



BUSINESS MODEL ANALYSIS OF A CULINARY MICROENTERPRISE USING THE BUSINESS MODEL CANVAS FRAMEWORK

ANALISIS MODEL BISNIS DARI SEBUAH MIKROENTERPRISE KULINER MENGGUNAKAN KERANGKA KERJA BUSINESS MODEL CANVAS

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Abstract

This study analyzes the business model of a culinary microenterprise in Indonesia using the Business Model Canvas (BMC) framework proposed by Osterwalder and Pigneur (2010). A qualitative descriptive method was employed, utilizing in-depth interviews, observations, and documentation. The findings reveal that although the enterprise has not formally implemented a structured business model, all nine elements of the BMC are naturally reflected in its operational practices. The customer segments consist of students, workers, and the wider community seeking affordable and fast-serving meals. The value propositions emphasize affordability, consistent flavors, and friendly customer service. Key resources include human resources, equipment, raw materials, and financial capital, while key partnerships involve employees, suppliers, and customers. Revenue streams arise from food and beverage sales and delivery services, supported by direct sales channels and simple promotional strategies. This study aligns with the literature highlighting the importance of BMC in strengthening MSME competitiveness (Alifiyah & Budiman, 2021; Dwisanto & Ifghaniyafi, 2024). The findings contribute to MSME development research by demonstrating the relevance of the BMC as a strategic tool for enhancing sustainability in small-scale culinary businesses.

Keywords : Business Model Canvas; culinary MSMEs; business model; competitiveness; sustainability.

Abstrak

Studi ini menganalisis model bisnis dari sebuah mikroperusahaan kuliner di Indonesia menggunakan kerangka Business Model Canvas (BMC) yang diusulkan oleh Osterwalder dan Pigneur (2010). Metode deskriptif kualitatif digunakan, dengan memanfaatkan wawancara mendalam, observasi, dan dokumentasi. Temuan menunjukkan bahwa meskipun perusahaan tersebut belum secara resmi menerapkan model bisnis yang terstruktur, semua sembilan elemen BMC secara alami tercermin dalam praktik operasionalnya. Segmen pelanggan terdiri dari mahasiswa, pekerja, dan masyarakat luas yang



mencari makanan yang terjangkau dan cepat saji. Proposisi nilai menekankan keterjangkauan, rasa yang konsisten, dan layanan pelanggan yang ramah. Sumber daya utama mencakup sumber daya manusia, peralatan, bahan baku, dan modal finansial, sementara kemitraan utama melibatkan karyawan, pemasok, dan pelanggan. Aliran pendapatan berasal dari penjualan makanan dan minuman serta layanan pengantaran, didukung oleh saluran penjualan langsung dan strategi promosi sederhana. Studi ini sejalan dengan literatur yang menyoroti pentingnya BMC dalam memperkuat daya saing UMKM (Alifiyah & Budiman, 2021; Dwisanto & Ifghaniyafi, 2024). Temuan ini berkontribusi pada penelitian pengembangan UMKM dengan menunjukkan relevansi BMC sebagai alat strategis untuk meningkatkan keberlanjutan dalam bisnis kuliner skala kecil.

Kata Kunci : Model Bisnis Kanvas; UMKM kuliner; model bisnis; daya saing; keberlanjutan.

1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in fostering economic growth, job creation, and community empowerment, particularly in developing countries (Anisah et al., 2023). In Indonesia, the culinary-based MSME sector continues to grow due to its cultural importance, accessibility, and stable consumer demand.

Despite this positive growth, many MSMEs still operate without a structured business model, which can hinder their competitiveness and long-term sustainability. The Business Model Canvas (BMC) developed by Osterwalder and Pigneur (2010) has become a widely applied analytical framework that helps enterprises understand, visualize, and improve their business models. The BMC consists of nine interconnected components: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure.

The culinary microenterprise examined in this study illustrates how an MSME can intuitively apply these components even without formal planning. The business targets broad customer segments, including students, workers, and nearby residents who prioritize affordable pricing, consistent taste, and fast service. Its value propositions include affordability, consistency in local flavors, and friendly customer interactions factors identified in previous research as key drivers of satisfaction in culinary MSMEs (Alifiyah & Budiman, 2021).

The enterprise relies on key partnerships involving suppliers of raw materials, employees involved in daily operations, and loyal customers whose repeat purchases support business continuity. Revenue streams are primarily derived from food and beverage sales, complemented by delivery services and word-of-mouth promotion. These characteristics are consistent with findings in the literature that emphasize the importance of adaptive and customer-oriented business models for MSME resilience (Dwisanto & Ifghaniyafi, 2024).

