Business Model Canvas Implementation on the Performance of MSMEs in Rural Areas

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ABSTRACT

This study investigates the influence of implementing the business model canvas on the performance of micro, small, and medium enterprises in rural areas. The Business Model Canvas integrates nine components of business design, including customer relationship, customer segment, cost structure, channel, key activities, key partners, key resources, revenue stream, and value proposition. The objective of this study is to analyze how the structured use of these elements can strengthen business effectiveness and competitiveness within rural development contexts. A quantitative research method was applied through the distribution of questionnaires to business owners in rural communities. The collected data were analyzed using the partial least squares structural equation modeling method to examine the relationship between the implementation of the business model canvas and enterprise performance. The results indicate that the structured application of the business model canvas significantly improves the performance of micro, small, and medium enterprises. Enhanced partnerships, effective communication channels, and strong customer value propositions are identified as major contributors to better organizational outcomes. Practically, this study provides useful insights for policymakers and development agencies in formulating strategic management initiatives that support innovation, efficiency, and adaptability in rural entrepreneurship.

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Keywords*: Business Model Canvas, Entrepreneurship, Micro Small and Medium Enterprise, Rural Development, Strategic Management.*

ABSTRAK

Penelitian ini mengkaji pengaruh penerapan business model canvas terhadap kinerja usaha mikro, kecil, dan menengah di wilayah pedesaan. Business model canvas mencakup sembilan komponen desain bisnis, yaitu customer relationship, customer segment, cost structure, channel, key activities, key partners, key resources, revenue stream, dan value proposition. Tujuan penelitian ini adalah menganalisis bagaimana penggunaan terstruktur dari setiap elemen tersebut dapat memperkuat efektivitas dan daya saing usaha dalam konteks pengembangan pedesaan. Metode penelitian kuantitatif digunakan melalui penyebaran kuesioner kepada para pemilik usaha di komunitas pedesaan. Data yang terkumpul dianalisis dengan metode partial least squares structural equation modeling untuk menilai hubungan antara penerapan business model canvas dan kinerja usaha. Hasil penelitian menunjukkan bahwa penerapan business model canvas secara terstruktur memberikan pengaruh positif dan signifikan terhadap peningkatan kinerja usaha mikro, kecil, dan menengah. Kemitraan yang lebih kuat, saluran komunikasi yang efektif, serta proposisi nilai yang jelas diidentifikasi sebagai faktor utama yang mendorong perbaikan kinerja organisasi. Secara praktis, penelitian ini memberikan wawasan bagi pembuat kebijakan dan lembaga pengembangan dalam merumuskan strategi manajemen yang mendukung inovasi, efisiensi, dan adaptabilitas bagi pelaku usaha di daerah pedesaan.

Kata kunci*: Business Model Canvas, Kewirausahaan, Usaha Mikro Kecil dan Menengah, Pembangunan Pedesaan, Manajemen Strategis.*

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INTRODUCTION

The Business Model Canvas (BMC) has become one of the most widely used frameworks for designing and developing innovative business models, enabling organizations to describe, visualize, evaluate, and refine their strategies through nine interconnected components representing both internal and external aspects of the enterprise. In the context of Micro, Small, and Medium Enterprises (MSMEs), particularly those located in rural areas, the business model canvas serves as an effective strategic approach to strengthen performance, competitiveness, and business sustainability. It helps entrepreneurs identify value propositions, customer segments, distribution channels, key resources, and strategic partnerships (Mustaniroh et al., 2020; Zhang et al., 2021; Mutsaqqof et al., 2022; Sadikin et al., 2023). Additional empirical evidence also shows the applicability and strategic relevance of the business model canvas across various MSME settings, as reflected in studies that analyze business strategy development using this framework (Prasetya & Maria, 2023; Wirati et al., 2024; Susanto et al., 2024).

Despite their crucial role in supporting local and national economies, rural MSMEs continue to face complex constraints such as limited access to capital, weak managerial capabilities, and restricted market reach. The minister of trade (ML) emphasized that Indonesian MSMEs struggle due to a lack of experience, weak business networks, and insufficient funding (Syahfitri et al., 2023). These conditions are even more pronounced in rural areas where innovation and business model development remain limited. Similar conditions are also evident in Semarang Regency, especially in rural areas such as Getasan, Banyubiru, and Tuntang. The majority of local businesses in these districts focus on agriculture, handicrafts, and small trading activities. Although the region hosts around 60.000 MSME actors, as reported by the Department of Cooperatives and MSMEs of Semarang Regency (2024), many continue to face challenges related to limited financial capacity, insufficient digital skills, and restricted access to broader markets.

