

Business Development Strategy Through the Business Model Canvas Approach at UD. Politani

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Abstrak

This study aims to analyze the business development strategy at UD. Politani through the Business Model Canvas approach and SWOT analysis to formulate an appropriate strategy to overcome the decline in revenue. This study uses a descriptive qualitative method with data collection techniques through observation, interviews, and documentation. The Business Model Canvas is used to map the business model, while the SWOT analysis is used to identify the strengths, weaknesses, opportunities, and threats faced by UD. Politani. The results of the study indicate that development strategies that can be implemented include expanding digital promotions, providing delivery services and online ordering systems, establishing cooperation with local MSMEs, using digital financial records, and providing a non-cash payment system. This study provides practical benefits for business actors, especially UD. Politani, in developing business development strategies that are in accordance with current needs. Theoretically, the Business Model Canvas and SWOT approaches can be effective tools for understanding business conditions and developing strategies that are more adaptive to market changes.

Kata Kunci: Development Strategy, Business Model Canvas, SWOT Analysis, UD. Politani.

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1. Introduction

The business world has undergone a transformation over the past few decades, primarily due to the influence of digital technology and globalization. These changes have created new challenges for businesses. Digital technology has transformed the way companies conduct their business, including how they connect with customers (Putri et al., 2024). Furthermore, shifts in consumer behavior, which now prioritize convenience, speed, and a comfortable shopping experience, have also impacted business sustainability (Adha, 2022). Given these conditions, every company needs a strategy that can adapt to constantly changing market conditions. Without the ability to adapt, businesses will struggle to retain customers and run their businesses. Therefore, strategic management is necessary for companies to survive and thrive amidst constantly changing market dynamics (Oktavia et al., 2024). Strategic management itself is a crucial process because it serves as a guide in formulating long-term business direction, adapting to external environmental dynamics, and optimizing the company's internal strengths and resources (David, 2011).

In practice, strategic management can be realized through a business development strategy. A development strategy itself is a series of goals, policies, plans, and activities designed by a company to capture business opportunities, maintain operational continuity, and achieve long-term growth and sustainability (Rahma et al., 2024). Amid increasingly fierce competition, this strategy is a crucial factor in maintaining competitiveness and adapting to all changes. Furthermore, a development strategy focuses not only on increasing sales but also on product development, expanding marketing areas, improving distribution systems, and enhancing customer satisfaction (Malik, 2020).

In developing this strategy, one tool that can be used is the Business Model Canvas. The Business Model Canvas is a framework developed by Osterwalder & Pigneur (2013) that consists of nine main elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. By using these elements, companies can more clearly see how the entire business process works and how to create value for customers. Furthermore, the Business Model

Canvas helps companies identify new business opportunities and design more measurable and effective risk management strategies (Mandamdari & Widjojoko, 2022).

Although the Business Model Canvas is an effective tool for mapping business models, its application alone is not sufficient to formulate a comprehensive strategy. Therefore, a more in-depth analysis of the company's internal and external factors is needed. A SWOT analysis can be used to evaluate the strengths, weaknesses, opportunities, and threats faced by a company (Rangkuti, 2016). SWOT analysis also serves as an effective tool in the decision-making process, as it can provide a clear picture of the company's internal and external conditions simultaneously. By identifying its strengths and weaknesses, as well as the opportunities and threats it may face, companies can develop more targeted strategies (Safitri et al., 2024). The combination of the Business Model Canvas and SWOT can provide a more comprehensive analytical picture, making it easier to develop business development strategies that are appropriate to the conditions and challenges the business is facing.

