Business Strategy Analysis Using the Business Model Canvas Method for CV. Dapur Kelor Bandung

Mochammad RiftpasaJatun David[1]
Universitas Wanita Internasional

Somadi[2]
Universitas Wanita Internasional

Correspondennce : Mochammad RiftpasaJatun David (rchacaa1978@gmail.com)

Abstract

This study aims to analyze and design a business development strategy for CV. Dapur Kelor Bandung using the Business Model Canvas (BMC) approach in developing healthy food products based on moringa leaves. The rapid growth of the food and beverage (F&B) sector in Indonesia opens opportunities and increases competition, especially for innovative MSMEs. CV. Dapur Kelor Bandung faces challenges in the form of negative perceptions of moringa and intense market competition, necessitating a comprehensive evaluation of its business model. This study used qualitative methods through interviews, observation, and documentation, with descriptive analysis of the nine elements of the BMC. The results are expected to generate strategic recommendations to increase competitiveness, expand markets, and support the sustainability of functional food MSMEs in Bandung.

Keywords: Business Strategy, Business Model Canvas, MSMEs, Moringa Processed Products, F&B Industry

Introduction

The food and beverage (F&B) industry in Indonesia is experiencing significant growth, reflected in the increasing number of businesses to approximately 4.85 million by 2025 (BPS). This growth is driven by changes in consumer consumption patterns, accelerated digitalization, and government policy support for MSMEs. In Bandung, the culinary sector is a key driver of tourism and the creative economy through various government programs, such as the establishment of culinary centers and culinary festivals. Various training and promotional initiatives have also strengthened the F&B MSME ecosystem to adapt to changing consumer preferences. Based on these conditions, research is needed to examine the development of the F&B sector in Bandung, the driving factors and obstacles, and its implications for the sustainability and development strategies of culinary MSMEs.

Figure Number of MSMEs in West Java
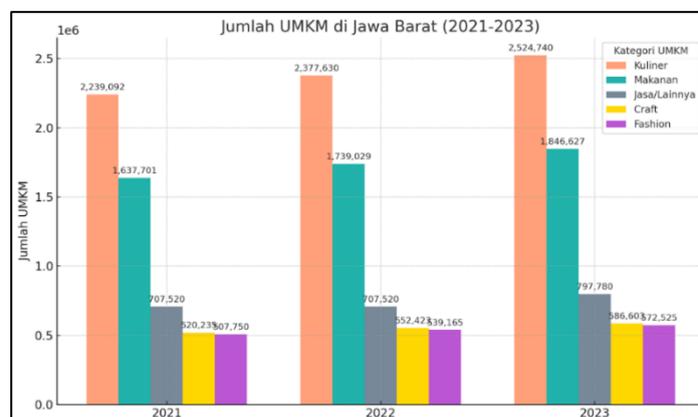
(Source: Open Data West Java 2025)

The data in the figure above shows the consistent growth of MSMEs in the culinary and food sector in West Java during 2021–2023, which confirms that the Food and Beverage (F&B) industry is a dynamic and relatively resilient sector. This condition is relevant to the city of Bandung as a culinary and creative economy center, but high competition requires business actors to have the right business strategy. CV. Dapur Kelor Bandung with the brand "Caremori" as a producer of healthy food based on moringa leaves needs to formulate a targeted business strategy to maintain sustainability and increase competitiveness, in line with the view that business strategy plays a crucial role in creating competitive advantage and strengthening marketing, finance, human resources, and operational aspects.

CV. Dapur Kelor Product Sales Data Table 2021-2023 (Units)

| No	Month	Sale		
		2021	**2022**	**2023**
1	January	208	650	1.290
2	February	192	643	1.156
3	March	265	890	1.308
4	April	344	1.275	2.200
5	May	339	980	1.402
6	June	380	1.010	1.532
7	July	422	1.302	1.300
8	August	550	1.500	1.280
9	September	403	1.443	1.502
10	October	415	1.209	1.398
11	November	398	1.106	1.230
12	December	528	1.750	1.854
	Amount	**4.444**	**13.758**	**17.452**

Source: CV. Dapur Kelor Bandung, 2025

The development of the culinary sector in Bandung is reflected in the performance of CV. Dapur Kelor Bandung, which showed a significant increase in sales during the 2021–2023 period, influenced by seasonal factors, increasing public awareness of healthy moringa-based foods, and the use of digital promotions. This trend underscores the potential for sustainability for MSMEs based on local food ingredients through product innovation and adaptive marketing strategies.

