

BUSINESS MODEL CANVAS: A STRATEGY TO BUILD COMPETITIVE ADVANTAGE

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Abstract

Economic developments in Indonesia make competition in business stronger. This study aims to find out the business Model Canvas looks like at Café Kupa Haus in Ajibarang, and to find out how the strategy of the business model is to build a competitive advantage. This study uses a qualitative approach by conducting interviews with the owners, employees and customers of Kupa Haus Ajibarang. The result of this research is that the Competitive Advantage in Kupa Haus Ajibarang comes from Value Propositions ranging from offering a variety of menu variants, strategic locations, and complete facilities, and also having a complete and sophisticated coffee machine with almost three years of experience in serving coffee. makes Kupa Haus superior to the cafes around Ajibarang.

Keywords: Business Model Canvas, Competitive Advantage

Abstrak

Perkembangan ekonomi yang ada di Indonesia menjadikan persaingan dalam berbisnis menjadi lebih kuat. Penelitian ini bertujuan menemukan bisnis model mirip seperti Kupa Haus di Ajibarang, dan menemukan strategy bisnis model untuk meningkatkan keuntungan yang kompetitif. Penelitian ini menggunakan metode pendekatan kualitatif dengan melakukan wawancara kepada pemilik, karyawan dan para pelanggan dari Kupa Haus Ajibarang. Hasil dari penelitian ini adalah *Competitive Advantage* yang ada di Kupa Haus Ajibarang berasal dari *Value Propositions* mulai dari menawarkan varian menu yang beragam, lokasi yang strategis, fasilitas yang lengkap, dan juga memiliki mesin kopi yang lengkap dan canggih dengan pengalaman hampir 3 tahun dalam menyajikan kopi menjadikan Kupa Haus lebih unggul di bandingkan café yang ada di sekitar Ajibarang.

Kata Kunci: Kanvas Model Bisnis, Keunggulan Kompetitif

INTRODUCTION

The economic development in Indonesia has made competition in doing business stronger. Increasingly strong competition makes business people must have a mature strategy in order to get victory from their competitors. In maintaining the continuity of his business, it is important for a businessman to ensure that his business has a competitive advantage that differentiates it from competitors (Distanont & Khongmalai, 2020). Competitive advantage can be interpreted by how companies carry out

business innovations according to the needs of the times and the desires and needs of consumers, so as to create a separate value for the company's products.

In a competitive situation, companies must be able to read consumer desires, because in reality what consumers buy is not merely a product in its physical form, but rather the benefits of fulfilling consumer needs and desires that the product offers (Faraji-Rad et al., 2017). In addition, with the development of technology and science, more and more similar products are produced and offered which require one

of these options to be present according to the wishes and needs of consumers.

Developing a business model to build competitive advantage is important for a company to identify and measure itself against its competitors. Through the business model, coherence will be drawn in strategic choices that facilitate the handling of processes and relationships that create value at both the operational, tactical and strategic levels within the organization. The business model becomes a platform that connects resources, processes, and service provision to achieve corporate strategy through long-term benefits (Seddon & Freeman, 2004).

The essence of the business model is to determine how the company delivers value to customers, persuades customers to pay for value, and converts those payments into profits (Teece, 2010). Companies that have a successful model may also be in a privileged position to change, update, and even innovate that model. This is determined by many factors, including: marketing, finance, management, technology, location, human resources and the company's financial structure.

One business model that is widely used by entrepreneurs is the Business Model Canvas (BMC). According to Panmaulana & Rahayu (2019), BMC is used to create, deliver, and modify a business model run by a company. This business model can describe the strategic activities of a company, according to the company's internal and external environmental conditions so as to produce business innovation. Zott et al. (2011) state that innovative business models are the key to sustainable competitive advantage.

The Business Model Canvas was chosen because it does not focus solely on marketing or only the product part of the business being managed. Business Model Canvas as the relationship between creating value for customers and capturing the value of business behavior (Ojasalo & Ojasalo, 2018). The Business Model Canvas will pay attention to all existing elements and

build a business. It is how business can be done, which allows business owners to describe, design, and refine the company model. According to George & Bock (2011), the business model becomes the design of the organizational structure to enforce commercial opportunities, so that the company obtains a complete business strategy.

According to Chesbrough et al. (2002), studying the right business model is the key for a company to run optimally. Osterwalder & Pigneur (2010) said that the business model can be explained very well through nine blocks that show ways of thinking about how companies make money, known as the Business Model Canvas (BMC). The nine elements of BMC are divided into customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, cost structure. Zott et al. (2011) add that business model construction has gained substantial value throughout the strategy, entrepreneurship, and innovation literature.