While the enterprise demonstrates a natural alignment with the BMC framework, a more structured and strategic approach may be needed to face increasing market competition and evolving consumer expectations. Therefore, this study aims to analyze the enterprise's business model using the BMC framework to identify strengths, weaknesses, and opportunities for improvement. The study contributes to the growing body of literature on MSME development



by illustrating how the BMC can serve as an effective tool for enhancing sustainability within small-scale culinary enterprises.

a. Micro, Small, and Medium Enterprises (MSMEs)

MSMEs constitute the backbone of economic development in many developing countries, contributing significantly to job creation, poverty reduction, and local economic growth. According to Anisah et al. (2023), MSMEs play a pivotal role in fostering community empowerment by creating accessible business opportunities and supporting inclusive economic participation. In Indonesia, the culinary MSME sector continues to expand due to its low entry barriers, strong domestic demand, and cultural reliance on local food consumption. However, despite this growth, MSMEs often face structural challenges such as limited capital, informal management, and weak strategic planning (Alifiyah & Budiman, 2021). These challenges highlight the need for strategic tools that can help MSMEs understand, evaluate, and optimize their business operations.

b. Business Models and Their Importance in MSMEs

The concept of a business model encompasses the logic through which an enterprise creates, delivers, and captures value. Business models are crucial for enterprises of all sizes, but they are especially important for MSMEs that operate in dynamic and competitive environments. Osterwalder and Pigneur (2010) argue that a comprehensive business model framework enables firms to identify critical components of their operations, understand market needs, and design effective value offerings. For MSMEs, a clear business model can improve resource allocation, enhance operational efficiency, and support long-term sustainability. Studies by Dwisanto and Ifghaniyafi (2024) emphasize that MSMEs often operate intuitively and informally, lacking structured business strategies. As such, adopting a formal business model framework helps microenterprises transition from experience-based decision-making to evidence-based strategic planning.

c. The Business Model Canvas (BMC)

The Business Model Canvas, developed by Osterwalder and Pigneur (2010), is one of the most widely used strategic management tools for analyzing and designing business models. The BMC consists of nine interconnected building blocks:

- 1) Customer Segments,
- 2) Value Propositions,
- 3) Channels,
- 4) Customer Relationships,
- 5) Revenue Streams,
- 6) Key Resources,
- 7) Key Activities,
- 8) Key Partnerships, and
- 9) Cost Structure.

Each of these components provides a different dimension of how a business creates and delivers value. Researchers such as Alifiyah and Budiman (2021) have demonstrated the



usefulness of the BMC in identifying strategic opportunities and strengthening competitiveness, particularly for small enterprises with limited managerial capacity. The framework also allows MSMEs to visualize their operations holistically, making it easier to identify gaps, align resources, and pursue innovation.

d. Application of the BMC in Culinary MSMEs

Culinary MSMEs represent a sector where the BMC has significant relevance due to the unique characteristics of the food-service industry, such as high customer interaction, labor-intensive processes, and reliance on flavor consistency and service quality. Prior studies indicate that culinary MSMEs often develop customer relationships based on familiarity, trust, and personalized service—elements that are central to the BMC component of Customer Relationships (Alifiyah & Budiman, 2021). Additionally, value propositions in culinary businesses typically revolve around factors such as price affordability, menu variety, taste consistency, and dining experience.

Several researchers highlight that the successful implementation of the BMC in culinary MSMEs improves strategic clarity and helps entrepreneurs redesign their business offerings to meet changing consumer preferences (Dwisanto & Ifghaniyafi, 2024). However, limited digitalization, informal operations, and resource constraints often hinder the effective application of the BMC. These challenges align with broader MSME issues identified in the literature, reinforcing the need for structured and practical tools like the BMC.

e. Research Gap

Although the BMC has been widely applied in studies involving SMEs and startups, there remains limited research focusing specifically on micro-scale culinary enterprises in semi-urban or rural settings. Most existing studies emphasize larger SMEs or digitally oriented businesses, overlooking the operational realities of microenterprises that depend heavily on traditional management practices. In addition, few studies explore how microenterprises intuitively implement the nine BMC components without formal strategic planning. This research seeks to fill these gaps by providing an in-depth analysis of a culinary microenterprise through the BMC lens, contributing to a more nuanced understanding of how business model tools can support micro-scale enterprise development.

2. RESEARCH METHOD

This study employed a qualitative descriptive approach to analyze the business model of a culinary microenterprise using the Business Model Canvas (BMC). Data were collected through in-depth interviews, direct observations, and documentation review. Participants consisted of the business owner, two employees, and three regular customers selected using purposive sampling. Data were analyzed using Miles and Huberman's (1994) interactive model, which includes (1) data reduction, (2) data display, and (3) conclusion drawing and verification. Research credibility was ensured through triangulation of data sources and member checking to validate key findings.



