

BUSINESS DEVELOPMENT STRATEGY FOR KEDAI KOPI MAAW USING THE BUSINESS MODEL CANVAS METHOD (CASE STUDY : KEDAI KOPI MAAW)

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Abstrak

The increasing competition in the coffee shop industry requires business owners to implement appropriate business development strategies to maintain business sustainability. This study aims to analyze the business model and formulate development strategies for Kedai Kopi Maaw using the Business Model Canvas (BMC) approach and strategic analysis. The methods employed in this study include SWOT analysis, the Internal Factor Evaluation (IFE) Matrix, the External Factor Evaluation (EFE) Matrix, and the Internal–External (IE) Matrix. The results indicate that the total score of the IFE Matrix is 2.737, while the EFE Matrix score is 2.603, suggesting that the internal condition of the business is at a moderate level and that it is sufficiently capable of responding to external factors. Based on the results of the IE Matrix mapping, Kedai Kopi Maaw is positioned in Quadrant V (hold and maintain), indicating that the recommended strategies are market penetration and product development. Furthermore, the SWOT analysis produces several strategic alternatives focused on optimizing digital promotion, menu innovation, enhancing customer relationships, and leveraging internal strengths to capture market opportunities. The transformation of the Business Model Canvas also indicates improvements in key elements, including customer segments, value propositions, marketing channels, and customer relationships. This study is expected to serve as a basis for strategic decision-making to improve the competitiveness and sustainability of Kedai Kopi Maaw.

Keywords: Business Model Canvas, SWOT, IFE, EFE, Business Strategy, kedai kopi

1. INTRODUCTION

Along with the development of the times and changes in people's lifestyles, Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in supporting national economic growth through job creation, income generation, and economic equity (Akbar et al., 2022). One of the fastest-growing MSME sectors is the kedai kopi business, in line with changes in urban consumption patterns that have transformed kedai kopi into not only places to purchase beverages but also spaces for social interaction, work, and part of the lifestyle of millennials and Generation Z.

The rapid growth in the number of coffee shop has also intensified business competition. This condition requires business owners to continuously innovate in terms of products, promotion, and market segmentation in order to maintain business sustainability and competitiveness. This challenge is also faced by Kedai Kopi Maaw, which is located on Jalan Sultan Manggis, Kecamatan Samarinda Ulu, Kota Samarinda. Although it has a strategic location, affordable prices, and a comfortable atmosphere, the business still faces challenges in attracting customers and increasing the number of visits.

To address this competition, an appropriate business development strategy is required. One relevant approach is the Business Model Canvas (BMC), a visual tool that describes a business model through nine main elements, including customer segments, value propositions, channels, customer relationships, revenue streams, key activities, key resources, key partnerships, and cost structure (Wijayanti & Hidayat, 2020). To make the analysis more comprehensive, the BMC can be combined with SWOT analysis to identify strengths, weaknesses, opportunities, and threats from both internal and external factors.

The combination of BMC and SWOT is considered effective in formulating adaptive and targeted business development strategies, as demonstrated in several previous studies (Boedianto & Harjanti, 2015). Therefore, this study aims to analyze the business model of Kedai Kopi Maaw based on the nine elements of the BMC and to identify SWOT factors in order to formulate a business development strategy that can enhance competitiveness and business sustainability.

2. METHODS

This study was conducted to analyze the business model and formulate a business development strategy for Kedai Kopi Maaw using the Business Model Canvas (BMC) approach and SWOT analysis. The data used in this study consist of primary data and secondary data. The analysis employs the nine elements of the Business Model Canvas, SWOT analysis, as well as the IFE, EFE, and IE matrices to generate business development strategies that are aligned with the current business conditions.

