

CANVAS MODEL BUSINESS MEGA BERLIAN JAYA STORE

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Abstract

This study aims to analyze and design the business development strategy of the Mega Berlian Jaya Building Shop using the Business Model Canvas (BMC) approach. This research uses a qualitative method with data collection techniques through observation, interviews, and documentation studies involving store owners, customers, and suppliers. The analysis was carried out by examining nine elements of BMC which include customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. Additionally, SWOT analysis is used to identify the strengths, weaknesses, opportunities, and threats that the company faces. The results of the study show that Toko Mega Berlian Jaya has advantages in product quality, relatively affordable prices, and responsive service to customers. However, the limitation of product variety and dependence on fluctuations in the price of building materials are still major challenges. The implementation of the Business Model Canvas helps companies identify opportunities for strategy development, improve operational efficiency, expand partnership networks, and strengthen business competitiveness in a sustainable manner.

Keywords: Business Model Canvas, Business Strategy, Building Shop, SWOT Analysis, Business Development.

A. Introduction

A business strategy is a long-term plan designed by a company to achieve specific goals and build a competitive advantage in the market. It includes the various decisions and actions taken to steer the company towards growth and success. The main components of a business strategy include the company's vision and mission, which set the long-term goals and reasons for the company's existence. (Kotler, 2012)

The importance of a business strategy cannot be overstated because a good strategy allows companies to achieve their goals in an efficient and effective way. Business strategy helps in determining the company's vision and mission. By having a clear vision, companies can set specific long-term goals and direct all efforts to achieve them. A well-defined mission also provides guidance on the values and principles that the entire organization must uphold. Business strategy allows companies to understand the market and its competitors. With in-depth market analysis, companies can identify opportunities and threats that exist in the business environment. This allows them to customize their products, services, and marketing methods to stay relevant and competitive. (David & David, 2015) (Fatma et al., 2023) (Wati et al., 2023)

Business strategy helps in better decision-making. By having a structured plan, management can make decisions based on accurate data and analysis, not based on mere intuition. This reduces the risk of errors and improves operational efficiency. Business strategy is important to ensure the sustainability and growth of the company. With the right strategy, companies can optimally allocate resources, increase innovation, and maintain customer satisfaction. All of this contributes to sustainable growth and financial stability. (David, 2016) (Campbell & Park, 2017)

The Business Model Canvas (BMC) is a strategic management tool used to describe, design, and test new or existing business models. Developed by Alexander Osterwalder, BMC maps the various critical components of a business into a single, easy-to-understand visual display. There are nine main elements in BMC: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. (Indriasari et al., 2023)

Previous research results from show that BMCs can assist entrepreneurs in identifying the key resources and activities needed to run a building shop, as well as partnerships that are essential to support business operations. With a clear understanding of revenue streams and cost structures, entrepreneurs can make more informational and strategic decisions. In the context of building shops, where competition is fierce and customer needs vary, BMCs become an essential tool to ensure effective and efficient business models, which ultimately contribute to the sustainability and growth of the business. (Aydin et al., 2020) (Caraka et al., 2023)

The Business Model Canvas is a very useful tool for building shop entrepreneurs to plan, manage, and optimize their business. By providing a comprehensive overview of all important aspects of business, BMC helps entrepreneurs make better decisions, identify opportunities and threats, and tailor business strategies according to market dynamics. In an ever-changing business environment, having a robust framework like BMC is crucial for success and sustainable growth. (Hamwi et al., 2021) (Hamwi et al., 2021)

Toko Bangunan Mega Berlian Jaya is a trading business engaged in the sale of building materials and electrical tools. This trading business sells various kinds of building equipment such as cement, various types of iron, handyman tools, electrical tools and others. The Mega Berlian Jaya building store was established in 2019 which is located on Jln. Poros Enrekang-Makale Belajen, Alla District, Enrekang Regency, South Sulawesi. Trading businesses engaged in the sale of building materials and electrical tools require a canvas business strategy for various reasons that can help optimize operations and business growth. By using a canvas business strategy, companies can gain a better understanding of their customer segments, such as contractors, homeowners, or large construction companies, and tailor products and services according to their needs.

This strategy helps define a clear value proposition, which is the main reason why customers choose their product or service over competitors, such as better quality of building materials, competitive prices, or superior customer service. Thus, the business model canvas also allows companies to design more efficient distribution channels, so that products can reach customers in the most effective and cost-effective way. In addition, companies can identify key sources of revenue and estimate cost structures, so they can plan better financial strategies. The use of a business strategy canvas provides a comprehensive guide for trading businesses to make informed strategic decisions and increase competitiveness in the market.

