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How to develop business with SWOT analysis and Business Model Canvas (BMC) in Chandra Store

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INFO ARTICLE

Abstract

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In the context of the discussion that raised the role of SWOT (Strengths, Weaknesses, Opportunities, Threats) and BMC (Business Model Canvas) in business development, this study aims to explore the potential for improving the performance and growth of Chandra stores. The research method used involves SWOT analysis to identify internal and external factors that affect the business, and BMC is used to design a more effective business model. The results showed the identification of Strengths, Weaknesses, Opportunities, and threats Chandra stores, as well as changes in business models that can be applied. The implication of this study is that the application of SWOT and BMC can be an effective tool in designing more sustainable and profitable business strategies. This study provides a valuable contribution to business owners and stakeholders in understanding how to optimize their business operations and growth. As such, this study provides important insights for business practitioners who seek to improve their competitiveness in an ever-changing and competitive marketplace. By applying the findings from this study, businesses such as Chandra stores can successfully adapt to the changing business environment and achieve long-term success.

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Introduction

A retail business is a business that sells goods in retail to end consumers with various forms of outlets such as convenience stores, markets, kiosks, retail warehouses, and others. Broadly speaking, there are two types of retail in Indonesia, namely traditional retail and modern retail. Examples included in traditional retail are traditional markets and grocery stores. While those included in modern retail include supermarkets, convenience stores, boutique, factory outlet, specialty store, trade

center, mall, and one of them is a store (Martinus 2011). In the last decade or so, the growth of modern retail turnover can be fairly good. This is due to positive catalysts that support the growth of modern retail turnover, such as: increasing public income, especially in the rapid middle class, increasing Indonesian population accompanied by demographic bonuses, urbanization, strong levels of consumer optimism, and commercial property growth into retail industry demand (Destry Damayanti 2014). Growth in retail turnover from 2011-01 to 2023-05 in the chart:



Source : CIEC DATA 2011-2023

Based on the data above, Indonesia's Retail Sales Growth is 0.0% in 2023-05. This records a decrease from the previous number of 1.5 % for Dec 2023-04. Indonesia's Retail Sales Growth data is updated monthly, averaging 7.9 % from Dec 2011-01 to 2023-05, with 149 observations. The data reached an all-time high of 28.2 % in Dec 2013-12 and a record low of -20.6 % in Dec 2020-05 (Company 2021). Similarly, Mandiri Economist Faisal Rachman explained that the Retail Sales Index in May 2023 fell on a monthly basis due to post-Eid normalization in April 2023 (Company 2023). In overcoming this, grocery store business actors can develop their businesses through technological innovation, so that they can reach a wider business sector, especially during the ongoing pandemic, where people prefer to shop from home rather than directly coming to the store. Therefore, innovation can be a matter of discussion for financial managers and the public to work together in exchange exercises. The level of technological progress is increasing, but in fact there are still many financial managers in Indonesia who have not utilized innovation optimally so that there are still many investors who use conventional systems or vice versa (Suyanto et al. 2022). One of the grocery stores located in Blawe Kulon Village, Kediri Regency is Chandra Store which is one of the stores that became the object of research. This shop sells a variety of basic necessities ranging from oil, eggs, rice, coffee, sugar, and so on. Chandra stores focus on the value of trust in the business and can reasonably compete and focus on consumer loyalty because it is believed that buyers will shop or buy products back. Buyers or customers who want to buy should come to the store. B2C (Business to Customer) i.e. The process of selling a product or service that occurs directly to userEnd Usersuch as retail stores and restaurants, both individuals and groups (Admin 2017). is a technique (model) used by Chandra store. On the other hand, the store has also not implemented the business canvas (BMC) model which is applied as a strategy plan in carrying out business ideas, while the BMC examination strategy is very important for every money manager because it clarifies the business focus, more accurately uses the business canvas model, the target market reaches as targeted and the risk of failure is smaller (Desy 2020). Action Plan Materials are an important part of field-tested strategies because having Action Plan Materials will assist business entertainers in creating rewards, offering a number of incentives, and earning rewards. With this