Previous studies by Akbar and Rossieta (2024) have primarily examined the application of the business model canvas in start-ups and urban-based MSMEs, while empirical research focusing specifically on rural contexts remains scarce. Studies in other sectors, such as telecommunications and digital entrepreneurship, demonstrate that structured business models enhance efficiency, adaptability, and value creation (de Reuver et al., 2019; Ukhrowi, 2023; Hijazin, 2024). However, there is still limited evidence on whether the Business Model Canvas can improve the performance of rural MSMEs in Indonesia. This research gap highlights the need to investigate how the Business Model Canvas can address challenges related to resource constraints, limited market reach, and innovation barriers in rural enterprises. Furthermore, digital transformation offers new opportunities for MSMEs to strengthen their operations and expand market access (Cenamor et al., 2019). Integrating the business model canvas with digital practices may help entrepreneurs formulate more adaptive and responsive strategies. However, the success of this integration depends heavily on the readiness and understanding of business owners to apply each component effectively and consistently within the rural business environment.

Based on these considerations, the purpose of this study is to empirically analyze the influence of business model canvas implementation on the performance of micro, small, and medium enterprises in rural areas of Semarang Regency, Indonesia. Accordingly, this study formulates the following research objectives, to examine whether the implementation of the business model canvas has a positive and significant effect on the performance of rural MSMEs, to identify which components of the business model canvas contribute most to enhancing the performance of rural MSMEs and to analyze how the application of the business model canvas supports rural MSMEs in overcoming resource limitations, restricted market reach, and innovation barriers.

LITERATURE REVIEW

Theoretical Review of the Business Model Canvas

The Business Model Canvas (BMC), introduced by Osterwalder and Pigneur (2010), is a managerial and strategic tool designed to assist organizations in visualizing, designing, and evaluating their business models through nine interconnected components: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. This framework provides a holistic perspective that enables business actors to understand how value is created, delivered, and captured within an enterprise. The business model canvas has since become one of the most widely applied frameworks in strategic management due to its simplicity, flexibility, and applicability across various business scales and industries (Baden-Fuller & Morgan, 2010; Joyce & Paquin, 2016; Lüdeke-Freund et al., 2018; Erwandi et al., 2023).

Recent extensions of the business model canvas emphasize integrating environmental and social factors into value propositions and cost structures to align with global sustainability goals (Bocken et al., 2022). Additionally, the framework's flexibility supports iterative design processes, enabling organizations to test and refine models through prototyping and feedback loops (van Tonder, 2020; Teece, 2023). Within the context of Micro, Small, and Medium Enterprises (MSMEs), the Business Model Canvas serves as a strategic framework that clarifies operations, improves decision-making, and enhances market responsiveness. Studies conducted by Suryono et al. (2024) demonstrate that the adoption of the business model canvas in MSMEs and start-ups contributes to improved adaptability and more structured business planning.

Additional evidence from Wirati et al. (2024), Susanto et al. (2024), and Prasetya and Maria (2023) reinforces the model's utility in guiding business development strategies across different MSME sectors. However, most existing research has focused predominantly on urban business ecosystems, revealing a gap in understanding how the business model canvas functions within rural environments where resource limitations, market isolation, and structural constraints present unique challenges for business sustainability. This gap underlines the importance of extending business model canvas research into rural MSME contexts.

Influence of the Business Model Canvas on MSME Performance

MSME performance is commonly evaluated through indicators such as sales growth, profitability, cost efficiency, competitive positioning, and customer satisfaction. Prior literature suggests that a well-developed business model enhances competitiveness and organizational effectiveness by aligning market opportunities with internal capabilities (de Reuver et al., 2019; Hijazin, 2024). The Business Model Canvas provides MSME owners with an operational blueprint that helps identify strategic relationships between resources, activities, partnerships, and value creation mechanisms. This alignment promotes more efficient resource allocation and strengthens the ability of businesses to deliver value that meets customer expectations (Ferreira et al., 2024; Timergaleeva, 2025).