Studies related to the Business Model Canvas (BMC) in the culinary and functional food sectors have not specifically addressed moringa-based products in an urban context like Bandung, particularly regarding public perception, market competition, and digital innovation. Therefore, this study focuses on a contextual analysis of CV. Dapur Kelor Bandung's BMC to formulate

development strategies and increase the competitiveness of functional food MSMEs

Statistical Data Image of the Number of Customers of CV. Dapur Kelor Bandung in 2024
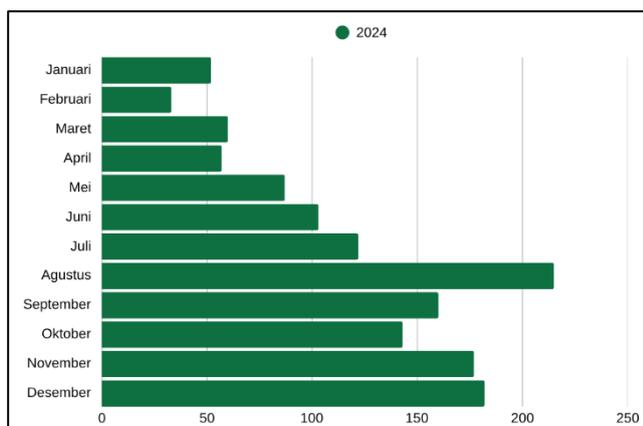
Source: CV. Dapur Kelor Bandung

CV. Dapur Kelor Bandung's sales growth is also supported by the addition of partners and resellers, expanding its product distribution network. This demonstrates that moringa-based products are not only in demand by consumers but also offer economic potential for businesses. However, the company still faces challenges such as negative public perceptions of moringa leaves and price competition with competitors offering cheaper, though often lower-quality, products.

On the other hand, CV. Dapur Kelor Bandung maintains high quality standards through modern production processes to maintain the nutritional value of the product, which results in a relatively higher selling price. This situation demands an appropriate business strategy to ensure consumers understand the value and benefits of the product. Therefore, this study uses a Business Model Canvas (BMC) approach to map nine key business elements to formulate effective marketing, pricing, partnership, and distribution strategies. The implementation of the BMC is expected to help the company increase its competitiveness, strengthen its brand position, and create business sustainability in the moringa-based processed food industry.

Literature review

Business Administration

The grand theory in this study is business administration, understood as a series of integrated activities within an organization to achieve commercial goals through planning, resource management, operations, and product marketing and distribution (Fahmi, 2019; Setiawan et al., 2024). Atmosudirjo explains that business administration is the process of managing a commercial organization as a whole by managers to achieve business goals objectively (Braham, 2022). Business administration plays a crucial role in ensuring operational effectiveness and efficiency and supporting data-driven decision-making, particularly in marketing and sales functions (Surepi et al., 2021). The primary functions of business administration include planning, organizing, implementing, and monitoring, which serve as a systematic framework for directing corporate strategy. Thus,

business administration serves as a theoretical foundation for analyzing business strategies in a structured manner to improve company performance and sales.

Business Strategy

A business strategy is a plan and action plan formulated to achieve a company's goals and increase competitiveness in a specific industry or market segment (Wheelen & Hunger in Bintang & Narundana, 2022). Strategy serves as an organization's direction in allocating resources, identifying opportunities and threats, and driving competitive advantage and innovation (Harahap, 2024). The implementation of a business strategy is influenced by a company's internal and external conditions, such as industry characteristics, business size, business objectives, customer orientation, and organizational culture, making it contextual and adaptive (Wardhana A, 2024). In developing a business model, the Business Model Canvas (BMC) is used as a strategic analysis tool to systematically describe and design the business model (Osterwalder & Pigneur, 2020). The BMC consists of nine main, integrated elements, enabling companies to understand the interrelationships between business aspects and develop more structured, practical, and efficient strategies.