B. Literature Review

Strategy Management

According to Susanto (2014:2), strategic management is a process to determine the direction and goals of the organization in the long term along with the selection of methods to achieve them through the development of strategic formulation and systematic planned implementation. The term strategic management comes from two words, namely "management" and "strategy". While the word strategic is an adjective of the word strategy. In the sense of a company (corporation), management is an individual or group of people who are responsible for analyzing and achieving organizational goals.

Strategic management consists of two elements, namely strategy formulation and strategy implementation. In strategy formulation, organizations determine the vision and mission, strategy direction, strategy, and goals. Meanwhile, in the implementation of the strategy, structure, human resources, and organizational systems are determined, all of which must be supported by appropriate leadership and culture. Strategy management is used for long-term planning. Many companies manage their high performance in the short term, but few can maintain their performance over a longer period of time. According to Ramli and Kartini (2022:4) To be successful in the long term, companies must not only carry out activities for the moment that can meet the existing market, but also the company must be able to adapt new activities that can satisfy the new market and continue to perform.

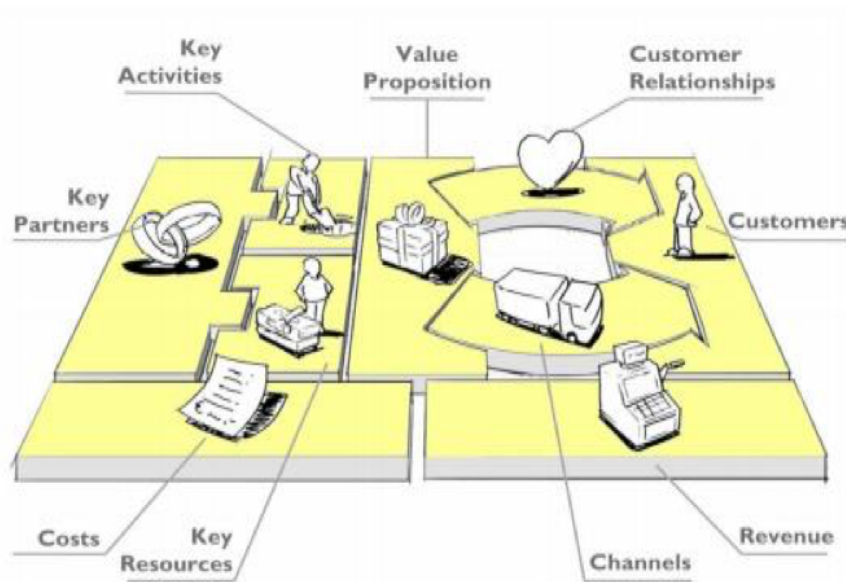
Canvas Business Model

According to Osterwalder & Yves Pigneur (2014) explained that the Business Model Canvas consists of nine business building blocks. This building block contains important sections that explain how the organization creates benefits and also benefits its customers. The parts in the Business Model Canvas

include Customer Segment, Value Proposition, Channels, Customer Relationship, Revenue Streams, Key Resources, Key Activities, Key Partnership, and Cost Structure.

The benefits of the Business Model Canvas can be described, analyzed, and designed creatively and innovatively in an effort to shape, deliver, and capture market dimensions and boost demand by innovating a value. This Business Model Canvas is presented visually in the form of a canvas/image so that it helps to make it easier for the reader to understand. The company's stakeholders can adjust the form of this Business Model Canvas according to their business needs.

In their 2010 book "Business Model Generation", Osterwalder and Pigneur created a Business Model framework that is in the form of a canvas and consists of 9 interconnected boxes. The box contains important elements that describe how the organization creates and benefits for its customers and from its customers.



Sumber : Osterwalder & Yves Pigneur (2012)

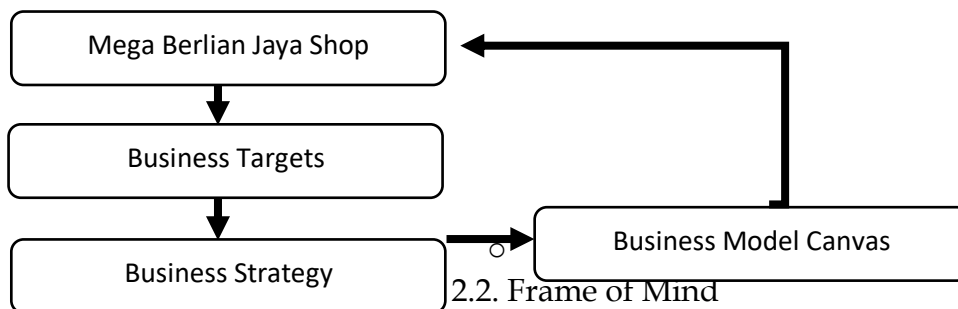
Figure 2.1. Business Model Canvas (BMC) Elements

