

# Analysis of Business Strategy Development Using the Business Model Canvas Approach

*Business Model  
Canvas*

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## **ABSTRACT**

*The increase in fast-paced lifestyles and demands for time efficiency have made consumers more likely to opt for convenience foods. Frozen food is an attractive option due to its ease of storage, preparation, and longer shelf life. To optimally utilize this business opportunity, an in-depth analysis of the right business development and implementation strategy, such as Business Model Canvas, is required. In this research, the method used is descriptive research with a qualitative approach. The data used in this research are primary data obtained from observations of Rajawali Sosis Bakso and secondary data sourced from social media and business literature. The data that has been obtained is analysed qualitatively through three stages. The first stage, compiling the data obtained from the field, then entered into the mapping of the nine BMC elements. The second stage, analysing the BMC using SWOT analysis. The third stage is to formulate a new business model obtained from SWOT analysis, then put it into BMC mapping. Through the Business Model Canvas approach at Rajawali Sosis Baso, there are three elements that need to be improved, namely Key Resources, Cost Structure and Customer Relationship.*

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**Keywords:** Business Model Canvas, Frozen Food, SWOT Analysis

### **ABSTRAK**

Peningkatan gaya hidup yang serba cepat dan tuntutan akan efisiensi waktu membuat konsumen lebih cenderung memilih makanan praktis. Frozen food menjadi pilihan yang menarik karena kemudahan penyimpanan, persiapan, dan daya tahan yang lebih lama. Untuk memanfaatkan peluang bisnis ini secara optimal, perlu analisis mendalam terkait strategi pengembangan dan implementasi bisnis yang tepat, seperti Business Model Canvas. Pada penelitian ini, metode yang digunakan adalah penelitian deskriptif dengan pendekatan kualitatif. Data yang digunakan dalam penelitian ini adalah data primer yang diperoleh dari hasil observasi Rajawali Sosis Bakso dan data sekunder yang bersumber dari media sosial dan literatur bisnis. Data yang telah diperoleh dianalisis secara kualitatif melalui tiga tahap. Tahap pertama, menyusun data yang didapatkan dari lapangan kemudian dimasukkan kedalam pemetaan sembilan elemen BMC. Tahap kedua, melakukan analisis dari BMC menggunakan analisis SWOT. Tahap ketiga, merumuskan model bisnis baru yang didapatkan dari analisis SWOT, kemudian dimasukkan ke dalam pemetaan BMC. Melalui pendekatan Business Model Canvas pada Rajawali Sosis Baso terdapat tiga elemen yang perlu ditingkatkan yaitu Key Resources, Cost Structure dan Customer Relationship.

**Kata kunci:** Analisis SWOT, Business Model Canvas, Frozen Food

### **INTRODUCTION**

Modern lifestyles have changed people's consumption patterns, resulting in a significant shift in consumer preferences for ready-to-eat food, including frozen food products. The level of consumption of frozen food in Indonesian society is increasing due to changes in the lifestyle of Indonesian people who prefer food that is easy to process, practical, long-lasting, clean, and affordable (Sinuraya et al., 2023). As a result, the frozen food business is increasingly attracting the attention of food industry players to take advantage of the rapidly growing market potential. Research conducted Sinuraya et al. (2023), the frozen food trend in 2022 is increasingly promising in the future, when the market can reach remote areas. General Chair of the Indonesian Cold Chain Association, Hasanuddin Yasni, predicts that in 2025, the frozen food market value could reach 200 trillion (Irawati, 2022). Frozen food is food preservation by turning the product into ice and can be used as a solution to increase the shelf life and shelf life of the product (Firmansyah et al., 2020). The initial period of frozen food was intended for people who did many activities outside the home or could not prepare their own food (Fitria & Kurniawan, 2023). However, frozen food makes everything more practical and faster. Where consumers only need to warm frozen food before serving it, so it is much more practical than cooking from raw ingredients. Apart from that, based on the United States Academy of Nutrition and Dietetics, it is stated that frozen food can store vitamins and minerals and does not change the carbohydrates, proteins and fats it contains (Ketchen & Craighead, 2020).

