



Article

Business Model Development Using the Business Model Canvas: A Case Study of an MSME in Malang

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ABSTRACT

This study aims to evaluate and analyze the current business model of an MSME in Malang and to formulate a structured and prioritized business model development roadmap using the Business Model Canvas (BMC) approach. This study employs a qualitative approach, with the researcher serving as the primary instrument and the business owner. Data were collected through observation of business operations, examination of supporting documents such as production records and sales data, and documentation of experiences related to business management. Data were analyzed using the Miles and Huberman interactive model, consisting of data reduction, data presentation, and conclusion drawing, and were subsequently mapped onto the nine building blocks of the Business Model Canvas. The findings indicate that the MSME's main strength lies in its distinctive product value proposition, particularly its high meat-to-flour ratio and production without chemical preservatives, supported by both offline and online distribution channels. However, the analysis identified structural bottlenecks related to informal management practices, unstructured financial recording, suboptimal digital marketing, limited pricing flexibility, and incomplete legal and product certifications. Based on these findings, a four-phase business development roadmap was formulated, covering operational governance and internal standardization, brand identity and digital channel optimization, customer relationship management and revenue model innovation, and strategic partnering and ecosystem expansion. The roadmap provides a structured basis for addressing operational weaknesses, strengthening the business model, and supporting sustainable business development.

KEYWORDS

Business Model Canvas, business development, business model, MSMEs, strategic planning



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ABSTRAK

Penelitian ini bertujuan untuk mengevaluasi dan menganalisis model bisnis dan merumuskan peta jalan pengembangan model bisnis pada salah satu UMKM di Kota Malang menggunakan pendekatan Business Model Canvas (BMC). Penelitian ini menggunakan pendekatan kualitatif, dengan peneliti sebagai instrumen utama sekaligus pemilik usaha. Data dikumpulkan melalui observasi terhadap kegiatan operasional usaha, pemeriksaan dokumen pendukung seperti catatan produksi dan data penjualan, serta dokumentasi pengalaman yang berkaitan dengan pengelolaan usaha. Data dianalisis menggunakan model interaktif Miles dan Huberman yang terdiri atas reduksi data, penyajian data, dan penarikan kesimpulan, kemudian dipetakan ke dalam sembilan blok bangunan Business Model Canvas. Hasil penelitian menunjukkan bahwa kekuatan utama UMKM terletak pada proposisi nilai produk yang khas, khususnya rasio daging terhadap tepung yang tinggi dan penggunaan produk tanpa bahan pengawet kimia, yang didukung oleh saluran distribusi secara luring dan daring. Namun, analisis mengidentifikasi beberapa hambatan struktural yang berkaitan dengan praktik pengelolaan usaha yang informal, pencatatan keuangan yang tidak terstruktur, pemasaran digital yang belum optimal, fleksibilitas penetapan harga yang terbatas, serta sertifikasi legalitas dan produk yang belum lengkap. Berdasarkan temuan tersebut, dirumuskan peta jalan pengembangan usaha dalam empat fase yang mencakup tata kelola operasional dan standardisasi internal, identitas merek dan optimalisasi saluran digital, manajemen hubungan pelanggan dan inovasi model pendapatan, serta kemitraan strategis dan perluasan ekosistem usaha. Peta jalan tersebut memberikan dasar yang terstruktur untuk mengatasi kelemahan operasional, memperkuat model bisnis, dan mendukung pengembangan usaha yang berkelanjutan.

KATA KUNCI:

Business Model Canvas, model bisnis, pengembangan usaha, perencanaan strategis, UMKM

INTRODUCTION

The development of Micro, Small, and Medium Enterprises (MSMEs) serves as a vital pillar of national economic stability and equitable growth. In Indonesia, MSMEs constitute 99% of all business units, playing a strategic role in job creation, income generation, and regional economic revitalization (Sharika & Hurdawaty, 2025). The flexible and adaptive nature of MSMEs makes this sector resilient during economic shifts. Consequently, strengthening MSME competitiveness through digital adaptation and structured management frameworks has become an essential priority in national economic policy (Arisandi & Kusnadi, 2025). However, rapid digital transformation and evolving consumer behaviors—which increasingly favor accessibility, speed, transparency, and seamless service—present new operational challenges. Adapting to changing consumer preferences requires MSMEs to optimize their supply chain mechanisms and integrate modern service models to sustain performance (Nazwa Deasy Kamila et al., 2025).

