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## STRATEGIC ANALYSIS OF BUSINESS MODE CANVAS AT ES TEH INDONESIA KEBUN PRAMUKA BANJARMASIN

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### **Abstract**

*The Business Model Canvas is a business model of a logical description of how an organization creates, delivers and captures value. There are nine basic building blocks of the business model canvas that show how to think about how the company is more productive. The nine blocks are customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures. After that, it is divided into two sides, the left side as logic and the right side as creativity. Objective: This study aims to analyze the Business Model Canvas strategy and swot analysis, to be used in the promotion of coffee "Esteh Indonesia" Kebun Pramuka Banjarmasin. This research uses qualitative methods. Result , Based on the research, the results of several business model canvas from nine elements are quite fulfilled and connected with SWOT analysis to evaluate this business. Based on the results of the research that has been done, the Business Model Canvas strategy is used to analyze in SWOT, usefel in developing this business.*

*Keywords: Business Model Canvas, SWOT, Esteh Indonesia*

### **INTRODUCTION**

In general, tea was first introduced to the Indonesian archipelago in 1684 by Andreas Cleyer, a German botanist. At that time, tea was brought in as seeds and was only known as an ornamental plant.(Somantri et al., 2021). In Indonesia, tea is a popular beverage, which has led to a high domestic consumption of tea, whether in the form of tea bags, powdered tea, or packaged tea. The average per capita consumption per week for tea bags was 2.79 grams, powdered tea 0.041 ounces, and packaged tea 51.5 ml in September 2021. The Central Statistics Agency (BPS) inWidi (2022b)The average weekly consumption of tea bags per capita was 2.79 grams in September 2021, a 0.72% increase compared to 2.77 grams in March 2021. Per capita consumption of loose tea in Indonesia was 0.041 ounces per week in September 2021, a 0.04% decrease compared to 0.043 ounces in March 2021. Meanwhile, packaged tea consumption reached 51.5 milliliters (ml) in September 2021, a 0.08% increase compared to 47.75 ml in March 2021. The trend shows that tea bag consumption tends to increase. Both loose tea and packaged tea consumption tend to decrease. Furthermore, tea production in Indonesia reached 145,100 tons in 2021, a 13.45% increase from 127,900 tons the previous year.(Widi, 2022b). PT Es Teh Indonesia Makmur was founded in 2018 by Haidhar Wurjanto. The vision of Es Teh Indonesia

is to become a market leader in F&B companies that produces quality Indonesian entrepreneurs through technology-based development and learning media. Meanwhile, Es Teh Indonesia's mission is to support a beneficial learning environment for entrepreneurs and entrepreneurs, create international-standard F&B brands and realize 7000 quality entrepreneurs in 2026 in the spirit of mutual cooperation.(Esteh Indonesia, 2022).

Currently, many business models have been discovered, and business models have their own strategies to become a business that stands out among other businesses. The concept for understanding strategies in business development, in understanding the business model used, one of which is the Business Model Canvas. Business Model Canvas. According to Alexander and Pigneur(Wardhana, 2014)A business model is a basic idea about how an organization creates value through its activities. One simple business concept is the model developed by Osterwalder and Pigneur, called the Business Model Canvas (BMC). There are nine elements of the Business Model Canvas that show how a company can think more profitably. These elements are customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures. It is then divided into two sides: the left side represents logic and the right side represents creativity.(Wardhana, 2014).

There have been many studies that have added to the Business Model Canvas, one of which is inSutandyo (2017). Research results fromSutandyo (2017)The new BMC identification shows the company's future picture regarding the 9 BMC elements, in the customer segment of customers from outside the city, in the brand franchise channels, in the revenue stream selling packaged coffee beans so they can be sold elsewhere, in key resources an internship or training system can be opened.

The concept Esteh Indonesia applies in marketing its products is offering a variety of tea drinks and researchers want to analyze the 9 elements in the Business Model Canvas. The Business Model Canvas will help Esteh Indonesia in viewing the business in general which can then develop strategies that look different from Esteh Indonesia or other teas. This BMC looks at how the business model is currently run or developing the business in the future. Through the BMC, Esteh Indonesia will be able to see the business in general, the business will be seen completely and in detail. Thus, the company will see an overview of the tea business and help answer questions about the business. The evaluation in the BMC will facilitate the analysis of existing shortcomings and is expected to be able to improve them so that the desired business goals are achieved. This includes providing added value for consumers and the company.