The Business Model Canvas is an essential tool for building stores in developing effective and sustainable business strategies. By implementing BMC, stores can improve their competitiveness, operational efficiency, and customer satisfaction, which will ultimately contribute to the long-term success of the business. The importance of Business Model Canvas in Building Shops:

1. Identify Opportunities and Challenges: BMC assists building shops in identifying new business opportunities as well as challenges that may be faced. By understanding customer segments, stores can develop products and services that are more in line with market needs.
2. Development of Value Propositions: Through BMC, building stores can formulate unique and attractive value propositions for customers. This could include product quality, competitive prices, superior customer service, or on-time delivery. A clear value proposition helps differentiate a store from competitors.

3. Operational Efficiency: BMC enables building stores to analyze and optimize their key resources and activities. By understanding these elements, stores can improve operational efficiency and reduce unnecessary costs.
4. Customer Relationship Management: By understanding how stores interact with customers through BMC, building stores can improve their customer relationship management strategies. This includes communication strategies, after-sales service, and loyalty programs that can improve customer satisfaction and retention.
5. Diversification of Sources of Income: BMC assists building shops in exploring various potential sources of income. For example, in addition to the sale of the main product, the store may offer consulting, installation, or even cooperation services with contractors and architects.
6. Increased Cooperation and Partnerships: Through the analysis of key partnerships within BMCs, building shops can identify and forge beneficial strategic partnerships. Partnerships with suppliers, distributors, or technology companies can improve the store's capabilities in serving customers.
7. Cost Structure Management: By mapping the cost structure through the BMC, building stores can better manage and control their operating costs. This allows stores to stay competitive in terms of price and increase profitability

Based on the explanation above, the research frame is:



C. Research Methods

This research is a qualitative research. Qualitative research is a research method used to gain an in-depth understanding of a particular phenomenon through narrative and descriptive analysis. This method is particularly suitable for the study of Business Model Canvas (BMC) in building shops, as it allows researchers to explore in detail the elements of business and how they interact with each other in a real-world context. (Sugiyono, 2017)

The subject of the study is a predetermined informant. The determination of informants is based on external parties, namely suppliers and customers of the Berlian Jaya mega store. Meanwhile, this research was carried out at the Mega Berlian Building Shop in Enrekang Regency which was carried out for approximately 2 months from April to May 2024. Furthermore, the data used is primary data sourced from observations and conversations. Meanwhile, secondary data is obtained from related reports, books, journals, and others. The techniques are:

1. Thematic Analysis

Thematic analysis is a technique used to identify, analyze, and report patterns (themes) in qualitative data. This technique is particularly suitable for BMC research because it helps to discover key themes that emerge from interviews, observations, and documents.

2. Content Analysis
Content analysis is a technique used to analyze text data by identifying specific patterns, themes, or concepts. This technique is suitable for analyzing documents, reports, or interview transcripts related to the implementation of BMC in building shops.
3. Narrative Analysis
4. Narrative analysis is a technique used to understand how People create and use stories to make sense of their world. In BMC research, this technique can be used to analyze the stories told by building shop owners and managers about their experiences in implementing BMC.
- 5.
6. Grounded Theory
Techniques used to develop theories based on collected data. This technique is perfect for research that aims to generate new theories about the application of BMC in building shops.
7. Constant Comparative Analysis
This technique involves constantly comparing data to find patterns and categories. Constant comparative analysis is suitable for BMC research because it helps researchers find differences and similarities in the application of BMC elements in various building shop contexts.

D. Results and Discussion

Consumer Needs Analysis

In order to find out the steps that must be taken to design a business development strategy for Toko Mega Berlian Jaya, the author conducts direct observations and interviews with the owners of Toko Mega Berlian Jaya and their customers. This was done by the researcher to obtain data that is in accordance with existing field facts, as well as validate the results. Then, after obtaining data and validating it through observation and interviews, the researcher can determine the next steps using the *value proportion canvas method*. This method is carried out to analyze consumer needs with data derived from observations that have been carried out by researchers and interviews. Where, the consumers referred to here are customers of Toko Mega Berlian Jaya. The following is an explanation of the *value proportion canvas* method at Toko Mega Berlian Jaya.