Research methods

This study uses a qualitative approach with a field research design to deeply understand the business strategy implemented by CV. Dapur Kelor Bandung. This approach was chosen because it allows for contextual exploration of phenomena through direct interaction with research subjects, with the researcher as the main instrument (Sugiyono, 2021). The research subjects consisted of business owners, employees, and customers who were selected purposively because they have direct involvement in the company's business activities. The object of the research is the business strategy of CV. Dapur Kelor Bandung, which was analyzed using the Business Model Canvas (BMC) approach and strengthened by a SWOT analysis. The research data is descriptive qualitative, obtained through semi-structured interviews, direct observation, documentation, and literature studies. Data analysis was carried out qualitatively through the stages of data reduction, data presentation, and drawing conclusions, with a focus on mapping the nine elements of the BMC as well as internal and external factors of the company. Data validity was guaranteed through triangulation of sources, methods, and time, and supported by member checks and peer debriefing to ensure the credibility and consistency of the research findings (Moleong, 2020).

Results and Discussion

Analysis of the Bosuness Model Canvas CV. Dapur Lekor Bandung

Mapping of each of the nine business elements can be seen below:

1) **Customer Segments**

Customer segments are the customer groups targeted by the company's services. Based on Table 4.1, CV. Dapur Kelor Bandung targets individuals, families, pharmaceutical companies (such as pharmacies), business networks, new customers, and government collaborations through programs like Dekranasda. Furthermore, products are also being developed as typical NTT souvenirs based on local raw materials produced in Bandung.

2) **Value Propositions**

Value propositions are the primary value offered to customers. CV. Dapur Kelor Bandung emphasizes the nutritional quality of its products, using premium ingredients, no preservatives, and supported by official legality such as BPOM and international HACCP certification.

3) **Channels**

Channels are the means of product distribution and communication with customers. CV. Dapur Kelor Bandung uses physical stores as a means of transaction and consumer trust, as well as a network of agents and resellers to expand the market. Distribution is also supported by distributor vendors for large-scale product continuity.

4) **Customer Relationships**

Customer relationships are focused on friendly service, quick responses to complaints, and active communication. CV. Dapur Kelor Bandung utilizes social media platforms like Instagram and WhatsApp to maintain relationships and encourage repeat purchases.

5) **Revenue Streams**

Revenue streams show the company's sources of income. CV. Dapur Kelor Bandung's revenue comes from B2B sales, government orders, agents and resellers, and sales through bundled promotions.

6) **Key Resources**

Key resources are the primary assets that support business operations. CV. Dapur Kelor Bandung's primary resources include human resources, production equipment, and intangible assets such as product recipes and quality certifications.

7) **Key Activities**

Key activities encompass the primary activities involved in creating value. CV. Dapur Kelor Bandung manages daily raw material production, product innovation, packaging, shipping, and digital promotions tailored to the target market.

8) **Key Partners**

Key partners are those who support business continuity. CV. Dapur Kelor Bandung collaborates with raw material suppliers, agents and resellers, government agencies, and corporate partners.

9) Cost Structure

The cost structure explains all the operational costs of the business. CV. Dapur Kelor Bandung's main costs include premium raw materials, employee wages, packaging and promotion costs, and distribution costs.

Identification of the nine BMC blocks of CV. Dapur Kelor Bandung after conducting interviews is as follows:

SWOT Analysis of CV. Dapur Kelor Bandung

In collecting data processing, the SWOT method uses a questionnaire to several founders of CV. Dapur Kelor Bandung. The SWOT factors obtained from the questionnaire results will be identified into internal and external factors, the internal factors are strengths and weaknesses (strength and weakness) and external factors are opportunities and threats (opportunity and threat). Then, the results will be given a weighted value from the stakeholders who have provided the assessment, the following is the explanation:

Table of SWOT Factors of CV.Dapur Kelor Bandung

	Strenghts
1	Strict Standard Operating Procedures
2	Hygienic Production Process
3	Sourcing Quality Raw Materials
4	National and International Product Certification
5	Wide Range of Product Variants
	Weakness
1	The distance between the raw material source and the processing industry is quite far.
2	Lack of speed in monitoring the raw material source area.
3	Requires relatively high production costs.
4	Product prices are relatively high due to high production costs.
5	Many competitors produce similar, low-quality products at low prices
	Opportunities
1	High product benefits
2	Opportunity for repeat orders from consumers due to the benefits offered
3	Having an abundant source of raw materials every month
4	Competitors are not too massive/numerous
	Threats
1	Many new competitors
2	Rapidly changing trends
3	Distant distribution of raw material sources and production processes
4	Shortage of human resources in the raw materials sector
5	Declining product demand due to low product awareness