Action Plan Material, business people can more easily understand buyers / customers (Suyanto et al. 2022). Current customer segments are identified as segmented markets, with a canvas of future business models including cost reductions in the value proposition. Revenue streams were found to come from product sales and trolley rentals, with key resources including physical, intellectual, and human resources. The pricing mechanism used is fixed menu pricing, and the brand is known for offering affordable products of good quality (Priyono 2015). The business model above can not only be used to help regulate in the business world, but also can find problems and solutions in various regions, especially those related to administrative quality or quality of goods. One more improvement methodology is used to distinguish variables inside and outside a business (Putra, 2017). The need for analysis in strategy planning can help the examining organization develop its market reach is called SWOT analysis (Syah et al., 2021) Examination provides benefits for business people in planning their business quality (strength) and business shortcomings (weakness). In addition, SWOT analysis is also used to plan potential / opportunities (opportunities) open even things that harm or threaten a business (threat)) (Setyorini, Effendi, from Santoso 2016). Toko Chandra business MSME development strategy by identifying internal and external factors of a business (Son 2020). The need for a strategy analysis that can help business actors in expanding market reach called SWOT analysis (Syah et al. 2021). This analysis can help business people to formulate the strengths of their business and side by side with business weaknesses. The Chandra store has advantages from the store in the village such as the complete needs of basic foodstuffs, drinks, cigarettes, online transfers and others as well as weaknesses in the Chandra store lack of knowing how to develop such as not optimal in finance, unstable arrangement and less optimal store stock. In addition, SWOT analysis is also used to map what can be opportunities (Opportunity) even things that threaten a business (Threat). SWOT analysis is an evaluation of internal factors consisting of business strengths and weaknesses and an evaluation of external business factors, namely opportunities and threats where this analysis is closely related to the Business Model Canvas (Setyorini et al. 2016). These two approaches complement each other and need to be understood by business people in order to compete effectively. The statement shows that SWOT analysis is not only important for mapping businesses, but has also evolved to be used in developing new strategies by various institutions. In the context of educational institutions, SWOT analysis shows that schools will strive to optimally improve their strengths to overcome weaknesses and take advantage of opportunities to anticipate threats that may be faced by the educational institution (Rochman 2019). From the above, it can be concluded that SWOT analysis is an effective method to identify advantages, weaknesses, opportunities, and threats in a company or institution, with the aim of reaching mutual agreement in achieving goals. There have been several previous studies that examined the business model canvas material and SWOT analysis, namely understanding that the inspection procedure used is SWOT to see shortcomings and dangers by making quality and value effective. open doors they have as well as business planning using Plan of Action Material (BMC). This study produces arrangements that entrepreneurs can use to have options in competing with competitors, for example developing the business sector to channel components, participating in business development preparations/value proportion, increasing manpower and opening new branches/key resources (Nafi'ah 2017). *Second*, researchers conducted by (Suyanto et al. 2022) explained that the Biondi store business in general is the same as other stores, but this business must be side by side with stores that are more contemporary and with complex technology, where as is known most Biondi stores in Indonesia actually display their business traditionally. Pursuing Toko Biondi business ventures must be

done with the latest methodologies that can help in differentiating how to manage assistance through the business model canvas. One way that can be used to examine the factors of change that occur internally and remotely so that it can decide on future business systems is called SWOT analysis. *Third*, (Rahayu, Astuti, and Sandy 2022) namely BMC is carried out in several stages of examination, especially internal and external involving IFE and EFE networks and SWOT analysis. The next stage is to do weighting using the AHP strategy to obtain the necessary procedures, then provide ideas for improvement using BMC. Customer relationships, key partners, value propositions, customer segments and channels, revenue streams, key resources, key activities and cost structure (Ifyu et al., 2022). The results of the exploration show that procedures using Action Plan Material can be carried out and productive in determining the plan/methodology of the institution. Over time, Blawe Village, Purwoasri District, Kediri Regency, is now marked by many grocery store stands. The presence of many of these stores encourages business actors to set the right strategy to create competitiveness, maintain business, and face future challenges. Here are a number of grocery stores in Blawe Village, Purwoasri District, Kediri Regency.