Table 4.1 Value Proposition Canvas Toko Mega Berlian Jaya

| Value Proposition | | Customer Profile | |
|-------------------|--|------------------|---|
| Gain Creators | Providing a variety of building needs products | Earnings | get the product as needed |
| | Products that pass <i>quality control</i> | | Getting quality building goods/products |
| | Relatively affordable price | | Get products at affordable prices |
| Products/ Service | Providing quality building products at affordable prices | Customers Jobs | Want to get building materials at affordable prices |
| | Assisting consumers in meeting the needs of building products such as iron, cement, spandex and the like | | Want to get the best quality building materials |

| | | | |
|-----------------|---|--------|---|
| | Providing freight forwarding services | | |
| Paint Relievers | The shopkeepers are quick to respond in receiving/helping what customers want | Breads | There is a difference from the profile of the goods offered with the original |
| | Provide reliable product recommendations. | | There are still some items that are not available |

Source: Author's Processing, 2024

1. *Customers Jobs*

Customer jobs for Toko Mega Berlian Jaya are conditions where consumers/customers get building goods such as cement, iron, spandex, paint and so on according to what the customer wants at a relatively affordable price. This aims to ensure that customers get quality goods so that they are able to create their own satisfaction when using goods purchased in stores. In addition, the store also strives to continue to provide building goods that customers are interested in. This is done solely to meet all customer needs related to building goods/products.

2. *Customer Gains*

Customer gain is a condition where customers can get a pleasant experience during transactions and become customers of Toko Mega Berlian Jaya. This condition can be achieved only if the customer gets building materials of the same age with the specifications they want at an affordable price such as the level of strength/to the solidity of the goods, the color of the goods, and other specifications.

3. *Customer Pains*

Based on the results of observations made by researchers, there are several obstacles experienced by customers when shopping at Toko Mega Berlian Jaya, such as the unavailability of building materials or certain products sold in the store. One example of the incomplete Mega Berlian Jaya Shop is tile products that are only used as displays, and some products such as sand, bricks, and bricks that tend to be out of stock. This condition certainly creates purchase limitations for consumers, which can further affect their trust in the store in meeting their needs for building materials/products. Furthermore, sometimes it is also found that there is a discrepancy between the profile of the item and the original. This is of course an obstacle experienced by consumers in shopping at the store, which makes it difficult for customers to find products/items that meet the desired specifications at affordable prices.

4. *Product and Service*

The Mega Berlian Jaya store is currently still providing products / goods for building purposes. Where, the purpose of the presence of this store is to help consumers in meeting the needs of building products such as iron, cement, spandex and the like with good quality and relatively affordable prices. Furthermore, to be able to meet these needs to customers, Toko Mega Berkah Jaya also provides delivery services for goods/building

products. This is certainly very helpful for customers in getting the goods they want more effectively and efficiently, so that customers don't have to worry anymore if they are stuck with large quantities.

5. *Pin Relievers*

In order to determine the steps to be taken to develop the store through the products and services offered and provided, store buyers try to reduce *customer pain* (unpleasant experience) when they need and look for the products/building items they want. The first step taken by the store is to improve the performance of its employees so that they can be *quick to respond* in serving customers, as well as when something unexpected happens to consumers, and provide solutions/recommendations related to products/goods needed by store customers.

6. *Gain Creators*

Toko Mega Berlian Jaya intends to offer and provide a variety of building needs. This is done to produce the value and benefits desired and expected by customers, in addition to this being one of the efforts of store buyers in making profits. In an effort to provide building goods, Toko Mega Berlian Jaya strives to provide quality products/goods with a good level of quality control, as well as prices that are still relatively affordable to buy.

Thus, based on the results and analysis of the *value proposition canvas* method, it can be said that *the value proposition* of Toko Mega Berlian Jaya is its ability to provide goods that have good quality and provide recommendations for the best building products to customers. In addition, Toko Mega Berlian Jaya has a *value proposition* in overcoming the problem of the importance of being quick to respond in serving customers. Because, in addition to needing quality products, customers also need services that are quick to respond and solutive in providing information on the selection of products to be purchased.

Canva Business Model Analysis

Referring to the results of observation and analysis of the *value proposition canvas* method above, the researcher describes *the Business Model Canvas* which explains in detail the needs and desires of consumers obtained from the *value proposition canvas* above, and also the design of strategies that can be carried out by Toko Mega Berlian Jaya in developing its business.

1. *Customer Segment*

Customers are at the core of the company, because without customers, the company will not be able to survive in the long run. Customers of Toko Mega Berlian Jaya consist of community groups who need building materials, both for personal and business purposes. These customers include individuals, resellers, and contractors. Toko Mega Berlian Jaya has a segmented customer segment, where the customers served are further classified based on their individual needs and problems.

