing problems.

2. LITERATURE REVIEW
Business Model Canvas
Business Model Canvas is a management strategy used to design a company's business plan based on the company's value proposition, products, infrastructure, customers and finances. Business Model Canvas can be called a management strategy that is very popular in business circles and is usually studied at university level. This popularity is due to the simple and easy to understand appearance of the Business Model Canvas. BMC consists of 9 elements or blocks, each of which has an important point in a company's business planning. These elements consist of Customer

Segments, Customer Relationships, Channels, Value Propositions, Key Activities, Key Resources, Key Partners, Revenue Streams, and Cost Structure (Hasibuan et al., 2021).

Zulkarnain et al. (2020) explained that the Business Model Canvas is presented in visual form so that readers understand it more easily. This BMC is divided into nine main models which can be seen in Figure 1 below.
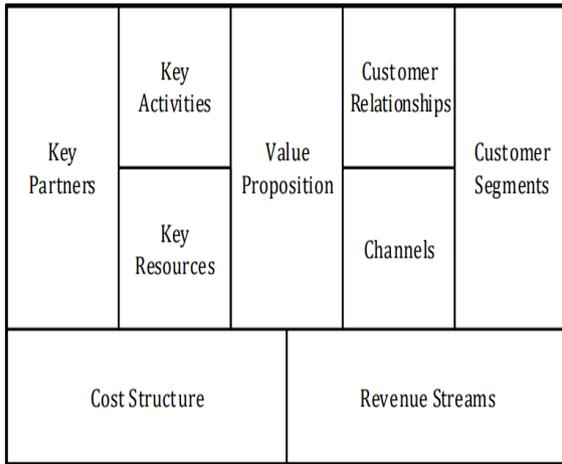
Figure 1. Business model canvas

Based on Osterwalder and Pigneur (2010), that the canvas business model consists of four basic blocks in business, namely supply, consumers, infrastructure and finance. The block includes nine components. The offer includes the benefits offered (value proposition). Consumers include customer relationships, channels, customer segments. Infrastructure consists of partnerships (key partners), key activities and resources (key resources). Meanwhile, finance consists of costs (cost structure) and income streams (revenue streams). The nine components in the canvas business model are as follows:

1. Customer Segments
   Customer Segments indicate a group of people or organizations that a company wants to serve. Customers are at the heart of every business model. Businesses can divide customers into different segments based on needs, behavior, or other characteristics.

2. Value Propositions
   A Value Proposition describes a set of products or services that add value to a specific customer segment. This block can

be the reason why customers move from one company to another. This block describes product advantages, namely the things the company offers to its customers which are product advantages that differentiate it from other products. Value Proposition solves customer problems or meets their needs.

3. Channels
   Channels describe the channels through which companies can deliver their Value Proposition to their customer segments. Communication, distribution and sales are the links between customers and the company. Channels can be divided into two types, namely direct (salespeople, websites, private stores) and indirect (partner stores, wholesalers).

4. Customer Relationship
   Customer Relationship describes the type of relationship a company builds with customers. Businesses must determine the type of relationship with customers, whether personal or automated.

5. Revenue Streams
   Revenue Streams represent the revenue generated by each customer segment. The profit value is obtained from costs minus income. In order for revenues to increase, companies need to know what value makes customer segments willing to pay.

6. Key Resources
   Key Resources describe very important assets or resources (key assets) that are needed for a business model to run. These resources enable companies to create and deliver value propositions, reach markets, maintain relationships with customer segments and earn revenue. Key Resources can be in the form of Human, Financial, Intellectual and Physical. The humans in question are employees who work for the company. Then, one example of financial is accounting, intellectual is in the form of trademarks and other official matters, then physical is the form of place used for the company. Key Resources can be owned or leased by the company or obtained from partners.

7. Key Activities
   Key Activities are all activities that a company must carry out in order for the business model to run. Key Activities can

be classified into Production, Problem Solving and Platform or Network.

8. Key Partnerships

Key Partnerships describe a network of suppliers or partners that make a business model work. Companies form relationships with partners for many reasons, making partnerships very important for many business models. Companies form alliances to optimize their business models, reduce risks or acquire certain resources.