One example of a business facing these challenges is UD. Poltani. UD. Politani is a retail business specializing in the sale of household appliances, established in 2015 in Jember Regency. Based on its 2024 financial report, it was found that this business experienced a gradual decline in revenue, from Rp179,020,000 in January to Rp121,385,000 in December, a decrease of approximately 32.2%. The monthly revenue breakdown is presented in Table 1 below:

No	Month	Amount (Rp)
1	January	179,020,000
2	February	175,460,000
3	March	168,895,000
4	April	154,710,000
5	May	139,905,000
6	June	130,930,000
7	July	125,910,000
8	August	128,780,000
9	September	127,740,000
10	October	133,735,000
11	November	124,135,000
12	December	121,385,000

Table 1. UD. Politani Income Data for 2024

Source: UD. Politani

This issue is suspected to be related to one of the elements of the Business Model Canvas, namely channels. Based on interviews, business owners stated that sales still rely entirely on physical stores without utilizing digital platforms such as social media, marketplaces, or online ordering systems. Given this issue, this study aims to analyze business development strategies that UD. Politani can implement using the Business Model Canvas approach and a SWOT analysis.

Numerous studies on business development strategies have produced various articles, including those by Novalia et al. (2020) and (Wardana & Sitania, 2023). These studies demonstrate that the Business Model Canvas approach can assist in designing business development strategies. However, both studies still do not include a SWOT analysis in their discussions. Therefore, this research is expected to fill this gap and contribute to business actors in developing business development strategies appropriate to field conditions.

This research began with a mapping of the business model at UD. Politani using the Business Model Canvas approach. This approach was used to describe the business activities at UD. Politani. Next, a SWOT analysis was conducted to identify the strengths, weaknesses, opportunities, and threats of the business. Based on the analysis, a new business model was developed that was more relevant to current business conditions. Finally, a business development strategy was formulated based on the previously established new business model.

Based on the theoretical description and empirical findings that have been presented previously, a framework of thought has been prepared that describes the main focus of this research, namely:

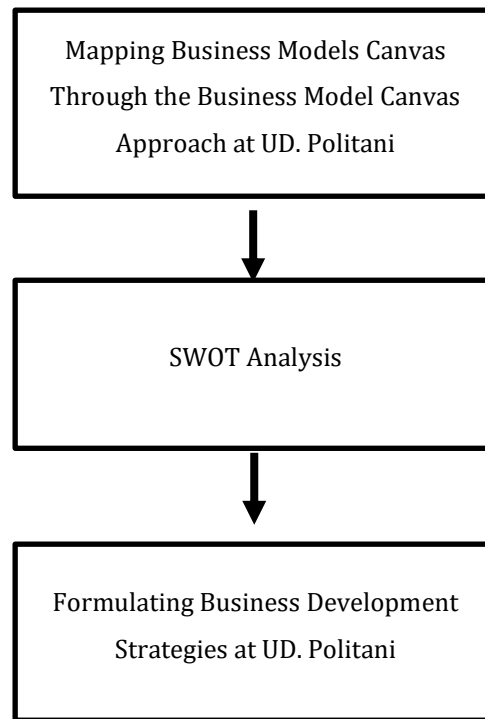


Figure 1. Framework of Thought

2. Methods

Research Design

The data type in this study is qualitative with a descriptive research type. The focus of this study is to develop a business development strategy at UD. Politani using nine elements of the Business Model Canvas supported by a SWOT analysis. In this study, the types of data used are primary and secondary data. Primary data was obtained through observation, interviews, and documentation. Meanwhile, secondary data was obtained from journals, books, and UD. Politani's financial reports in the form of revenue data in 2024. Data collection was carried out through observation, interviews, and documentation. Observations were carried out frankly where the researcher clearly conveyed to the business owner that they were conducting research. Interviews were conducted directly with informants using a structured interview method. Interview topics covered the business model at UD. Politani based on the nine elements of the Business Model Canvas. Documentation was used to record interactions with informants and collect supporting data. Forms of documentation include taking pictures of financial reports, products sold, and business activities at UD. Politani to strengthen the findings.

Informants and Sampling Techniques

The determination of informants as data sources in this study used a purposive technique, which is a technique for determining informants based on certain considerations and objectives (Sugiyono, 2021). The criteria for determining informants in this study include: Individuals who have a comprehensive understanding of business activities and have direct insight into all elements of the Business Model Canvas at UD. Politani, individuals who are directly involved in the process of recording sales transactions and interact regularly with customers, individuals who have an understanding of the business's financial condition, and customers who are able to provide an assessment of the elements of the Business Model Canvas based on their shopping experience at UD. Politani. Based on these criteria, the informants in this study were the owner, cashier, financial administration department, and two customers of UD. Politani.