BMC has advantages in business model analysis, namely being able to describe simply and comprehensively the current condition of a company based on consumer segments, value offered, value offering channels, relationships with customers, revenue streams, vital assets, cooperation partners, as well as the cost structure used. Owned. BMC helps a business sector to see who the company's customers are, how the company provides value to customers, so that the company can make product innovations that are by the wishes of the target market. By using the BMC analysis tool, companies are expected to map and know the business model that is being carried out in accordance with the nine BMC blocks described above, to implement the company's strategy (Arief, 2019).

There are previous studies that use BMC to develop their business. Research conducted by (Batochio et al., 2016) shows that there is a positive relationship

between business models and business process evaluation. Sutandyo (2017) and Türko (2016) found that the Future Business Model Canvas can be used as an alternative in preparing a Business Plan. Previous research conducted by Lestari (2021) explained that BMC can be used by companies to create competitive advantage.

Business development has also occurred in the cafe shop business, which can be seen from the presence of cafe shops in big and small cities. Business actors must be more careful in analyzing available opportunities, and prepare themselves to face threats in the future. Drinking coffee in a coffee shop has become a habit for Indonesian people. Not just enjoying a cup of coffee, but usually coffee shops are also the destination for certain activities, such as having a function as a co-working space, as a place for socialization, or as a place of study for students and students. According to Astuti & Hanan (2012) changes in the function of cafes and restaurants will create new social and cultural phenomena in society.

Ajibarang is one of the cities in Central Java Province which has various types of businesses. Cafe shops are quite an interesting business in Ajibarang because there are still very few cafes in the city, so there is relatively little competition. Café Kupa Haus is a café that was founded in December 2019 and was able to overcome various problems and survive during the Covid-19 pandemic. Café Kupa Haus is located in Pejalakan, Ajibarang Kulon, Ajibarang District, Banyumas Regency, Central Java and has 6 employees. The operating hours of this café are Monday-Sunday from 11am until it closes at 11pm.

This study aims to find out what the Business Model Canvas looks like at Café Kupa Haus in Ajibarang, and to find out how the Business Model Canvas at Café Kupa Haus in Ajibarang is a strategy to build competitive advantage. This research is useful to add references about BMC designs and competitive advantages in a business, especially cafe shops. The

practical benefits obtained are that business people can get an overview of the BMC design and competitive advantage, so that they can carry out planning and evaluation for business improvement by paying attention to the nine blocks that show how to think about how companies generate income.

METHOD

This study uses a qualitative approach. According to Saryono (2010), qualitative research is research that is used to investigate, find, describe, and explain the qualities or features of social influence that cannot be explained, measured or described through a quantitative approach. Qualitative research is used to make observations of the state of the object, and the researcher is the key instrument (Sugiyono, 2012). Awali (2020) states that qualitative methods attempt to interpret the meaning in an interaction event of human behavior based on the participants' experiences in certain situations according to the researcher's own perspective and to understand the object being studied in depth. Miles et al. (2014) added that qualitative research data can be presented in the form of charts, graphs, pictograms, and other forms, so that these data sets can make it easier to convey information to others because they contain clear information.

The data used in this study are primary data and secondary data. Primary data was obtained from direct interviews with the owners of Café Kupa Haus in Ajibarang, namely Dennis Calvianto and Aldy Calvianto. Interviews were also conducted with employees working at the café, namely Cindy Nurfadilah and Risky Alamsyah. The customers of Café Kupa Haus who were interviewed were Dewi Shinta and Wisnu. Secondary data for this study were obtained from documents at the Kupa Haus Café in Ajibarang, namely documentation of business activities.

The interview technique used in this qualitative research is a semi-structured in-depth interview by asking questions that have been prepared and in accordance with

the problems studied. The credibility (trust) of qualitative research can be achieved through the validity of the data. In this study, to obtain the validity of the data, internal triangulation was carried out. Internal triangulation itself is defined as a data collection technique that combines several existing data collection techniques and sources (Moloeng, 2018). Triangulation can be used to check the correctness of data or to enrich data.