This is also the reason why people prefer frozen food, and that is why the frozen food business is very promising. By looking at these opportunities, it is important for a business to carry out appropriate strategic management to maximize existing potential. Business strategic management is the management of an organization or company with a structured approach that aims to achieve its vision, mission, and long-term goals, including the formulation, implementation, and evaluation of strategic plans aimed at achieving competitive advantage and sustainable growth (Makadok et al., 2018). Therefore, strategic management is very important for all businesses, including those selling frozen food products such as rajawali sosis baso (Agwu, 2018). Rajawali sosis baso is a company that operates in the retail, and wholesale sector of processed food and drinks, especially frozen food. Rajawali sosis baso was established in 2003 and has more than 25 branches spread across the Greater Bandung and East Priangan areas such as

Tasikmalaya, Garut, and Ciamis. Rajawali sosis baso offers various types of frozen food, such as sausages, meatballs, nuggets, chicken, and so on. With the variety of quality products on offer, rajawali sosis baso can be considered as one of the companies that is successful in exploiting the potential of the frozen food business. Rajawali sosis baso not only utilizes the benefits of frozen food in meeting consumer needs but also ensures the distribution of high-quality products to a number of locations to expand market reach and business success. However, to maintain the existence of competition in this increasingly competitive market, companies need to adopt a mature strategic approach. One effective analytical tool for formulating business strategies is the Business Model Canvas (BMC). The Business Model Canvas (BMC) is a strategic tool that can be used to visualize the type of business that exists or will be created (Sparviero, 2019; Carvalho et al., 2020 and Ermaya & Darna, 2019).

The business model canvas allows companies to detail the key elements of their business model, identify opportunities, and address challenges that may arise. In the business model canvas, there are nine elements consisting of customer segments, value proposition, Channels, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure (Edbert Anter et al., 2022). The Business Model Canvas aims to help companies create, deliver value, and achieve success in a dynamic business environment. By using this approach, companies can design and optimize their business strategies to achieve success in developing the frozen food business (Ojasalo, 2018). Before formulating and developing a business model, strategic planners must understand the environmental conditions both internal and external to the company, namely by using analysis. Analysis consists of strength, weaknesses, opportunity and Threat (Sukarno & Ahsan, 2021). Analysis assumes that an effective strategy will maximize existing strengths and opportunities and minimize weaknesses and threats (Ratnawati, 2020). In this context, this research aims to conduct an in-depth analysis of frozen food business development using the Business Model Canvas (BMC) approach. This approach is expected to provide comprehensive insight into the key elements that companies need to consider in optimizing opportunities and overcoming challenges in the frozen food market. This research is also expected to make a positive contribution to the development of the frozen food industry and increase the company's competitiveness in a dynamic market.

## **METHOD**

This research, the method used is a descriptive research method with a qualitative approach. Descriptive research is research that aims to obtain information about the nature of phenomena that occur during the research (Atmowardoyo, 2018). Descriptive research aims to describe the phenomenon as a whole without involving aspects of variable relationship analysis or hypothesis testing. The data used in this research are primary data and secondary data. Primary data is data that comes from the first or original source (Walter et al., 2019 and Wang et al., 2020). This data is not available in compiled form or in files. This data must be sought through sources or in technical terms respondents, namely the people we use as research objects or people we use as a means of obtaining information or data. Secondary data is a data source that does not directly provide data to data collectors, for example through other people or through documentation (Stieglitz et al., 2018 and Nurjanah, 2021). In this research, primary data was obtained from direct observations at the Rajawali Sosis Bakso shop. The type of secondary data used in this research comes from Rajawali Sosis Bakso social media and business literature which includes books, previous research (journals), and articles related to business models, business development strategies, and frozen food business management. The data that has been obtained is then analyzed qualitatively through three stages. The first stage, compiling the data obtained from the field is then entered into a mapping of nine BMC elements, namely Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. The second stage carry out an analysis of BMC

using SWOT analysis to determine the Strengths, Weaknesses, Opportunities, and Threats that exist in rajawali sosis baso. The third stage is to formulate a new business model obtained from the SWOT analysis, then enter it into the BMC mapping. The results of the new BMC mapping can be used to evaluate improving previous strategies to increase income and achieve predetermined targets and can be used as a reference in starting a frozen food business.

**RESULT**

Identifying elements of the Business Model Canvas is the first step in formulating a business development strategy for the Rajawali Sosis Bakso Business Model Canvas (Keane et al., 2018). The Business Model Canvas discusses nine elements consisting of customer segments, customer relationship, value proposition, channels, revenue streams, key resources, key activities, key partnerships, and cost structure. The following is an overview of the current rajawali sosis bakso business model when viewed using the business model canvas approach.