Source: Data Processed by Researchers, 2025

IFAS (Internal Factor Analysis Summary)

The IFAS weighting in this research is used to compare Strengths and Weaknesses in tabular form. The following are the calculation results using IFAS analysis on CV. Dapur Kelor Bandung:

Internal Factor Respondent Results Table

No.	Internal Factors	Respondents							Significant Level
	Strength	1	2	3	4	5	6	7	
1.	Strict Standard Operating Procedures	2	2	3	3	3	1	3	2.43
2.	Hygienic Production Process	1	3	3	3	3	1	3	2.43
3.	Quality Raw Materials	3	3	2	3	2	1	3	2.43
4.	National and International Product Certification	3	3	3	3	1	1	3	2.43
5.	Many Product Variants	2	2	3	2	2	1	3	2.14
	Total								**11.86**

No.	Weakness	1	2	3	4	5	6	7	Significant Level
1.	The distance between the raw material source and the processing industry is quite far.	2	2	1	1	2	2	2	1.71
2.	Lack of speed in monitoring the raw material source area.	2	2	1	1	1	2	3	1.71
3.	Requires relatively high production costs.	3	3	1	2	3	1	3	2.29
4.	Product prices are relatively high due to high production costs.	2	3	3	1	2	3	3	2.43
5.	Many competitors produce similar, low-quality products at low prices	1	3	1	3	1	2	3	2.00
	Total								**10.14**
	Subtotal								**22**

Based on the table above, respondent data was collected by completing a questionnaire from CV. Dapur Kelor Bandung employees using a Google Form on a linear scale with a value of "1" for significant variables, a value of "2" for neutral variables, and a value of "3" for very significant variables. To calculate the weight value, use the following formula: (Total weight must not exceed 1)

Note:

$$\text{Total Significance Level} = \text{Addition} - \text{Average Significance Level}$$

$$Weight = \frac{significance\ level}{Total\ significance\ level}$$

IFAS Score Calculation Table

No.	Strengths	Significance Level	Weight	Rating	Score
1.	Strict SOP Standards	2.43	0.11	4	0.44

No.		Significance Level	Weight	Rating	Score
2.	Hygienic Production Processes	2.43	0.11	4	0.44
3.	Quality Raw Material Sources	2.43	0.11	4	0.44
4.	National and International Scale Product Certifications	2.43	0.11	3	0.33
5.	Having Many Product Variants	2.14	0.10	3	0.29
	Total Strengths	11.86	0.54		1.95
No.	Weaknesses	Significance Level	Weight	Rating	Score
1.	Long distance between raw material sources and processing industry	1.71	0.08	1	0.08
2.	Lack of supervision speed in raw material source areas	1.71	0.08	2	0.16
3.	Requires relatively high production costs	2.29	0.10	2	0.21
4.	Product prices are relatively high due to high production costs	2.43	0.11	2	0.22
5.	Many competitors producing similar products with lower quality but also lower prices	2.00	0.09	2	0.18
	Total Weaknesses	10.14	0.46		0.84
	IFAS Subtotal	22	1.00		1.10

Source: Data Processed by Researchers using Excel, 2026

The score value is obtained by multiplying the weight by the rating. Each variable is added together to obtain the total score for the Strength and Weakness factors. The table above shows that the total Strength score is 1.95 and the total Weakness score is 0.84. The total IFAS score is 1.10, obtained by subtracting the Total Strength Score from the Total Weakness Score. The IFAS calculation results serve as a point in determining the gradient in the SWOT quadrant.