9. Cost Structure

Cost Structure describes all costs that arise during the implementation of the business model run by a company. Costs will arise when the company creates and delivers value, maintains customer relationships and so on. These costs will be identified after defining Key Resources, Key Activities and Key Partnerships. In general, companies can choose to decide whether to prioritize cost reduction (cost driven) or prioritize product excellence (value driven). Cost Structure consists of several characteristics, such as fixed costs, variable costs, economies of scale and economies of scope.

In implementing a business strategy, it is necessary to evaluate the strategy that has been implemented through evaluating the business model that is being implemented to identify any problems that require attention. One business model that can be used to evaluate current business models is the Business Model Canvas (BMC). Business Model Canvas (BMC) or commonly called Business Model Generation is a tool that can be used to see what type of business is being or will be run (Maftahah et al., 2022).

SWOT Analysis

Nazarudin (2020) explains that SWOT analysis is a strategic planning method for evaluating factors that influence efforts to achieve goals, namely strengths, weaknesses, opportunities and threats, whether the goal is short term and long term. The SWOT analysis method aims to describe the situation and conditions currently being faced and is not an analytical tool that can provide solutions to the problems being faced. SWOT analysis plays an important role in business because its aim is to create a framework for the situation and conditions in a company from the four SWOT points of view (Strengths, Weaknesses, Opportunities, Threats) (Nazarudin, 2020). According to Dyson (2002) in Nazarudin (2020), SWOT analysis is an analysis based on the assumption that an effective strategy comes from internal (strength and weakness) and external (opportunity and threat) resources. The advantage of SWOT analysis is that it connects internal and external factors to design new strategies, therefore planning based on resources and competencies can enrich SWOT analysis by developing an internal perspective.

Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) Matrix

The Internal Factor Evaluation (IFE) Matrix is a strategy formulation tool used to summarize and evaluate the main strengths and weaknesses in business functional areas, and also provides a basis for identifying and evaluating the relationships between these areas. The IFE matrix is used to determine the company's internal factors. Internal company factors can be taken from several company functions such as aspects of management, finance, human resources, marketing, information systems, production and operations. The External Factor Evaluation (EFE) matrix is used to determine the company's external factors related to opportunities and threats that are considered important. External data is collected to analyze matters relating to economic, social, cultural, demographic, environmental, political, government, legal, technological and competition issues (David, 2009).

IE Matrix

The Internal-External Matrix positions the various divisions of an organization in a nine-cell display. The IE Matrix is similar to the BCG Matrix in the sense that both tools place the divisions of an organization in a systematic diagram, which is the reason why they are both called "portfolio matrices". The IE matrix can be divided into three major parts that have different strategic implications. First, the provisions for divisions included in cells I, II, or IV can be described as grow and build. An intensive (market penetration, market development, and product development) or integrative (backward integration, forward integration, and horizontal integration)

strategy may be most appropriate for these divisions. Second, divisions included in cells III, V, or VII can be handled well through a hold and maintain strategy, market penetration and product development are the two most used strategies in this type of division. Third, the general provisions for divisions included in cells VI, VIII, or IX are harvest or divest (David, 2009).

SWOT Matrix

Purwanto (2006) in Sodikin and Gumiandari (2021), said that the formulation of alternative strategies using the SWOT matrix is carried out when the company's position is known. This matrix clearly illustrates how the external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses. In formulating a SWOT analysis, the steps in preparing a SWOT matrix are very important to help in matching and developing four types of strategies consisting of: (1) SO Strategy (Strength-Opportunity).SO strategy is a strategy that is often used by companies by optimizing existing strengths so that opportunities can always be exploited. In other words, this strategy is used to attract profits and opportunities available in the external environment. (2) WO (Weaknesses-Opportunity) Strategy. The WO strategy is used to minimize weaknesses by exploiting existing opportunities. (3) ST Strategy (Strengths-Threats). ST strategy is a company strategy used to reduce threats by optimizing its strengths. (4) WT Strategy (Weaknesses-Threats). The WT strategy is a strategy implemented to overcome existing weaknesses in order to minimize and anticipate threats.

3. RESEARCH METHOD

The research was conducted at Kedai Kabur Bontang which is located in Bontang City. Data collection was carried out purposively where the sources had been determined previously. The types of data in this research are divided into two, namely primary data and secondary data.