2.1 Data Collection

During the data collection stage, both primary and secondary data were obtained. Primary data were collected directly from the field through observation, interviews with the owner and employees of Kedai Kopi Maaw, as well as the distribution of weighting questionnaires to assess the internal and external business factors. Observation was conducted to identify the operational conditions of the coffee shop, its facilities, and service activities, while interviews were used to obtain information regarding the business model, marketing strategies, and business constraints. Meanwhile, secondary data were obtained from business documents, records, archives, and relevant literature to support the research analysis.

2.2 Business Model Canvas Method

According to Boedianto and Harjanti (2015), as explained in *Business Model Generation*, the Business Model Canvas (BMC) is a strategic management tool consisting of nine interrelated building blocks. Osterwalder and Pigneur state that an effective business model can be represented through these nine fundamental blocks, which illustrate how a company creates, delivers, and captures value to generate revenue. Each of these building blocks can serve as a starting point for determining how a company may transform and develop its business model. These blocks cover four main aspects of a business, namely customers, value propositions, infrastructure, and financial viability.

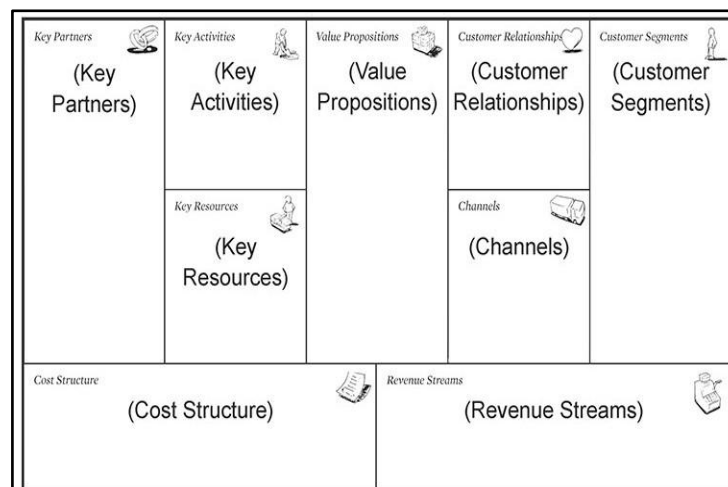


Figure 1. Business Model Canvas

1) SWOT Method

According to Suryatama (2014), as cited in Cahyono (2016), SWOT analysis is a strategic planning framework used to assess the strengths, weaknesses, opportunities, and

threats associated with a business or project. This method involves identifying, analyzing, and categorizing various factors that influence these four dimensions.

2) IFE and EFE Matrix (*Internal Factor Evaluation dan External Factor Evaluation*)

According to Setyorini and Santoso (2017), as cited in Satoto and Norhabiba (2021), the IFE (Internal Factor Evaluation) matrix is a strategic tool that helps summarize and evaluate major strengths and weaknesses within various functional areas of a business. It also serves as a basis for identifying and evaluating the relationships among those areas. Intuitive judgment is utilized in developing this internal factor evaluation matrix; therefore, its scientific appearance should not be interpreted as evidence that the technique is flawless. A thorough understanding of the factors involved in the analysis is more important than the mere numerical values presented in the matrix. The total score for each internal factor is obtained by summing all the values from the pairwise comparisons for that factor, formulated as follows :

$$X_i = \sum_{j=1}^n a_{ij} \quad (1)$$

with :

X_i : the total value of the i^{th} row

a_{ij} : the element value in the i^{th} row and j^{th} column

n : the number of elements or columns being summed

The weight of each internal factor is calculated by dividing the total value of the factor by the sum of all internal factor values. Through this calculation, a total weight of 1.00 is obtained. The calculation of these weights is formulated as follows:

$$\text{Bobot}_i = \frac{X_i}{\sum_{i=1}^n X_i} \quad (2)$$

with :

Bobot_i : the weight of the i^{th} criteria

X_i : the total value of the i^{th} criteria

$\sum_{i=1}^n X_i$: the sum of all criteria total values

n : the number of criteria

3) Matriks Internal Eksternal

According to Siahaan (2008), as cited in Putri et al. (2014), the IE matrix is used to understand a company's position and formulate business strategies at a more detailed business division level. The IE matrix is divided into three major regions with different strategic implications, as follows:

