



DOI: <https://doi.org/10.38035/dijms.v8i1>
<https://creativecommons.org/licenses/by/4.0/>

Analysis of Tofu and Tempeh Business Development Using the Business Model Canvas Approach: A Case Study of Mbak Sri's Enterprise in Nagari Lubuak Jantan

Titry Handayani¹, M. Hasbi Nasution², Alhusna Nupiah³, Dini Sisri Putri⁴, Rahmi⁵

¹UIN Mahmud Yunus Batusangkar, Sumatera Barat, Indonesia, titryh@gmail.com.

²UIN Mahmud Yunus Batusangkar, Sumatera Barat, Indonesia, m.hasbinasution@uinmybatusangkar.ac.id.

³UIN Mahmud Yunus Batusangkar, Sumatera Barat, Indonesia, alhusnanupiah@uinmybatusangkar.ac.id.

⁴UIN Mahmud Yunus Batusangkar, Sumatera Barat, Indonesia, dinisisriputri@uinmybatusangkar.ac.id.

⁵UIN Syech M. Djamil Djambek Bukittinggi, Sumatera Barat, Indonesia, rahmi@uinbukittinggi.ac.id.

Corresponding Author: m.hasbinasution@uinmybatusangkar.ac.id²

Abstract: Despite operating since 1990, Mbak Sri's tofu and tempeh enterprise continues to face several business development challenges, including limited market segmentation, minimal product diversification, suboptimal technology utilization, and restricted strategic partnerships. This study aims to analyse the business development of the enterprise in Nagari Lubuak Jantan, Lintau Buo Utara District, using the Business Model Canvas (BMC) framework. A descriptive qualitative approach was employed through field research. Data were collected using in-depth interviews, observations, and documentation, and analysed using the interactive model of Miles and Huberman, consisting of data reduction, data display, and conclusion drawing. The findings reveal that the enterprise possesses several competitive strengths, including high product quality, affordable pricing, effective customer relationships, and well-organized production activities, which have supported its long-term business sustainability. However, business development remains constrained by limited market expansion, low product innovation, insufficient technology adoption, and restricted strategic partnerships. The Business Model Canvas proved to be an effective framework for systematically identifying the enterprise's strengths and limitations while providing strategic priorities for enhancing competitiveness and supporting sustainable business development.

Keywords: Business Model Canvas, Business Development, Small and Medium Enterprise, Tofu and Tempeh Enterprise, Qualitative Study.

INTRODUCTION

Small and Medium Enterprises (SMEs) play a strategic role in supporting regional and national economic development by creating employment opportunities, increasing community income, and strengthening economic resilience. In Indonesia, SMEs constitute the backbone of

the national economy because they dominate business activities across various sectors and contribute significantly to equitable economic growth (Febriani & Harmain, 2023; Pudjowati & Juliani, 2023). Nevertheless, the increasingly dynamic business environment, characterized by rapid technological advancement, changing consumer preferences, and intensified market competition, requires SMEs to continuously adapt their business strategies in order to maintain competitiveness and business sustainability (Lianti Putri & Dwi Chandra Sari, 2022). Although SMEs are recognized for their flexibility and adaptability, they continue to face substantial challenges, including limited capital, managerial capability, technological adoption, and market expansion, which often hinder long-term business growth (Rais & Razak, 2025; Siregar et al., 2020). Consequently, developing an appropriate and sustainable business model has become an essential requirement for SMEs seeking to survive and grow in an increasingly competitive market. Furthermore, SMEs play a vital role in regional economic development; however, many enterprises still encounter difficulties in designing business models capable of responding effectively to market changes and ensuring sustainable competitive advantage (Putra et al., 2025; Wandini & Endah, 2025). As one of the primary sources of income for a large proportion of Indonesian society, SMEs require continuous business innovation to remain competitive and sustainable (Bengkalis-riau & Susie, 2018).

One strategic framework that has been widely adopted to support business development is the Business Model Canvas (BMC), introduced by Osterwalder and Pigneur. The BMC simplifies complex business concepts into an integrated framework consisting of nine interconnected building blocks that enable business owners to visualize, evaluate, and redesign their business models systematically (Gulo & Khoiri, 2022; Osterwalder & Pigneur, 2010). Rather than serving merely as a planning tool, the BMC facilitates strategic decision-making by identifying strengths, weaknesses, opportunities, and potential improvements across customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures (Hidayah et al., 2023; Ramli et al., 2024). Previous studies have demonstrated that the implementation of the BMC assists SMEs in mapping business processes more comprehensively, supporting managerial decision-making, and improving business performance by providing a structured framework for evaluating existing business models (Hambali & Andarini, 2021; Sukarno & Sunan, 2021). Furthermore, the BMC serves as a practical strategic planning instrument that helps entrepreneurs formulate business development strategies before expanding their enterprises (Aulawi et al., 2023; Susanto et al., 2025).