4. RESULT AND DISCUSSION

Based on data processing that has been carried out with Mr. Indra as the manager of Kedai Kabur, BMC data was obtained which was
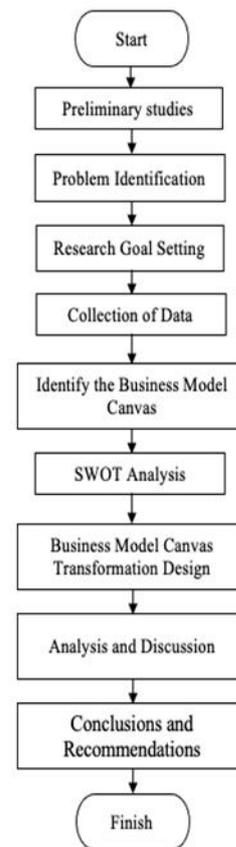
Figure 2. Research Framework

For primary data, researchers collected data through direct observation, questionnaires for weighting and interviews with the Kedai Kabur Manager and the Head of the Bontang Cooperatives, Small, Medium Enterprises and Trade Department. The primary data is in the form of a general description of Kedai Kabur, the Kedai Kabur business process which can include 9 elements in BMC, internal environmental data, external environmental data and weighting data for internal factors and external factors. Then, secondary data that needs to be collected in this research is the company profile and company history. The research steps used are described in detail in the research framework, as in Figure 2.

carried out at Kedai Kabur. This business model includes 9 elements on the Business Model Canvas which include Customer Segments, Value Proposition, Channel, Customer Relationship, Revenue Stream, Key Activities, Key Partners, Key Resources, and Cost

Structure.

1. Customer Segments: Kedai Kabur has customer segmentation that targets all age groups. This can mean that Kedai Kabur has not yet grouped the target customers it wants to reach. This could be a weakness of Kedai Kabur. Without proper customer segmentation, it will result in wasting resources, time and money to reach customers who are irrelevant or less valuable to the business being run. These factors can result in not meeting specific customer needs and expectations, customers may feel dissatisfied with the products offered.

2. Value Proposition: Value proposition refers to what a company offers customers that differentiates it from competitors. In the culinary business, it can be high quality food, a unique menu, or good service. Kedai Kabur has a value proposition that is given to customers, not only in terms of products, but also in terms of service. The value proposition of Kedai Kabur is fast food, food and drinks at affordable prices, and providing traditional food with a modern concept. With these values, Kedai Kabur has offered values that are expected to satisfy customers. The three values of the value proposition can be strengths that Kedai Kabur must maintain.

3. Channels: A channel is an element in a business that is used to market the products of a business. In culinary businesses, these channels can include physical stores, online ordering, food delivery applications, or collaborations with other local cafes. The channels used by Kedai Kabur to market its products are online sales (Instagram and local couriers), direct selling through Kedai Kabur outlets and weekend markets. With this channel, Kedai Kabur is able to market its products well. However, the online sales platform is still very limited because online orders are only via Instagram. Meanwhile, Kedai Kabur's Instagram can be said to be less active and lacks promotion.

4. Customer Relationships: Customer Relationship is the type of relationship with customers that the company wants to build. Kedai Kabur has a good relationship with customers through customer relationship elements, namely always being connected to social media (Instagram and Whatsapp), responding quickly, and actively participating in food & beverage events. With this type of relationship, Kedai Kabur hopes to establish a good relationship with customers so that it will gain loyalty from customers. Always connected to social media can be a strength that Kedai Kabur can maintain.

5. Revenue Streams: Revenue Stream or income stream is income obtained from the running of a company's business. The income stream owned by Kedai Kabur comes from profits generated from the sale of Kedai Kabur products.

6. Key Activities: Key Activities are the company's main activities that must be carried out so that the business can run well and achieve company goals. In a culinary business, this includes cooking, serving food, promoting products, marketing products, and providing customer service. Kedai Kabur has several key activities that must be carried out, some of which are serving customers, making drinks, and online sales (social media and couriers). In terms of key activities, Kedai Kabur does not have activities to promote products. Lack of effective promotion or marketing can cause various problems in business, such as stagnant or declining sales, a reduction in the number of consumers who are familiar with the product or service, and loss of market share to competitors who are more aggressive in carrying out promotions.