In rural settings, MSMEs often experience additional barriers such as limited financial access, low managerial literacy, weak technology adoption, and minimal innovation capacity. These constraints significantly hinder business performance and limit opportunities for competitive growth (Gupta & Gupta, 2024). Implementing the business model canvas framework may therefore act as a strategic solution for helping rural MSMEs develop adaptive business models that match local economic realities. The BMC's structured components enable business owners to redesign value propositions, improve supply and distribution channels, strengthen customer engagement, and optimize cost structure, factors that are essential for enhancing performance (Bradley et al., 2020; Soetjipto et al., 2023).

Recent studies show that strategic tools like the business model canvas, when applied effectively, can increase resilience, boost productivity, and stimulate innovation among MSMEs (Cenamor et al., 2019; Thompson & McKee, 2021). Thus, investigating the

influence of business model canvas implementation on MSME performance in rural Indonesia is crucial for understanding how structured business model approaches can address resource scarcity, restricted market access, and innovation barriers (Zaini, 2025).

H1: Business model canvas has a significant effect on MSME performance.

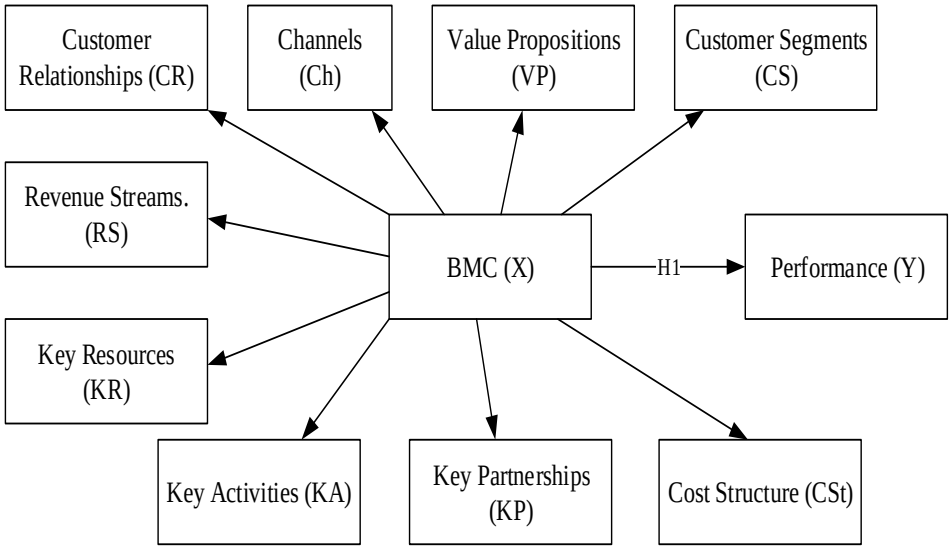

Figure 1. Conceptual Framework

This study adopts the Business Model Canvas (BMC) as the independent variable, consisting of nine interrelated components: customer relationships, channels, value propositions, customer segments, revenue streams, key resources, key activities, key partnerships, and cost structure (Susanti et al., 2024). These components collectively represent the fundamental aspects of how a business creates, delivers, and captures value. The comprehensive integration of these elements is essential for ensuring that Micro, Small, and Medium Enterprises (MSMEs) can operate efficiently and respond effectively to dynamic market changes.

The dependent variable of this study is MSME performance, which reflects multiple aspects of business success such as growth, profitability, innovation capacity, and long-term viability. MSME performance is shaped by the extent to which business owners are able to develop and execute a well-structured business model that effectively aligns internal capabilities with external market conditions (Syam & Hamid, 2023; Budiman et al., 2025). Within this context, the structured application of the business model canvas is expected to improve MSME performance by helping entrepreneurs gain clearer insights into their target markets, refine their value propositions, and build effective customer engagement and operational systems. Each element of the business model canvas plays a role in strengthening overall business efficiency and enhancing competitive advantage (Chumaidiyah et al., 2024).

Figure 1 illustrates the conceptual framework, which positions the business model canvas as the independent variable encompassing nine components: customer relationships, channels, value propositions, customer segments, revenue streams, key resources, key activities, key partnerships, and cost structure. these components collectively influence the dependent variable, MSME Performance, as represented by the directional relationship shown in H1.