3. RESULT AND DISCUSSION

The application of the Business Model Canvas reveals several important insights about how micro-scale culinary enterprises operate and sustain their competitiveness. This section discusses findings in relation to existing theories and MSME literature.

a. Customer Segments: Diverse but Price-Sensitive Markets

The microenterprise serves students, workers, and local residents. These segments share a preference for affordability and fast service, consistent with findings by Alifiyah and Budiman (2021), who noted that price sensitivity is common among urban and semi-urban culinary consumers. The diversity of customers suggests strong accessibility, but it also indicates the need for more targeted marketing.

b. Value Propositions: Consistency and Affordability as Competitive Strengths

The enterprise's value propositions include:

- ✓ consistent traditional flavors,
- ✓ affordable pricing,
- ✓ personalized and friendly service.

These propositions align with Osterwalder and Pigneur's (2010) argument that strong value propositions are central to customer retention. The microenterprise's emphasis on taste consistency becomes a key differentiator, especially in highly competitive culinary markets.

c. Channels: Predominantly Offline with Limited Digitalization

The business relies on:

- ✓ walk-in customers,
- ✓ informal delivery networks,
- ✓ basic social media engagement (limited to WhatsApp/Facebook).

This finding confirms Dwisanto and Ifghaniyafi's (2024) claim that microenterprises often lag in digital adoption due to limited skills and resources. Digital channels remain an underutilized opportunity for scaling market reach.

d. Customer Relationships: Informality as Strength and Weakness

Close, personalized interactions foster strong customer loyalty. Frequent customers appreciate:

- ✓ familiarity with staff,
- ✓ flexibility in portion requests,
- ✓ trust in hygiene and taste.

While this relational approach strengthens repeat purchases, it also creates challenges for scaling because the model relies heavily on personal involvement from the owner.

e. Revenue Streams: Stable but Undiversified Income Sources

Revenue comes mainly from:

- ✓ food and beverage sales,
- ✓ delivery service fees.



This structure is typical for micro-scale culinary businesses but exposes the enterprise to risks, such as fluctuating ingredient prices and seasonal demand. Expanding into catering or digital food platforms could diversify revenue.

f. Key Resources and Activities: Labor and Equipment Efficiency

Key resources include cooking equipment, raw materials, and labor. Operational activities involve:

- ✓ menu preparation,
- ✓ serving customers,
- ✓ managing supplies.

The findings support the framework proposed by Osterwalder and Pigneur (2010), emphasizing that resource optimization is crucial for sustainability.

g. Key Partnerships: Strong Local Networks

Suppliers, delivery partners, and loyal customers form the core partnerships. These relationships reduce operational uncertainty and contribute to business stability. Community-based partnerships are particularly important in rural or semi-urban MSMEs, aligning with Anisah et al. (2023).

h. Cost Structure: Predictable but Vulnerable to External Shocks

The main costs include:

- ✓ raw materials,
- ✓ wages,
- ✓ utilities,
- ✓ equipment maintenance.

Although costs are predictable, rising prices of cooking ingredients pose ongoing challenges. Effective cost management or bulk purchasing strategies may help mitigate risks.

i. Overall Implications of the BMC Analysis

The findings demonstrate that the microenterprise intuitively applies all nine BMC components, even without formal strategic planning. The BMC helps highlight opportunities for improvement:

- ✓ enhancing digital marketing,
- ✓ increasing product diversification,
- ✓ implementing financial management tools,
- ✓ formalizing partnerships and operational standards.
- ✓ This supports previous research indicating that BMC is a practical framework for developing MSME strategies in developing countries.

4. CONCLUSION

This study analyzed the business model of a culinary microenterprise using the Business Model Canvas (BMC) framework. The results show that although the enterprise operates informally, all nine components of the BMC are naturally implemented in daily business practices. The microenterprise has clearly defined customer segments, strong value



propositions based on affordability and consistent taste, and maintains close customer relationships supported by personalized service. Key resources, key activities, and partnerships contribute significantly to operational continuity, while the cost structure and revenue streams reflect the simplicity typical of micro-scale culinary businesses.

Overall, the BMC framework provides a useful lens for identifying both strengths and areas for improvement. Strengthening digital marketing, diversifying revenue streams, improving financial management, and formalizing operational processes are recommended to enhance business sustainability and competitiveness. This study reinforces the relevance of the BMC as a practical and accessible strategic tool for micro and small enterprises, especially in developing economic contexts.

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