The application of the Business Model Canvas has been investigated across various SME sectors. Caswito et al., (2024), for example, applied the BMC in conjunction with SWOT analysis to evaluate tofu-producing SMEs and found that product quality represented the primary competitive strength, whereas operational management and marketing remained major weaknesses requiring strategic improvement. Similarly, Alfina & Ramadhan, (2025) employed the BMC to analyse Dimas Tempe SME and demonstrated that the framework effectively mapped key business components, including customer segments, value propositions, and cost structures, thereby supporting strategic business planning. Comparable findings have also been reported in studies of retail, food-processing, and creative SMEs, indicating that the Business Model Canvas provides a systematic framework for identifying business strengths, weaknesses, and strategic priorities (Oktalia et al., 2025; Yeza et al., 2025). Collectively, these studies confirm that the BMC offers a comprehensive framework for analysing SME business models and identifying opportunities for business improvement. However, most previous studies have primarily focused on evaluating general business conditions or integrating the BMC with complementary analytical approaches, with limited attention devoted to long-established traditional food-processing SMEs operating in rural areas.

One example of such enterprises is Mbak Sri's tofu and tempeh business, located in Nagari Lubuak Jantan, which has operated continuously since 1990. Despite maintaining its business

sustainability for more than three decades, preliminary observations and interviews with the business owner indicate that several development challenges remain unresolved. The enterprise possesses several competitive advantages, including high product quality, affordable pricing, experienced human resources, well-organized production activities, and strong customer relationships through personalized services and customer incentives. Nevertheless, business development remains constrained by limited market coverage, minimal product innovation, low utilization of digital technology for marketing activities, and restricted collaboration with external business partners. These conditions indicate that although the enterprise has demonstrated remarkable business resilience, its current business model has not been fully optimized to support sustainable business expansion and long-term competitiveness. Therefore, a comprehensive evaluation using the Business Model Canvas is required to systematically identify business strengths, existing limitations, and strategic opportunities that may contribute to future business development.

Despite the increasing application of the Business Model Canvas in SME research, several limitations remain evident in the existing literature. Previous studies have predominantly emphasized identifying business conditions, evaluating business models, or integrating the BMC with complementary analytical tools such as SWOT analysis (Alfina & Ramadhan, 2025; Caswito et al., 2024). Although these studies have provided valuable insights into SME development strategies, they have generally focused on describing business model components rather than comprehensively examining how each of the nine BMC elements contributes to sustainable business development within long-established traditional enterprises. This limitation is consistent with broader business model research, which emphasizes the need for more context-specific empirical evidence explaining how business model components create sustainable competitive advantage (Amit & Zott, 2012; Zott et al., 2011). Furthermore, empirical studies concerning traditional tofu and tempeh SMEs operating in rural areas remain limited, particularly those investigating enterprises that have survived for decades while simultaneously facing challenges related to market expansion, digital transformation, product innovation, and strategic partnerships. Consequently, there remains a need for empirical evidence that explains how the Business Model Canvas can be employed not only as a business mapping tool but also as a strategic framework for identifying business development priorities in traditional food-processing SMEs.

The novelty (state of the art) of this study lies in its comprehensive evaluation of all nine Business Model Canvas elements within a traditional tofu and tempeh enterprise that has successfully maintained its business continuity for more than three decades. Unlike previous studies that primarily focused on describing business conditions or combining the BMC with other strategic analysis methods (Alfina & Ramadhan, 2025; Caswito et al., 2024), this study systematically examines how each business model component contributes to business sustainability and identifies strategic areas requiring improvement to support future business development. By integrating empirical findings obtained through field observations and in-depth interviews, this study provides a more contextual understanding of business development challenges experienced by traditional SMEs operating in rural areas. Therefore, this research contributes not only to the practical application of the Business Model Canvas but also to the growing body of literature concerning sustainable SME development, particularly within Indonesia's traditional food-processing sector and the broader discussion of business model innovation (Teece, 2010).

Based on the aforementioned background, research gap, and research novelty, this study aims to analyse the business development of Mbak Sri's tofu and tempeh enterprise in Nagari Lubuak Jantan using the Business Model Canvas framework. Specifically, this study seeks to evaluate the current business model by analysing the nine building blocks of the Business Model Canvas, identify the enterprise's strengths and limitations, and formulate strategic recommendations that may support sustainable business growth. The findings are expected to

provide practical guidance for SME owners in improving business performance and offer empirical evidence regarding the application of the Business Model Canvas as a strategic business development framework for traditional SMEs.