Research Instruments

The instrument used in this study was a structured interview guide. The interview guide was developed based on the following theories:

1. Strategic Management

Strategic management is a process involving the art and science of designing, implementing, and evaluating decisions involving various parts of an organization. The strategic management process consists of

three main stages: formulation, implementation, and evaluation. This process combines functions such as management, marketing, finance, production, and information systems to help the organization achieve its goals (David, 2011).

2. Business Model Canvas

The Business Model Canvas is a framework with nine key elements for mapping business models and helping design effective strategies. These elements include: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Osterwalder & Pigneur, 2013). Implementing the Business Model Canvas as a strategic tool will help business owners plan, measure, and adapt quickly to changes in the market or business environment.

3. SWOT Analysis

SWOT analysis is a method for identifying and evaluating a company's strategic factors, both from the internal environment (strengths and weaknesses) and external (opportunities and threats) with the aim of formulating appropriate strategies (Rangkuti, 2016). The stages of SWOT analysis consist of three main steps, namely data collection, analysis, and finally decision making.

4. Business Development Strategy

A business development strategy is a long-term action involving top-level management decisions and the allocation of company resources to achieve organizational goals. This strategy can be implemented through three strategic levels: corporate, business, and functional. Corporate-level strategies focus on the company's long-term direction, such as expanding into new territories or diversifying products. Business-level strategies focus on how the company competes in a specific market, for example by implementing cost leadership strategies, product differentiation, or focusing on specific market segments. Meanwhile, functional-level strategies focus on strengthening each of the company's operational functions, such as increasing financial efficiency, improving service quality, improving inventory management, and managing human resources.

Data Analysis Techniques and Validity

The data analysis technique in this study uses an interactive model from (Milles et al., 2014), which consists of data collection, data condensation, data display, and conclusion drawing/verifying. First, data collection was carried out through observation, interviews, and documentation as supporting data. Second, data condensation, which includes the process of selecting, simplifying, and summarizing data to make it more focused. Third, data presentation is arranged in narrative and tabular form to facilitate analysis. Finally, conclusions are drawn based on the findings from the data obtained.

To test the validity of the data, technical triangulation and source triangulation were used (Sugiyono, 2021:274). These two methods complement each other and serve to verify the data. If the results from various techniques and sources show the same pattern, then the conclusions drawn are soundly based.

3. Results and Discussion

Business Model Canvas

Based on the research results, there are findings related to UD. Politani's business model when viewed from the nine elements of the Business Model Canvas, including:

1. Key Partnership

UD. Politani's primary partner is a local distributor based in Jember Regency. This partner is responsible for procuring household goods sold by UD. Politani. This long-term partnership is conducted directly without intermediaries.

2. Key Activities

UD. Politani's main activities include sourcing goods from local distributors, managing inventory to ensure product availability, serving customers directly in-store, and manually recording daily sales and expenses.

3. Key Resources

UD. Politani's main resources consist of three aspects: physical, human, and financial resources. Physical resources include its own building, display racks, display cases, inventory, and operational vehicles. Meanwhile, in terms of human resources, UD. Politani currently employs eight employees who have their respective duties, such as cashiers, administration staff, stock management staff, and customer service staff. Financial resources come from the business owner's personal capital and cash flow from sales.

4. Value Proposition

UD. Politani offers value by offering affordable products that meet the purchasing power of the local community, especially housewives. Furthermore, UD. Politani focuses on providing products that customers truly need, such as kitchen equipment, cookware, and other functional household necessities. The business's location on a main road and easy access also adds value to customers.

5. Customer Relationship

UD. Politani builds relationships with customers through friendly and communicative service. This interaction occurs in person every time they shop in the store. Furthermore, the business welcomes and responds to customer feedback regarding products and services from employees.