No	Grocery Store Name	Address
1.	Toko Chandra	Blawe Kulon Street
1.	Mbak Kun Shop	Blawe Kulon Street
2.	Mr. Sigit's Shop	Blawe Kulon Street
3.	Toko Mas Agus	Jl. Blawe Etan
4.	Mr. Sam's Shop	Jl. Blawe Their
5.	Toko Mas Irmu	Jl. Blawe Kidul
6.	Flower Shop	Jl. Blawe Etan

Source : Observation Results

The list of Grocery Stores mentioned reflects the market competition faced by Toko Chandra, especially with competitors such as Toko Mbak Kun, Toko Bapak Sigit, and Toko Mas Agus located nearby. These competitors pose a threat to business owners because in addition to having similar locations, they also provide comparable facilities, such as fans, and provide good service. As the number of grocery stores that stand increases, competition further strengthens its position. Grocery stores that are unable to maintain their market share risk losing out to the competition. Currently, consumers tend to be more selective in choosing grocery stores as a place to shop. Therefore, business actors must be ready to develop the right strategy to seize market share and successfully compete. Chandra stores have implemented SWOT such as knowing the power to increase effective sales volume and implementing a good growth strategy. With an effective strategy will minimize weaknesses and threats, namely by developing and utilizing strengths or opportunities and improving the quality of services, products and facilities to be superior to competitors. (Rahmah Muthia 2018) by applying SWOT analysis, business owners can find out the weaknesses of the store, and create those weaknesses into strengths and can minimize threats to become opportunities. (Budiarto 2019) By conducting a SWOT analysis that includes an evaluation of the external and internal environment, business owners can detail the current situation of their store. This allows them to determine the optimal strategy, so that the store can remain superior to other competitors. Chandra stores not only conduct SWOT analysis, but have also adopted the Business Model Canvas. This aims to support business owners in managing business processes, even though the implementation is not yet fully optimal. Business Model Canvas is used to detail aspects such as resources, activities, relationships with related parties, revenue, to expenses that need to be

spent.(Christanti et al. 2017) Business Model Canvas has a very important role in designing business planning. Business people can compile their business plans in a simpler way and in accordance with their vision. Through the Business Model Canvas, they can clearly define how their business planning will be realized in the future.(Valerian Tamika and Ghina 2017) It is necessary to improve or evaluate the nine business model blocks so that future business development can be optimal. Toko Chandra implements SWOT strategy and Business Model Canvas, which has delivered positive results by ensuring its business continuity to date. Chandra stores have an effective marketing strategy, supported by internal and external analysis that puts it in a position of growth. The advantages of Toko Chandra involve strategic location on the side of the highway, providing facilities superior to surrounding stores, and providing friendly service. Thus, Chandra Store can take advantage of better market share opportunities, even though it competes with many competitors in the same industry who have different advantages. Chandra stores also manage to minimize weaknesses and threats through this approach. Chandra store is known among the people of Blawe Village as a modern store that follows the trend of the times. The latest interior, equipped with a fan, seats to queue buyers, and the completeness of the products it has become an attraction. By providing these facilities, Chandra Store creates a competitive advantage in service, location, product completeness, and price offerings that are different from its competitors. Based on the data obtained, Toko Chandra has conducted a SWOT analysis and Business Model Canvas. Therefore, the author can revise the business development strategy by revisiting or redesigning the Business Model Canvas. Fundamental improvements to the nine blocks of the business model will be a critical step to face competition and win market share. Based on the description above, researchers are interested in conducting research entitled "How to develop business with swot analysis and Business Model Canvas (BMC) in Chandra Store". An update of the previous research, namely the object of research of Toko Chandra. The purpose of this study is to determine the strategy (development) using SWOT analysis and Business Model Canvas on the Chandra store on the Chandra Store and the constraints on implementing the strategy.