METHOD

This study employed a descriptive qualitative approach to analyse the business development of Mbak Sri's tofu and tempeh enterprise using the Business Model Canvas (BMC) framework. A qualitative approach was selected because it enables an in-depth understanding of business conditions and managerial practices based on the experiences and perspectives of individuals directly involved in business operations. The study was conducted at Mbak Sri's tofu and tempeh enterprise, located in Nagari Lubuak Jantan, Lintau Buo Utara District, where tofu and tempeh products are produced from soybean processing.

The informants were selected purposively based on their direct involvement in the business. They consisted of the business owner, employees responsible for production, packaging, and marketing activities, as well as several customers. Data were collected through direct observation, in-depth interviews, and documentation to obtain comprehensive information regarding the existing business model and business development practices.

The analysis focused on the nine building blocks of the Business Model Canvas (BMC) developed by Osterwalder & Pigneur, (2010), namely Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. These nine elements served as the analytical framework for evaluating the current business model, identifying business strengths and weaknesses, and formulating recommendations for business development.

Qualitative data were analysed using the interactive model proposed by Miles et al., (2014), which consists of data reduction, data display, and conclusion drawing (Lasiyono & Alam, 2024). This analytical process was conducted continuously throughout the research until data saturation was achieved, indicating that no new information emerged from subsequent data collection. The analytical framework is illustrated in Figure 1.



Source: Miles et al., (2014), as cited in Lasiyono & Alam, (2024).

Figure 1. Interactive Data Analysis Model

Data reduction was performed by selecting, classifying, and simplifying information relevant to the research objectives concerning the business development of Mbak Sri's tofu and tempeh enterprise. Subsequently, the reduced data were organised and presented in the form of narrative descriptions to facilitate interpretation of the research findings. Finally, conclusions were drawn by identifying patterns, relationships, and meanings emerging from the analysed data, thereby providing comprehensive findings regarding the business development strategy of the enterprise through the Business Model Canvas approach.

RESULTS AND DISCUSSION

Initial Business Conditions Based on the Business Model Canvas

The initial business conditions of Mbak Sri's tofu and tempeh enterprise were identified through observations, in-depth interviews, and documentation conducted during the field research. The analysis was structured according to the nine building blocks of the Business Model Canvas (BMC), namely Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. The preliminary findings indicate that the enterprise has established a relatively stable business model supported by product quality, affordable pricing, customer relationships, organized production activities, and the availability of essential resources. However, several aspects of the existing business model remain limited, particularly market segmentation, distribution channels, product diversification, technology utilization, and strategic partnerships. These conditions are summarized in Table 1.

Table 1. Mbak Sri's Tofu and Tempeh Enterprise Based on the Nine Business Model Canvas Building Blocks in 2025

No.	BMC Building Block	Description	Field Condition
1.	Customer Segments	Describes the potential customers of a product.	Local residents who consume tofu and tempeh, as well as consumers in traditional markets.
2.	Value Propositions	Refers to the added value that makes a business attractive and differentiates it from other businesses.	The products are made using selected high-quality soybeans supplied by a local supplier and imported from the United States, resulting in products that are considered to have good quality by consumers.
3.	Channels	Refers to the media used by a business to deliver the solutions offered to customers, which may include websites, social media, applications, or sales personnel.	The enterprise only uses WhatsApp to communicate with customers.
4.	Customer Relationships	Refers to how a business builds and maintains relationships with customers so that they remain loyal, satisfied, and continue to make purchases.	Customers are served in a friendly manner when purchasing products at Mbak Sri's Tofu and Tempeh Enterprise or when products are delivered to their addresses after placing an order.
5.	Revenue Streams	Refers to the products or services that generate income or profit for the business.	Fresh tofu, fried tofu, and tempeh.
6.	Key Activities	Refers to the main activities that must be performed to ensure that the business model operates and generates value for customers.	The main activities of Mbak Sri's tofu and tempeh enterprise include the entire integrated production process of tofu and tempeh, starting from raw material processing until the products are ready to be marketed.
7.	Key Resources	Refers to the main resources that must be owned or controlled by the business to enable key activities to be performed and the value proposition to be delivered to customers.	The main resources of Mbak Sri's tofu and tempeh enterprise include employees, soybean raw materials, production equipment, and supporting utilities such as electricity.
8.	Key Partnerships	Refers to forms of cooperation with other parties that are expected to support the continuity of business operations.	Soybean suppliers.
9.	Cost Structure	Refers to the costs required to carry out the overall business activities. These costs can be identified based on key activities, key resources, and channels.	1. Purchase of production equipment or machinery 2. Purchase of soybean raw materials 3. Purchase of packaging materials 4. Payment of utilities such as electricity 5. Employee wages