2. *Value Proposition*

Value Propositions are an important element that can build customer relationships and loyalty. This element encourages customers to switch to companies that have strong value propositions. Value propositions must

continue to be improved, both in quantitative values such as speed of service, and qualitative values such as product design and quality. The main value offered by Toko Mega Berlian Jaya and in accordance with its customer segment is to provide recommendations for building products that have good quality control and affordable prices. The store helps customers address common issues such as the process of transporting purchased products and determining the right amount of products to purchase. For customers who make large purchases, the store offers competitive prices.

3. *Channels*

The channel element is very important for a company to reach a wider market share or potential buyer. With good and appropriate channels, companies can convey value propositions, such as providing information to customers, distributing, and selling. Toko Mega Berlian Jaya markets products through advertising media both offline and online. However, one of the customers admitted that they had never heard of the advertising efforts made by the store. Mega Berlian Jaya strives to convey its value propositions while still providing the best service to customers in accordance with the criteria that have been determined in the value propositions.

4. *Customer Relationship*

The customer *relationship element* describes the motivation behind the relationship built by the company with its customers. At Toko Mega Berlian Jaya, this relationship is formed only during the transaction. Customers are served by an employee to obtain the building materials needed, while certain products that must be ordered in advance can only be served by the owner or manager.

Toko Mega Berlian Jaya builds relationships with customers driven by three motivations: consumer acquisition by offering low prices; consumer retention through bonuses and special prices; and providing recommendations for customers to get the best quality products. This relationship is limited to the buying and selling process and involves direct interaction, where customers can communicate with the employees who serve them and get assistance during or after the transaction.

5. *Revenue Streams*

Revenue streams are an element of the Business Model Canvas that describes all the company's revenue sources. There are two types of revenue streams, namely transaction revenue and recurring revenue. Based on the results of the interviews, it is known that income is obtained from the sale of products, both available and those that must be ordered in advance. These sales are made in cash or paid in full. Customers can also buy products without paying in advance or with a credit system. The store implements a *Delivery Order (DO)* system where customers can purchase products without having to pick them up right away (save for later pickup).

The applicable type of *revenue streams* is *transaction revenue*, where Toko Mega Berlian Jaya earns income or cash flow from product sales with a single payment. The way stores generate *revenue streams* is through the sale of assets, i.e. by selling available products.

6. *Key Resource*

Key resources elements include the critical assets needed to run the business model effectively. Key resources enable companies to offer value propositions to customers. There are four types of key resources: physical, intellectual, human resources, and financial. Toko Mega Berlian Jaya currently has two of the four types of key resources. The most important resources for Toko Mega Berlian Jaya are human resources and quality products, which are the main assets of the store to interact directly with customers.

7. *Key Activity*

Key activities are important activities that companies must carry out in order for their business model to function properly. Every business model has several *key activities* that need to be executed perfectly. Like *key resources*, *key activities* support the creation and delivery of *value propositions*, reach the market, maintain relationships with customers, and generate profits. *Key activities* can be categorized into three: production, troubleshooting, and platform.

Key activities of Toko Mega Berlian Jaya include the procurement of building material products, helping customers solve their problems (problem solving), and the use of computer systems (platforms) that make it easier for the store to manage various tasks simultaneously, such as controlling the amount of stock in the warehouse and making daily financial reports.

8. *Key Partnership*

Key partnerships outline key partnerships that involve a network of suppliers and other partners so that the business model can operate. Companies form partnerships with a variety of considerations, and these partnerships form the basis for many business models. Companies form alliances to optimize business models, reduce risk, or acquire resources. There are four types of alliances in *key partnerships*: *alliances* between non-competitors, joint ventures for the development of new businesses, *coopetition*, and buyer-supplier relationships. The motivation behind a partnership is usually based on three factors: optimization, economies of scale, and risk reduction.

Toko Sinar Bangunan forges alliances with suppliers, competitors, and non-competitors based on various motivations, covering all the reasons that exist, as the partnerships it runs are quite diverse. The store maintains good relationships with suppliers to gain trust and lower prices. The relationship with competitors is also quite good, because fellow sellers of building materials can cross-sell products at low prices.

9. *Cost Structure*

The cost structure includes all the costs incurred to run the business model. This element describes the main costs that arise when operating a particular business model. Costs in a business model can be divided into two categories: cost-driven business models and value-driven business models. Cost structures can have characteristics such as fixed costs, variable costs,

economies of scale, and economic scope. The predominant costs are fixed costs, such as salaries and electricity costs, while significant variable costs include product stock procurement and distribution costs. Overall, the business model at Toko Sinar Bangunan tends to be cost-oriented while still considering the value of the products sold.