RESEARCH METHODS

This research employs a quantitative explanatory approach to analyze the influence of Business Model Canvas (BMC) implementation on the performance of Micro, Small, and Medium Enterprises (MSMEs) in rural areas of Semarang Regency, Indonesia. The quantitative method enables objective and measurable data to explain the causal relationship between the independent and dependent variables. The population includes MSME owners in Getasan, Banyubiru, and Tuntang, totaling approximately 60.000 active businesses in 2024, mostly in agriculture, handicrafts, and small-scale trading. A sample of 397 respondents was determined using the Slovin formula (5% margin of error) and selected via purposive sampling based on criteria such as at least two years of operation, decision-making authority, and MSME classification.

Primary data were collected through structured questionnaires using a five-point Likert scale to assess respondents' perceptions of business model canvas implementation and business performance. The instrument included demographic profiles and items related to the research variables. The independent variable, the business model canvas, comprises nine components: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure, reflecting how MSMEs create, deliver, and capture value. The dependent variable, MSME performance, is measured by productivity, profitability, innovation, market growth, and business sustainability.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS, allowing simultaneous evaluation of complex models (Ghozali, 2021). Outer model testing assessed indicator validity and reliability via factor loadings, AVE, and composite reliability, while inner model testing examined relationships through path coefficients, t-statistics, and p-values. Instrument validity was confirmed with indicator loadings above 0.7, and reliability was verified using Cronbach's Alpha and Composite Reliability, both exceeding 0.7. AVE values above 0.5 ensured convergent validity, confirming that the measurement model was reliable and valid for hypothesis testing on the influence of the business model canvas on MSME performance.

RESULTS

This part outlines the empirical results derived through the PLS-SEM technique, utilizing the SmartPLS software. The analysis includes evaluations of construct validity (outer model), discriminant validity, reliability, the framework of structural relationships, as well as hypothesis testing.

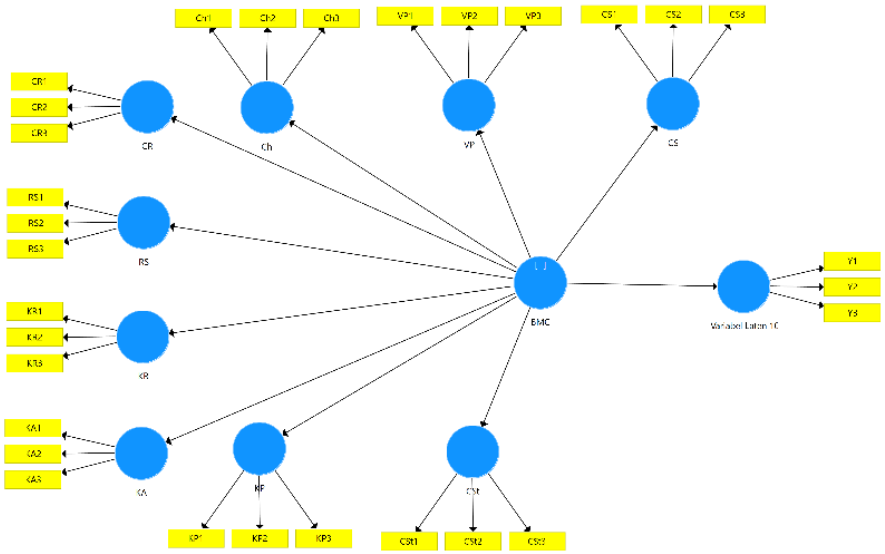

Figure 2. The framework of structural relationships

Based on Figure 2, the outer loading analysis, all indicators for the Business Model Canvas (BMC) and MSME performance variables show satisfactory results, as most loading values exceed the minimum threshold of 0.70. This indicates that the indicators are valid and reliable in measuring their respective constructs. For the Customer Relationships (CR) dimension, the outer loading values range from 0.735 to 0.834, reflecting consistency in representing customer relationship aspects. The Customer Segments (CS) dimension shows loadings between 0.710 and 0.866, indicating that its indicators accurately capture market segmentation. Similarly, Cost Structure (CSt) and Channels (Ch) demonstrate strong measurement validity, with the highest loading values reaching 0.855 and 0.847, respectively. The Key Activities (KA), Key Partnerships (KP), and Key Resources (KR) dimensions also display solid construct validity, with most indicator loadings exceeding 0.76. Meanwhile, Revenue Streams (RS) and Value Propositions (VP) show the highest loading values of 0.860 and 0.855, signifying their substantial contribution to the overall BMC construct. Finally, the Performance (Y) variable records loadings ranging from 0.774 to 0.857, confirming that its indicators effectively reflect MSME performance. These results demonstrate that all indicators meet the criteria for convergent validity and are suitable for further analysis.