Table 1 illustrates that Mbak Sri's tofu and tempeh enterprise has developed a functioning business model despite being managed on a relatively traditional and local scale. The strongest aspects are reflected in the value proposition, customer relationships, key activities, and availability of essential resources. Product quality, affordable prices, hygienic production, and personalized customer service have supported customer loyalty and business continuity. The enterprise also has an established production process and access to the main resources required for daily operations.

Nevertheless, the table also reveals several areas requiring further development. Customer segments remain concentrated in the surrounding local market, while distribution channels continue to depend largely on traditional markets and direct communication. Revenue is also concentrated on a limited range of products, reducing the opportunity to diversify income sources. In addition, the enterprise's partnerships remain primarily focused on soybean suppliers, with limited collaboration with other external stakeholders. These conditions indicate that the enterprise has a stable operational foundation but has not yet fully utilized opportunities for market expansion, digital technology adoption, product innovation, and strategic collaboration.

The initial BMC mapping therefore serves as the empirical basis for examining each building block in greater depth. The following sections discuss the findings for each BMC element and identify the strengths, limitations, and development opportunities associated with the existing business model.

Customer Segments

The findings indicate that the customer segment of Mbak Sri's tofu and tempeh enterprise is primarily concentrated in the geographical area surrounding the production site and traditional markets in Lintau Buo Utara District. This market focus is considered appropriate because tofu and tempeh are fresh food products that are consumed daily and therefore require rapid distribution to maintain product quality. The proximity between the production site and customers enables consumers to obtain fresh products at affordable prices while allowing the enterprise to maintain product quality throughout the distribution process.

The existing customer segmentation reflects the characteristics of a traditional micro-enterprise that initially developed by responding to the daily food needs of the surrounding community. The enterprise continues to prioritize serving local household consumers and traditional market buyers without implementing a more specific market segmentation strategy. This approach has contributed to business continuity by maintaining a stable customer base and ensuring consistent demand for its products.

Although the current customer segment provides several operational advantages, including easier product distribution and closer relationships with customers, the findings also reveal limitations in business development. The absence of a clearly defined customer segmentation strategy restricts the enterprise's ability to formulate more targeted marketing activities and expand into broader market segments. As a result, opportunities for business growth have not been fully optimized.

Furthermore, the findings suggest that the potential market for tofu and tempeh remains extensive because these products are widely consumed by people of different age groups. Therefore, Mbak Sri's tofu and tempeh enterprise has the opportunity to expand its customer segments beyond the local market, including neighbouring districts and other regions, while maintaining its competitive advantages in product quality and affordable pricing. Expanding customer segmentation is expected to become one of the strategic priorities for supporting sustainable business development in the future.

Value Propositions

The findings indicate that the primary value proposition of Mbak Sri's tofu and tempeh enterprise lies in its product quality, production hygiene, affordable pricing, and customer-oriented service. The enterprise has been operating for many years and is well recognized by the local community in Nagari Lubuak Jantan, Lintau Buo Utara District, for producing high-quality tofu and tempeh. One of its main competitive advantages is the use of premium imported soybeans supplied through a local distributor in Payakumbuh, which contributes to the freshness, soft texture, and longer shelf life of the products. In addition, maintaining cleanliness throughout the production process has become an important factor in ensuring consistent product quality before distribution to customers.

The enterprise also creates additional value through competitive pricing and personalized customer service. Customers are served in a friendly manner both at the production site and in traditional markets. Furthermore, loyal customers who regularly purchase products are rewarded with small bonuses, such as additional quantities of tofu or tempeh, as a gesture of appreciation. This practice has helped strengthen customer trust and encourage repeat purchases. The business owner and employees consistently maintain good relationships with both household consumers and market traders, thereby fostering long-term customer loyalty and reinforcing the enterprise's reputation within the local market.

The findings further demonstrate that customer trust is closely associated with the enterprise's ability to consistently deliver high-quality products and satisfactory services. The combination of product quality, affordable prices, and customer-oriented service has enabled the enterprise to establish a strong value proposition within its local market. However, maintaining this competitive advantage requires continuous evaluation, as the emergence of new competitors may gradually reduce the uniqueness of the existing value proposition if further improvements are not implemented.

