



BRIDGING STRATEGY AND EXECUTION: HOW WOODEN SUPPLIER SMEs LEVERAGES THE BUSINESS MODEL CANVAS FOR COMPETITIVENESS

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Abstract

The growth of the Micro, Small, and Medium Enterprises (MSMEs) sector has had a favorable impact on the national economy, particularly in Indonesia. MSMEs contributed to the economic growth rate following the monetary crisis when large corporations struggled to expand their operations. As economic development progresses, minor business issues become endless research topics. Small enterprises typically face fundamental marketing, production technology, company management, finance, and innovation challenges. These challenges highlight the complexity of navigating the MSME landscape in Indonesia, where a comprehensive understanding

of market dynamics is crucial. Wooden Supplier Company is the object of this study, specializing in producing timber frames, door leaves, window leaves, and several other wood goods. This study examines how Wooden Supplier Company, a door frame manufacturing business in East Jakarta, utilizes the Business Model Canvas (BMC) framework to enhance its competitiveness and adapt to dynamic market conditions. We used a qualitative descriptive approach to identify the company's current business model, evaluate its strengths and weaknesses, and propose strategic improvements. The study employs a SWOT-TOWS analysis to align Wooden Supplier Company's internal capabilities with external opportunities and threats. The novelty of this study lays in its application of BMC, specifically to the wooden supplier sector, an area that has received limited attention in previous research. By integrating digital transformation strategies, customer engagement improvements, and operational efficiency enhancements, this study uniquely contributes to the practical adaptation of BMC in traditional MSMEs. The findings highlight how Wooden Supplier can integrate digital marketing, expand customer engagement, and optimize operational efficiency to sustain competitiveness. By bridging the gap between business strategy and execution, this study contributes to the practical application of BMC in local MSMEs, offering insights for similar businesses seeking sustainable growth.

Keywords: MSMEs, Business Model Canvas, Competitiveness, Strategic Execution, Digital Transformation, SWOT-TOWS Analysis

INTRODUCTION

The growth of the Micro, Small, and Medium Enterprises (MSMEs) sector has had a favorable impact on the national economy, particularly in Indonesia. Despite having a relatively small workforce, assets, and turnover, MSMEs play a crucial role in sustaining the economy due to their substantial numbers. Generally, MSMEs that lack legal entity status operate across various sectors without requiring specific educational qualifications or specialized skills. This flexibility allows diverse individuals to participate in entrepreneurship, fostering innovation and employment opportunities. Consequently, MSMEs contribute significantly to economic resilience and community development. Small and micro businesses are agents of change that can advance society by combining innovation with continuous change, increasing the creativity of business actors (Widyayanti & Insiatiningsih, 2021).

MSMEs contributed to the economic growth rate following the monetary crisis when large corporations struggled to expand their operations. At the moment, MSMEs have made a substantial contribution to both regional and national income. In the 2018 article on MediaIndonesia.com, Ahmad Zabadi, Head of the Planning Bureau of the Ministry of

Cooperatives and SMEs, stated that it is anticipated that this year, the proportion of Indonesian entrepreneurs will reach 7% of the country's entire population. The proportion of entrepreneurs in the nation was only 1.55 percent in 2014; it rose to 1.65 percent in 2016 and 3.1% by the end of 2017. This steady increase in the percentage of entrepreneurs highlights a growing entrepreneurial culture in Indonesia, which is essential for economic development. As more individuals engage in entrepreneurship, it can lead to increased innovation, job creation, and overall economic resilience.

As economic development progresses, minor business issues become endless research topics. Small enterprises typically face fundamental marketing, production technology, company management, finance, and innovation challenges. This proliferation of research topics reflects small businesses' complexities in an evolving economic landscape. Exploring these fundamental issues contributes to a deeper understanding of the strategies needed for small enterprises to thrive. According to Hutamy et al. (2021), MSMEs in Indonesia have several shortcomings, including issues with management, organization, technology, capital, the operational and technical fields, restricted market access, licensing restrictions, and hard-to-avoid non-technical costs. In addition to the intense competition within the sector, entrepreneurs must be adept at discerning the specific product demands of the market, assessing the market size at the time of need, and determining the optimal delivery methods for the product. These challenges highlight the complexity of navigating the MSME landscape in Indonesia, where a comprehensive understanding of market dynamics is crucial. Entrepreneurs must develop strategic approaches to overcome these obstacles and meet consumer demands effectively.

Marketing is an activity undertaken by businesses to thrive in increasingly competitive market conditions. Corporate entities must adopt creative marketing methods to retain consumers and ensure their loyalty to the products. Business actors must specifically identify the market segment they wish to target, the products they create, the cost, and other aspects of the business that will or are being operated. By honing in on a specific market segment, companies can tailor their products and marketing strategies to meet their target audience's unique needs and preferences, ultimately enhancing customer satisfaction and loyalty. This focused approach allows for more efficient resource allocation and better alignment with consumer expectations. Rangkuti (2015) states that marketing activity is influenced by social, cultural, political, economic, and managerial aspects. The interplay among these elements results in each individual and group fulfilling needs and aspirations by producing, providing, and trading goods with commodity value. Rangkuti (2015) identifies numerous key dimensions of marketing, with competitive strategy comprising various components, including market segmentation, which involves identifying, categorizing, or grouping distinct client segments.