7. Key Partners: Key partners or main partnerships are parties who have a cooperative relationship with a company for the sake of running the business. Partnerships can be in the form of raw material suppliers, distributors and online ordering platforms. Kedai Kabur's partnerships include black sticky rice vendors, local couriers, and suppliers of food and beverage ingredients (raw materials for chicken porridge, bread, and various flavored drink powders). With this partnership, Kedai Kabur can run its business well.

8. Key Resources: Key resources or resources that Kedai Kabur Bontang has in fulfilling its business activities include facilities in

the form of shop outlets. Human resources which are also included in the key resources elements of the shop are employees. With these two resources, Kedai Kabur can carry out the key activities it has to run its business.
9. Cost Structure: Cost structure is the costs that Kedai Kabur must incur in the course

of its business, these costs include employee salaries, electricity and water costs, raw material costs and production costs which include operational costs and unexpected costs. These costs are used to carry out the business processes carried out by the shop.
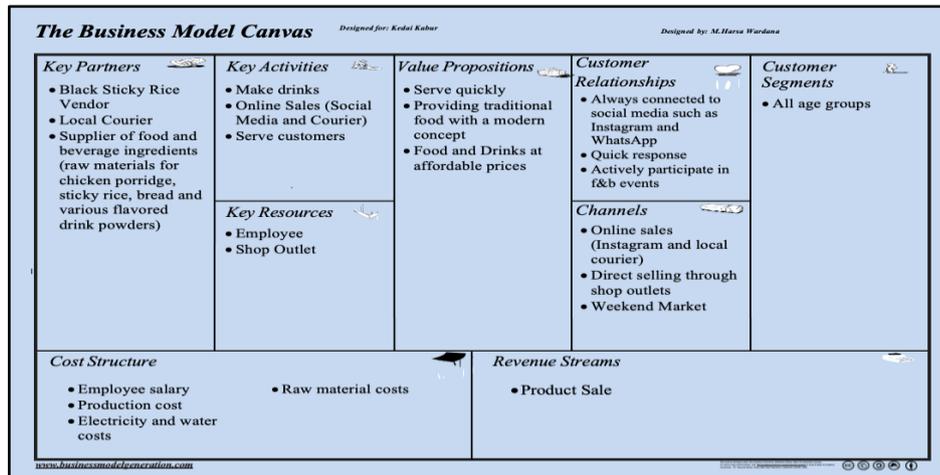

Figure 3. Business model canvas Kedai Kabur

SWOT Analysis
Hambali and Andarini (2021), after identifying the Business Model Canvas on the 9 elements that Kedai Kabur has, the next thing to do is carry out an identification based on SWOT analysis to identify the strengths, weaknesses, opportunities and threats.

Table 1. SWOT Analysis of Kedai Kabur

Item	Remarks
Strength	Raw material suppliers are easy to find
	Always connected to social media
	Affordable selling price
	Food and drinks served quickly
	Providing traditional food with a modern concept
Weakness	Non-strategic location
	Lack of product promotion
	Product image not yet embedded in society
	Not specifically differentiating customer segments
	limited online sales platform
Opportunity	Culture of hanging out among the wider community
	Internet promotional media available
	There are many suppliers who provide raw materials
	A consumerist society
Threat	The emergence of competitors
	Products can be imitated
	Bontang people prefer places with a food court concept
	Customer dissatisfaction with the products sold

The SWOT analysis of Kedai Kabur can be seen in Table 1. The IE matrix is based on two key dimensions, namely the total IFE score which is weighted on the X axis and the total EFE score which is weighted on the Y axis. The IE matrix aims to determine the company's position. Based on the results obtained from the IFE matrix and the EFE matrix, they can be arranged into an IE matrix. The total score of Kedai Kabur's internal strategic factors is 2.68, while the total score of external strategic factors is 3.52. This can be interpreted that external strategic factors have a greater influence than internal strategic factors. Based on the IE matrix, it can be concluded that Kedai Kabur is in cell position 2. This shows that the best strategy that can be used by Kedai Kabur to market Kedai Kabur products is the Grow and Build strategy. In this grow and build company position, the company has an intensive and integrative strategy.