## **LITERATURE REVIEW**

### **Business**

Business is a form of activity whose main aim is to gain profit. All organizations are called businesses, meaning organizations that provide goods or services for sale with the intention of gaining profit. The definition of marketing strategy is the effort to market a product, whether goods or services, by using a specific plan and tactics so that the number of sales increases. The definition of marketing strategy can also be interpreted as a series of efforts undertaken by a

company in order to achieve certain goals, because the potential to sell a proposition is limited to the number of people who know about it. (Soehardi & S, 2019).

### **Marketing**

(Lotte et al., 2023) According to Kotler, marketing is a social and managerial process by which individuals or groups obtain what they need and want through creating and exchanging products of value with others.

Marketing is a comprehensive, integrated and planned activity carried out by an organization or institution in carrying out its business to be able to accommodate market demand by creating products with sales value, determining prices, communicating, delivering and exchanging offers that are valuable to consumers, clients, partners and the general public. (Indrasari, 2016)

Marketing strategy is defined as the effort to market a product, whether goods or services, using specific plans and tactics to increase sales. Marketing strategy can also be defined as a series of efforts undertaken by a company to achieve specific goals, as the potential to sell a proposition is limited to the number of people who are aware of it. (Fawzi et al., 2022).

The conclusion from the definition above is that marketing is the activity of exchanging goods and services from producers to consumers, where this activity is expected to generate effective demand and generate profits for both parties. Marketing is generally seen as the work of creating, promoting, and distributing goods and services to consumers and businesses, with the existence of strategies in efforts to market a product using several techniques in an effort to sell a product.

### **Business Strategy Canvas Model**

According to Osterwalder and Pigneur (2010) in Alfarisi (2019) The Business Model Canvas consists of nine elements, namely customer segments, value propositions, networks, customer relationships, cash flow, key resources, core activities, key partnerships, cost structure (Customer Segments, Value Propositions, Channels, Customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure).

### **SWOT Analysis**

SWOT analysis is an evaluation of internal factors consisting of the strengths and weaknesses of the business and an evaluation of external factors of the business, namely opportunities and threats, where this analysis is closely related to the Business Model Canvas. (Rahayu et al., 2022)

In the context of a SWOT analysis, we can see several factors of strength, particularly from an environmental perspective. The scope of a business can influence its strengths. The environment is one of the factors supporting a company's success in competition. To determine goals, objectives, and strategies, an in-depth and comprehensive analysis of the company's external and internal environments is required.

## **RESEARCH METHODS**

### **Research Design**

To know and understand the application *business model canvas* At Esteh Indonesia, researchers used a qualitative approach. Qualitative research methods are methods of researching natural object conditions, where the researcher acts as the

key instrument, data source sampling, data collection techniques using triangulation (combined), data analysis is inductive/qualitative, and qualitative research results emphasize meaning rather than generalization. (Abdussamad, 2016).

Qualitative research involves researchers so that they will understand the context with the situation and setting of the natural phenomenon that is being researched. The aim of qualitative research is to understand the conditions of a context by directing a detailed and in-depth description of the portrait of conditions in a natural context (natural setting), about what actually happens according to what is in the field of study. (Fadli, 2021).

Place of Implementation: Jl. Pramuka, Pemurus Luar, Kec. Banjarmasin Tim., Banjarmasin City, South Kalimantan 70654 Esteh Indonesia Pramuka branch, one of the outlets is located on Jl. Pramuka, Banjarmasin City. Esteh Indonesia is a beverage business venture founded in January 2023. In this study, direct data and interviews were requested from the owner, barista, and customers of Esteh Indonesia Kebun Pramuka Banjarmasin.

## RESULTS AND DISCUSSION

### Results

#### a. *Customer Segments*

In research (Sutandyo, 2017) This business's channels include social media platforms like Instagram, and word of mouth from customers who have visited the cafe before. Esteh Indonesia's customers range from teenagers, students, and workers to the local community along Jalan Pramuka.

#### b. *Value Propositions*

In research (Setiawan & Rahardjo, 2020) Identification of BMC results in Value Proposition, quality local coffee, has a signature menu of best sellers and has heavy food and drinks, room design, comfortable facilities, adequate fast and friendly service.