EFAS (External Factor Analysis Summary)

The EFAS weighting in this research is used to compare factors between Opportunities and Threats in tabular form. The following are the calculation results using EFAS analysis at CV. Dapur Kelor Bandung, as follows:

No.	Opportunities	1	2	3	4	5	6	7	Significant Level
1.	Receiving high product benefits	3	3	1	3	3	3	3	**2.71**
2.	Gaining repeat order opportunities from consumers due to the efficacy offered	2	3	3	3	1	3	3	**2.57**
3.	Having abundant sources of raw materials every month	1	3	3	2	3	3	3	**2.57**
4.	Competitors are not too massive/numerous	1	3	2	2	1	1	3	**1.86**
	Total								9.71

No	Threats	1	2	3	4	5	6	7	Significance Level
1	Many new competitors	3	1	2	1	1	2	3	**1.86**
2	Rapidly changing trends	1	3	2	3	3	3	3	**2.57**

3	Distant distribution of raw material sources and production processes	3	3	3	1	1	3	3	**2.43**
4	Shortage of HR/Labor in the raw material department	3	3	2	1	2	2	3	**2.29**
5	Decreasing product demand due to low product socialization/awareness	2	3	2	3	1	2	3	**2.29**
	Total								**11.43**
	Subtotal								**21.14**

External Factor Respondent Results Table

(Source: Data Processed by Researchers using Excel, 2026)

Based on the table above, respondent data was collected by completing a questionnaire from CV. Dapur Kelor Bandung employees using a Google Form on a linear scale with a value of "1" for significant variables, a value of "2" for neutral variables, and a value of "3" for very significant variables. To calculate the weight value, use the following formula: (Total weight must not exceed 1)

Note:

Total Significance Level = Addition − Average Significance Level

$$Weight = \frac{significance\ level}{Total\ significance\ level}$$

EFAS Score Calculation Table

No.	Opportunities	Significance Level	Weight	Rating	Score
1.	Receiving high product benefits	2.71	0.13	3.5	0.45
2.	Gaining repeat order opportunities from consumers due to the efficacy offered	2.57	0.12	3	0.36
3.	Having abundant sources of raw materials every month	2.57	0.12	3	0.36
4.	Competitors are not too massive/numerous	1.86	0.09	3	0.26
	Total Opportunities	9.71	0.46		1.44
No.	Threats	Significance Level	Weight	Rating	Score
1.	Many new competitors	1.86	0.09	2	0.18
2.	Rapidly changing trends	2.57	0.12	2	0.24
3.	Distant distribution of raw material sources and production processes	2.43	0.11	1	0.11
4.	Shortage of HR/Labor in the raw material department	2.29	0.11	2	0.22
5.	Decreasing product demand due to low product socialization/awareness	2.29	0.11	2	0.22
	Total Threats	11.43	0.54		0.97
	EFAS Subtotal	21.14	1.00		2.41*

Source: Data Processed by Researchers using Excel, 2026

The score value is obtained by multiplying the weight by the rating. Each variable is added together to obtain the total score for the Opportunity and Threats factors. The table above shows that the total Opportunity score is 1.44 and the total Threats score is 0.97. The total EFAS score is 0.48, obtained by subtracting the Total Opportunity Score from the Total Threats Score. The EFAS calculation results are used to determine the gradient in the SWOT quadrant.

Determining the SWOT Quadrant

In the SWOT analysis, the total IFAS score was 1.10 and the total EFAS score was 0.48. From the total IFAS and EFAS scores, the axis calculation to determine the SWOT quadrant position can be done using the following formula:

Axis X,Y

X = Total Strength Score – Total Weakness Score

X = 1,95 – 0,84

X = 1,10

Y = Total Opportunity Score – Total Threat Score

Y = 1,44 – 0,97

Y = 0,48

From the calculation above, a SWOT quadrant reference point will be formed to determine the company's position. It should be noted that the difference between the strengths and weaknesses is located on the X-axis (IFAS), and the difference between the opportunities and threats is located on the X-axis (IFAS)

SWOT Quadrant Image of CV.Dapur Kelor Bandung
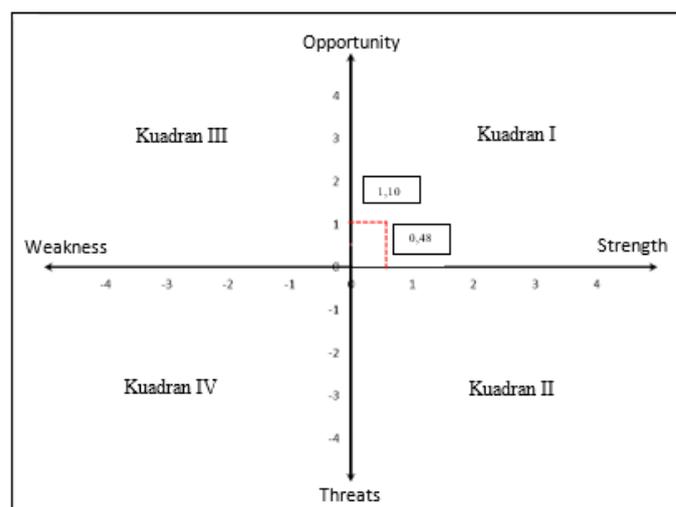
Source: Data Processed by Researchers, 2025