Table 4.2 Business Model Canvas Analysis of Toko Mega Berlian Jaya

| | | | | |
|--|---|---|--|--|
| <p>Key Partners</p> <ul style="list-style-type: none"> ○ Conducting alliances with suppliers/<i>suppliers</i> based on motivation, optimization and economies of scale ○ Coopetition: Buying and selling of a smuggler with a competitor ○ Conducting strategic alliances with non-competitors based on resource and activity motivation | <p>Key Activities</p> <ul style="list-style-type: none"> ○ Provision of more diverse building products ○ Delivery of building products ○ Simplify business with a computerized system | <p>Value Proposition</p> <ul style="list-style-type: none"> ○ Offering building products at relatively affordable prices ○ Provision of goods delivery services to customers | <p>Customer Relationship</p> <ul style="list-style-type: none"> ○ Provide the best product recommendations for customers ○ Providing products with good quality and affordable prices | <p>Copyright © 2019 Copyright © 20</p> <ul style="list-style-type: none"> ○ Business Needs: Contractors and <i>Resellers</i> ○ Individual needs: the general public |
| <p>Cost Structure</p> <ul style="list-style-type: none"> ○ <i>Fixed cost</i>: electricity, transportation and salary costs ○ <i>Variable cost</i>: cost of product stock procurement and distribution costs | <p>Key Resources</p> <ul style="list-style-type: none"> ○ Employees ○ High-quality building products | | <p>Channels</p> <ul style="list-style-type: none"> ○ Sales made in person in physical stores ○ Receipt of orders by telephone ○ Use of brochures and advertising media | |
| <p>Revenue Streams</p> <ul style="list-style-type: none"> ○ Cash receipt in advance of products purchased with the Delivery Order system ○ <i>Asset sale</i> of product stock in one payment in each transaction | | | | |

SWOT Analysis

SWOT analysis is the systematic identification of various factors to formulate a marketing strategy for tourist destinations in North Sulawesi Province. This analysis is based on logic that can maximize *strengths* and opportunities, but at the same time minimize weaknesses and threats. The following are details on strengths, weaknesses, opportunities, and threats:

A. Strength

In SWOT analysis, strengths refer to the internal positive attributes of an entity or organization that provide a competitive advantage or added value. Strengths can be resources, skills, or assets that differentiate the entity from its competitors and assist in achieving its business goals. Strengths are often used as a foundation to capitalize on market opportunities and address threats that organizations may face. By identifying and understanding these strengths, organizations can optimize their

strategies and improve their performance and competitiveness in the market.

One of the strengths of this is the relatively low level of customer turnover. This condition is indicated by the dependence on the treatment of the store on the purchase of large quantities of products and the store has promotional assistance from loyal customers and relatives. This is in line with the results of an interview with the shop owner who said that

"This store has regular customers, both individuals and certain organizations that buy building products in large or small quantities" (interview, Thursday, April 4, 2024).

In addition, Respondent 1 (customer) also said that he often sells large quantities of building materials for the needs of the project he is undergoing at the Mega Berlian Jaya Shop. This is because, he considers that Toko Mega Berlian Jaya offers quite quality building material products at relatively affordable prices.

"I often shop at Toko Mega Berlian Jaya for my building project needs. I chose this store because the price is quite cheap and the quality of the materials is quite okay too" (interview, Thursday, April 4, 2024).

Furthermore, Respondent 2 (customer) also gave the same positive response regarding Toko Mega Berlian Jaya. Where, he said that:

"I like to shop for building materials in this store because, when I want to choose building materials, the employees always provide recommendations and important information about building products that are being searched" (interview, Friday, April 25, 2024).

Based on the results of interviews conducted in this study, it can be said that Toko Mega BERlian Jaya still has enough strength to be used as competitive capital in the market.

Table 4.3 Strengths for Each Business Element of the Canva Mega Diamond Jaya Mega Shop Model

| | |
|-----------------------|--|
| Customer Segment | Customer turnover rate Current Building Beam Shop Low is indicated by the dependence on the store's treatment against the purchase of products in bulk and the store has promotional help from loyal customers and relatives. |
| Value Proposition | Provide cheap prices and friendly service (give recommendations) |
| Channels | Customers can get distribution channels quite well because the products can be delivered if needed, |
| Customer Relationship | <i>customers</i> who have been shopping in the store for a long time, sufficient service for <i>customers</i> with customers who say they enjoy shopping or just sitting in the store, the quality of the relationship built for now is suitable for <i>the customer</i> , where <i>the customer</i> already feels happy with the service provided |
| Revenue Streams | Cash receipt in advance of products purchased with the Delivery Order system |
| Key Resource | Employees who are friendly in dealing with |