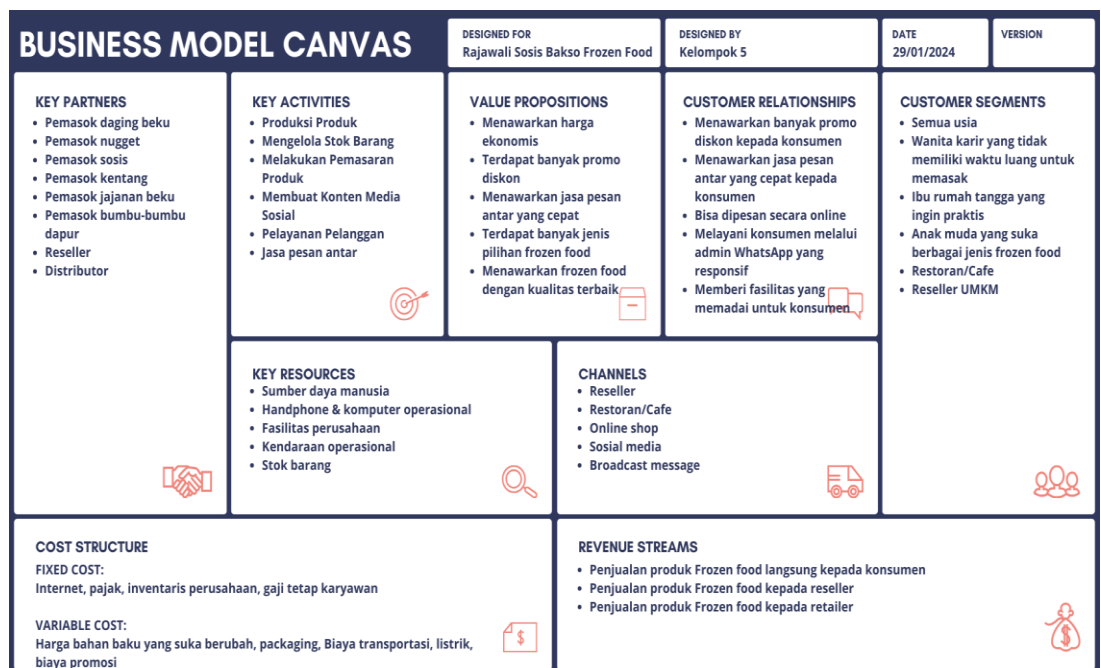


Figure 1. Business Model Canvas for Rajawali Sausage and Meatballs

Customer segments at rajawali sosis baso targets customers of all ages, targeting career women customers who don't have free time to cook, housewives who want to be practical, young people who like various types of frozen food, restaurants/cafes and targeting resellers/MSMEs. In the Value Propositions element, rajawali sosis baso offers economical prices, offers many discount promos, offers fast delivery services, offers many types of frozen food with the best quality. Some of these things can be a strong attraction to attract consumer attention, expand market reach, and increase sales volume. Fast delivery services increase convenience for consumers, strengthen the shopping experience, and create competitive advantages in the frozen food industry (Utami & Chaldun, 2019). Apart from that, by offering various types of frozen food with the best quality, it can meet various consumer needs and help build a positive brand reputation. By maintaining a balance between price and quality to maintain long-term profitability, you can create comprehensive added value, accommodate consumer preferences, and position your business as a profitable and quality option in the frozen food market. Of course, this can increase customer loyalty, optimize revenue, and have a positive impact on market share.

The Channels element, rajawali sosis baso opens a reseller, restaurant/cafe, online shop, social media, and broadcast message system. By introducing a reseller system, companies can expand the distribution reach of their products through business partners. Restaurants/cafes and online shops provide direct sales channels to consumers, enabling direct interaction and online ordering. Using social media as a communication and marketing channel can increase brand visibility and interaction with consumers. Meanwhile, the use of broadcast messages, via instant messaging platforms, can be an effective tool for informing customers of promotions, discounts or product updates (Czinkota et al., 2021). The customer relationship element, rajawali sosis baso offers many discount promotions to consumers, offers fast delivery services to consumers, can be ordered online, serves consumers via a responsive WhatsApp admin, and gives prizes for purchases of a certain amount. By doing these various things, you can increase consumer acceptance by attracting their attention through attractive price offers. Thus, it can create a competitive advantage in the market segment. Apart from that, offering fast delivery services with online ordering, customer service via a responsive WhatsApp admin, and giving gifts for purchases over a certain amount can have a significant positive impact. Online ordering can increase consumer convenience, while customer service via WhatsApp creates a more personal and responsive relationship (Naeem, 2019). The strategy of rewarding certain purchases can help in increasing transaction volume and motivate customers to shop more. This not only increases customer satisfaction but also builds long-term consumer loyalty.