Despite these strengths, the study also found that product innovation remains limited. The absence of product diversification is mainly influenced by constraints in human resources and production capacity, which reduce the enterprise's ability to introduce new products. Nevertheless, the business owner expressed an intention to develop product innovations in the future, indicating a long-term commitment to business growth. Therefore, strengthening product innovation represents an important opportunity to enhance the enterprise's value proposition and improve its competitiveness in the future.

Channels

The findings indicate that Mbak Sri's tofu and tempeh enterprise continues to rely primarily on conventional distribution channels, namely direct sales in traditional markets and word-of-mouth promotion. These distribution channels have proven effective in reaching local customers and maintaining long-established customer relationships. Since tofu and tempeh are perishable food products that require timely distribution, direct marketing through nearby traditional markets enables the enterprise to maintain product freshness while meeting the daily needs of local consumers.

The study also reveals that the enterprise has begun to utilize digital technology, although its application remains limited. Currently, WhatsApp is used as the primary communication medium for receiving customer orders, providing information regarding product availability, and facilitating direct interaction with customers. The use of WhatsApp represents an initial effort to integrate digital communication into business operations and has improved the efficiency of order management compared with relying solely on face-to-face transactions.

Despite these developments, the enterprise has not yet utilized other digital marketing platforms, such as social media or online marketplaces, to promote its products. Consequently, market coverage remains limited to the surrounding area and traditional market customers. The absence of diversified distribution channels reduces the enterprise's ability to reach new

customer segments and respond to broader market opportunities. These findings indicate that the current distribution strategy still depends heavily on local market conditions, making the business more vulnerable to fluctuations in local demand.

The findings further suggest that expanding distribution channels through digital platforms could provide significant opportunities for future business development. The integration of social media and other online communication channels has the potential to broaden market coverage, increase product visibility, and improve customer accessibility beyond the local market. Therefore, diversification of distribution channels should become one of the strategic priorities to support sustainable business growth while reducing dependence on traditional marketing practices.

Customer Relationships

The findings indicate that Mbak Sri's tofu and tempeh enterprise has established strong customer relationships through friendly service, courteous communication, and consistent product quality. Maintaining customer satisfaction has become one of the enterprise's primary strategies for sustaining repeat purchases and strengthening customer loyalty. The business owner recognizes that customers play a vital role in ensuring business continuity; therefore, continuous efforts are made to preserve customer trust by providing fresh tofu and tempeh produced from high-quality soybeans and processed under hygienic conditions.

The study also found that customer relationships are supported by effective communication during the purchasing process. In addition to direct interaction at traditional markets, the enterprise utilizes WhatsApp to receive customer orders, provide information regarding product availability, and facilitate communication with customers. This communication enables customers to obtain information more efficiently while allowing the business owner to respond promptly to customer needs. Furthermore, the enterprise strengthens customer loyalty by offering small bonuses or additional products to regular customers as a form of appreciation. This approach has contributed to maintaining long-term relationships between the enterprise and its customers.

The findings further indicate that friendly and responsive service creates a positive purchasing experience, encouraging customers to make repeat purchases and recommend the products to others through word-of-mouth communication. Such recommendations have become an important form of indirect promotion that reinforces the enterprise's position within the local market. Consequently, customer relationships represent one of the enterprise's valuable intangible assets, contributing directly to business sustainability and supporting the long-term development of the business.

Although customer loyalty has been successfully maintained, the study also reveals opportunities for further improvement. Customer expectations regarding product innovation indicate that maintaining strong relationships should be accompanied by continuous improvements in product value. Therefore, preserving customer loyalty requires not only consistent service quality but also ongoing efforts to develop products that remain relevant to changing customer preferences and market demands.

Revenue Streams

The findings indicate that the primary source of revenue for Mbak Sri's tofu and tempeh enterprise is derived from the direct sale of soybean-based products, namely fresh tofu, fried tofu, and tempeh. The enterprise continues to rely on these core products as its main source of income, reflecting a relatively simple revenue structure that is characteristic of a micro-scale business. This business model enables the enterprise to maintain product quality and production consistency by concentrating on its principal products.

The study further reveals that the enterprise's revenue is highly influenced by fluctuations in market demand. Variations in consumer purchasing behaviour and broader economic

conditions affect sales volume, resulting in unstable income during certain periods. Such conditions present challenges for business development, particularly because the enterprise has not yet diversified its sources of revenue. Consequently, effective planning and the ability to respond to changes in market demand are essential to maintaining business continuity.

Although the current revenue structure remains dependent on the sale of tofu and tempeh products, the findings indicate considerable opportunities for future business development. Business expansion may be supported through more effective revenue planning, enabling the enterprise to align production capacity with market demand. Furthermore, strategies such as product diversification and market expansion have the potential to increase revenue sources while reducing dependence on existing products. These efforts are expected to strengthen the enterprise's financial sustainability and support long-term business growth.