Intensive strategies have the aim of increasing product or service sales by gaining a larger market share or increasing company growth in existing markets. Intensive strategy has three types of strategies, namely market development, product development, and market

penetration. Meanwhile, an integrative strategy aims to combine or integrate various business aspects horizontally and vertically. The goal of an integrative strategy is to create synergies, increase efficiency, reduce costs or gain greater control in the supply chain.

This growth strategy is an activity aimed at expanding the company's market, for example by building sales points in other locations and improving product quality. Market penetration strategy is a business approach to increase market share and product sales growth which is closely related to intensive marketing activities by adding promotions, discounts, price reductions and expanding distribution. Product development strategy focuses on the development of new products or services involving product innovation, improvement or expansion of the product range. Then, market development is a strategy for entering new markets or expanding customer reach, targeting new market segments and product diversification. Companies in cell 2 can expand markets, innovate products and carry out intensive marketing.

By using SWOT analysis, there are four matching strategies produced by SWOT analysis, namely SO (strengths-opportunities), WO (weaknesses-opportunities), ST (strengths-threats) and WT (weaknesses-threats) strategies. SO strategy or strength-opportunity strategy utilizes the company's internal strengths to take advantage of external opportunities. The WO strategy or weakness-opportunity strategy aims to try to overcome the company's internal weaknesses by exploiting external opportunities. ST strategy or strength-threat strategy utilizes a company's strengths to overcome or reduce external threats. And the WT strategy or weakness-threat strategy is a strategy that focuses on overcoming the company's internal weaknesses to avoid external threats. The preparation of the SWOT matrix is carried out after knowing the company's current position using the IE matrix. The SWOT matrix is prepared by combining internal and external factors to produce appropriate strategic alternatives that can be implemented by the company. Based on the discussion above, it can be seen that Kedai Kabur is in a grow and build position.

The marketing strategy of Kedai Kabur is formulated using a SWOT matrix based on the strategy results obtained by connecting internal company factors and external company factors. These strategies can be described as follows:

1. SO Strategy
   This strategy was created to take maximum advantage of internal strengths and opportunities. The SO strategy created is as follows:
   a. Building strong partnership relationships with several suppliers.
   b. Improve Kedai Kabur's services by taking a personal approach to consumers, both directly and indirectly, so that consumers become loyal.
   c. Provide special offers such as discounts to customers who buy in large quantities and special offers on religious holidays or national holidays.

2. WO Strategy
   This strategy is determined by exploiting external opportunities and overcoming internal weaknesses. The WO strategy created is as follows:
   a. Increasing promotions through various media to attach the image of Kedai Kabur products,
   b. Determine the customer segments to be targeted in order to attract loyal customers, and
   c. Adding an online sales platform through Grabfood.

3. ST Strategy
   This strategy was created to avoid external threats by utilizing existing internal strengths. The ST strategy created is as follows:
   a. Adding outlets in locations with a food court concept, for example in a food court, and
   b. Maintaining affordable prices in order to attract new consumers and retain old consumers.

4. WT Strategy
   The strategy is aimed at minimizing internal weaknesses and also avoiding existing external threats. The WT strategy created is as follows:
   a. Establish good relationships with customers through friendly, effective and personal interactions, and

b. Carrying out product updates to be able to compete with emerging new competitors.