RESULT AND DISCUSSION

According to Osterwalder & Pigneur (2010) stated that the Business Model Canvas has nine business building blocks. This building block contains key sections that describe how the organization benefits and benefits its customers. The sections in the Business Model Canvas include Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships and Cost Structures. Understanding the Business Model Canvas can also be interpreted as a tool to help see more accurately the type of business that is being or being undertaken. This Business Model Canvas is presented visually in the form of a canvas/image so that it helps make it easier to understand. The company's stakeholders can adjust the form of the Business Model Canvas according to their business needs.

BMC requires decisions to be made and hypotheses to be challenged and tested. It provides a more complete picture of how a business will operate and expect to grow in a competitive environment rather than a narrow tactical decision (Zott et al., 2011). According to D'souza et al. (2014), the strength of BMC is seen in its usability and simplicity in designing and communicating business models, and its centrality in delivering and capturing value. In addition, this tool is very useful for designing, discussing and iterating various model creation options. At the heart of this model is the concept of customer needs and value offerings.

Research on the Business Model Canvas has been carried out by several researchers. Lestari et al. (2021) examined efforts to increase the competitiveness of Barelo Cafe Nganjuk through the Business Model Canvas approach. The results of Panmaulana & Rahayu (2019) also explain that with the Business Model Canvas, Pesenkopi Malang can develop strategies so as to create an advantage over other competitors. The description of the Business Model Canvas is useful for increasing company competitiveness. Permana (2013) states that BMC combined with SWOT analysis can be used to determine new business strategies.

According to Zhang (2012), the choice of business location also influences the competitive advantage of the coffee shop business. Kusumadewi & Karyono (2019) resulted in findings that service quality is a factor to be considered for building competitive advantage. Another study conducted by Elrehail et al. (2019) stated that human capital in terms of caring for and satisfying employees is one of the most important resources that provides a competitive advantage for any organization and generates a leading strategic position among competitors in the market.

The success of a company cannot be separated from the strategy implemented by the company. Abdulwase et al. (2021) states that the main function of management is related to strategy, namely establishing and communicating the unique position of the company, making trade offs, and trying to create conformity in various activities. Today's increasingly fierce business competition makes company management have to think hard to find the right way to be able to survive and at the same time succeed in achieving company management goals (profit, market share, growth, etc.). That is why it is important for companies to have a competitive advantage.

According to Chikán & Demeter (2006), competitive advantage is the ability gained through the characteristics and

resources of a company to have a higher performance than other companies in the same industry or market. Without a competitive advantage, companies will only be able to enjoy normal returns, namely the level of profit that can be expected from other investments that have the same level of risk. Companies that are able to create sustainable competitive advantages do not only depend on one strength that the company has, but also strive to design strategies that cover all aspects.

Porter (1985) explains that competitive advantage is the ability to do something well so that it is superior or superior to competitors. According to Chiguvi et al. (2019), companies must have the ability to differentiate products produced in competition so as to gain competitive advantage. The resulting product must have key characteristics in capturing consumers so that it becomes a special product. According to Zhang (2012), competitive advantage is anything that can differentiate or bring variations in value. Values can be different at various times for the same object or person, or at the same time for different objects or people. The indicators of competitive advantage include: price, quality, delivery dependability, and product innovation.

The customer segments of Café Kupa Haus are various age groups ranging from young people to adults aged 15-50 years as well as employees, school children and families. This was also emphasized by Kupa Haus Ajibarang employees who said that they serve customers ranging from young people to adults with the majority of customers being employees. This is also reinforced by the presence of customers who work as employees in the city of Ajibarang by saying that the majority of customers are employees and some are school children and families. The menu variant provided by Kupa Haus Ajibarang is an advantage with quite a variety of menu variants ranging from snacks to heavy

meals which is the advantage of this café compared to other cafes around Ajibarang.

The menu variant provided by Kupa Haus Ajibarang is an advantage compared to the cafes around Ajibarang. Customers also explained that the menu variants offered by Kupa Haus Ajibarang were quite complete compared to other cafes around Ajibarang. The strategic location is also an advantage that this café has. Kupa Haus is on the main road so it's easy to find, besides that the facilities offered at this café are quite complete compared to competing cafes. Customers also feel that the location of the Kupa Haus café is quite strategic compared to other cafes in Ajibarang.

The facilities offered are also quite complete. Café Kupa Haus in Ajibarang has the best and most complete coffee machine compared to the cafes around Ajibarang using a coffee machine intended for commercial use so that the taste quality and consistency of taste are superior compared to competing cafes in Ajibarang. The coffee machine owned by Café Kupa Haus is quite complete compared to other cafes. The employees also explained that the coffee machine owned by Kupa Haus is currently the best when compared to the cafes in Ajibarang. Customers also feel that the taste of the coffee offered is delicious and tends to be consistent from the past until now.