| | |
|-----------------|---|
| | <i>customers, there are adequate physical resources such as transportation cars, buildings, and warehousing</i> |
| Key Activities | Stores can purchase products on an economic scale, so that they can reduce shipping costs or pick up products, help <i>customers</i> solve problems such as problems in terms of transportation, there is a system that makes it easier for stores to check stock of goods. |
| Key Partnership | good relationship with suppliers so that the store can buy products at low prices, there is cooperation with external parties/partners |
| Cost Structure | Operational activities that are quite efficient. In daily activities, there are no large enough costs. |

B. Weakness

In SWOT analysis, *weaknesses* refer to internal factors that hinder or limit the performance of an entity or organization in achieving its business goals. Weaknesses can be deficiencies in terms of resources, internal processes, or organizational competencies. This includes aspects such as a lack of employee skills or experience, an inefficient management system, financial limitations, outdated technology, or a bad reputation. Identifying weaknesses is important because it helps organizations to understand areas where they need to make improvements or develop strategies to address the internal challenges faced.

One of the biggest challenges that Toko Mega Berlian Jaya has is the sensitivity to changes in raw material prices. Where, this business is highly dependent on the price of raw materials such as cement, wood, and metal. Fluctuations in the price of raw materials can significantly affect the profit margins of the building materials business. This is supported by the results of interviews with store owners who said that:

"One of the obstacles I face in my business is the change in the price of raw materials such as cement, wood, and metal. When the raw materials are empty, it automatically affects the profits of my store" (interview, Thursday, April 4, 2024).

Further , the interview with Respondent 1 also gave similar results where the respondent said that:

"When the raw materials sought are scarce, it can affect the value of goods in stores which tend to be expensive" (interview, Thursday, April 4, 2024).

Based on the results of the interview above, it can be seen that Toko Mega Berlian Jaya still has several shortcomings. Thus, the right strategy is needed to cover these shortcomings.

Table 4.4 Weaknesses for each element of the Canva business model
Mega Berlian Jaya Shop

| | |
|-------------------|---|
| Customer Segment | It does not include all the segmentation that is potential and can actually be achieved |
| Value Proposition | Resources that have not been professionally trained to work on product orders correctly and according to customer requirements , and some |

| | |
|-----------------------|--|
| | items in the store are incomplete |
| Channels | Not all employees are informed about the advertising efforts made by the store. |
| Customer Relationship | It is not yet possible to automate the relationship with customers, there must be direct contact, either directly from the store, or by phone when the transaction is made, there is no <i>sales</i> that still maintains a personal relationship with <i>the customer</i> after the transaction is completed. |
| Revenue Streams | Small profit margin in the event of a large purchase |
| Key Resource | Lack of human resource capabilities seen from the level of education |
| Key Activities | These store lock activities are easy to replicate |
| Key Partnership | It was not found, because the relationship established with the partners was very good, supported by the professionalism of the store in dealing with <i>suppliers</i> . |
| Cost Structure | It lies in the unnecessary use of electricity. |

C. Opportunity

In SWOT analysis, opportunities refer to favorable external conditions or situations that can be leveraged by an entity or organization to achieve its business goals. Opportunities arise from factors in the external environment that can create new opportunities or growth potential for the organization. This could be evolving market trends, regulatory changes, new technological developments, unmet market needs, or changes in consumer behavior. By identifying and capitalizing on these opportunities, organizations can develop the right strategies to improve performance and achieve its business goals.

Based on the results of interviews in the field conducted with several internal parties of the company (Respondent 3), information was obtained that one of the biggest opportunities owned by Toko Mega Berlina Jaya is the prospect of the store in the future, especially in terms of potential, especially related to the marketing area.

"Looking at the existing opportunities, South Sulawesi has a great opportunity in the development industry, so seeing the success of the market share of the Mega Berlian Jaya building store in the Sulawesi region and its surroundings, this store should be able to become big considering that Sulawesi as the central axis of Indonesia which automatically has infrastructure developers will continue to develop in this region." (interview, Monday, May 06, 2024).