- Cells I, II, IV: Divisions falling into these cells can pursue a growth and build strategy. Commonly applied strategies include intensive strategies, such as market penetration and product development, as well as integrative strategies, such as backward, forward, and horizontal integration.
- Cells III, V, VII: Divisions falling into these cells can pursue a hold and maintain strategy. Commonly applied strategies include market penetration and product development.
- Cells VI, VIII, IX: Divisions falling into these cells can pursue a harvest or divest strategy. Commonly applied strategies include divestiture, diversification, conglomeratization, and liquidation.

		IFE		
		Kuat (3.0-4.0)	Sedang (2.0-2.99)	Lemah (1.0-1.99)
EFE	Tinggi (3.0-4.0)	I	II	III
	Sedang (2.0-2.99)	IV	V	VI
	Rendah (1.0-1.99)	VII	VIII	IX

Figure 2. Internal-External (IE) Matrix

3. RESULTS AND DISCUSSION

Based on the data obtained during the data collection and processing stages, a business model analysis was conducted using the Business Model Canvas as a basis for identifying current business conditions and formulating appropriate development strategies.

3.1) Business Model Canvas

At this stage, the analysis was conducted using the Business Model Canvas (BMC) approach, which consists of nine key elements: *customer segments*, *value propositions*, *channels*, *customer relationships*, *revenue streams*, *key resources*, *key activities*, *key partnerships*, and *cost structure*. Each element was analyzed based on observations and interviews to illustrate the business model implemented at the research object. Below is the Business Model Canvas of Kedai Kopi Maaw.

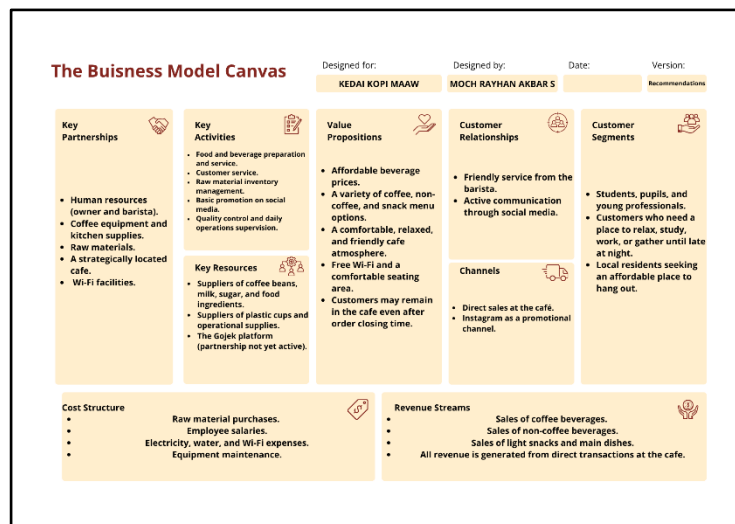


Figure 3. Business Model Canvas Kopi Kedai Maaw

Based on Figure 1, it can be seen that the current business model has been mapped into the nine key elements of the Business Model Canvas. Each element highlights essential aspects supporting the business operations, ranging from the target customer segments, the value offered to consumers, and the marketing channels used, to the revenue streams and the cost structure incurred. The results of this mapping provide a comprehensive overview of the current business conditions, serving as a basis for identifying the internal and external factors that influence business development. Furthermore, the results of this analysis are utilized in the preparation of the SWOT matrix to formulate more precise development strategies.

3.2) *Strengths Weaknesses Opportunities Threats (SWOT)*

At this stage, a SWOT analysis was conducted to identify the Strengths, Weaknesses, Opportunities, and Threats affecting the business's development. This analysis aims to determine the appropriate strategies based on the company's internal and external conditions.