6. Channel

UD. Politani uses channels to reach customers through its physical stores and social media platforms, including Facebook. All transactions take place in-person, while Facebook is used for promotional purposes.

7. Customer Segment

UD. Politani's primary customer segment is housewives. This segment was chosen because the majority of the products sold are household items essential for daily activities, such as kitchen equipment, cooking utensils, and other functional needs related to household appliances.

8. Cost Structure

The cost structure at UD. Politani consists of the cost of purchasing household appliances from distributors as the main component, employee salaries, and store operational costs such as electricity, water, and internet to support business activities.

9. Revenue Stream

UD. Politani's primary source of revenue comes from direct sales of household appliances offline in its stores. This revenue is generated from purchases made by consumers who come directly to the store to purchase household necessities such as cooking utensils, cleaning supplies, and so on.

Key Partnership:	Key Activities:	Value Proposition:	Customer Relationship:	Customer Segment:
Local distributor from Jember Regency area	<ul style="list-style-type: none"> - Procurement of goods from distributors - Inventory management - Direct customer service in store - Recording of daily sales and expenses 	<ul style="list-style-type: none"> - Affordable prices and in accordance with people's purchasing power - Providing household equipment products that customers really need - Strategic location on the main road and easy for customers to reach 	<ul style="list-style-type: none"> - Providing friendly and communicative service - Open to customer input regarding products and services from employees 	UD. Politani's primary target market is housewives who need various household appliances to support their daily activities.
Key Resources:			Channel:	
<ul style="list-style-type: none"> - Shops, display racks, display cases, stock of goods, operational vehicles - Eight employees - Working capital and cash flow 			<ul style="list-style-type: none"> - Shop - Facebook 	
Cost Structure:			Revenue Streams:	
Cost of purchasing household equipment products, employee salary costs, shop operational costs (electricity, water, and internet)			Offline sales of household appliances in stores	

Figure 2. Mapping of UD. Politani's Business Model Using the Business Model Canvas

Source: Data Processed by Researchers, 2025

SWOT Analysis

A SWOT analysis was used to identify the strengths, weaknesses, opportunities, and threats that UD. Politani faces in running its business. The results of this SWOT analysis were obtained through observation, interviews, and documentation. The results of the SWOT analysis at UD. Politani are presented in Table 2:

Strength	Weakness
<ul style="list-style-type: none"> - Strategic location - Competitive prices and in line with people's purchasing power - Own physical assets 	<ul style="list-style-type: none"> - Distributors are limited to Jember Regency only - Promotion is only done using one social media, namely Facebook - Financial recording is still manual - There is no delivery service yet - Only accept cash payments
Opportunity	Threat

- Increasing use of social media by the public	- Competition from modern stores and e-commerce
- The rise of digital payment methods and online buying and selling platforms	- Changes in consumer behavior towards digital
- Collaboration with local MSMEs to increase product variety	- Decline in consumer purchasing power

Table 2. SWOT Analysis of UD. Politani

Source: Data Processed by Researchers 2025

Based on the data above, it can be seen that UD. Politani has a number of strengths, weaknesses, opportunities, and threats. Among UD. Politani's strengths are its strategic location on the main road and close to residential areas. The prices offered are quite competitive and in line with the purchasing power of the community, especially housewives, who are the main target. Furthermore, physical assets such as the store building, shelves, display cases, and vehicles are owned, so there is no rental burden. However, there are several weaknesses that need to be addressed. UD. Politani only collaborates with distributors from Jember Regency. This limits product variety. Promotions also still rely on a single social media platform, Facebook, so it is unable to reach a wider consumer base. Financial records are still done manually, which is risky and inefficient. Furthermore, UD. Politani does not yet offer remote ordering or delivery services, and payment methods are cash-only.

On the other hand, there are opportunities for UD. Politani to expand its business. The increasing use of social media by the public can be utilized for promotions. The development of digital payment services and online buying and selling platforms opens up opportunities to reach consumers outside the store's area. Furthermore, UD. Politani can also expand business relationships with local MSMEs, which can increase product variety and attract buyers. Meanwhile, UD. Politani faces threats from increasingly fierce business competition, particularly from modern stores and e-commerce. Changes in consumer behavior toward digital and declining purchasing power due to economic conditions that can occur at any time also pose challenges.