Revenue streams, rajawali sosis baso earns income from several sources of income through direct sales of frozen food products to consumers through various sales channels, including online and offline stores. In addition, collaboration with resellers opens up opportunities for large sales, making a significant contribution to revenue. Furthermore, sales to retailers are another important pillar in diversifying income, where frozen food products are available in various shops and supermarkets, reaching more customers (Shi et al., 2018). With this diversified revenue strategy, it aims to expand market coverage and ensure sustainable growth. The Key Resources element, rajawali sosis baso utilizes a competent workforce to maintain product quality. Efficient connectivity is achieved through the use of mobile phones and operational computers, facilitating effective inventory management and team communication. The company's modern facilities and storage warehouse with refrigeration facilities provide optimal support for the production process and stock maintenance. Ready-to-use operational vehicles support product distribution to various locations, ensuring timely availability. All of these resources are well integrated to ensure smooth operations and customer satisfaction with high-quality frozen food products.

In the Key Activities element, rajawali sosis baso carries out product production, manages stock, carries out product marketing, creates social media content, provides customer service, and provides delivery services. In the key partnership element, rajawali sosis baso has relationships with several partners, namely frozen meat suppliers, nugget suppliers, sausage suppliers, potato suppliers, frozen snack suppliers, kitchen spice suppliers, resellers and distributors. In the Cost Structure element, rajawali sosis baso has two cost structures, namely fixed costs and variable costs. Fixed costs consist of internet costs, taxes, company inventory, and employee fixed salaries (Oyedokun et al., 2019). These expenses are called fixed costs because they do not affect changes in the quantity of goods or services. Then variable costs consist of the price of raw materials which tend to change, packaging, transportation costs, electricity costs, and promotional costs. These costs are called variable costs because they influence the quantity of goods or services provided or made so that the amount is not fixed.

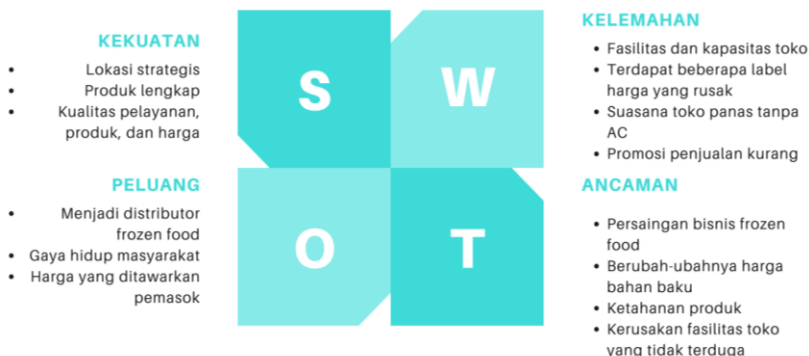


Figure 2. SWOT analysis of Rajawali Sausage Meatballs

After mapping the BMC, identification is then carried out using SWOT analysis through observation results. Through this research, several new strategic implications were found from the results of the SWOT analysis in the weakness section that rajawali sosis baso can use as a reference for developing the rajawali sosis baso business, including: First, Income and Expenditures, Rajawali Sosis Baso is advised to increase sales promotions so that it can reach more markets. wider. Of course, in this case, Rajawali Sosis Baso must incur additional costs to carry out sales promotions. Second, operational support, rajawali sosis baso needs to add operational facilities, namely by installing air conditioning in the shop so that customers feel more comfortable, more satisfied and loyal. Then rajawali sosis baso needs to repair the damaged price tag so that customers can know the nominal price well and there are no mistakes when they want to pay because of the damaged price tag. Rajawali Sosis Baso also needs to add more employees and shop cashiers to respond quickly to customers. Suppose rajawali sosis baso's operational support is improved. In that case, Rajawali Sosis Baso will have a competitive advantage so that it can potentially become a market leader or become one of the frozen food companies that has good service.