Table 1. SWOT Kedai Kopi Maaw

Aspects BMC	<i>Strengths</i>	<i>Weaknesses</i>	<i>Opportunities</i>	<i>Threats</i>
<i>Customer Segments</i>	Strong loyalty from primary customers, specifically students and young professionals	Customer segments are still restricted to the immediate vicinity of the kedai.	Expanding customer segments through digital promotion and community partnerships	Competitors have a wider customer base and maintain aggressive promotional strategies.
<i>Value Proposition</i>	Affordable prices, comfortable ambiance, adequate Wi-Fi, and friendly service	Lack of a signature menu as a key differentiator.	Growing trend of work-and-study spaces among the public.	Competitors offer stronger thematic concepts
<i>Channels</i>	Stable direct sales through the offline store.	Unscheduled promotion on Instagram.	Unscheduled promotion on Instagram.	Potential reach reduction due to social media algorithm changes.
<i>Customer Relationship</i>	Excellent and personalized interaction between the owner and customers..	Absence of a customer database and loyalty programs	Opportunity to develop membership programs or loyalty promotions.	Competitors possess more structured customer relationship systems.
<i>Revenue Streams</i>	Stable revenue from beverages and snacks.	Revenue is solely derived from offline sales	Opportunities to increase revenue through merchandise and bundling packages	A decline in purchasing power may affect visit frequency
<i>Key Resources</i>	Adequate operational equipment and an experienced owner.	Limited space capacity and equipment.	Potential for facility upgrades to enhance customer comfort	Rising costs of raw materials and equipment
<i>Key Activities</i>	Consistent product presentation and friendly service	Absence of written SOPs, resulting in non-standardized processes.	Developing SOPs to improve operational efficiency.	Risk of declining service quality during peak hours.
<i>Key Partners</i>	Stable raw material suppliers	Over-reliance on a single primary supplier	Expanding supplier networks and exploring event collaborations..	Supply uncertainty due to single-source dependency
<i>Cost Structure</i>	Relatively low operational costs due to direct owner management.	Lack of a detailed cost-recording system.	Potential for cost efficiency through SOP implementation and alternative suppliers.	Fluctuations in raw material prices impacting operational expenses.

Based on the identified Strengths, Weaknesses, Opportunities, and Threats in the SWOT table, the next step involves evaluating internal and external factors using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. The formulation of these matrices aims to assign weights and ratings to each strategic factor, thereby determining the

level of influence each factor exerts on business development.

3.3) Identification of Internal and Eksternal Factors

The internal and external factors in this study were identified through a SWOT analysis based on each element of the Business Model Canvas (BMC) at Kedai Kopi Maaw. Internal factors are derived from a consolidation of all BMC elements, subsequently categorized into strengths and weaknesses. Meanwhile, external factors reflect environmental conditions outside the business that may influence performance and business sustainability, which are further classified into opportunities and threats. The identification of internal factors is presented below.

Table 3. Internal Factors

Code	strengths
S1	Affordable product pricing aligned with the target customer segment.
S2	A relaxed and comfortable ambiance for customers.
S3	Strong relationships with loyal customers.
S4	Strategic and easily accessible location for consumers.
S5	Simple and efficient service and product presentation processes.
S6	Relatively stable availability of primary raw materials.
Code	weaknesses
W1	Limited promotional and marketing activities.
W2	Limited variety of menu offerings.
W3	Constrained human resources.
W4	Dependency on specific suppliers.
W5	Inconsistent business revenue.
W6	Lack of detailed documentation in operational cost management.

Furthermore, the identification of external factors at Kedai Kopi Maaw is presented in the following table.

Table 4. Eksternal Factors

Code	opportunities
O1	The rising trend of coffee and contemporary beverage consumption.
O2	Growth in social media utilization as a business promotion tool.
O3	Opportunities for collaboration with local communities or events.
O4	Development of digital-based ordering and delivery services.
O5	Consumer interest in comfortable and affordable social spaces.
Code	threats
T1	High level of competition with similar coffee shops.
T2	Fluctuations in the prices of coffee beans and other supporting raw materials.
T3	Rapid changes in consumer tastes and preferences.
T4	Economic conditions that may impact consumer purchasing power.
T5	Emergence of new competitors with similar concepts and icnnovations.