The model meets the discriminant validity criterion when each construct's square root of AVE (displayed diagonally) exceeds its correlation with other constructs. In this study, all constructs satisfied this requirement. Reliability analysis was conducted through Composite Reliability to ensure construct consistency. All constructs showed values above 0.70, indicating reliability.

Table 1. AVE and Reliability Composite

Variable	Composite Reliability	AVE
BMC	0.958	0.516
CR	0.787	0.557
CS	0.745	0.505
CSt	0.782	0.551
Ch	0.775	0.541
KA	0.763	0.528
KP	0.787	0.557
KR	0.773	0.540
Performance	0.767	0.533
RS	0.783	0.554
VP	0.767	0.533

Based on Table 1, the results of the composite reliability and AVE tests indicate that all constructs in this study meet the reliability and validity criteria. The composite reliability values for all variables are above the recommended threshold of 0.70, ranging from 0.745 to 0.958, confirming that each construct demonstrates strong internal consistency. BMC variable shows the highest reliability value of 0.958, indicating that its indicators are highly consistent in measuring the overall construct. Meanwhile, the AVE values for all constructs exceed the minimum criterion of 0.50, ranging between 0.505 and 0.557, which signifies that more than 50% of the variance in each indicator is explained by its respective latent construct. These results confirm that all variables in this study possess acceptable levels of convergent validity and construct reliability, thereby qualifying for further hypothesis testing using the structural model.

The results of the R-Square (R^2) and Adjusted R-Square analysis indicate that the structural model has a strong explanatory power for all variables in this study. According to Chin (1998), R^2 values of 0.67, 0.33, and 0.19 can be categorized as substantial, moderate, and weak, respectively. Based on these criteria, all constructs in this model fall into the substantial category.

The R^2 value for the MSME performance variable is 0.876, with an Adjusted R^2 of 0.875, indicating that approximately 87.5% of the variation in MSME performance can be explained by the implementation of the Business Model Canvas (BMC). The remaining

12.5% is influenced by other factors not included in the model. Among the nine dimensions of the BMC, Key Partnerships (KP) shows the highest R^2 value of 0.922, suggesting that the BMC construct strongly explains the formation of partnerships in MSMEs. This is followed by Channels (Ch) at 0.885, Cost Structure (CSt) at 0.874, and Value Propositions (VP) at 0.867, all of which indicate that the BMC elements significantly contribute to shaping business strategies and operational structures.

Meanwhile, Customer Segments (CS) has the lowest R^2 value of 0.729, which, although lower than others, still indicates a substantial level of explanatory power. Overall, these results demonstrate that the BMC framework has a dominant and comprehensive influence in explaining the performance and structural components of MSMEs in rural areas. This finding reinforces the empirical validity of BMC as an effective strategic tool for improving MSME competitiveness and sustainability.

Table 2. Path Coefficient

Relationship	Original Sample	Mean Sample	Standard Deviation	T Statistic	P-Values
BMC -> CR	0.906	0.906	0.017	52.919	0.000
BMC -> CS	0.854	0.853	0.021	40.057	0.000
BMC -> CSt	0.935	0.936	0.012	76.767	0.000
BMC -> Ch	0.941	0.941	0.010	91.094	0.000
BMC -> KA	0.919	0.919	0.014	64.051	0.000
BMC -> KP	0.960	0.961	0.007	140.681	0.000
BMC -> KR	0.879	0.878	0.022	39.253	0.000
BMC -> Performance	0.936	0.936	0.013	71.346	0.000
BMC -> RS	0.902	0.903	0.014	62.356	0.000
BMC -> VP	0.931	0.932	0.012	80.445	0.000

Table 2 shows the results of the path coefficient analysis, which show that the Business Model Canvas (BMC) has a positive and significant influence on all its dimensions and on the overall MSME performance variable. This is evidenced by the p-values of 0.000 across all relationships, which are far below the significance threshold of 0.05, indicating strong statistical significance.