A door frame business is a small-scale industrial operation involved in wood processing. Door frames are highly favored in building construction among the Indonesian populace. This modest sector typically flourishes in suburban regions across many provinces in Indonesia, including DKI Jakarta. Door frame enterprises are prevalent in the DKI Jakarta region, particularly in East Jakarta. This popularity is attributed to the region's rapid urban development and increasing demand for housing, which drives the need for quality construction materials. As a result, local door frame businesses can thrive by catering to this growing market.

Wooden Supplier is the object of this study, specializing in producing timber frames, door leaves, window leaves, and several other wood goods.. Wooden Supplier Company comprises consumers engaged in constructing small and medium-sized dwellings and residences. This company challenges competition from businesses that provide the same products and those offering substitute products in aluminum, glass, iron, and UPVC doors. Presently, Wooden Supplier continues to employ a conventional approach to managing the administration and sales of its outstanding products. This traditional method may limit the company's ability to adapt to market changes and consumer preferences, potentially affecting its competitiveness. As the industry evolves, embracing modern management strategies could enhance Wooden Supplier Company's operational efficiency and customer engagement.

Wooden Supplier has the potential to expand into new market sectors. Specifically, consumers developing large-scale properties and structures, including residential complexes, flats, and hotels, will surely help Wooden Supplier if it successfully gains market share. Wooden Supplier must develop effective and efficient alternative business models to survive and thrive. These alternative business models could involve diversifying their services or products, leveraging technology for better project management, or forming strategic partnerships to enhance their competitive edge. By adapting to the changing market landscape, Wooden Supplier can position itself for sustained growth and profitability.

The expansion of the MSME sector in Indonesia has significantly influenced national economic development. As key contributors to employment and economic resilience, MSMEs have proven essential, particularly in recovering from financial crises. However, many MSMEs struggle with operational inefficiencies, outdated business models, and increasing competition from technologically advanced enterprises (Hutamy et al., 2021). This research explores how Wooden Supplier Company can address these challenges through strategic business model innovation, explicitly leveraging the Business Model Canvas (BMC).

Despite having a loyal customer base, the business faces stiff competition from manufacturers offering substitute materials such as aluminum, glass, iron, and UPVC doors.

The company also relies on conventional management methods, limiting its adaptability in an evolving marketplace. Thus, this research aims to:

- a. Analyze Wooden Supplier Company's current business model using the BMC framework.
- b. Identify areas for strategic improvement through SWOT and TOWS analysis.
- c. Bridge the gap between strategy and execution, enabling the business to maintain competitiveness and sustainable growth.

LITERATURE REVIEW

Grand Theories

Two main theories establish the foundation for this investigation.

Resource-Based View (RBV) (Barney, 1991)

According to this theory, a firm's competitive advantage stems from its unique internal resources, which include high-quality raw materials, skilled labor, and operational efficiency. By leveraging these unique resources, firms can differentiate themselves from competitors and create sustained value in the marketplace. This strategic focus on internal capabilities is key to long-term success and resilience against external challenges. The Resource-Based View (RBV) Theory underscores the critical importance of a firm's unique internal resources in establishing and maintaining a competitive advantage. Organizations can differentiate themselves in a crowded market by focusing on high-quality raw materials, skilled labor, and operational efficiency. This strategic leveraging of resources fosters innovation and ensures sustained value creation, enabling firms to navigate external challenges with resilience.

Dynamic Capabilities Theory (Teece, Pisano, & Shuen, 1997)

This theory emphasizes businesses' ability to adapt, innovate, and transform their models in response to changing market conditions. This adaptive capacity is crucial for sustaining competitive advantage, enabling organizations to reconfigure their resources and competencies in alignment with emerging trends and technologies. By fostering a culture of continuous learning and agility, companies can position themselves to not only survive but thrive in volatile environments. Embracing the principles of Dynamic Capabilities Theory is essential for organizations striving to navigate the complexities of an ever-evolving market landscape. By prioritizing adaptability and innovation, companies can respond effectively to shifts in consumer demand and competitive pressures, securing a sustainable competitive edge. This framework facilitates the reconfiguration of resources and competencies and cultivates a culture that encourages continuous learning and agility among employees. As businesses leverage these

dynamic capabilities, they position themselves to survive and thrive amidst volatility, ensuring long-term resilience and success in an unpredictable economic environment.

The Dynamic Capabilities Theory (Teece, Pisano, & Shuen, 1997) emphasizes the importance of a firm's ability to adapt, integrate, and reconfigure internal and external competencies in response to changing market environments.

For Wooden Supplier Company, this theory explains how the company can continuously innovate and restructure its business model using BMC to remain agile in a competitive market. Research by Eisenhardt & Martin (2000) and Augier & Teece (2009) suggests that firms that regularly reconfigure their business models in alignment with market demands outperform those that stick to rigid structures.

The Business Model Canvas (BMC) and Competitive Advantage

Research by Ghezzi (2017) and Foss & Saebi (2018) highlights that SMEs implementing BMC can enhance strategic clarity, increase efficiency, and improve customer engagement, ultimately leading to a competitive edge.