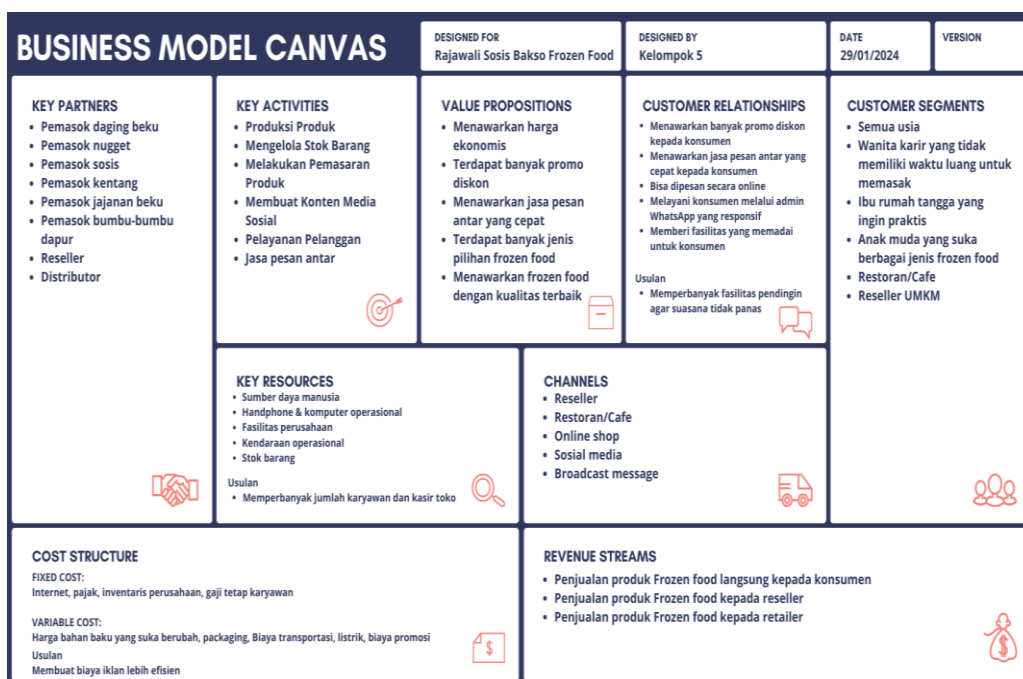


Figure 3. New Rajawali Sausage and Baso Business Canvas Model

Customer Segments at rajawali sosis baso have not changed. Rajawali sosis baso is right in targeting customers of all ages and all walks of life. In the Value Propositions element, Rajawali Sosis Baso is quite good by offering economical prices, lots of discount promos, fast delivery services, and many types of frozen food with the best quality. While

the Channel element cannot be changed, Rajawali sosis baso is right by opening a reseller system, restaurant/cafe, online shop, social media, and broadcast messages. In the Customer Relationship element, Rajawali Sosis Baso has done quite well by offering lots of discount promos to consumers, offering fast delivery services to consumers, ordering orders online, serving consumers via a responsive WhatsApp admin, and giving prizes for purchases of a certain amount. However, rajawali sausage meatballs needs to add facilities in the form of air conditioning to make customers more comfortable.

There is no change in rajawali sosis baso's revenue streams, where rajawali sosis baso earns income from several sources of income through direct sales of frozen food products to consumers through various sales channels, including online and offline stores. In the Key Resources element, there is a proposal that rajawali sosis baso should increase the number of employees and shop cashiers so that they can respond quickly to customer purchases. There are no changes in the Key Activities element, where rajawali sosis baso's activities remain as before, namely producing products, managing stock, marketing products, creating social media content, providing customer service, and providing delivery services. In the Key Partnership element, there are no changes. rajawali sosis baso has relationships with several partners, namely frozen meat suppliers, nugget suppliers, sausage suppliers, potato suppliers, frozen snack suppliers, kitchen spice suppliers, resellers, and distributors. In the Cost Structure element there is a suggestion that Rajawali Sosis Baso should consider more costs for promotional needs to be able to target customers more widely.

## CONCLUSION

The implementation of the business strategy at rajawali sosis baso has been good so far, but several aspects need to be improved. Through the Business Model Canvas approach at Rajawali Sosis Baso, there are three elements that need to be improved into the new Business Model Canvas after carrying out a SWOT analysis, including Key Resources, Customer Relationship and Cost Structure. The proposed strategic implications for these three elements include developing Key Resources, increasing the Cost Structure for promotional costs, especially using digital marketing, and adding air conditioning facilities so that consumers feel more comfortable when shopping at Rajawali Sosis Baso. Apart from that, the results of this new Business Model Canvas can be used for consideration in starting a ready-to-eat food business such as Frozen Food.

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