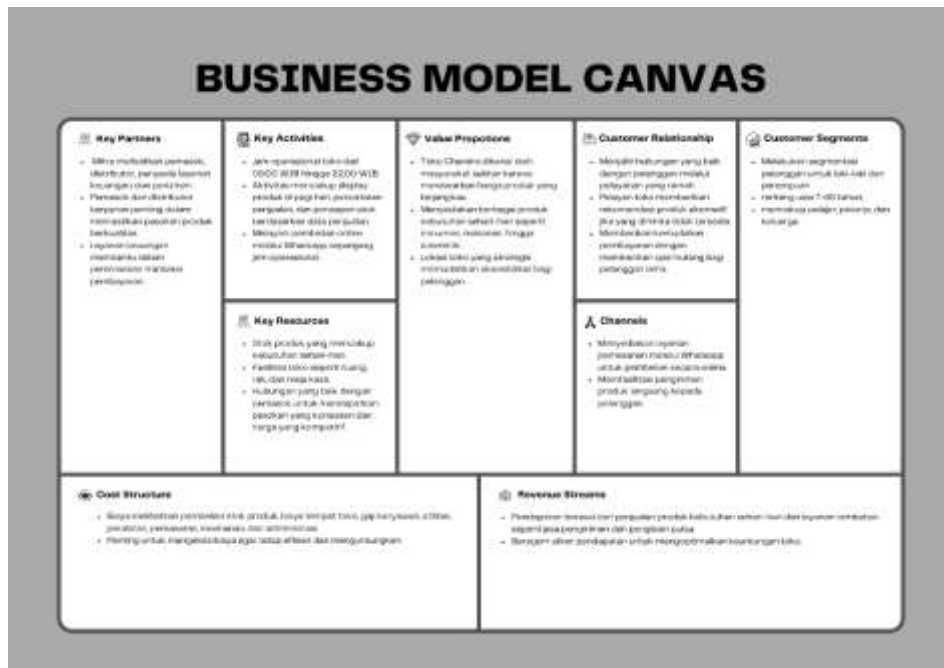
RESEARCH METHODS

The research method used is a qualitative approach with a case study type. The subject of this study is the owner of Toko Chandra, namely "Rediati". Analysis is carried out using SWOT analysis techniques to identify weaknesses and threats faced, while optimizing the strengths and opportunities possessed. Business mapping is done using the Business Model Canvas (BMC). The main data source was obtained through direct interviews with MSME business owner Toko Chandra "Rediati" in Blawe Village, Purwoasri District, Kediri Regency. In the planning phase, the author plans a meeting with business actors to analyze the problem. A meeting schedule was also made to carry out Business Model Canvas (BMC) mapping and SWOT analysis on Toko Chandra "Rediati" business. At the implementation stage, researchers, as well as MSME assistants, have prepared a form to analyze businesses using BMC, with mapping on nine elements involving Customer Segment, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Activities, Key Partnership, Key Resources, and Cost Structure (Admin 2023) on the business of Toko Chandra "Rediati". Finally, at the evaluation stage, researchers and business actors held discussions related to the identification results using SWOT analysis in the Chandra Shop "Rediati" business. In addition, steps to be taken after the mentoring ends, including business development strategies to be implemented.