Business Model Canvas Tranformation Design

Based on the SWOT analysis that was carried out previously, strategies were obtained that could be added to the elements of Kedai Kabur's Business Model Canvas. From these additions, a Business Model Canvas Transformation Design for Kedai Kabur will be produced which can be seen as follows.
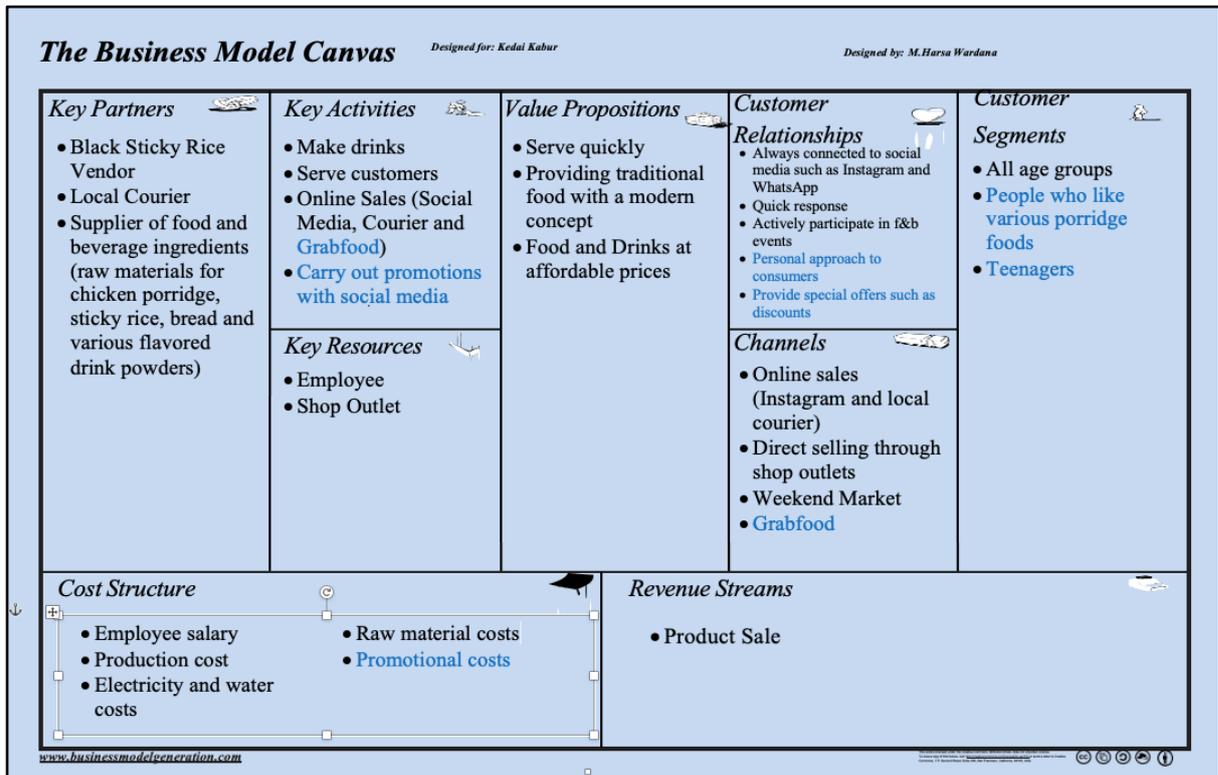
Figure 4. Business model canvas transformation design of Kedai Kabur

5. CONCLUSION

Customer Segment Kedai Kabur targets people of all ages in Bontang City, especially the Tanjung Limau area. The value proposition is fast food, providing traditional food with a modern concept, and drinks at affordable prices. The channels used by Kedai Kabur to market its products are online sales (Instagram and local couriers), direct selling through Kedai Kabur outlets and weekend markets. Customer Relationship in the form of always being connected to social media (Instagram and Whatsapp), quick responses, and actively participating in food & beverage events. Revenue Stream is obtained from profits generated from sales of Kedai Kabur products. Key Activities are several key activities that must be carried out, some of which are cooking porridge, making drinks, and online sales

(social media and courier). Kedai Kabur's key partners include black sticky rice vendors, local couriers, and food and beverage suppliers. The key resources that Kedai Kabur has in fulfilling its business activities include facilities in the form of cooking utensils, refrigerators, cup sealers, shop outlets and cashier equipment. Human resources which are also included in the key resources elements of the shop are employees and vendors. Kedai Kabur's cost structure includes employee salaries, electricity and water costs, shop rental costs, raw material costs and production costs which include operational costs. The strategy that can be recommended for Kedai Kabur based on the Business Model Canvas Transformation Design is to add Customer Segments, including people who like various porridge foods and teenagers who like hanging out. In terms of Customer

Relationships, you can add strategies to provide special offers such as discounts on big holidays and take a personal approach to consumers. In the Channels element, it is recommended to add Grabfood as an online sales channel, this is to increase Kedai Kabur's sales. In Key Activities there are online sales via social media and couriers, in this case a strategy development was carried out by adding online sales via Grabfood as an activity carried out by Kedai Kabur and carrying out promotions using social media. By adding promotional activities using social media to the Key Activities element, there are additional promotional costs in the Cost Structure. Promotional costs are costs that Kedai Kabur must incur when carrying out promotions.

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