Business Development Strategy

Based on the results of the business model mapping using the Business Model Canvas approach and the SWOT analysis that has been conducted, the business development strategy at UD. Politani can be implemented through a functional-level strategy. This strategy is considered appropriate because it focuses on improving and developing business operations that are in accordance with UD. Politani's conditions as a retail business. In addition, the problems faced by UD. Politani lie in the following functions:

1. Marketing Functions

In the marketing function, the Business Model Canvas analysis at UD. Politani shows that the channel element only uses one promotional channel, Facebook, so its reach is still limited. From the SWOT analysis, UD. Politani's weakness is that promotions are not optimal, as they only use one social media platform. On the other hand, there is an opportunity to increase social media usage among the public. Based on these findings, a strategy that can be implemented is to expand digital promotional channels through Instagram, TikTok, WhatsApp, and marketplace platforms like Shopee and Tokopedia.

2. Operational Functions

In the operational function, the results of the Business Model Canvas analysis show that the key activities and value proposition elements are still limited to direct sales in stores without delivery services or online ordering. Not only that, the key partnership element only involves distributors from the Jember Regency area. From the SWOT analysis, there is a weakness, namely the unavailability of delivery services and long-distance ordering, while opportunities exist in the development of digital technology and the potential for collaboration with local MSMEs. Based on these two analyses, a strategy that can be implemented is to provide delivery services and online ordering to customers to increase business competitiveness. In addition, UD. Politani is advised to collaborate with local MSMEs to increase product variety.

3. Financial Function

In the finance function, the results of the Business Model Canvas analysis, particularly on the key resources element, indicate that financial recording is still done manually, and the revenue stream element only comes from direct sales with a cash payment system. Meanwhile, the SWOT analysis found weaknesses including financial recording and limited payment methods. On the other hand, there are opportunities from the increasing use of digital payment systems. Based on these results, strategies that can be implemented by UD. Politani include using digital recording applications such as Microsoft Excel. In addition, UD. Politani can add non-cash payment methods such as bank transfers or e-wallets.

From the explanation above, it can be seen that the strategy designed by UD. Politani is still in the formulation stage. This means that this strategy is still a plan or draft drawn up based on the results of the analysis, but has not yet been implemented in the field. The formulation stage is the initial step in strategic

planning, the purpose of which is to develop appropriate steps before the strategy is implemented. After the formulation stage is complete, the implementation and evaluation phase then enters so that the strategy can produce tangible results for business development at UD. Politani.

4. Conclusion

The research results indicate that this business still has shortcomings. A SWOT analysis identified several strengths, including a strategic location, competitive pricing, and proprietary assets. However, weaknesses include limited collaboration with distributors, limited use of social media for promotions, no delivery service, manual record-keeping, and the lack of digital payment methods. Furthermore, the increasing use of social media, digital transactions, and collaboration with local MSMEs present opportunities for business development. On the other hand, there are threats from competition from modern stores and e-commerce, shifts in consumer behavior toward digital, and declining consumer purchasing power.

Recommended business development strategies include strengthening marketing functions by expanding digital promotional channels, developing operational functions by adding delivery services and an online ordering system, and collaborating with local MSMEs to expand product variety. Improvements to financial functions include digitizing record-keeping and providing cashless payment options. The resulting strategies are still in the formulation stage and require further implementation and evaluation to support UD. Politani's future growth and sustainability.

The results of this study indicate that combining business model analysis with business environment analysis can help develop more appropriate strategies. The Business Model Canvas and SWOT approaches can be effective tools for understanding business conditions and developing strategies that are more adaptive to market changes. For UD. Politani, it is recommended to develop a business strategy that has been prepared using the Business Model Canvas and SWOT to overcome business problems, namely declining revenue. For further research, it is recommended to study SWOT analysis in more depth using the Internal-External Matrix (IE) to be able to develop a more focused strategy based on a clear priority scale.

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