RESULT

A. BMC Analysis

According to Osterwalder and Pigneur (John at, al 2010) Business Model Generation is a canvas consisting of 9 interrelated elements. Each of the nine basic building blocks can be the first step in determining where a company transforms its business model. The nine blocks cover four key areas of the business: customers, offerings, infrastructure, and financial capabilities. With these nine blocks, we can actually validate whether one business idea is potential or not. Therefore, creating a Business Model Canvas is the earliest thing that a novice entrepreneur usually needs. In the chandra grocery store business is still not optimal in its application, this can be seen from the results of interviews and observations made by the author. The Chandra grocery store was established on February 2, 2023, in response to the economic changes brought about by the COVID-19 pandemic. The slightly decreased income during the pandemic was the motivation to start this business. Ibu Rediati, a grocery store owner, sees opportunities in people's needs for basic goods and daily necessities that remain high. With her determination and passion in entrepreneurship, Ibu Rediati decided to open this grocery store as an effort to help the local community and improve her family's finances. Since then, Chandra's grocery store has become a reliable source of daily necessities for the surrounding community. However, during interviews and observations, there were several obstacles experienced by Mrs. Rediati in managing the store, especially recognizing customer needs. Based on this, the author also acts as a business companion, Mrs. Rediati invites her to discuss to resolve obstacles and maintain her business. Then after identifying the problem, the author made a mapping of the business into *Business Model Canvas* (BMC) here are the results of the discussion:



Picture 1 Business Model Canvas

B. SWOT Analysis

After making observations and discussions with Toko Chandra business owners regarding the manufacture of *Business Model Canvas* (BMC), the next stage is analysis *strengths* (power), *weaknesses* (weakness), *opportunities* (opportunity), and *threats* (anacaman). SWOT Analysis According to Sondang P. Siagian (Rahmawati and Sutantri 2019) is one of the instruments of investigation into an event in the company that is powerful if used appropriately. The company must be able to know what factors are the key to its success both internally and externally in its environment with the aim of increasing competitiveness. Successful companies always try to recognize competitors as best they can as they do with consumers. That is a form of struggle that can be carried out in order to get victory or get a better position without having to have physical collisions or conflicts (Public Relations 2022). Analysis and evaluation of competition will allow management to decide where to compete and how to determine the position against competitors in each target market. This SWOT analysis can be used by business owners to determine the stages of building a business strategy. The following SWOT analysis was conducted at Toko Chandra:

Table 1 SWOT Analysis

Source : Author's Personal Document 2023

STRENGTHS (S)	WEAKNESS (W)
<ul style="list-style-type: none"> - Prices are quite cheap compared to other stores - Various kinds of local MSME snack products that are in great demand by consumers - Have employees who serve kindly - Strategic location on the side of the main road and easily accessible to locals 	<ul style="list-style-type: none"> - Dependence on rice suppliers, because it still has one supplier - Not yet familiar with customer needs properly - Delivery service is less than optimal - There are no banners talking about promos
OPPORTUNITIES (O)	THREATS (T)
<ul style="list-style-type: none"> - Marketing is done <i>online</i> through the <i>whatsapp application</i> - Partnering with local MSME products 	<ul style="list-style-type: none"> - There is a minimarket that is quite close to Toko Chandra - Fruiting customer habits from buying directly to the store to

	buying <i>online</i>
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DISCUSSION