The promotion carried out by Kupa Haus Ajibarang through media and word of mouth as a promotional tool and also includes the Kupa Haus Ajibarang café on Google so that it is available on Google maps. Café Kupa Haus regularly carries out promotions from various media, both Instagram, Facebook and WhatsApp, but word of mouth is the most effective and Kupa Haus also has a fairly high rating of 4.6 with 200 reviews on Google. Promotion by word of mouth went well and was effective in reaching the market around Ajibarang.

Café Kupa Haus maintains its customers by serving the best quality food and drinks for customers and also holding

promotions or discounts at certain events. The quality of the food and drinks served is the main point in terms of retaining customers in addition to regular promos and discounts at certain events. Promos or discounts carried out by Kupa Haus have succeeded in attracting customers at certain events. Maintaining good relations with customers is also a matter of concern at Café Kupa Haus Ajibarang by giving customers free tasting food from the new menu and acting as a food tester to suit customer tastes.

The owner explained that everything in Café Kupa Haus is an important asset starting from the land, buildings, employees, kitchen equipment, and also the coffee machine. Employees are an important asset, because if there are no employees, Kupa Haus cannot run smoothly. Serving quality food and drinks according to consumer tastes. Ensuring the quality of the raw materials for food and drinks when served is a priority for Café Kupa Haus Ajibarang.

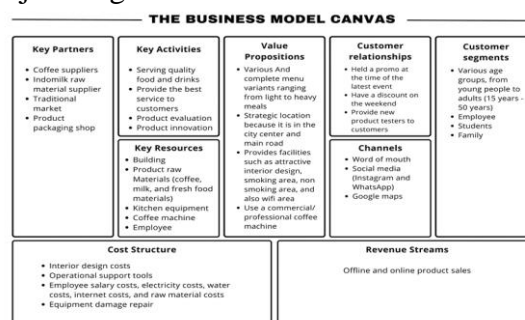
Product innovation is a routine activity that is always carried out by the owner so that the product is always developing for the better and according to customer tastes. Activities that are always carried out by Cafe Kupa Haus are product evaluation and product innovation so as to produce new menus with better taste and presentation than before. New menus and product presentation that are better than before are felt by customers.

Café Kupa Haus collaborates with raw material suppliers ranging from coffee suppliers, milk suppliers and also traditional markets to meet the needs of food raw materials. Kupa Haus works with indomilk as a milk supplier for their café. Collaborate with raw material suppliers and cooperate with Indomilk suppliers to get more affordable prices. Café Kupa Haus also works with product packaging entrepreneurs in Ajibarang.

The first costs incurred by Café Kupa Haus from its inception were the building and interior, then also operational

support equipment such as kitchen equipment and coffee machines then other costs such as employee salaries, paying for electricity, water, raw materials and repairs -Equipment breakdown repair. Café Kupa Haus' revenue comes from product sales in the form of food and beverages both offline and online with a larger percentage in beverage sales. The employees also explained that sales at the Kupa Haus café only came from product sales in the form of food and beverages.

Based on the information above, the picture of BMC Café Kupa Haus in Ajibarang is as follows:



Source: Processed primary data, 2022

Figure 1. Business Model Canvas Café Kupa Haus in Ajibarang

A more complete menu variant is the advantage of Kupa Haus Ajibarang compared to other cafes around Ajibarang. An employee also explained that the menu variant offered by Kupa Haus Ajibarang was the most complete compared to other cafes around Aibarang. The Kupa Haus menu variant which is relatively complete by providing light to heavy meals compared to other cafes around Ajibarang is the advantage of Kupa Haus Ajibarang.

The strategic location which is in the city center and the main road makes Kupa Haus Aibarang an advantage compared to other cafes around Ajibarang. The facilities offered by Kupa Haus Ajibarang are complete starting from a comfortable and clean place, there is a smoking area and non smoking area, wifi area, and CCTV security. Prices that are competitive with competitors, by offering complete facilities, the prices offered by Kupa Haus are still affordable for the people

of Ajibarang. Prices are affordable and relatively cheap compared to other cafes around Ajibarang.

The coffee machine owned by Cafe Kupa Haus is still the most complete and the best in the Ajibarang area for the last 3 years. According to Café Kupa Haus employees, the coffee machine owned by Cafe Kupa Haus in Ajibarang is superior

compared to other cafes around Ajibarang. Customers from Cafe Kupa Haus explained that the consistency of the taste of the coffee offered has not changed from then until now.