The T-statistic values, all exceeding 1.96, confirm the robustness of the relationships tested. The strongest effect appears in the relationship between BMC and Key Partnerships (KP), with a path coefficient of 0.960 and a T-statistic of 140.681, indicating that effective BMC implementation greatly supports the formation and optimization of strategic partnerships among MSMEs. Similarly high coefficients are observed in the relationship between BMC and Channels (Ch) at 0.941, Cost Structure (CSt) at 0.935, and Value Propositions (VP) at 0.931, demonstrating the important role of BMC in enhancing business efficiency, customer value creation, and distribution effectiveness.

The relationship between BMC and MSME Performance also shows a strong coefficient of 0.936 with a T-statistic of 71.346, underscoring the substantial impact of BMC on improving overall MSME performance. Other dimensions, including Customer Relationships (CR), Customer Segments (CS), Key Resources (KR), Key Activities (KA), and Revenue Streams (RS) also reflect strong and significant coefficients ranging from 0.854 to 0.919, indicating consistent support for the influence of BMC across all components of the business model.

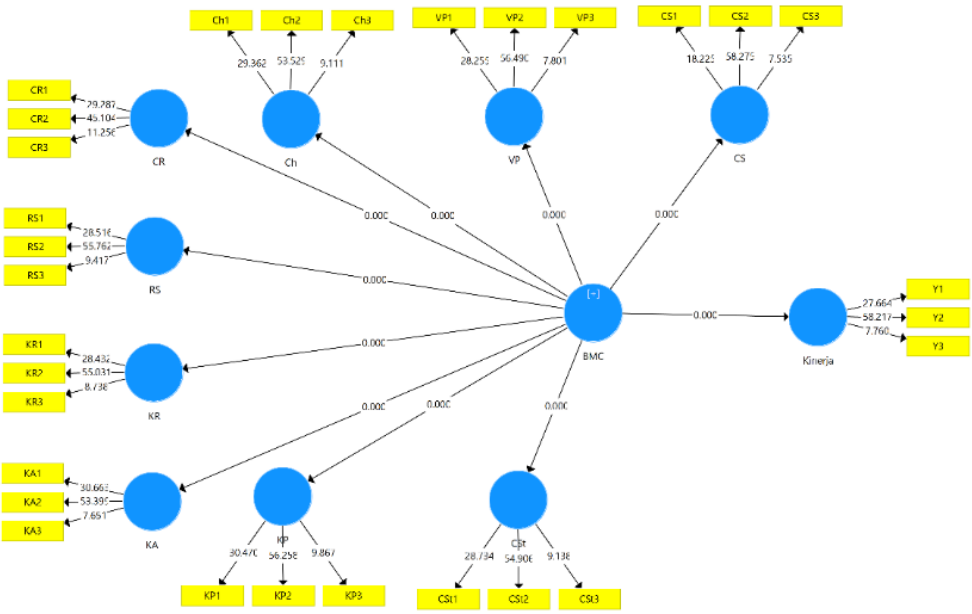

Figure 3. Result Path Coefficient

These results demonstrate that the Business Model Canvas effectively enhances multiple business dimensions simultaneously, leading to improved operational performance, efficiency, and sustainability among MSMEs in rural areas. This confirms the proposed hypothesis that the implementation of BMC has a positive and significant effect on MSME performance. Figure 3 illustrates the structural model showing the influence of the Business Model Canvas (BMC) on its nine components and on MSME performance. Each construct is represented by latent variables connected to their indicators, with all paths showing significant loadings that exceed the minimum validity thresholds. The model demonstrates strong relationships between BMC and key elements such as Key Partnerships, Channels, Cost Structure, and Value Propositions, indicating that a well-implemented BMC enhances strategic alignment and operational effectiveness across MSMEs. The figure highlights a coherent and robust measurement structure, confirming that BMC serves as a central driver shaping business components and improving performance outcomes.

DISCUSSION

The results of this study indicate that the implementation of the Business Model Canvas (BMC) has a significant impact on the performance of MSMEs in rural areas. This finding aligns with previous research by Suryono (2024), who highlighted that structured business model design enhances organizational adaptability and competitiveness. The high path coefficients between BMC and its nine dimensions: customer segments, customer relationships, channels, value propositions, key activities, key resources, key partnerships, revenue streams, and cost structure, demonstrate that the integrated application of these components collectively drives MSME performance. The findings reveal that key partnerships, channels, and value propositions exhibit the strongest influence on business performance. This suggests that MSMEs in rural areas thrive when they establish strategic alliances, manage efficient distribution channels, and offer products with distinctive value. Such collaborations help businesses optimize operations, reduce production costs, and expand market reach, consistent with the observations of Hutamy et al. (2021), who emphasized that partnerships and strong networks enable rural enterprises to enhance operational efficiency and competitiveness.