Key Resources

The findings indicate that Mbak Sri's tofu and tempeh enterprise possesses several key resources that support the continuity of its production activities. These resources include human resources, soybean raw materials, production equipment, and supporting utilities such as water and electricity. The availability of these resources forms the foundation of the production process and enables the enterprise to maintain consistent operations. In addition, the availability of production equipment and a stable supply of soybean raw materials allows the enterprise to sustain product quality and meet customer demand on a regular basis. These conditions demonstrate that the enterprise has adequate basic resources to support its daily business operations.

The study also found that the enterprise has contributed to local employment by providing job opportunities for the surrounding community. Currently, the business employs 14 workers, who are assigned to different operational functions, including production, packaging, and marketing. This division of labour reflects the existence of a relatively well-organized work structure, although it remains simple in nature. Assigning employees according to their respective responsibilities has improved operational efficiency and supported the continuity of production activities. However, increasing customer demand has created challenges because the existing workforce is not yet sufficient to meet higher production capacity. As a result, labour limitations have become one of the main constraints to business expansion.

Furthermore, the findings indicate that the limited number of human resources has affected the enterprise's ability to undertake product innovation and business expansion. The shortage of labour reduces the flexibility of the enterprise to develop new products and respond to increasing market demand. Therefore, strengthening human resources through additional recruitment or improving employee competencies represents an important strategy for supporting future business development. Enhancing the quality and capacity of human resources is expected to improve productivity, increase competitiveness, and support the sustainable growth of Mbak Sri's tofu and tempeh enterprise.

Key Partnerships

The findings indicate that the primary partnerships established by Mbak Sri's tofu and tempeh enterprise are with soybean suppliers and marketing personnel who assist in distributing products to traditional markets. These partnerships play an essential role in maintaining the continuity of business operations by ensuring a stable supply of raw materials and supporting product distribution. The long-term relationship with soybean suppliers enables the enterprise to obtain raw materials consistently, thereby contributing to the continuity of production activities and maintaining product quality.

The study further reveals that the enterprise did not initially have permanent partnerships with raw material suppliers. During the early stages of the business, soybeans were purchased from various suppliers. As the business developed, the owner established a long-term

partnership with a soybean supplier located in Payakumbuh. This collaboration has provided greater certainty regarding the availability and quality of raw materials, which directly influences the quality of the tofu and tempeh products. The trust developed between the business owner and the supplier has created a mutually beneficial relationship and contributed to maintaining the consistency of production.

Despite maintaining a stable partnership with its soybean supplier, the enterprise continues to operate independently without collaboration with cooperatives, financial institutions, or government agencies. Business capital and operational activities are managed internally, while the ownership of the production facility reduces operational expenses. Although this independence demonstrates the enterprise's ability to manage its own resources, the absence of external partnerships limits opportunities to increase production capacity, obtain financial support, and access broader business development programs. The findings also indicate that the enterprise relies entirely on its own capital, which may slow future business expansion due to limited access to external financing.

The findings suggest that expanding partnerships with external stakeholders represents an important opportunity for future business development. Establishing collaboration with government institutions, financial institutions, cooperatives, and business communities may provide additional resources to support production capacity, innovation, and business expansion. Therefore, strengthening strategic partnerships beyond the existing supplier relationship could enhance the long-term competitiveness and sustainability of Mbak Sri's tofu and tempeh enterprise.

Key Activities

The findings indicate that the core activities of Mbak Sri's tofu and tempeh enterprise encompass the entire production process, beginning with the processing of soybean raw materials and continuing through to the distribution of finished products. Production activities constitute the core of the business because they directly determine both the quality and quantity of the products offered to customers. The consistency of daily production demonstrates that the enterprise has established a relatively stable operational system, enabling it to meet market demand while maintaining product quality. These production activities therefore represent the primary value-creating processes that support the continuity of the business.

The study further reveals that business development has been supported by a clear division of labour among employees. Production, packaging, and marketing activities are assigned according to the responsibilities and capabilities of each worker, resulting in a more organized production process. Although the organizational structure remains relatively simple, this division of tasks has improved operational efficiency and reflects the gradual development of the enterprise over time. However, the increasing demand for products has also led to a heavier workload for existing employees, indicating that the current workforce is not yet sufficient to support higher production capacity.