Studies on BMC Adoption in SMEs

Several empirical studies have examined the impact of BMC on SMEs across various industries:

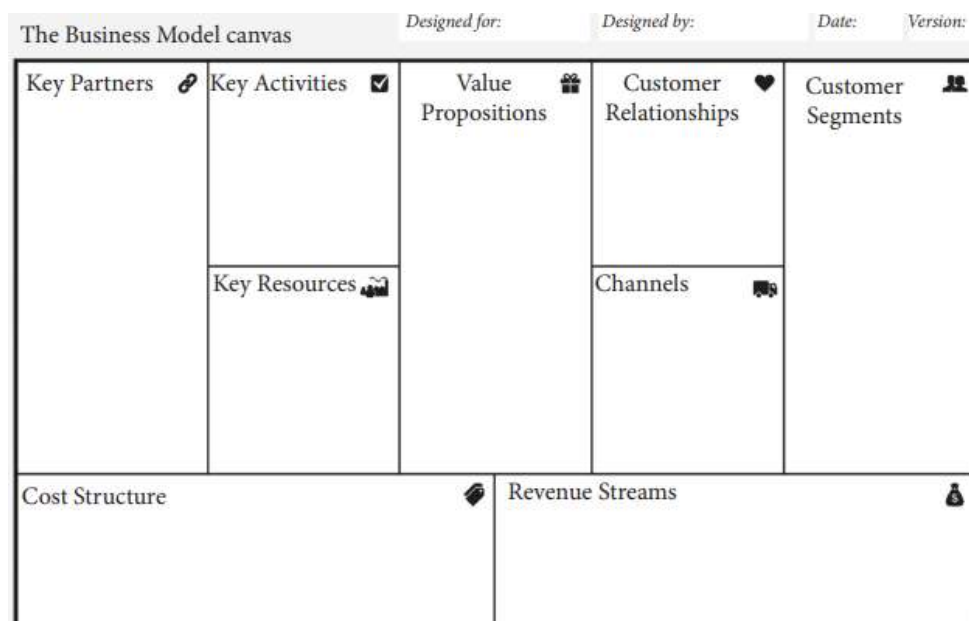
1. Hamdana and Wirawan (2020) analyzed the adoption of BMC in Batik Iwatic Balikpapan, showing that BMC helps SMEs identify strengths and weaknesses, leading to better strategic decision-making.
2. Budiman et al. (2025) explored BMC and financial performance in MSMEs, concluding that businesses implementing BMC experience higher profitability and resilience.
3. Siregar and Sembiring (2019) emphasized that BMC allows SMEs to develop competitive strategies by clarifying market positioning and optimizing value propositions.

Osterwalder and Pigneur (2017:14) define a business model as the framework through which a company generates, distributes, and retains value. According to Robbins and Coulter (2015:213), a business model delineates the framework via which a corporation creates revenue. Moreover, advancements within the business sector captivate numerous professionals, practitioners, and academics who focus on formulating business models to facilitate operational efficiency for entrepreneurs. Yves Pigneur and Alex Osterwalder, professors of Management Information Systems at the University of Lausanne in Switzerland, are among those who advise on the subject of new business models. He has developed a business model with a number of his team members. The most renowned business model they

have developed is the Business Model Canvas. The Business Model Canvas (BMC) is a tool for strategic management that firms can use to define their business key factors and ideas. One of the contemporary business strategy tools companies can use to address business issues is the Business Model Canvas. A business model canvas (BMC) is a framework that facilitates the visualization of essential components of a firm, encompassing its clientele, value proposition, and financial aspects. This single-page document is intended to assist entrepreneurs, innovators, and company executives in designing, reinventing, and managing their business models. This study aims to analyze the utilization of the organization Model Canvas, which visually delineates the fundamental elements of an organization and their interconnections. Consequently, business proprietors can assess the presence of conceptual inaccuracies and implement enhancements in their operations. A business model delineates the rationale by which an organization generates, disseminates, and secures value. The Business Model Canvas (BMC) is a framework for outlining, illustrating, evaluating, and modifying business models (Sukarno & Ahsan, 2021).

According to Osterwalder and Pigneur (2017:15), nine fundamental building blocks best explain business models. Figure 1 illustrates a standard Business Model Canvas encompassing all nine essential components. The right side of the canvas emphasizes the client and the business's external requirements, while the left concentrates on the firm itself and its internal needs.

Figure 1. The Business Model Canvas



Source: Osterwalder and Pigneur (2017:15)

The nine elements are key partners, key activities, and key resources as the internal factors. At the same time, customer relationships, customer segments, and customer channels are the external factors that meet up under the value propositions of the firm, which are factored with cost structures and revenue streams to ensure the maximization of returns on investment.

1. Key Partners: Aji, Yusop, Dahari, and Mohd assert that a corporation needs a network of partners to facilitate its advancement and expansion within its core markets. In this context, key partners denote external entities, including companies, suppliers, contractors, or others essential for the company to execute its principal activities and provide the intended value to customers. Baraibar-Diez, Odriozola, Llorente, and Sanchez substantiate the assertions above, indicating that partner networks are pivotal in enhancing the firm's operations, mitigating potential business risks encountered during its activities, and fostering robust and enduring strategic business alliances, including buyer-supplier relationships.

2. Key activities are a group of processes inside an organization. Key activities delineate the essential actions a firm must undertake for its business model to function effectively (Osterwalder & Pigneur, 2017, p. 36). Furthermore, key activities, according to Bocken, Schuit, and Kraaijenhagen, the firm's value proposition should be the main focus of its key activities. Because delivering on its value proposition sets a firm apart from its competitors and gives it an advantage over other industry players, businesses must avoid overcommitting to their valued clients. The assertions above are corroborated by Bocken, Boons, and Baldassarre, who state that the company's primary business operations are the initiatives, programs, procedures, and actions that fulfill its stated value propositions to clients.

3. Key Resources: According to Bryant, Straker, and Wrigley, key resources indicate the assets necessary for a corporation to generate value for its clients regarding its specific products and services. Resources are a company's assets that enable production activities and sustain commercial operations. Resources may manifest in diverse forms, including human or human capital, financial or financial capital, and intellectual resources such as patents, trademarks, and copyrights.