Furthermore, the roles of customer relationships and customer segments are crucial for sustaining customer loyalty and satisfaction. Direct interaction and community-based engagement allow MSMEs to build trust and strengthen brand reputation. These findings are consistent with Wijaya et al. (2023) and Wulandari (2024), who stated that customer-centric approaches and active communication foster long-term relationships, which are vital in maintaining market stability for rural businesses. The analysis also supports the notion that a strong Value Proposition (VP) is fundamental to competitive advantage. MSMEs that offer authentic products, quality assurance, and accessibility gain better customer retention and brand differentiation. This reinforces the findings of Anggraini (2020) and Syahfitri et al. (2023), who observed that businesses capable of addressing customer needs effectively tend to outperform competitors.

Additionally, key resources and key activities play an essential role in ensuring the sustainability of MSME operations. The availability of adequate equipment, skilled labor, and efficient production processes directly supports consistent product quality and service delivery. This is in line with Prameswari and Nurhidayah et al. (2020), who argued that effective resource and activity management enables SMEs to maintain operational efficiency even with limited assets. The revenue streams and cost structure dimensions also significantly influence performance by promoting financial stability and cost efficiency. Diversifying income sources through both direct sales and complementary services enhances business resilience, especially during market fluctuations. Meanwhile, effective cost management strategies, such as bulk purchasing and local partnerships, help maintain competitive pricing without compromising quality, as supported by Aliwinoto et al. (2022).

These findings confirm that the BMC serves as an effective strategic framework for rural MSMEs. It enables business owners to analyze, adjust, and optimize critical aspects of their operations. The integration of BMC enhances managerial decision-making, strengthens coordination among business elements, and encourages innovation, factors that are essential for achieving sustainable growth in rural enterprises. This study, therefore, reinforces the conclusion of Mustaniroh et al. (2020) and Andriyanto et al. (2022) state that the BMC can serve as a practical and adaptive tool for improving business resilience and long-term competitiveness. From a policy perspective, the findings also highlight the need for institutional support, such as training programs, access to finance, and digital infrastructure, to further strengthen MSME ecosystems in rural areas. This is consistent with Casalino et al. (2019) and Kääriäinen et al. (2020), who emphasized the importance of integrating digital and managerial competencies to enhance small business performance. By applying the BMC framework systematically, MSMEs can improve their business models to meet market demands while promoting inclusive economic development in rural communities.

CONCLUSION

The findings of this study confirm that the Business Model Canvas (BMC) serves as an effective strategic framework for improving the performance of Micro, Small, and Medium Enterprises (MSMEs) in rural areas. All nine components of the BMC customer segments, customer relationships, channels, value propositions, key activities, key resources, key partners, revenue streams, and cost structure contribute significantly to strengthening business sustainability, competitiveness, and adaptability. The results highlight that rural MSMEs perform better when they successfully expand market access, enhance managerial skills, manage resources efficiently, and build strategic partnerships with suppliers, distributors, and institutional stakeholders. The incorporation of technology and innovation across business model canvas elements further boosts customer satisfaction and operational efficiency. The findings suggest that MSME owners should use the business model canvas as a continuous planning and evaluation tool to identify improvement opportunities and respond proactively to market changes. Policymakers and support institutions are encouraged to provide training, financial

assistance, and digital infrastructure to help rural MSMEs fully optimize the business model canvas framework and achieve long-term growth.

However, this study has limitations. The analysis focuses on MSMEs within selected rural districts, which may limit generalizability to other regions with different economic characteristics. The use of self-reported data may also introduce bias in measuring perceived performance. Future research can expand by comparing rural and urban MSMEs, incorporating longitudinal data to observe changes over time, or integrating additional variables such as digital readiness, innovation capability, and entrepreneurial orientation. Such studies would provide deeper insight into how the business model canvas can be optimized to support MSME competitiveness across diverse contexts.

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