To remain competitive and avoid stagnation, MSMEs must adopt structured business planning and coherent strategic management frameworks that integrate marketing, finance, and operations to align organizational goals with changing market dynamics. Effective organizational management and standardized administrative frameworks serve as the

backbone for long-term business survival and operational efficiency (Asmara Nikita & Widya Kusumastuti, 2025; Widjajanti & Mariyo, 2022).

Understanding the business model is a central component of strategic management, as it articulates how an organization creates, delivers, and captures value (Osterwalder & Pigneur, 2012). The Business Model Canvas (BMC) has gained widespread application across various enterprise scales to identify development opportunities and optimize operational structures (Isnawati et al., 2023). Empirical applications of the BMC demonstrate its versatility: Sholahudin and Ismanto (2026) applied the framework to Tree Jaya Farm to identify structural weaknesses in planning and risk management, resulting in strategies for market diversification and digital marketing. Similarly, Alfina and Ramadhan (2025) integrated the BMC with SWOT analysis for Dimas Tempe MSME to leverage healthy food market opportunities while mitigating raw material price volatility. Furthermore, BMC-driven transformations have successfully assisted culinary and food processing enterprises in evaluating value propositions and streamlining distribution networks (Nuriana et al., 2024; Sholeh et al., 2023).

Despite the extensive literature on BMC applications in MSMEs, a distinct research gap remains. Existing studies predominantly apply the BMC framework to external, third-party evaluations of established MSMEs, assuming a clear separation between the researcher and the business entity. Little attention has been given to micro-enterprises operating within a practitioner-researcher context—where the business owner directly conducts the research while simultaneously managing daily operations. Previous research often overlooks the structural vulnerabilities inherent in owner-dependent micro-businesses, particularly how informal practitioner reflections can be methodologically triangulated with empirical operational data to address internalized management bottlenecks. Furthermore, existing literature rarely examines the unique operational friction that arises when a micro-enterprise utilizes a high-cost, premium formulation strategy (such as high meat-to-flour ratios) within a highly price-sensitive market environment. Such premium positioning strategies require customized customer relationship protocols and dynamic pricing tools to prevent margin erosion in competitive retail markets (Cindy Adeliya Samosir, 2025; Erik Sibarani et al., 2024).

To address this gap, Dimsum Bahenol MSME—a home-based enterprise established in 2024 in Malang, Indonesia—presents a compelling and highly relevant case for investigation. The business offers a distinctive value proposition: homemade dimsum featuring a high 10:1 meat-to-flour ratio manufactured without chemical preservatives. Product differentiation through superior ingredient quality and preservative-free recipes significantly drives customer satisfaction and brand loyalty (Aulia et al., 2025; Slamet et al., 2025). Despite strong market acceptance and steady sales growth across retail and B2B reseller channels, the firm faces critical structural bottlenecks: suboptimal digital marketing, an unsystematic management structure lacking written Standard Operating Procedures (SOPs), unsegregated financial recording, and an absence of essential legal certifications (NIB, PIRT, and Halal). Resolving these administrative deficiencies through strict cost control and standardized managerial accounting is critical for preserving capital and ensuring financial viability (Yuniarti et al., 2025). Investigating Dimsum Bahenol is critically important because it embodies the quintessential survival trap of growing micro-enterprises: high product

quality coupled with internal administrative fragility. Without a structured intervention, these operational deficiencies jeopardize business continuity and block expansion into formal commercial markets.

Selecting the Business Model Canvas (BMC) as the primary analytical tool is justified from both academic and practical perspectives. Academically, the BMC offers an integrative, holistic framework that maps nine interconnected building blocks, allowing researchers to analyze cross-component interactions—such as how high raw material costs in the Cost Structure impact pricing flexibility in Revenue Streams—rather than viewing operational functions in isolation. Practically, the visual, modular nature of the BMC provides micro-enterprise owners with a practical, accessible diagnostic tool to systematically identify structural weaknesses, optimize resource allocation, and design actionable, prioritized development strategies without requiring complex corporate infrastructure. Strategic realignment using the BMC enables small-scale entrepreneurs to optimize digital sales channels and achieve sustainable business expansion (Nazwa Samarinda et al., 2025; Zulkarnain et al., 2020).

Based on these considerations, this study aims to evaluate and analyze the current baseline business model of Dimsum Bahenol MSME and formulate a structured, prioritized business model development roadmap using the Business Model Canvas approach. This research contributes practically by providing the business owner with an actionable framework for operational standardization, risk mitigation, and sustainable market expansion. Academically, it enriches the literature on MSME strategic management by demonstrating how the BMC can be effectively applied within a practitioner-researcher environment to resolve operational frictions between premium product differentiation and micro-scale management constraints.