In addition, the findings indicate that production activities remain highly dependent on fluctuations in market demand. Excess production may result in unsold products and financial losses, whereas insufficient production may reduce customer satisfaction due to unmet demand. These conditions highlight the importance of improving production planning to achieve a better balance between production capacity and market demand. More systematic production management is therefore expected to enhance operational efficiency and support the sustainable development of Mbak Sri's tofu and tempeh enterprise.

Cost Structure

The findings indicate that the cost structure of Mbak Sri's tofu and tempeh enterprise remains relatively simple and is primarily dominated by operational expenses, including the purchase of soybean raw materials, employee wages, and production utility costs. This cost

structure reflects the characteristics of a micro-scale enterprise that is independently managed, with expenditures adjusted according to the financial capacity of the business. Effective cost control has become an important strategy for maintaining business continuity, as financial management continues to emphasize operational efficiency while ensuring the stability of daily business activities.

The study further reveals that the enterprise was established with relatively limited initial capital and has developed gradually without depending on external financing. This financial condition has encouraged the business owner to manage expenditures carefully and prioritize essential operational costs. Although the limited capital has constrained business expansion, prudent financial management has enabled the enterprise to survive under fluctuating market conditions. Consequently, the existing cost structure represents both a strength in maintaining financial efficiency and a limitation in supporting faster business development.

Business development has also influenced changes in the enterprise's cost structure. At the beginning of its operations, the business did not employ workers and therefore incurred no labour costs. As the enterprise gradually expanded, additional employees were recruited to support production and marketing activities, resulting in increased operational expenses through wage payments. This development demonstrates that business growth has been accompanied by adjustments in cost allocation to support increasing operational activities and production capacity.

The findings also indicate that the enterprise benefits from relatively low fixed costs because it operates on self-owned premises and has not yet incurred annual business tax obligations. These conditions provide financial flexibility, particularly during periods of declining revenue. However, future business development will require greater preparedness to meet formal business obligations, including taxation and licensing requirements. Therefore, cost structure planning should be prepared from an early stage to ensure that future operational expenses remain aligned with business growth and development.

A well-planned cost structure is essential for ensuring the long-term sustainability of the enterprise. Inadequate financial planning may create an imbalance between revenue and expenditure, thereby limiting opportunities for business expansion. Conversely, effective cost management enables the enterprise to allocate financial resources for future development, including the recruitment of additional employees and the enhancement of production capacity. Therefore, strengthening financial management represents an important strategy for supporting the sustainable development of Mbak Sri's tofu and tempeh enterprise.



Figure 2. Business Model Canvas Strategy of Mbak Sri's Tofu and Tempeh Enterprise

Figure 2 presents the overall Business Model Canvas of Mbak Sri's tofu and tempeh enterprise, illustrating how the nine building blocks are interconnected in supporting business operations and value creation. The analysis shows that the enterprise possesses several strengths, particularly in its Value Proposition, Customer Relationships, Key Resources, and

Key Activities, which have enabled the business to maintain product quality, customer loyalty, and operational continuity over an extended period. At the same time, several elements, including Channels, Key Partnerships, and Revenue Streams, remain relatively limited and present opportunities for further business development.

Overall, the Business Model Canvas analysis demonstrates that Mbak Sri's tofu and tempeh enterprise has established a stable business foundation but still possesses considerable potential for future growth. Strengthening digital distribution channels, expanding strategic partnerships, diversifying revenue sources, and improving financial planning are expected to support sustainable business development while enhancing the enterprise's competitiveness in a broader market. These findings indicate that the Business Model Canvas provides a comprehensive framework for identifying both the strengths and development priorities of the enterprise.

CONCLUSION

This study analysed the business development of Mbak Sri's tofu and tempeh enterprise using the Business Model Canvas (BMC) framework. The findings indicate that the enterprise has considerable potential for sustainable business development, supported by several strengths identified through the nine building blocks of the Business Model Canvas. The enterprise demonstrates strong value propositions through product quality, affordable pricing, and customer-oriented services. In addition, customer relationships, key activities, and cost structure have contributed positively to maintaining business continuity and operational stability. These elements represent important strengths that support the long-term development of the enterprise.

Despite these strengths, the study also identified several limitations that may hinder future business development. The current customer segments remain concentrated within the local market, distribution channels are still largely conventional, revenue streams depend primarily on a limited range of products, and strategic partnerships have not yet been expanded beyond soybean suppliers. These conditions indicate that opportunities for business growth have not been fully optimized and require further strategic improvements to support broader market expansion and enhance business competitiveness.