4. Value propositions: Chua, Chiu, and Bool stated that customers purchase and consume a company's products and services because of the perceived values they derive from their consumption, as opposed to what their competitors offer. As such, a firm's value proposition entails the collection of products and services that a business offers to meet the needs of its customers. Crick and Crick agreed with the above claims, stating that the company's value proposition distinguishes the firm from its competitors, enabling it to stand out from the competition and attract and retain the potential and target customers as loyal consumers of the brand. Companies meet needs by proposing a value proposition, a series of benefits they offer

customers to meet those needs (Kotler & Keller, 2016, p. 14). Meanwhile, according to Osterwalder and Pigneur (2017:22), a value proposition describes a combination of products and services that create value for a specific customer segment.

5. Customer Relationships: According to Heyes, Sharmina, Mendoza, Gallego-Schmid, and Azapagic, a company's ability to grow and expand, as well as maintain its viability over time, depends on its ability to maintain positive relationships with its customers. Consequently, organizations must ascertain the types of relationships they wish to establish with their distinct consumer segments to guarantee the viability and prosperity of the business. The arguments above were bolstered by Horvath and Szab, who said that companies must participate in various business partnerships, such as co-creation, automated services, self-service, communities, and devoted human assistance. Similarly, Sanusi (2015:177) states that public relations is about establishing positive interactions with different company communities through achieving desired exposure, establishing a positive company image, and managing or addressing negative news, events, and rumors.

6. Customer Segments: Klimas states that the business and its goods and services in the value chain define the customer segments. Businesses are expected to identify the consumer markets they serve and develop an efficient business model around them to thrive in the competitive market. Additionally, market sectors comprise clients with comparable requirements and preferences, Kotler as claimed by Eller (2016:228). Furthermore, Osterwalder and Pigneur (2017:20) define client segments as individuals or entities a company aims to target or service. Generally, market segments and customer segments are synonymous.

7. Channels: As Davies and Chambers state, a business channel denotes the pathways a firm utilizes to engage with its clients, emphasizing the delivery of its products and services. According to Osterwalder and Pigneur (2017:26), channels delineate how a company interacts with customer segments and delivers its value proposition.

8. Cost Structures: Santonen and Julin asserted that the component of the cost structure within the Business Model Canvas delineates the principal financial implications for the firm when functioning under various business models. The cost structure is typically aligned with the business framework, emphasizing the firm's aims and objectives. Schoormann, Behrens, and Knackstedt supported the aforementioned assertions, indicating that the company structure is categorized into two distinct classes: cost-driven and value-driven. It is worth noting that Rudianto (2018:263) also defines costs as the financial sacrifices made by a business to acquire goods or services.

9. Revenue streams are how a business generates income from each sector of its clientele, according to Urban, Klemm, Ploetner, and Hornung. Any business activity's primary

goal is to increase its owners' wealth. Osterwalder and Pigneur (2017:31–32) support this view, claiming that asset sales, usage fees, subscription fees, loans, rentals, leases, licenses, commission fees, and advertising are all methods of creating revenue streams.

These studies suggest that BMC is not just a planning tool but a practical framework that helps businesses align strategy with execution, making it particularly relevant for Wooden Supplier Company in improving its business structure and market positioning.

Business Model Innovation and Adaptability

Teece (2018) and Zott and Amit (2010) argue that business models must be adaptable to changing markets. BMC provides a dynamic framework that allows SMEs to adjust business strategies efficiently, a capability crucial for sustaining competitiveness.

Recent studies, such as Kovačević and Majstorović (2020), suggest that SMEs with flexible business models outperform rigid competitors, particularly in volatile markets. This is particularly relevant for Wooden Supplier Company, as BMC, enables the company to identify growth opportunities, mitigate risks, and enhance its competitive advantage.

In addition, the researcher will also perform a SWOT analysis in this study. Kotler (2016:51) characterizes SWOT analysis as assessing a company's strengths, weaknesses, opportunities, and threats. Rangkuti (2015) states that SWOT analysis is a logic-based examination that may minimize threats and weaknesses while maximizing chances and strengths.

Gaps in Existing Research

Previous studies have examined BMC applications in various industries, but few have focused on its implementation in the door frame manufacturing sector within the Indonesian context. This study fills this gap by offering a practical case study on Wooden Supplier Company demonstrates how BMC can bridge the strategy-execution divide for small enterprises.

BMC as a Tool for Bridging Strategy and Execution

A significant challenge for SMEs is bridging the gap between strategy formulation and execution. Joyce & Paquin (2016) propose the Triple Layered Business Model Canvas, extending BMC beyond strategy into execution. Similarly, Teece (2018) highlights that businesses that regularly revise their business models are more likely to sustain a competitive advantage. By implementing BMC as a continuous strategic tool, Wooden Supplier Company

can ensure that its business model remains aligned with market demands, allowing for the effective execution of long-term strategies.

Differences Between Previous Studies and This Research

This research differs from others in four key aspects: focus, industry, competitiveness, and execution. Table 1 highlights the unique approach and perspective of the research, setting it apart from previous studies. By addressing these areas, the research offers new insights and contributes to a deeper understanding of the subject.