3.4) Internal Factor Evaluation Matrix (IFE)

The Internal Factor Evaluation (IFE) matrix is used to evaluate internal factors consisting of the business's strengths and weaknesses. Each factor is assigned a weight based on its level of importance and a rating based on the actual condition of the business to obtain a weighted score. The total value for each internal factor is obtained by summing all the results of the pairwise comparisons for that factor, as formulated in Equation 1. Subsequently, the factor weights are calculated using Equation 2.

The assessment results indicate that factor S1 obtained a total value of 25, which is the accumulation of S1's evaluation against factors S2 through W6. Given that the grand total of the internal factor values is 225, the weight for factor S1 is calculated as follows:

$$\text{Bobot}_{S1} = \frac{25}{225} = 0,111$$

The complete results of the internal factor weighting are presented in Table 5.

Table 5. Matriks IFE

Code	Internal Strategic Factors	Bobot	Rating	Skor (BxR)
STRENGTHS				
S1	Affordable product pricing aligned with the target customer segment.	0,111	3	0,333
S2	A relaxed and comfortable ambiance for customers.	0,089	3	0,267
S3	Strong relationships with loyal customers.	0,089	4	0,356
S4	Strategic and easily accessible location for consumers.	0,116	4	0,464
S5	Simple and efficient service and product presentation processes.	0,076	3	0,228
S6	Relatively stable availability of primary raw materials.	0,080	3	0,240
WEAKNESSES				
W1	Limited promotional and marketing activities.	0,080	2	0,160
W2	Limited variety of menu offerings.	0,071	2	0,142
W3	Constrained human resources.	0,066	2	0,132
W4	Dependency on specific suppliers.	0,071	2	0,142
W5	Inconsistent business revenue.	0,071	1	0,071
W6	Lack of detailed documentation in operational cost management.	0,080	2	0,160
TOTAL		1,000		2,695

Based on the IFE Matrix calculation results in Table 5, a total score of 2.695 was obtained. This total score represents the sum of all weighted scores from each internal strategic factor, comprising both strengths and weaknesses. The weighted score calculation is performed systematically by multiplying the weight and rating of each factor, which are then summed to obtain the total IFE Matrix value. The output of this IFE Matrix processing is subsequently used as a basis for the analysis stage to determine the internal condition of the business, as well as a reference for the EFE Matrix construction and the formulation of business development strategies.

3.5) External Factor Evaluation Matrix (EFE)

After obtaining the internal factor evaluation results, an external factor analysis was subsequently conducted using the EFE Matrix. This matrix is used to assess the influence of opportunities and threats from the external environment on business sustainability and development. The weighting process in the EFE matrix employs the same formula as the IFE matrix, specifically through the pairwise comparison method. The complete results of the external factor weighting are presented in Table 6.

Tabel 6. IFE Matrix

Code	Faktor Strategis Eksternal	Bobot	Rating	Skor (BxR)
OPPORTUNITIES (Peluang)				
O1	The rising trend of coffee and contemporary beverage consumption.	0,083	3	0,249
O2	Growth in social media utilization as a business promotion tool.	0,089	3	0,267
O3	Opportunities for collaboration with local communities or events.	0,067	2	0,134
O4	Development of digital-based ordering and delivery services.	0,089	3	0,267
O5	Consumer interest in comfortable and affordable social spaces.	0,111	4	0,444
THREATS				
T1	The rising trend of coffee and contemporary beverage consumption.	0,139	2	0,278
T2	Growth in social media utilization as a business promotion tool.	0,100	2	0,200

T3	Opportunities for collaboration with local communities or events.	0,100	2	0,200
T4	Development of digital-based ordering and delivery services.	0,094	2	0,188
T5	Consumer interest in comfortable and affordable social spaces.	0,128	2	0,256
TOTAL		1,000		2,483

After calculating the weights, ratings, and scores for each external factor, a total EFE Matrix score of 2.483 was obtained, as presented in Table 6. This value is the sum of all scores from the opportunity and threat factors, calculated based on their respective weights and ratings. The result of the total EFE Matrix score is subsequently used as one of the foundations for analyzing the business position within the Internal–External (IE) Matrix in the following analysis stage.