Some reasons why customers repeat orders include the variety of flavors and tea blends offered by this business, as well as the use of authentic local Indonesian tea from Bogor. According to Osterwalder and Pigneur, some of Esteh Indonesia's business values include:

- a) *Performance* This is done by means of quality control, namely the outlet crew is trained by trainers from Esteh Indonesia to control how to mix drinks to ensure the taste does not change significantly and is in accordance with SOP.
- b) *Design* Design is important but difficult to measure. A product stands out because of its superior design. In this business, a building designed with a map of Indonesia theme can be part of the Value Proposition.
- c) *Price*, price is one of the most prominent elements of company value in a company to attract buyers, the prices offered range from the cheapest price of 7,000 rupiah to the most expensive price of 75,000 rupiah.
- d) *Conformity*, is comfort, where usually in a cafe extra comfort is offered such as sofas, music and friendly waiters.
- e) The taglines #ESTEHADALAHKITA and #SEMUA AKAN ESTEHMEWA IN TIME describe this Indonesian esteh as trying to reach

- the community, both teenagers and adults, with a variety of mixed flavors and serving customers well.
- f) Esteh Indonesia Kebun Pramuka provides added value as a cafe with a distinctive design and provides various types of tea flavors.
  - c. Channels  
(Wardhana, 2014). In research (Setiawan & Rahardjo, 2020) Identify the results of this element, such as direct sales through social media platforms like Shopee Food, Grab Food, and Go Food. These partner channels are Esteh Indonesia's own social media channels, providing a unified voice in delivering promotions and other information, along with influencers, Shopee Food, Grab Food, and Go Food. They also offer games and live music every Saturday night.
  - d. *Customer Relationship*  
In maintaining good relations, Esteh Indonesia Kebun Pramuka provides quality services and products to its customers.
  - e. *Revenue Streams*  
Esteh Indonesia's Kebun Pramuka earns revenue not only from food and beverages but also from sales to its branches and partners. Payments are made in cash and non-cash.
  - f. *Key Resources*  
Esteh Indonesia's main resource, Kebun Pramuka, is local Bogor tea and for human resources, it employs staff who already have experience.
  - g. *Key Activities*  
The activities carried out by this business include selling food and drinks, holding proms and holding acoustic shows every Saturday night.
  - h. *Key Partnership*  
Esteh Indonesia's Pramuka Garden suppliers come from both local and national markets. Sadajiwa Coffee and Eatery partners include QRIS, Shoppepay, GoFood, GrabFood, ShopeeFood, and the new partner, "Banggor Burger."
  - i. *Cost Structure*  
Esteh Indonesia Kebun Pramuka prioritizes quality raw materials. The company's expenses include equipment, raw materials, salaries, electricity, water, and Wi-Fi, and marketing costs.

### SWOT Analysis

1. *Customer segment*, customer strength, namely the general public of all ages from children to adults and the people of Banjarmasin city. According to the American Marketing Association, Consumer Behavior (Consumer Behavior) in Lotte et al (2023) is the dynamic interaction between influence and awareness, behavior, and the environment where humans exchange aspects of life. According to Kotler and Keller, there are several factors that influence consumer behavior, namely environmental influences consisting of culture, social class, family and situations. (Lotte et al., 2023) Therefore, the weakness is that consumer desires are always changing in the short term, and the threat is the inability to retain new and existing customers. The opportunity for repeat

orders is high, as consumers who eventually become loyal customers make repeat purchases. In research (Rahayu et al., 2022) has a customer segment, namely the general public of all ages, from children to adults.

2. **Value Proposition:** The company's core values. The strengths of this business are its aesthetic building design, local tea, and quality raw materials. Consistent flavors and other value propositions offer a varied menu rarely found in other iced teas. The weaknesses of this business include the long sourcing of raw materials and the long lead time. Despite the threat of competitors similar to other iced teas, this business opportunity continues to grow and build brand awareness. In research (Rahayu et al., 2022) This is a distinctive taste and consistent taste quality at an affordable price, this is what makes it survive even though it has many competitors around.
3. **Channels,** which are the company's way of conveying its values. The strengths of this business are aesthetic buildings with distinctive designs from Esteh Indonesia, social media from the center for one voice, its weaknesses are obstacles in reaching local customers, the threat of using illegal social media, and a lack of knowledge of social media information. The opportunities in this element are always using local promotions and using Instagram from the center. In the book Lotte et al. (2023) Tariffs or prices are the costs customers must pay to obtain the goods they desire. Companies offer tariffs or prices to each consumer, offer discounts, and calculate production costs. In research Muktarom (2022) You can expand your promotions via YouTube, create a shop website, and blog. You can order online.
4. *Key resources,* namely the most important assets needed for the business to function. Strengths include strategic location, distinctive design that is easily remembered by the public, indoor and outdoor buildings (rooftop). Weaknesses include the indoor area is still small and lack of waiters. Threats include hot or rainy weather. Opportunities, key resources related to raw materials and supply channels needed in the production process, this business opportunity will be the addition of space and partners so that with this concept can expand customer segmentation. In the research Muktarom et al. (2022) Duck prices are high and market prices are unstable. Bebek Nano-Nano, which has partnered with food ingredients, can use this as an opportunity to sell raw duck, raw chicken, and quail to vendors at a more affordable price.
5. *Key activities,* the main activity carried out by the company. The strength of this business is that the main raw material is purchased in Bogor and the quality control of raw materials and taste is carried out by employees. The weakness is the lack of employees, if demand is high, it will be difficult to serve quickly. The threat is that if it is outdoors, hot or rainy weather cannot be detected. This business opportunity is always growing and increasing brand awareness. In research (Setiawan & Rahardjo, 2020) product promotion and marketing activities through social media.
6. **Key Partnership,** which is a key partnership. The strength lies in the availability of local raw materials and partners, which also lowers prices. The