METHODS

This research employs a qualitative case study design to analyze and evaluate the business model of Dimsum Bahenol, a micro-scale culinary enterprise. A qualitative case study was selected as the primary research design because it enables an in-depth, detailed, and contextual investigation of a bounded system—specifically, an active home-based food business (Yin, 2018). The descriptive-analytical dimension of this study is operationalized using the Business Model Canvas (BMC) framework (Osterwalder & Pigneur, 2010; Sholeh et al., 2023). This framework is utilized to map the current business conditions and conduct a critical evaluation of its nine interconnected core elements to formulate structured and sustainable business development strategies.

In this study, the primary researcher acts as the owner-manager of Dimsum Bahenol. While this insider status (practitioner-researcher) provides direct and privileged access to operational data, financial records, and historical business context, it also presents potential researcher bias. To minimize subjectivity and maintain methodological rigor, several data validation strategies were implemented: (1) source triangulation by cross-referencing the researcher's internal observations with empirical data gathered from supporting informants, (2) researcher reflexivity through daily journal logs to separate personal business assumptions from field findings, and (3) member checking by reviewing draft findings with

staff members to ensure accurate data interpretation.

Informants were selected using purposive sampling based on their direct involvement in daily operational activities. A total of three informants participated in this study, representing the core operational structure of the business. The primary informant was the owner-manager, who holds strategic authority over business policies, value propositions, and financial management. The two supporting informants comprised one production staff member with a minimum of six months of tenure—responsible for raw material processing and quality control—and one sales staff member who manages direct customer interactions, distribution channels, and daily transaction logs. The inclusion of these three informants was deemed sufficient (data saturation) as they encompass the entire operational ecosystem and all nine BMC building blocks under investigation.

Data collection was conducted systematically using a multi-method triangulation approach comprising semi-structured interviews, direct observation, and documentation analysis. Individual interviews lasting 30–45 minutes were conducted with the production and sales staff using an interview guide focused on daily operational experiences and BMC dimensions. Direct participant observation was carried out over a four-week period to observe production routines, inventory management, and customer service protocols. Additionally, documentary analysis was applied to internal business records—including daily financial ledgers, procurement receipts, and promotional materials—to corroborate and validate the data gathered from interviews and observations.

Qualitative data were analyzed interactively following the framework established by Miles, Huberman, and Saldana (2014), which includes data reduction, data display, and conclusion drawing/verification. In the data reduction phase, interview transcripts, field notes, and internal documents were coded and categorized into the nine BMC building blocks. The reduced data were then displayed in narrative texts and thematic matrices to identify operational interrelationships across business components. Finally, conclusions were drawn iteratively and verified through source and technique triangulation to produce an authentic baseline Business Model Canvas alongside credible recommendations for strategic business development.

RESULTS AND DISCUSSION

MSME Profile and Business Overview

Dimsum Bahenol is a micro-scale culinary enterprise founded in 2024 in Malang, Indonesia, which specializes in the manufacturing and distribution of high-meat-content homemade dimsum. Operating with two full-time operational workers, the business maintains a steady monthly production volume of approximately 35–40 kg, generating a gross monthly revenue ranging between IDR 10,000,000 and IDR 11,000,000. Structurally, the firm adopts a line organizational framework where authority flows directly from the owner-manager to the operational staff. In this arrangement, the owner exercises centralized control over strategic planning, financial management, raw material procurement, and daily operational oversight. Given that the primary researcher also serves as the business owner, potential practitioner-researcher bias was mitigated by cross-referencing internal reflective observations with empirical production logs, sales records, and triangulated interviews with

the production and sales employees, adhering to methodological rigor established in qualitative micro-enterprise studies (Osterwalder & Pigneur, 2010; Sekaran & Bougie, 2016).

Descriptive Evaluation of Current BMC Elements and Cross-Component Dynamics

1. Market-Facing Dynamics (Customer Segments, Value Propositions, Channels, Customer Relationships)

Empirical evidence from transaction ledgers indicates that Dimsum Bahenol's primary market consists of university students, teenagers, and productive-age women who prioritize convenience, affordability, and practical ready-to-eat meals. A secondary market segment comprises B2B resellers who purchase frozen stock in bulk for local re-distribution. To serve these segments, the enterprise's core value proposition relies on a distinctive product formulation featuring a 10:1 meat-to-flour ratio manufactured without chemical preservatives. This premium formulation yields a denser, softer, and more savory texture compared to commercial alternatives. Products are distributed through a combination of physical direct sales, instant messaging via WhatsApp, and third-party delivery services such as GoFood, supported by organic social media promotions on Instagram.