Table 1. The Differences Between This Research and Other Studies

Aspect	Previous Studies	(Wooden Supplier Company)
Focus	General impact of BMC on SMEs	Specific application of BMC at Wooden Supplier Company
Industry	Various SMEs (e.g., fashion, digital startups, handicrafts)	A case study on a local business in East Jakarta
Competitiveness	A broad discussion on strategic advantage	Practical application of BMC to improve competitiveness
Execution	Theoretical frameworks of BMC implementation	Step-by-step analysis of how Wooden Supplier Company implements BMC for strategy execution.

Unlike previous studies that broadly examine BMC's role in various SME sectors, this research focuses on how Wooden Supplier Company applies BMC to align business strategy with execution. It aims to provide actionable insights for similar businesses in East Jakarta and beyond.

METHODS

This study was carried out at Wooden Supplier, located on Jl. M. Nasir, RT.08/RW.01, Cilodong, Kec. Cilodong, Depok City, West Java 16415, from March 2023 to July 2023. This research employs a descriptive methodology. Nawawi, as cited in Angreni and Sari (2017:233), defines the descriptive technique as a problem-solving approach that examines the existing condition of the subject or object of inquiry (such as an individual, institution, or community) through the description or depiction of observable facts. In addition, this study implements purposive and saturation sampling methods. Sugiyono (2016:85) defines purposive sampling as a strategy that considers particular factors, whereas saturation sampling uses every member of the population as a sample.

Research Design

This study adopts a qualitative descriptive approach to analyze Wooden Supplier's business model and identify strategic improvements. According to Sugiyono (2016:9), the qualitative research method is based on postpositivist philosophy and is used to look into the conditions of natural objects (rather than experimental settings), with the researcher acting as the primary tool. The novelty of this methodology lies in its integration of BMC with SWOT-TOWS analysis, providing a structured yet flexible approach to evaluating and redesigning MSME business models. Unlike conventional qualitative methods, this study employs a multi-perspective analysis, incorporating market dynamics, digital adaptation, and competitive benchmarking to formulate actionable insights.

Data Collection Methods

The sample identified in this study includes senior executives or upper management at Wooden Supplier. According to the information, four individuals represent a small but significant segment of the organization's leadership. Their perspectives and experiences can provide valuable insights into Wooden Supplier's overall management practices. Sugiyono (2016:225) states that data collection techniques include observation, interviews, questionnaires, and documentation. Data was collected through:

- a. In-depth interviews with Wooden Supplier's management
- b. Observations of operational workflows
- c. Secondary data analysis (financial reports, market trends)

Data Analysis Techniques

The analysis's novelty lies in integrating SWOT-TOWS with the BMC framework, allowing for a dynamic interaction between strategic planning and execution. This approach ensures that each component of BMC is systematically aligned with external market forces, leading to targeted, actionable insights.

Unlike traditional SWOT analyses focusing solely on internal capabilities, this study leverages real-time market analysis to refine Wooden Supplier's business model dynamically.

1. Business Model Canvas (BMC) Analysis
2. SWOT Analysis to assess strengths, weaknesses, opportunities, and threats
3. TOWS Matrix to develop strategic recommendations, ensuring that BMC elements are directly linked to strategic execution

FINDINGS AND DISCUSSION

Business Model Analysis

Based on the findings correlated with the three study objectives concerning the analysis of the business model of Wooden Supplier Company, the BMC framework is used to identify strategic areas that require improvement through SWOT and TOWS analysis and how to close the gap between strategy and implementation to sustain competitiveness and sustainable growth. Consequently, the subsequent results were acquired:

1. Key Partners: The corporation primarily provides raw materials to its business associates. Wooden Supplier has formed partnerships with raw material suppliers, family-owned frame manufacturers, building component stores, and entities offering leasing space. These partnerships are essential for ensuring a steady supply of materials and resources, supporting the corporation's operations, and enhancing its market competitiveness by collaborating with diverse partners, such as Wooden Supplier can leverage their expertise and distribution networks to optimize its production processes.
2. Key Activities: To facilitate its operations, Wooden Supplier's fundamental tasks include:
 - a.) The process begins with acquiring raw materials, such as boards.
 - b.) Manufacturing goods for sale.
 - c.) Commercializing merchandise.
 - d.) Distribution of merchandise.
 - e.) Documenting sales to generate sales reports.

These activities collectively ensure that Wooden Supplier efficiently transforms raw materials into finished products while managing sales and distribution processes. By documenting sales, the company can analyze performance and make informed decisions for future operations.

3. Key Resources: Wooden Supplier utilizes natural resources, including wood, typically camphor, mahogany, or teak, and other resources, such as aluminium. In terms of human resources, Wooden Supplier hires more personnel from familial backgrounds—the physical resources at Wooden Supplier comprises the product, the production facility, one pickup truck, and 13 multifunctional machines for cutting, planning, sanding, and other supporting tools. The combination of these physical resources enables Wooden Supplier efficiently produces enhanced production capabilities and high-quality products while maintaining a strong connection to its community through familial hiring practices. This strategic approach improves production capabilities and fosters a sense of loyalty and commitment among employees.

4. Value Proposition: According to interviews with internal participants, Wooden Supplier aims to provide its clients with many benefits, such as high-quality products manufactured in response

to client needs, quick processing times, and timely product delivery. Furthermore, Wooden Supplier endeavors to mitigate risk by trimming and manufacturing oversized ordered products at no extra charge. This commitment enhances customer satisfaction by ensuring tailored solutions and builds trust by demonstrating the company's dedication to minimizing potential client inconveniences. As a result, Wooden Supplier positions itself as a reliable partner in meeting the unique demands of its customers.