A. BMC Analysis

Chandra stores that have only opened for 9 months ago must be able to know customer needs and efforts to meet community demand. Judging from *Value Proposal Value propositionis* an important element that every company needs to pay attention to if it wants its products or services to be chosen by customers such as: The advantages offered to customers when using the product, what benefits customers will get after using the product and why customers should choose the product and what distinguishes it from others (Ismi 2023). Chandra store is known to the surrounding community has cheap product prices. Products sold at Chandra Store include basic daily necessities such as drinking, food, to cosmetics. The location of the store is also in a strategic place so that it can be easily reached. *Segment Customer* or customer segmentation is how Chandra Store can see customers who have the potential to buy products (Fauziyah 2022). The customer segmentation set is men and women, aged 7-65 years, students, workers, and families. With this segmentation, it is possible to provide products and services that suit the diverse needs of customers. Customer relationships basically describe how the relationship built between the organization or company in business with its consumers and customer relationships is how the organization maintains relationships with customers (Aliwinoto et al., 2022). *Customer relationship in the form of namely:* The service provided by Toko Chandra is very friendly, sometimes shop assistants provide other product recommendations if the product requested by customers does not exist. Chandra stores also provide relief in terms of payments, namely for old customers ranging from 3 months, they are allowed to go into debt. *Channel* or channel is a medium of interaction between businesses and customers to deliver products and services (Fauziyah 2022). In this case Toko Chandra provides services *Whatsapp* Where customers can order their needs directly. *Online* Then it is sent directly to the customer. Key activities are the most important actions a company must take in order for its operations to succeed (Priyono 2015). Therefore, companies must identify their key activities and maintain them consistently and safely. The activities carried out by Toko Chandra are opening the store from 06:00 WIB closing at 22:00 WIB. At the time of opening the store in the morning the owner does *display* product. Then at the time of closing, a record of goods sold on that day is recorded. From the results of the recording, which will later become a guideline for preparing stock of goods in the future. Data to make purchases for goods in stores. During operating hours, the owner also serves purchases on a regular basis. *Online* through *whatsapp* as well as delivery. For promotional media, the owner makes use of the mobile number stored in *whatsapp*, to be able to do promotional media in status *whatsapp*. *Key Resources* relating to raw materials and supplier channels needed in the production process (Dwi at al, 2018). *Key Resources* In the Chandra Store business are as follows, stock products to be sold, store space, store equipment, store shelves, and cash registers. The relationship with suppliers is also one of the parts *key resources*, Maintaining relationships with sting suppliers is important for competitive pricing and consistent supply. *Key Partners* It is the existence of

the company is always related to partners both directly related to the production process and indirectly (Rahayu et al. 2022). Chandra Store's business includes those who contribute significantly to its operations and success, namely suppliers, distributors, financial service providers, and licensing. Suppliers and distributors play an important role in ensuring a consistent and quality supply of products. In addition, financial service providers can assist store owners with the processing of payment transactions, while licensing service providers assist in ensuring that store owners comply with all applicable regulations. Good partnerships with these parties can help optimize store operations and increase customer satisfaction. *Cost Structure* is a product creation process inseparable from the costs incurred (Kaban 2020). *Cost Structure (Cost Structure)* In the business of Chandra Stores records all the costs associated with running daily operations. In the cost structure of Chandra Stores, these costs must be managed wisely to ensure business profitability. Some of the main components of the cost structure include the purchase of product stock from suppliers, the cost of leasing or purchasing store premises, employee salaries and benefits, utility costs such as electricity and water, equipment costs such as cashier systems and refrigeration equipment, marketing and promotional costs, security costs, and administrative costs, such as insurance and licensing (Jannah 2018). It is important to monitor and manage these costs in order to remain efficient and profitable. In addition, product pricing strategy planning and product stock management can also affect the cost structure of Chandra Store, so that businesses can optimize profits and compete effectively in the market. *Revenue Streams*, or revenue is part of the store's business encompassing all sources of revenue generated from the sale of products and services to customers (Osterwalder 2011). Chandra stores rely on several major revenue streams, which include sales of products such as food, beverages, grocery items, and other items. In addition, Toko Chandra can also earn additional income through additional services such as delivery services, and topping up credit.