Furthermore, the findings reveal that Key Resources represent both a strength and a challenge for the enterprise. The availability of quality raw materials, production equipment, and supporting utilities has enabled the enterprise to maintain consistent production activities. However, the limited number and capacity of human resources remain significant constraints to increasing production capacity, encouraging product innovation, and supporting future business expansion. Therefore, strengthening human resources, expanding distribution channels and strategic partnerships, diversifying revenue sources, and improving business planning are expected to become important priorities for supporting the sustainable development of Mbak Sri's tofu and tempeh enterprise.

REFERENCES

- Alfina, F. S., & Ramadhan, S. (2025). *Penerapan BMC (Business Model Canvas) Menggunakan Analisis SWOT Pada UMKM Dimas Tempe*.
- Amit, R., & Zott, C. (2012). *Creating Value Through Business Model Innovation*.
- Aulawi, H., Aisyah, R., & Kurniawan, E. (2023). *Strategi Pengembangan Bisnis Pada UMKM Konveksi Seragam Menggunakan Business Model Canvas dan Analisis SWOT*.
- Bengkalis-riau, K., & Susie, S. (2018). *Analisis Pengembangan Usaha Mikro Kecil dan Menengah (UMKM)*.
- Caswito, A., Octavia, L. N., Napitupulu, T. M., Baiquni, M. H., & Mahdi, A. (2024). *Strategi Pengembangan Bisnis UMKM Industri Makanan Tahu di Kota Bekasi Dengan Metode Analisis SWOT dan Business Model Canvas*.

- Febriani, S., & Harmain, H. (2023). *Analisis Faktor Penghambat dan Pendukung Perkembangan UMKM*. <https://doi.org/10.47467/alkharaj.v5i3.1624>
- Gulo, F. P., & Khoiri, M. (2022). *Pengaruh Kepemimpinan Dan Kewirausahaan Terhadap Kinerja UMKM*.
- Hambali, A., & Andarini, S. (2021). *Formulasi Strategi Pengembangan Bisnis Menggunakan Pendekatan Business Model Canvas (BMC) dan SWOT Analysis*. <https://doi.org/10.30871/jaba.v5i2.2969>
- Hidayah, R., Farid, E. S., & Adda, H. W. (2023). *Penerapan Bisnis Model Kanvas Dalam Upaya Pengembangan Usaha Sweet Banana*. <https://doi.org/10.51213/ema.v8i1.316>
- Lasiyono, U., & Alam, W. Y. (2024). *Metode Penelitian Kualitatif*. Mega Press Nusantara.
- Lianti Putri, P., & Dwi Chandra Sari, K. (2022). *Strategi Menciptakan Keunggulan Bersaing Pelaku UMKM*.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook* (3rd ed.). SAGE Publications.
- Oktalia, Badri, M., & Junianto, M. (2025). *Analysis of the Business Development of Yuk Meri Fruit Store*.
- Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation*. John Wiley & Sons.
- Pudjowati, & Juliani. (2023). *Pengembangan Usaha Mikro Kecil Menengah (UMKM) Kreatif Asesoris Cantik*.
- Putra, W. E., Fadilah, A. R., Panjaitan, D., & Nisa, K. (2025). *Analisis Penggunaan Bisnis Model Canvas Pada UMKM: A Systematic Literature Review*.
- Rais, M., & Razak, R. (2025). *Penerapan Business Model Canvas dalam Merumuskan Strategi Keberlanjutan Usaha*.
- Ramli, I. R., Muslim, A., & Furqan, M. (2024). *Analisis Business Model Canvas pada Usaha Mikro Kecil*. <https://doi.org/10.55537/jibm.v4i2.984>
- Siregar, R. T., Silitonga, H. P., & Putri, J. A. (2020). *Development Strategy for Micro, Small and Medium Enterprise (MSMEs) in Pematangsiantar City*.
- Sukarno, B. R., & Sunan, U. (2021). *Implementasi Strategi Pengembangan Bisnis dengan Business Model Canvas*.
- Susanto, F., Soleh, A., & Sachanovrisa, S. (2025). *Model Kanvas Bisnis Dalam Merencanakan Bisnis*.
- Teece, D. J. (2010). *Business Models, Business Strategy and Innovation*. <https://doi.org/10.1016/j.lrp.2009.07.003>
- Wandini, Y., & Endah, K. (2025). *Strategi Pengembangan UMKM*.
- Yeza, M. P., Alfrida, M. H., Saputra, F. A., & Kuntan, W. (2025). *Strategi Pengembangan Bisnis Melalui Pendekatan Business Model Canvas pada Usaha Craftwave.id*.
- Zott, C., Amit, R., & Massa, L. (2011). *The Business Model: Recent Developments and Future Research*. <https://doi.org/10.1177/0149206311406265>