5. Customer Relations: Wooden Supplier endeavors to sustain positive customer relationships by delivering optimal service, addressing complaints, offering discounts for bulk purchases, and providing installation services at a fee commensurate with the customer's goodwill. This commitment enhances customer satisfaction and fosters loyalty, ensuring clients feel valued and understood. By prioritizing open communication and continuous engagement, Wooden Supplier aims to build lasting partnerships with its clientele.

6. Customer Segment: Based on interviews with individuals familiar with the business, Wooden Supplier Company's clientele primarily consists of infrequent buyers who place orders at Wooden Supplier Company. Typically, Karisma serves property owners, contractors, and developers.

7. Channels: The communication methods include direct client engagement and telephone communication for order placement and product sizing details. In product distribution, Wooden Supplier utilizes transportation resources, comprising one pickup truck and one cart. These transportation resources enable efficient delivery and ensure that products reach clients promptly, enhancing customer satisfaction. The combination of direct client engagement and effective distribution logistics demonstrates the company's commitment to providing quality service.

8. Cost Structure: Wooden Supplier emphasizes quality while managing expenses to maintain affordability—the costs incurred by Wooden Supplier encompasses the procurement of raw materials, employee remuneration, operational necessities such as electricity and water, rental expenses, machine maintenance to prevent damage, and waste disposal costs associated with production. There are unanticipated costs, such as machine damage and medical bills for sick or injured staff. These costs are carefully monitored and accounted for to ensure that Wooden Supplier remains financially sustainable while delivering high-quality products. By implementing efficient management practices and regular maintenance schedules, the company aims to minimize these unexpected expenses and uphold its commitment to quality and affordability.

9. Revenue Streams: Earnings generated by Wooden Supplier offers wood goods, including frames, doors, windows, furniture, and vents; occasionally, consumers request metal frames. Alongside the primary product, Wooden Supplier offers wood-cutting (sawing) services. Wooden

Supplier generates revenue from alternative sources, such as the sale of wood mouldings. These additional revenue streams enhance Wooden Supplier's overall profitability by diversifying its offerings and meeting varying customer demands while providing cross-selling-related products and service opportunities. By expanding its product range, Wooden Supplier can attract a broader customer base and stabilize its financial performance.

SWOT-TOWS Strategic Recommendations

SWOT-TOWS strategic recommendations are actionable plans developed using SWOT and TOWS analysis to help an organization achieve its goals. These recommendations translate the insights from both analyses into specific, practical steps that the organization can implement. This facilitates informed decision-making and strategic alignment with the organization's objectives.

Table 2. Internal Factor Weighting

STRENGTHS (S)	Weight	Rating	B × R
Get new customers.	0,076	2,25	0,171
Design of products according to consumer preferences.	0,126	3,75	0,473
Wooden Supplier covers product delivery.	0,101	3	0,303
Effective and efficient distribution channels.	0,118	3,5	0,413
The quality of the relationship is in line with the customer segment.	0,092	2,75	0,253
The selling made a sizable profit.	0,076	2	0,152
Workers with prior expertise	0,134	4	0,536
Perform essential tasks effectively and with excellence.	0,101	3	0,303
Establish a beneficial relationship with your partners.	0,092	2,75	0,253
Wooden Supplier's operations represent cost efficiency.	0,084	2,5	0,210
TOTAL SCORE	1		3,067
WEAKNESSES (W)			
The client attrition rate is considerable.	0,104	3,25	0,338
The design is still derived from the client.	0,120	3,75	0,450
Media for promotion is still offline.	0,128	4	0,512
The customer relationships are weak.	0,080	2,75	0,220
Monthly revenue is unpredictable.	0,128	4	0,512
The resources are easily copied.	0,128	4	0,512
It is simple to copy key activities.	0,128	4	0,512
There is not a specific department in charge of cultivating partnerships.	0,096	3	0,288
Expenses are not always predictable.	0,088	2,75	0,242
TOTAL SCORE	1		3,586

Table 3. External Factor Weighting

OPPORTUNITIES (O)	Weight	Rating	B × R
It is possible to broaden market share.	0,1000	2,25	0,2250
Adding installation services.	0,0909	2,50	0,2273
Establishing social media networks.	0,1454	4,00	0,5816
Optimizing the utilization of social media.	0,0909	3,00	0,2727
Can generate revenue from alternative sectors.	0,1182	3,25	0,3842
Information technology has the potential to enhance profitability.	0,1182	3,25	0,3842
Implementing activity standardization.	0,1091	3,00	0,3273
Numerous potential for partnership with diverse entities.	0,1182	3,25	0,3842
The prevalence of online media has led to a decrease in promotional expenses.	0,1091	3,00	0,3273
TOTAL SCORE	1		3,1138
THREAT (T)			
Customer lost.	0,1130	3,25	0,3673
The competition among rivals is increasing.	0,0782	2,75	0,2151
Competitors have better channels.	0,0957	2,50	0,2393
Customers can only be received by the owner and no other staff.	0,0957	2,75	0,2632
Margins threatened by competitors.	0,0957	3,00	0,2871
A threat exists to the quality of raw resources.	0,0957	2,75	0,2632
Competitors are more aggressive in promotions.	0,0957	2,75	0,2632
Partners collaborate with competitors.	0,1043	2,50	0,2608
The costs of renting increase.	0,1130	3,00	0,3390
Raw material costs increase.	0,1130	3,00	0,3390
TOTAL SCORE	1		2,8372