Based on the information above, the competitive advantage of Café Kupa Haus in Ajibarang can be seen as follows:

Table 1. Café Kupa Haus Competitive Advantage in Ajibarang

Competitive Advantage	Indicator	Explanation
Differentiation	<ul style="list-style-type: none"> • Product differentiation • Differentiation of service quality • Image differentiation 	<ul style="list-style-type: none"> • Complete menu variants ranging from light to heavy meals are what makes Kupa Haus different from other cafes around it. • Kupa Haus guarantees the quality of service by providing various facilities such as: smoking and non-smoking areas, wifi areas, cleanliness of the place, and also flexible payments, besides that Kupa Haus also tries to provide the best service to customers. • Kupa Haus also has a good image by having 200 positive reviews on Google, making Kupa Haus more widely known in the Ajibarang area.
Overall Low Cost Leadership	<ul style="list-style-type: none"> • Simple product design • Cheap raw materials • New innovations in the production process • Inexpensive network marketing • Overhead cost reduction 	<ul style="list-style-type: none"> • The product design used by Kupa Haus is quite simple, making spending on product design cheap. • The raw materials used come from traditional markets, and cooperation with various coffee and milk suppliers makes prices relatively cheaper. • Evaluate and innovate the product production process in order to produce as efficiently as possible so as to reduce production costs. • Using Instagram and Facebook social media so that you don't need to pay for the marketing.

Competitive Advantage	Indicator	Explanation
		<ul style="list-style-type: none"> Trying to reduce overhead costs by identifying all existing overhead costs.
Focus	<ul style="list-style-type: none"> Cost focus: Providing products at the lowest cost in narrow market segments Differentiation focus: Provide products and services that can be easily differentiated within a narrow market segment 	<ul style="list-style-type: none"> Providing affordable variants of both food and beverage products for the Ajibarang community. Providing a variety of product variants ranging from snacks to heavy meals and sophisticated coffee machines that make the quality of the products more delicious and consistent.

CONCLUSION

The Business Model Canvas Cafe Kupi Haus is as follows: customer segments targeting all people aged 15-50 years, starting from school children, employees and families. The value propositions offered by Kupi Haus are from the most complete menu variants for the Ajibarang area from light to heavy meals. In addition to this, Kupi Haus has a strategic location in the city center with complete facilities ranging from smoking and non-smoking areas, wifi and CCTV, then in terms of coffee machines it has become the most modern for the Ajibarang area for almost the last 3 years. The channels used by Kupi Haus are word of mouth and regular promotions via social media Instagram and Whatsapp, then available on Google maps with around 200 reviews. The customer relationship developed by Kupi Haus is to always hold promos and discounts at certain events in order to attract more customers. Revenue streams in Kupi Haus are sales of both food and beverage products. The key resources owned by Kupi

Haus are land and buildings, Kupi Haus employees and also kitchen equipment and coffee machines owned by Kupi Haus. Key activities are serving quality food and beverages and then evaluating products and product innovation. The key partnerships owned by Kupi Haus are raw material suppliers starting from coffee suppliers, milk suppliers, and also traditional markets in Ajibarang. Cost structure, namely building and interior, operational support equipment, employee salaries, electricity, water, internet costs, raw material costs, and equipment damage repairs.

Kupi Haus carries out three competitive advantages starting from differentiation, low cost, and focus. In the differentiation strategy, Kupi Haus tries to be unique in the industry and chooses attributes considered important by buyers by providing heavy menus that are not provided by competitors. Service quality is also the focus of Kupi Haus in running its business. In addition, Kupi Haus also has a good image with 200 positive reviews on Google, making Kupi Haus more widely

known in the Ajibarang area. Overall low cost leadership is also carried out by Kupa Haus with simple product designs, raw materials from traditional markets, and cooperation with various coffee and milk suppliers making prices relatively cheaper. Evaluation and innovation of the production process are carried out efficiently so as to reduce production costs. Promotions using social media Instagram and Facebook and Kupa Haus always try to reduce overhead costs such as electricity, telephone and water. The focused strategy consists of a cost focus and a differentiation focus. The cost focus is to provide affordable product variants, both food and beverages, for the people of Ajibarang. Differentiation focus provides a variety of product variants ranging from snacks to heavy meals and sophisticated coffee machines that make the quality of the products produced more delicious and consistent.

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