Despite these established operational elements, a critical misalignment exists across the market-facing components of the business model. Although the high meat concentration significantly elevates raw material expenses within the cost structure, the enterprise fails to fully capture this added value due to fragmented visual branding and uncoordinated promotional activities (Nuriana et al., 2024). The lack of a structured customer relationship management system further prevents the business from tracking customer purchasing patterns, loyalty rates, or price sensitivity (Kotler & Keller, 2016). In addition, effective social media communication and strategic brand positioning play a decisive role in driving customer purchasing decisions for culinary MSMEs (Aulia et al., 2025). Building systematic relationship management and data-driven marketing strategies is essential to sustain long-term customer retention and repeat visits in highly competitive digital ecosystems (Cindy Adeliya Samosir, 2025; Erik Sibarani et al., 2024). Furthermore, high dependency on price-sensitive university students limits the enterprise's ability to adjust retail prices, while third-party delivery platforms extract up to 20% in commission fees. Consequently, the interaction between these components creates a structural bottleneck where high production costs coincide with constrained profit margins and limited pricing power.

2. Operational Infrastructure (Key Resources, Key Activities, Key Partnerships)

The operational architecture of Dimsum Bahenol encompasses daily raw material procurement, batch processing (grinding, mixing, shaping, and steaming), freezing, packaging, and order fulfillment. Product taste and quality consistency are maintained through the direct, continuous presence of the owner-manager during production. Physical assets supporting these activities include commercial meat choppers, steamers, digital scales, freezers, packaging sealers, and a physical sales cart, alongside digital assets such as GoFood merchant accounts.

However, an evaluation of the firm's operational infrastructure reveals significant vulnerabilities driven by administrative informalities. Workflow processes currently rely on tacit knowledge rather than formal, written Standard Operating Procedures (SOPs), creating substantial operational risk and quality fluctuation in the event of employee turnover (Heizer

et al., 2020). Proper implementation of standardized operating procedures is critical in manufacturing and food processing units, as it directly optimizes production cycle times and processing efficiency (Asmara Nikita & Widya Kusumastuti, 2025). Regarding intellectual and legal resources, the enterprise lacks fundamental regulatory credentials, such as a Business Identification Number (NIB), Home Industry Food Certificate (PIRT), Halal certification, and trademark registration. This absence of legal compliance restricts the business from forming formal partnerships with institutional buyers, supermarkets, or larger B2B distribution networks (Slamet et al., 2025). Integrating structured supply chain protocols and securing regulatory compliance are pivotal for small-scale food manufacturers to establish reliable supply pipelines and achieve operational scalability (Nazwa Deasy Kamila et al., 2025). Additionally, relationships with raw material suppliers remain strictly transactional and short-term, exposing the operational workflow to raw material price fluctuations and supply chain disruptions.

3. Financial Structure (Revenue Streams and Cost Structure)

Financial streams are primarily derived from direct transactional sales of ready-to-eat and frozen dimsum to retail end-consumers, supplemented by volume sales to resellers. The cost structure is heavily dominated by variable expenditures—specifically chicken meat, flour, dimsum wrappers, packaging materials, and platform commissions—alongside fixed overheads such as utilities, labor wages, and equipment depreciation.

An analytical assessment of the financial architecture highlights a critical need for structured managerial accounting. The current recording practice fails to systematically segregate fixed costs from variable expenses, obscuring the precise calculation of the Cost of Goods Manufactured (COGM) and net profit margins (Horngren et al., 2018). Adopting standard cost-control mechanisms and systematic financial tracking enables micro-enterprises to mitigate waste, protect profit margins, and maintain financial stability during market fluctuations (Yuniarti et al., 2025). Furthermore, the revenue model remains rigid and purely transactional, lacking dynamic pricing strategies, value-added product bundling, or volume-tier incentives for bulk buyers. Without an organized cost-control mechanism and a diversified revenue strategy, the financial sustainability of the enterprise remains highly vulnerable to raw material price inflation and capped by monthly physical production limits.