The above results are then utilized to calculate the coordinate points of the differences between Strengths and Weaknesses, Opportunities and Threats, as shown below.

a. Internal Analysis Coordinates

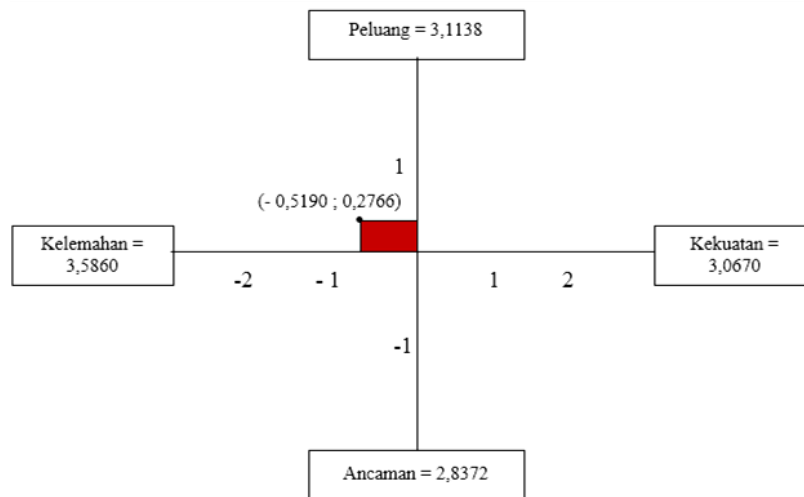
$$\begin{aligned} \text{X-axis} &= \text{Strength} - \text{Weakness} \\ &= 3,0670 - 3,5860 \\ &= -0,5190 \end{aligned}$$

b. External Analysis Coordinates

$$\begin{aligned} \text{Y-axis} &= \text{Opportunities} - \text{Threat} \\ &= 3,1138 - 2,8372 \\ &= 0,2766 \end{aligned}$$

Consequently, the coordinate point is determined as (-0.5190, 0.2766). The resultant diagram is displayed below after inserting the coordinate point (-0.5190; 0.2766)

Figure 2. The SWOT Diagram



The analysis of the diagram's results indicates that the recommended method is the WO strategy, based on the positioning of the coordinate points. Additionally, the next step in formulating a new plan is to utilize the TOWS matrix table, as outlined below.

Table 4. TOWS Matrix

IFAS EFAS	Weaknesses (W)
	<ol style="list-style-type: none"> 1. There is a high customer turnover rate. 2. Design still comes from customers. 3. Promotional media is still offline. 4. Weak customer relationships. 5. Monthly income is unpredictable. 6. Resources are easily copied. 7. Key activities are easily replicable. 8. No specific division is assigned to build partnerships. 9. Costs are unpredictable.
Opportunities (O)	WO
<ol style="list-style-type: none"> 1. Expanding market share is possible. 2. Installation services. 3. Creating social media. 4. Utilizing social media to communicate with customers. 5. Obtaining income from other sectors. 6. Information technology has the potential to enhance profitability 7. Standardizing activities 8. Cooperation with various parties. 9. It is possible to lower promotional expenses using online media. 	<ol style="list-style-type: none"> 1. Creating social media as promotional media. (W3, O3) 2. Building stronger connections with customers through social media. (W4, O4) 3. Developing a unique design from Wooden Supplier to generate revenue. (W2, O5)

On the one hand, the results of the SWOT-TOWS strategy analysis recommendations that Wooden Supplier will execute are as follows:

1. Strength-Opportunity (SO) Strategy: Leverage existing market reputation to expand digital marketing efforts.
2. Weakness-Opportunity (WO) Strategy: Develop online sales channels and social media engagement.
3. Strength-Threat (ST) Strategy: Differentiate through customized product offerings.
4. Weakness-Threat (WT) Strategy: Enhance operational efficiency and cost control.

On the other hand, the results from the table are subsequently included in the new Business Model Canvas. Wooden Supplier can expand its market share in the Customer Segment block. Following that, Wooden Supplier can contribute to the Value Proposition block by offering extra services in the form of distinctive product designs. Wooden Supplier Company can create popular social media platforms. Karisma is a promotional tool that adds communication channels to the channel block and Wooden Supplier may develop a website detailing the company, its products, and the ordering process. Employees familiar with the major social media platforms might be added to the customer relations block and are responsible for retaining strong customer relations. All creation and development are inside Wooden Supplier will undoubtedly influence the cost structure component. A table of the new Business Model Canvas is shown below. The updated Business Model Canvas table is as follows:

Table 4. New Business Model Canvas Wooden Supplier

Key Partnerships	Key Activities	Value Propositions	Customer Relationships	Customer Segments
1. Supplier	1. Shopping	1. Modifying consumer requirements	1. Excellent service	1. Property owner
2. A door frame business owned by another family	2. Production 3. Sales 4. Shipping 5. Providing client service through social media and the website	2. Quick processing time	2. Pay attention to grievance concerns. 3. Offer price reductions for bulk purchases.	2. Contractor 3. Developer
3. Construction supplies store		3. Timely delivery	4. The client's sincerity determines the price for installation services.	
4. Property Owner		4. Product-cutting services for oversized items. 5. Unique product design		

Key Resources	Channels
1. Product	1. Pickup truck
2. Machine	2. Cart
3. Place	3. Popular social media
4. Skilled professionals	4. Website
5. Website or social media administrator	

Table 4...