B. SWOT Analysis

Table 2. SWOT Analysis Matrix

Source : Author's Personal Document 2023

	<p>STRENGTHS (S)</p> <ul style="list-style-type: none"> - Prices are quite cheap compared to other stores - Various kinds of local MSME snack products that are in great demand by consumers - Have employees who serve kindly - Strategic location on the side of the main road and easily accessible to locals 	<p>WEAKNESS (w)</p> <ul style="list-style-type: none"> - Dependence on rice suppliers, because it still has one supplier - Not yet familiar with customer needs properly - Delivery service is less than optimal - There are no banners talking about promos
<p>OPPORTUNITIES (O)</p> <ul style="list-style-type: none"> - Marketing is done <i>online</i> through the <i>whatsapp application</i> - Partnering with local MSME products 	<p>S-O STRATEGY</p> <ul style="list-style-type: none"> - Price-Based Online Marketing - Partnership with MSME Products 	<p>STRATEGY W-O</p> <ul style="list-style-type: none"> - Employee Training to Understand Customer Needs - Optimization of Delivery Services
<p>THREATS (T)</p> <ul style="list-style-type: none"> - There is a minimarket that is quite close to Toko Chandra - Fruiting customer habits from buying directly to the store to buying <i>online</i> 	<p>S-T STRATEGY</p> <ul style="list-style-type: none"> - Local Promotions That Emphasize Price - Emphasis on Direct Service and Customer Satisfaction 	<p>W-T STRATEGY</p> <ul style="list-style-type: none"> - Promo Banner Introduction - Diversifying Suppliers to Reduce Dependency

SWOT analysis shows identification of the internal side of the Chandra Store consisting of advantages and weaknesses and the external side of the Chandra Store consisting of opportunities and threats (Rochman 2019). From the results of the identification of table one, Toko Chandra business owners can make strategies to solve the problems faced. Here are some strategies that can be implemented based on the SWOT matrix:

1. Strategi S-O (Strengths – Opportunities)

This strategy analysis harnesses the power to capitalize on opportunities.

- Price-Based Online Marketing

By providing fairly cheap rates by marketing *online* through the *WhatsApp* application. Offering discounts or special offers for *online* shopping can attract more customers.

- Partnership with MSME Products
Using the diversity of local MSME snack products that are in demand to establish partnerships with local producers. This can provide double benefits by supporting surrounding MSMEs and offering unique products to customers.

2. Strategi W – O (WEAKNESS – OPPORTUNITIES)

Strategy analysis in overcoming weaknesses by leveraging opportunities

- Employee Training to Understand Customer Needs
Overcoming weaknesses in not yet knowing customer needs by providing training to employees. Ensure that employees can provide better suggestions and recommendations to customers.
- Optimization of Delivery Services
Improve delivery services by improving the efficiency of the delivery process. Offering discounts or special promotions for delivery orders can increase the appeal of such services.

3. Strategi S – T (STRENGTHS – THREATS)

Analyze strategies to harness strengths to address threats

- Local Promotions That Emphasize Price
Using reasonably priced power to respond to imminent minimarket threats. Doing local promotions by emphasizing competitive prices can retain loyal customers.
- Emphasis on Direct Service and Customer Satisfaction
Ensuring that strategic location and friendly service are the main focus to overcome the change in customer habits from direct to store buying to online purchases.

4. Strategi W - T (WEAKNESS – THREATS)

Analysis of strategies in overcoming vulnerabilities to face threats

- Promo Banner Introduction
Overcome the weakness of the absence of promo banners by putting up banners highlighting specific promotions or discounts. This can increase customer awareness of the store's special offers.
- Diversifying Suppliers to Reduce Dependency
Overcoming dependence on rice suppliers by finding additional suppliers or developing partnerships with multiple suppliers. This can reduce the risk of stock availability in the event of a supply disruption from one supplier.

CONCLUSION

Through BMC's analysis, it can be seen that Toko Chandra is still weak in terms of online promotion and business partners. To expand market reach, it is necessary to increase channel elements such as partnerships with local delivery services. SWOT analysis shows that Chandra Store can adopt an S-O strategy with owners receiving training to improve their business skills in the digital economy era. Through the W-O strategy, the addition of manpower can be a solution to weaknesses, anticipate different consumer needs, and increase customer loyalty. S&T strategies can help expand market reach by adding more online sales partners. The W-T strategy includes periodic reviews to maintain business and expand cooperation with suppliers of goods. The implications of this analysis suggest that combining SWOT strategies and new ideas across the nine elements of BMC can help grocery store owners minimize weaknesses, maximize strengths, and overcome knowledge challenges to grow their business in multiple new branches.

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