Prioritized Strategic Business Development Plan

To systematically resolve the operational bottlenecks identified in the baseline assessment, a four-phase strategic development plan is proposed based on implementation urgency and structural impact:

- **Phase 1: Operational Governance and Internal Standardization (Months 1–3, High Priority)**

Strategic actions in this phase include drafting written Standard Operating Procedures (SOPs) for production, hygiene, and inventory handling, establishing a standardized cost-accounting system that segregates fixed and variable expenses, and initiating formal applications for NIB, PIRT, and Halal legal certifications. Systematizing core activities through the Business Model Canvas framework enables small-scale culinary businesses to resolve internal managerial bottlenecks and build operational resilience

(Sholeh et al., 2023). This phase aims to reduce operational dependency on the owner, stabilize product quality, and establish the administrative foundation required for legal business expansion.

- **Phase 2: Brand Identity and Digital Channel Optimization (Months 3–6, Medium-High Priority)**

This phase involves re-designing visual brand assets to highlight the premium 10:1 meat formulation and executing a structured social media content calendar. Leveraging digital channels and social media marketing allows local MSMEs to expand their market reach, align consumer perceptions with value propositions, and improve revenue streams (Nazwa Samarinda et al., 2025). These actions aim to align consumer perception with the actual value proposition, thereby transforming higher ingredient costs into recognized brand equity and market willingness-to-pay (Chaffey & Ellis-Chadwick, 2019).

- **Phase 3: Customer Relationship Management and Revenue Model Innovation (Months 6–9, Medium Priority)**

Key initiatives include implementing a WhatsApp-based customer database to track purchasing history and repeat orders, introducing tiered pricing structures for B2B resellers, and creating bundled family-pack options. Re-engineering business models with structured customer management and innovative revenue mechanisms significantly enhances competitiveness in price-sensitive retail environments (Zulkarnain et al., 2020). This phase is designed to improve customer retention, increase average order values, and diversify income streams beyond standard retail transactions.

- **Phase 4: Strategic Partnering and Ecosystem Expansion (Months 9–12, Long-Term Priority)**

Strategic initiatives involve transitioning transactional vendor interactions into long-term supply contracts with guaranteed pricing clauses and establishing formal distribution agreements with regional frozen food wholesalers. Formulating collaborative business development strategies through structured framework evaluations helps small enterprises overcome raw material price volatility and scale distribution networks effectively (Sholahudin & Ismanto, 2026). This final phase aims to insulate the cost structure from commodity price volatility and expand market reach across broader geographic channels (David & David, 2017).

Table 1. Descriptive Comparison of the Business Model Canvas Elements

BMC Element	Baseline Model (Current Empirical State)	Proposed Strategic Model (Future State)
Customer Segments	Relatively Homogeneous & Unsegmented: • Local price-sensitive university students and teenagers. • Casual users of third-party online food delivery applications.	Segmented & Targeted Groups: • General Retail Consumers: Everyday buyers seeking convenient, practical, and affordable snacks. • Premium & Health-Conscious Segment: Families and health-focused consumers prioritizing food safety, preservative-free quality, and high meat content (10:1 ratio).

	Informal local resellers operating without regular purchase quotas or commitments.	Verified B2B/Wholesale Partners: Frozen food resellers, grocery stores, and formal event caterers with structured licensing and recurring order targets.
Value Propositions	Pure Product Quality Lacking Legal Certification: - Homemade dimsum featuring a dense, soft texture with a high 10:1 meat-to-flour ratio. - Available in both ready-to-eat and frozen packaging. - Basic digital ordering through simple messaging and social media.	Integrated & Standardized Value Offering: - Certified Quality & Safety: Premium 10:1 meat dimsum backed by official regulatory permits (NIB, PIRT) and Halal Indonesia certification. - Guaranteed Hygiene: andardized and hygienic production process free from synthetic chemical preservatives. - Strong Brand Identity: Cohesive visual branding emphasizing high nutritional value packaged in premium, food-grade materials.
Channels	Passive & Uncoordinated Marketing: - Direct physical sales at a single sales cart/booth. - Unorganized and purely reactive WhatsApp messaging. - Basic merchant listings on food aggregators (GoFood) without promotional optimization. - Passive Instagram presence with irregular content updates.	Integrated Omnichannel Distribution System: - Optimized Food Aggregators: Execution of targeted promotional campaigns and merchant ads across GoFood, GrabFood, and ShopeeFood. - Structured Social Media Marketing: Weekly content calendars, aesthetic visual assets, and geofenced promotional campaigns on Instagram and TikTok. - Direct B2B Supply Lines: Direct distribution pipelines supplying regional frozen food networks and catering partners.
Customer Relationships	Informal & Reactive Interactions: - Personal customer service without tracking transaction history or customer behavior. - Ad-hoc handling of customer feedback and inquiries via messaging apps without systematic documentation.	Structured CRM System (Automated & Personalized): - Automated Order Processing: WhatsApp Business API featuring automated responders, interactive digital catalogs, and real-time order tracking. - Retail Loyalty Programs: Point-based reward systems and special discounts to encourage repeat purchases. - Dedicated B2B Account Management: Priority service, tailored volume pricing, and regular communication channels for wholesale partners.
Revenue Streams	Single & Rigid Revenue Source: - Direct retail unit sales per portion or package. - Static price structures for resellers without volume-based incentives.	Diversified Revenue Model (Multi-Stream Revenue): - Tiered B2B Pricing Structure: Volume-based tiered pricing models for wholesale buyers and B2B resellers. - Product Bundling Strategy: Cost-effective family bundles and festive/holiday gift packages. - Catering & Event Services: B2B bulk supply contracts for weddings, corporate seminars, and local food festivals.