Cost Structure	Revenue Streams
1. Employees	1. Product sales
2. Electricity	2. Sales of wood strips
3. Production materials	3. Board cutting services
4. Indirect expense	
5. Depreciation	
6. Waste disposal	

CONCLUSION

The literature establishes that BMC is a powerful tool that enhances strategic decision-making, operational efficiency, and competitive advantage. However, limited research focuses on the practical application of BMC in specific local businesses like Wooden Supplier Company. This study aims to fill this gap by analyzing how BMC helps Wooden Supplier Company bridges strategy and execution, offering a case-specific insight into how SMEs can leverage BMC to thrive in competitive environments. The following conclusions can be drawn from the data analysis and evaluation done on Wooden Supplier:

a. The business model of Wooden Supplier may be divided into nine blocks using the Business Model Canvas approach: value proposition, customer relations, customer segment, channels, cost structure, revenue streams, key partners, key activities, and key resources. This framework allows for a comprehensive analysis of how the business creates, delivers, and captures value. By breaking down these components, Wooden Supplier can strategically assess and optimize each area for improved performance and growth—the exploration of Wooden Supplier's Business Model Canvas reveals a meticulously structured approach to understanding the multifaceted nature of its operations. By dissecting the nine essential blocks—ranging from value proposition and customer segments to key partners and revenue streams—Wooden Supplier effectively outlines how it creates, delivers, and captures value within its market. This comprehensive analysis highlights the importance of each component in contributing to overall performance and underscores the strategic optimization opportunities that can drive future growth. Ultimately,

this framework serves as a crucial tool for navigating the complexities of business dynamics, ensuring that Wooden Supplier maintains its agility and competitiveness in a constantly evolving landscape.

b. Research conducted at Wooden Supplier's utilization of the Business Model Canvas approach reveals several weaknesses. Specifically, in the channels aspect, Wooden Supplier relies predominantly on offline promotion, and customer engagement is insufficient in customer relationships. The company generates revenue from its target customer segments and new clientele by providing value propositions, including processed wood products tailored to consumer demands and expedited processing times. This incident demonstrates that Wooden Supplier is a robust organization that has encountered significant obstacles. These challenges highlight the need for Wooden Supplier to diversify its marketing strategies and enhance customer engagement to fully capitalize on its strengths and market opportunities. Addressing these weaknesses will be crucial for sustaining growth, improving overall business performance, and navigating the complexities of an evolving market, Wooden Supplier stands at a pivotal juncture where implementing diverse marketing strategies is essential for capturing a broader audience and establishing brand loyalty. The company can forge deeper connections with its clientele by enhancing customer engagement through innovative approaches and personalized communication. Recognizing and addressing inherent weaknesses will stimulate growth and elevate overall business performance, ensuring Wooden Supplier remains competitive in its field. Furthermore, by tailoring processed wood products to meet specific consumer demands, the business positions itself as a supplier and a valuable partner in sustainability and quality. This holistic approach paves the way for a resilient future, where challenges are met with proactive solutions that resonate with customers and market trends.

Key Findings

1. Wooden Supplier's current business model lacks digital adaptation and customer engagement strategies.
2. Implementing BMC-driven improvements can enhance strategic alignment and operational efficiency.
3. This study's integration of SWOT-TOWS with BMC offers a novel approach to business strategy execution, ensuring that strategic planning is directly linked to actionable insights and measurable outcomes.

Strategic Recommendations

1. Adopt digital marketing (social media, e-commerce platforms) to expand customer reach and engagement.
2. Enhance customer relationship management (CRM systems, loyalty programs) to improve retention and satisfaction.
3. Expand business partnerships (collaborations with real estate developers) to secure more significant market segments.
4. Optimize operational workflows by implementing technology-driven tracking and inventory management systems.
5. Examine the influence of governmental incentives or training initiatives' on adopting Business Model Canvases (BMC), specifically for cost structures and resource procurement for small and medium-sized enterprises (SMEs).
6. Market share, profitability, and customer retention are examples of competitive measures that may be measured by conducting comparison studies between traditional businesses and BMC-adopting SMEs.
7. Track BMC adoption over time to assess its long-term impacts on market positioning, supplier relationships, and scalability.
8. Explore cooperation with unconventional sectors (e.g., technology, tourism) via BMC's significant partnerships block to uncover innovative revenue streams or branding prospects.

The novelty of this conclusion lies in its practical and actionable integration of BMC with a data-driven, adaptive strategy, ensuring Wooden Supplier Company can effectively bridge the gap between strategy formulation and execution. This approach provides a scalable framework for other MSMEs in similar industries to enhance competitiveness and long-term sustainability. Through Business Model Canvas improvement, Wooden Supplier Company can strengthen its strategic execution, ensuring long-term sustainability in a competitive market.

Further research

Future research could aim to observe multiple hardwood enterprises across various regions of Indonesia to provide more detailed and diversified findings. Additionally, financial management represents a significant concern that necessitates further examination. This highlights the importance of understanding the economic factors affecting hardwood businesses, which can inform better practices and policies. By addressing financial management, researchers can contribute to the sustainability and profitability of these enterprises.

ACKNOWLEDGMENT

We express our sincere gratitude and appreciation for the aid and support obtained during the execution of this study work. We want to take this opportunity to thank the corporation and the individuals who have contributed significantly to the successful completion of this research project.

This study was supported by independent funding, and the entire research team collaborated to finish it as best they could. This collaborative effort ensured the research was thorough, allowing for diverse perspectives and expertise. Ultimately, the support from independent funding facilitated an environment conducive to rigorous investigation and analysis.

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