weakness is being tied to suppliers, and the threat in this business is the inability to find other suppliers, which presents an opportunity to raise greater capital. In the research Grace (2022) Its strength lies in partnership, establishing this relationship makes it very easy to obtain both primary and complementary raw materials.

7. *Customer relationship*, Customer relationships. The strength of this business lies in its judgment program, which seeks positive feedback through suggestions, comments, and criticism, as well as discounts or price reductions. The threat lies in the ease with which a business can find new customers, but retaining them is challenging. Opportunities in this business lie in local promotions and events. Research has shown that (Rahayu et al., 2022) stating that they offer discounts for certain purchase amounts. Significant discounts are offered to customers who order fried rice or other menu items.
8. *Revenue Stream*, This refers to the company's ability to generate revenue. The BMC element identified in this business is generating revenue through sales of iced tea and snacks. The strength of this business is that revenue is generated through direct sales. The weakness is that it has not yet developed into other revenue streams, namely sponsorships. The threat is pressure. This business opportunity lies in maintaining quality; this iced tea has a special technique that is consistently applied. The next key activity is marketing.
9. *Cost Structure*, These are the costs incurred in operating the company. The strengths of central partners or lower raw material costs from the center, while the weaknesses include high shipping costs, the threat of fluctuating raw material costs due to inflation, and the opportunity for established brand ambassador or influencer fees to drive down prices from the initial cost.

## CONCLUSION AND SUGGESTIONS

### Conclusion

#### a. *Customer Segments*

The market segmentation of Esteh Indonesia Kebun Pramuka is upper and lower middle class consumers with a productive age range of teenagers, students, and workers.

#### b. *Value Propositions*

Esteh Indonesia Kebun Pramuka provides added value as a cafe with a distinctive design and provides various types of tea flavors.

#### c. *Channels*

Esteh Indonesia Kebun introduced its business through social media in addition to introducing a word of mouth judgment program.

#### d. *Customer Relationship*

To maintain good relationships, Esteh Indonesia Kebun Pramuka provides quality service and products to its customers. Furthermore, the owner provides various training courses to support barista skills in making esteh in the digital economy era.

#### e. *Revenue Streams*

Esteh Indonesia's Kebun Pramuka earns revenue not only from food and beverages but also from sales to its branches and partners. Payments are made in cash and non-cash.

*f. Key Resources*

Esteh Indonesia's main resource, Kebun Pramuka, is local Bogor tea and for human resources, it employs staff who already have experience.

*g. Key Activities*

The activities carried out by this business include selling food and drinks, holding proms and holding acoustic shows every Saturday night.

*h. Key Partnership*

Esteh Indonesia's Pramuka Garden suppliers come from both local and national markets. Sadajiwa Coffee and Eatery partners include QRIS, Shopeepay, GoFood, GrabFood, ShopeeFood, and the new partner, "Banggor Burger."

*i. Cost Structure*

Esteh Indonesia Kebun Pramuka prioritizes quality raw materials. The company's expenses include equipment, raw materials, salaries, electricity, water, and Wi-Fi, and marketing costs.

## SUGGESTION

Based on the results of the research conducted by the researcher, several suggestions can be made which can be used as input for future consideration, namely:

**a) For Agencies**

Cafe Esteh Indonesia in Kebun Pramuka Banjarmasin has been successful in running its business optimally so far. However, the company must also innovate to generate profits and grow the business, such as providing barista training or practical training on esteh production to reach a wider market.

**b) For Universities**

Especially for the study program, we hope that in the future we will conduct more practicums for those taking the marketing concentration so that we can implement independence so as not to be left behind.

**c) For Researchers**

For further researchers, the researcher hopes that this study will be useful and can be used as a reference if you are interested in conducting research on the Business Model Canvas and SWOT analysis, especially in marketing strategy programs.

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