3.6) Internal-External Matrix (IE)

After obtaining the total scores from the IFE and EFE Matrices, which describe the internal and external conditions of Kedai Kopi Maaw, the next stage is to map these values into the Internal–External (IE) Matrix. The IE Matrix is used to determine the business position based on the combination of internal and external factor scores. In this matrix, the IFE score is placed on the horizontal axis, while the EFE score is positioned on the vertical axis.

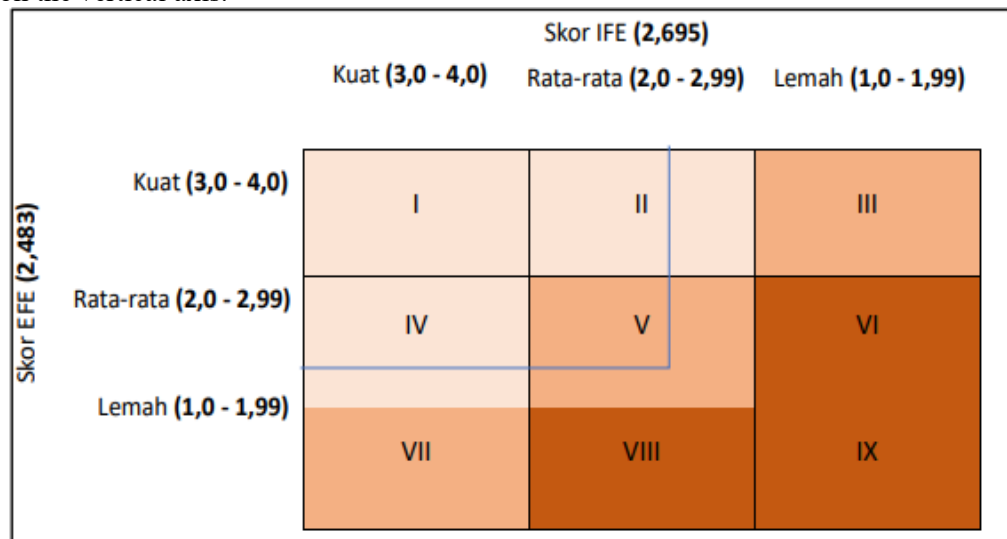


Figure 4. IE Matrix

Based on the previous calculations, a total IFE Matrix score of 2.695 and a total EFE Matrix score of 2.483 were obtained. Subsequently, these two values were mapped into the IE Matrix, indicating that Kedai Kopi Maaw is positioned in Quadrant V. The result of this business position mapping in the IE Matrix is then used as a basis for the analysis stage to determine alternative business development strategies that align with the internal and external conditions of Kedai Kopi Maaw.

3.7) SWOT Strategies for Kedai Kopi Maaw

The SWOT strategy is formulated to devise alternative strategies for Kedai Kopi Maaw based on the results of internal and external environmental analyses. This strategy combines strengths and weaknesses with opportunities and threats to ensure the outcomes are highly relevant to the shop's actual conditions. In the IE Matrix, Kedai Kopi Maaw is positioned in Quadrant V, which emphasizes a hold and maintain strategy. Given this position, the appropriate approach is to sustain current performance while enhancing existing potential. This includes efforts to retain customers, improve operational efficiency, and strengthen competitiveness through product innovation and more effective promotions.