Based on the SWOT analysis results in the figure above, CV. Dapur Kelor Bandung is in Quadrant I, indicating a very favorable company position due to its strong internal strengths and significant external opportunities. This position indicates that the company is in prime condition, supported by adequate resources and capabilities to enhance competitiveness. Therefore, the recommended strategy is an aggressive growth strategy (growth-oriented strategy), which involves expanding the market, increasing business scale, and maximizing opportunities to achieve optimal business growth and development.

SWOT Matrix

SWOT Matrix Table of CV.Dapur Kelor Bandung

IFAS / EFAS	STRENGTHS (S)	WEAKNESSES (W)
	1. Strict SOP standards2. Hygienic production3. Quality raw material sources4. National & International certifications5. Diverse product variants	1. Long distance to raw material sources2. Slow supervision in source areas3. High production costs4. High selling prices5. Competitors with lower quality/prices
OPPORTUNITIES (O)	S-O STRATEGY	W-O STRATEGY
1. High product benefits2. Repeat orders due to efficacy3. Abundant raw materials4. Low competitor density	1. Optimize raw materials to maintain product consistency.2. Maintain customer relationships and trust.3. Leverage national & international certifications as added value.	1. Implement production cost efficiency without reducing quality.2. Optimize unique new product innovation strategies to differentiate from competitors.
THREATS (T)	S-T STRATEGY	W-T STRATEGY
1. Many new competitors2. Rapidly changing trends3. Distant distribution/logistics4. HR shortage in raw material dept5. Low product awareness	1. Adapt quickly to evolving trends.2. Build strategic partnerships with business partners.	1. Increase the quality and quantity of HR in the raw material department.2. Enhance product promotion and socialization.3. Re-evaluate the determination of selling prices.

Based on the SWOT analysis, a number of strategic proposals were obtained that can be implemented as a direction for CV. Dapur Kelor Bandung's future business development. The company's main strengths are the uniqueness of its moringa leaf-based products as healthy food, consistent product quality, a sustainability-oriented social business concept, and partnerships with moringa farmers. Market opportunities are also increasingly open with increasing public awareness of a healthy lifestyle and the rapid development of digital marketing. However, the company still faces weaknesses and threats, such as limited resources, negative perceptions of moringa leaves by some,

and high levels of competition in the food and beverage industry. Therefore, a more targeted business development strategy based on the Business Model Canvas (BMC) is needed so that the company can increase its competitiveness and maintain business sustainability.

Conclusion

Based on the research and discussion on business strategy analysis using the Business Model Canvas (BMC) at CV. Dapur Kelor Bandung, it can be concluded that the implementation of the BMC demonstrates that the nine elements of the business model have been implemented quite well and are integrated with each other. This helps the company understand its business position and development direction more comprehensively. The SWOT analysis results place CV. Dapur Kelor Bandung in Quadrant I with an IFAS score of 1.10 and an EFAS score of 0.48, indicating dominant internal strengths and substantial external opportunities. This situation strongly supports the implementation of an aggressive growth strategy (growth-oriented strategy).

The recommended business development strategy is to optimize internal strengths, particularly the uniqueness of moringa leaf-based products, consistent quality, and a social business concept oriented towards sustainability and partnerships with farmers. This strategy needs to be supported by capitalizing on market opportunities, such as increased awareness of healthy lifestyles and digital marketing, and balanced with efforts to minimize weaknesses and threats through more effective resource management, consumer education, and product differentiation. With the targeted implementation of a BMC-based strategy, CV. Dapur Kelor Bandung is expected to increase competitiveness, expand its market share, and maintain long-term business sustainability.

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