Table 4.5 Opportunities for each element of Canva's business model
Mega Berlian Jaya Shop

| | |
|-----------------------|--|
| Customer Segment | Reach new customers by segmenting new needs |
| Value Proposition | There is an opportunity to add new types of <i>value propositions</i> as customer behavior changes |
| Channels | Expand distribution channels through partners |
| Customer Relationship | Improve relationships with <i>customers</i> , such as <i>dedicated personal assistance</i> . |
| Revenue Streams | Increased revenue flows, increasing customer |

| | |
|-----------------|--|
| | purchasing power, and the possibility of price increases |
| Key Resource | Opportunities to increase capital by taking credit at banks, opportunities for other services that can help businesses |
| Key Activities | Finding suppliers that can deliver high economies of scale value with better distribution channels |
| Key Partnership | Finding <i>suppliers</i> from Java to get distributor prices, opportunities to build strong collaboration with new partners. |
| Cost Structure | It is possible for the store to get <i>a new and cheaper</i> supplier of bonus items. |

D. Threat

In the context of SWOT analysis, "threat" refers to external factors that can hinder or threaten the success of an organization, project, or business. These threats can come from a variety of sources, such as changes in the economic, political, technological, social, or overall environment.

Threats in SWOT analysis often include factors such as increased competition, changes in government regulations, failure of competing products or services, changes in consumer trends, or even natural disasters. These threats have the potential to damage or reduce the performance and success of an organization if not handled properly. By identifying and understanding these potential threats through SWOT analysis, an organization can develop strategies to deal with them or even turn them into opportunities for growth and innovation.

The following are some of the threats reviewed from each element of the Canva Mega Berlian Jaya Shop Business Model.

Table 4.6 Threats to each element of Canva's business model
Mega Berlian Jaya Shop

| | |
|-----------------------|---|
| Customer Segment | Likelihood of customers switching to competitors when unpartnered competitors play price games |
| Value Proposition | There is a better offer than competitors. |
| Channels | Loss of partners who have been helping the product procurement process in terms of transportation |
| Customer Relationship | Competitors make consumer acquisition by offering more appropriate services. |
| Revenue Streams | The store's dependence on only one revenue stream. |
| Key Resource | The threat of loss of important resources, for example, employees due to greater opportunities such as other jobs that are considered more promising. |
| Key Activities | Competitors are copying or even having <i>better platforms</i> . |
| Key Partnership | Partners find other parties to carry out more profitable cooperation. |

| | |
|----------------|---|
| Cost Structure | The threat of natural disasters or threats to economic instability. |
|----------------|---|

Business Evaluation of the Canvas Model of Toko Mega Berlian Jaya

After analyzing the business model and SWOT of Toko Sinar Bangunan, this study will provide some inputs for the development of a business model. Here's the explanation.

Table 4.7 Evaluation of *Business Model Canvas* Canvas Shop Mega Berlian Jaya

| | | | | |
|--|---|---|---|--|
| Key Partners ○ Conducting alliances with suppliers/ <i>suppliers</i> based on motivation, optimization and economies of scale ○ Coopetition: Buying and selling of a smuggler with a competitor ○ Conducting strategic alliances with non-competitors based on resource and activity motivation ○ Find potential suppliers from Java | Key Activities ○ Provision of more diverse building products ○ Delivery of building products ○ Simplify business with a computerized system ○ Actively looking for new products | Value Proposition ○ Offering building products at relatively affordable prices ○ Provision of goods delivery services to customers ○ More complete product preparation | Customer Relationship ○ Provide the best product recommendations for customers ○ Providing products with good quality and affordable prices | Copyright © 2019 Copyright © 20 ○ Business Needs: Contractors and <i>Resellers</i> ○ Individual needs: the general public |
| | Key Resources ○ Employees ○ High-quality building products ○ Improving the quality of human resources ○ Taking credit at the Bank | | Channels ○ Sales made in person in physical stores ○ Receipt of orders by telephone ○ Use of brochures and advertising media ○ Opening a new branch ○ Actively advertising in the media | |
| Cost Structure ○ <i>Fixed cost</i> : electricity, transportation and salary costs ○ <i>Variable cost</i> : cost of product stock procurement and distribution costs | | Revenue Streams ○ Cash receipt in advance of products purchased with the Delivery Order system ○ <i>Asset sale</i> of product stock in one payment in each transaction | | |

E. Conclusion

Based on the results of the analysis using the Business Model Canvas and SWOT analysis, various alternative strategies have been identified. Some of these

alternative strategies include expanding the market, providing quality and complete products, increasing marketing efforts, improving branding, building partnerships and alliances, price penetration, and developing distribution channels.

From the results of the analysis, it can be concluded that Toko Mega Berlian Jaya can allocate resources more efficiently by focusing on strategies that have the greatest impact in achieving its strategic goals. In the face of increasingly fierce competition and ongoing market changes, strategies focused on developing distribution channels, improving branding, and improving product quality may be able to help companies to optimize their potential and achieve sustainable growth.

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