Tabel 7. SWOT Matrix

	Strengths (S)	Weaknesses (W)
	1. Strategic and easily accessible shop location. 2. Signature menu items, such as Cream Coffee and Milo, have high demand. 3. Friendly service that builds good relationships with customers. 4. Affordable prices for students and college students. 5. Supporting facilities, such as Wi-Fi and power outlets, are available.	1. Promotion is still limited and inconsistent. 2. Financial recording is still performed manually. 3. Limited menu innovation. 4. Limited seating capacity. 5. No existing partnerships with food delivery services.
Opportunities (O)	Strategi S-O	Strategi W-O
1. The coffee-drinking trend among young people is increasing. 2. Growth of social media as a platform for promotion. 3. Availability of local raw material suppliers. 4. Opportunity for partnerships with food delivery services.	1. Increase market penetration among youth through digital promotions highlighting signature menu items and the comfortable ambiance of the shop. (S2, S3, O1) 2. Optimize social media as a platform for routine promotion to increase customer visit frequency. (S3, S4, O2) 3. Develop new menu variants based on signature items by utilizing the availability of local raw materials. (S2, O3) 4. Expand sales reach through partnerships with food delivery services without needing to increase physical seating capacity. (S1, S2, O4)	1. Improve digital promotion consistency to reach a wider market in line with the coffee consumption trends of young people. (W1, O1) 2. Develop diverse digital promotion content to overcome existing promotional limitations. (W1, O2) 3. Develop menu innovations gradually to address the limited variety of the current menu. (W3, O3) 4. Utilize food delivery services as an alternative sales channel to mitigate the constraints of limited seating capacity. (W4, W5, O4)
Threats (T)	Strategi S-T	Strategi W-T
1. Increasing number of coffee shop competitors. 2. Rising prices of raw materials. 3. Rapidly changing customer preferences. 4. Weather conditions affecting the number of visitors. 5. Lack of government support for MSMEs (Micro, Small, and Medium Enterprises).	1. Maintain customer loyalty through friendly service and affordable pricing to effectively face increasing competition. (S3, S4, T1) 2. Preserve price competitiveness by controlling raw material costs without compromising product quality. (S4, T2) 3. Develop new menu items gradually to ensure the brand remains relevant to rapidly changing customer preferences. (S2, S5, T3) 4. Optimize shop comfort and delivery services to sustain sales during periods of low foot traffic. (S5, T4) 5. Maximize internal strengths and customer loyalty to ensure business sustainability without relying on external assistance. (S3, S5, T5)	1. Improve operational efficiency gradually to navigate increasing competition and cost pressures. (W2, T1) 2. Adjust business cost management to anticipate fluctuations in raw material prices. (W2, T2) 3. Plan menu innovations step-by-step to align with changing customer preferences. (W3, T3) 4. Leverage food delivery services to maintain sales volume when weather conditions are unfavorable. (W4, W5, T4) 5. Strengthen the regular customer base to ensure business stability despite limited external support. (W5, T5)

3.8) Decision Phase Analysis: Design Transformation of Kedai Kopi Maaw's Business Model Canvas

Based on the SWOT matrix results, a proposed **Business Model Canvas (BMC)** transformation design was formulated as a development strategy for **Kedai Kopi Maaw**. This proposed BMC translates the formulated strategies into the nine business elements to provide a structured and systematic direction for business growth. In the visual design, elements highlighted in blue represent proposed additions or enhancements to the initial business model. This color coding identifies key strategic changes, such as digital promotion optimization, gradual menu development, delivery service integration, operational efficiency improvements, and strengthened customer relationships. This visualization clearly illustrates the transition from the current state to the proposed model, ensuring a structured and comprehensible business development roadmap. The following figure shows the proposed BMC transformation design for **Kedai Kopi Maaw**