		Subscription Freezer Packs: Weekly/monthly recurring subscription models for household frozen food supplies.
Key Resources	Informal & Owner-Dependent Infrastructure: - Unregistered home production facilities lacking formal accreditation. • Heavy reliance on the owner's physical presence (single point of failure). • Product recipes and workflow procedures stored solely as tacit knowledge.	Standardized & Fully Certified Assets: - Home production facilities upgraded to comply with food hygiene and sanitation standards. - Complete legal and regulatory credentials: NIB, PIRT, Halal certification, and Trademark registration. - Independent, trained production staff operating according to clear guidelines. - Written Standard Operating Procedures (SOPs) covering all operational phases.
Key Activities	Manual & Repetitive Daily Operations: - Daily manual batch mixing, shaping, and steaming. - Direct retail transaction processing. - Informal quality control relying entirely on the owner's subjective judgment.	Systematized Operations & Quality Assurance: - SOP-Driven Manufacturing: Strictly controlled mixing, molding, steaming, and freezing processes based on written SOPs. - Structured Financial Management: Daily digital tracking of cash flows, raw material inventory logging, and managerial cost accounting. - Scheduled Marketing Execution: Consistent execution of planned digital campaigns with weekly performance reviews. - Quality Compliance Auditing: Periodic inspections of ingredient freshness and adherence to Halal and PIRT sanitation standards.
Key Partnerships	Short-Term Transactional Relationships: - Ad-hoc purchasing from local meat vendors without fixed-price contracts. - Standard merchant listings on food delivery platforms without strategic collaboration.	Sustainable Strategic Partnership Ecosystem: - Contracted Raw Material Suppliers: Long-term agreements with wholesale chicken and raw material suppliers featuring fixed-price clauses. - Formal Frozen Food Distributors: Strategic alliances with established regional frozen food distribution networks. - Event & Institutional Partners: Ongoing collaborations with local wedding organizers, event planners, and catering companies.
Cost Structure	Unsegregated & Unstandardized Expenses: - Business operational expenses mixed with the owner's personal finances. - High vulnerability to fluctuations in raw material prices (chicken meat). - Lack of precise calculations for Cost of Goods Manufactured (COGM).	Standardized Cost-Control System: - Strict managerial accounting segregating Fixed Costs (wages, depreciation, utilities) and Variable Costs (ingredients, packaging, platform fees). - Optimized and accurate COGM calculations to protect and maximize profit margins. - Raw material procurement cost efficiency achieved through volume bulk purchasing.

CONCLUSION

This study aimed to evaluate and analyze the current business model of an MSME in Malang and to formulate a structured and prioritized business model development roadmap using the *Business Model Canvas* (BMC) approach. The BMC analysis identified the main strengths of the business in its distinctive product value proposition and combination of offline and online channels, while also revealing structural bottlenecks in management, financial recording, digital marketing, pricing flexibility, and legal and product certification. Based on these findings, a four-phase business development roadmap was formulated, consisting of operational governance and internal standardization, brand identity and digital channel optimization, customer relationship management and revenue model innovation, and strategic partnering and ecosystem expansion. The roadmap provides a structured basis for addressing the identified weaknesses while strengthening the alignment between the business's product value proposition, operational capabilities, market channels, and financial structure. The study demonstrates the practical application of the BMC as a framework for evaluating a micro-enterprise's existing business model and translating the findings into prioritized business development actions. Future research could employ quantitative or mixed-methods approaches to evaluate the implementation of the proposed roadmap using measurable indicators such as customer satisfaction, marketing performance, cost efficiency, profitability, and business growth.

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