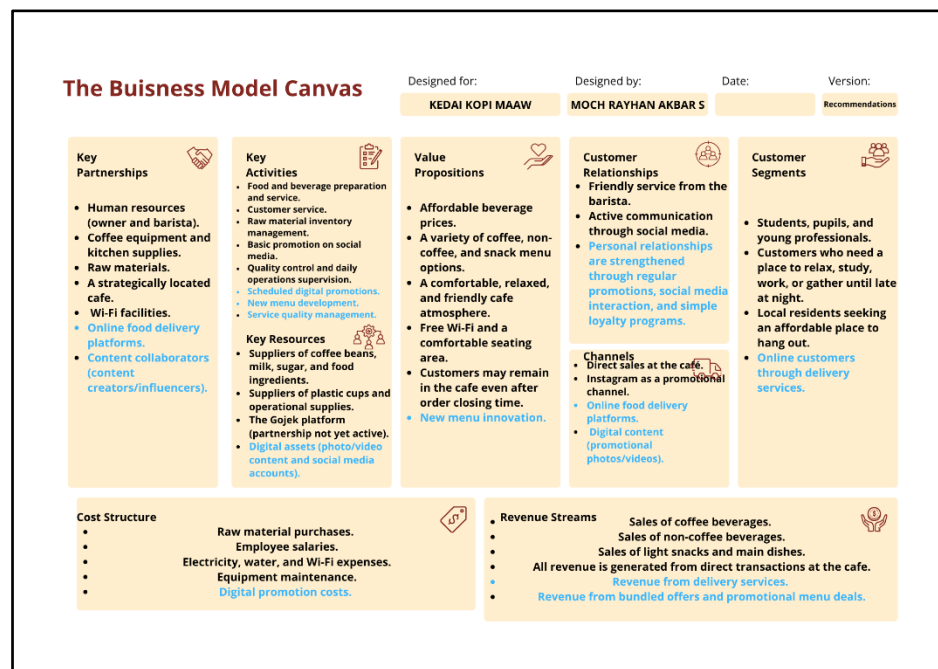


Figure 5. Desain Transformasi BMC Kedai Kopi Maaw

The proposed Business Model Canvas (BMC) transformation for Kedai Kopi Maaw, as illustrated in Figure 5, refines the initial model to align with the "Hold and Maintain" strategy of the IE Matrix. This transformation focuses on market penetration and incremental product development by expanding Customer Segments to include young professionals and online consumers, and enhancing Value Propositions through menu variations and digital promotions. The strategy integrates social media and delivery services into Channels, strengthens Customer Relationships through loyalty programs, and diversifies Revenue Streams with bundling packages. Furthermore, it incorporates digital marketing into Key Activities, leverages online platforms as Key Resources, expands Key Partners to include delivery providers, and adjusts the Cost Structure for promotional expenses. Overall, this systematic redesign aims to enhance competitiveness and ensure long-term business sustainability in a realistic and structured manner.

4. CONCLUSION

Based on the research conducted on "Business Development Strategy for Kedai Kopi Maaw using the Business Model Canvas Method (Case Study: Kedai Kopi Maaw Samarinda)," the following conclusions can be drawn:

- 1) Based on the Input Stage analysis using the IFE and EFE Matrices, the total IFE score is 2.737 and the total EFE score is 2.603. These results indicate that Kedai Kopi Maaw's internal condition is in the average category and is sufficiently capable of responding to opportunities and threats from the external environment.
- 2) Based on the mapping in the Internal–External (IE) Matrix, Kedai Kopi Maaw is located in Quadrant V (Hold and Maintain). This position indicates that the appropriate strategies are market penetration and product development to sustain business performance and implement gradual strengthening.
- 3) The SWOT analysis yielded alternative SO, WO, ST, and WT strategies focused on leveraging internal strengths, optimizing digital promotion, innovating the menu, and increasing competitiveness amidst tightening competition.
- 4) Based on the Business Model Canvas (BMC) transformation design, the proposed business model emphasizes expanding customer segments, strengthening the value proposition, optimizing marketing channels via social media, and enhancing customer relationships. This proposed model is expected to improve the competitiveness and business sustainability of Kedai Kopi Maaw.

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