

Designing the Topoppie MSME Business Model Using the Business Model Canvas Method

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ABSTRACT

Topoppie, an MSME operating in the food and beverage sector in Bogor, Indonesia, faces challenges including low revenue, limited human resources, underutilised production capacity, and limited digital marketing initiatives. This study aims to evaluate and redesign Topoppie's business model using the Business Model Canvas (BMC) framework, supported by SWOT analysis and financial simulation. Data were collected through interviews, observations, and literature review. Strategies were formulated using the TOWS matrix and further refined using the Value Proposition Canvas to improve alignment with customer needs. The redesigned business model introduces improvements in customer segments, value propositions, and distribution channels. Financial simulations project a 10% annual sales growth, resulting in a Net Present Value (NPV) of IDR 54,374,131 and a payback period of 1.3 years. This redesigned model is expected to enhance business sustainability and serve as a replicable reference for other MSMEs undergoing digital transformation.

Keywords: Business Model Canvas, MSME Topoppie, Digital Marketing, Strategic Planning, Business Transformation, Financial Simulation

Introduction

Micro, Small, and Medium Enterprises (MSMEs) are businesses managed by individuals, groups of people, or business groups that meet the criteria of small businesses. The existence of MSMEs has proven to survive and become the main driver of the country's economy. This is supported by data from the Ministry of Cooperatives and SMEs, which states that in 2019, MSMEs contributed 61.97% to the national GDP and absorbed around 97% of the national workforce. [1]. Thus, MSMEs are important for economic stability and the social welfare of the community.

One of the MSMEs that continues to grow in Indonesia is the MSME engaged in the food and beverage sector. [2]Topoppie MSME is one of the businesses engaged in the food and beverage subsector in Bogor City. Established in 2020, this MSME focuses on producing bread and cakes with high-quality ingredients and low sugar and prioritising consumer health. However, there is a problem with the business at Topoppie MSME, namely that the MSME cannot achieve its targets and has a smaller income compared to similar companies.

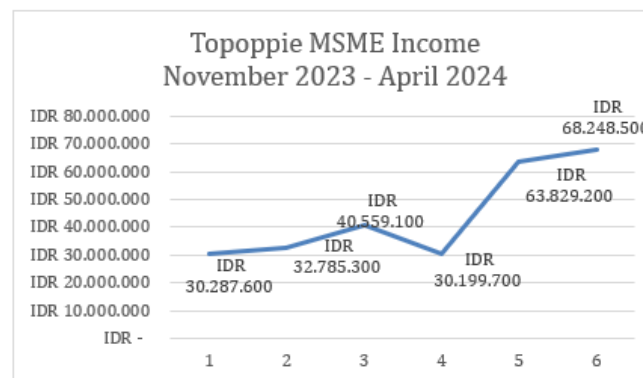


Figure 1. Topoppie MSME Income November – April

Based on internal data, the sales graph of Topoppie's MSME from November 2023 to April 2024 shows that the average income generated has not reached the target set, IDR 48,000,000. Topoppie's

business income is lower compared to that of similar MSMEs. In comparison, Mominakitchen MSME has an average income of IDR 76,000,000, and Hancenkitchen MSME recorded an average income of IDR 59,000,000. This shows that Topoppie MSME has the opportunity to increase its revenue.

Several root problems are depicted in a fishbone diagram obtained through observation and interviews with business owners.

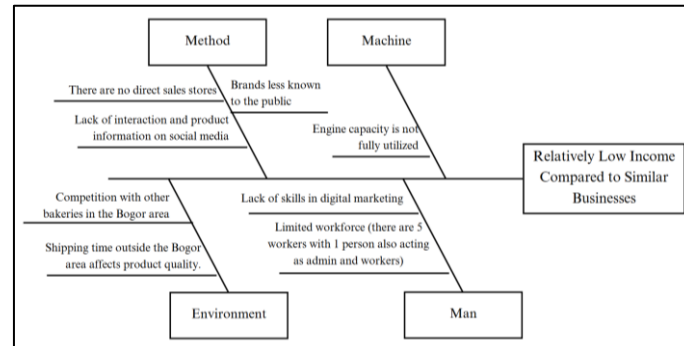


Figure 2. Fishbone Diagram Of Topoppie MSME

Topoppie MSME faces several obstacles in its management. In terms of workforce, there is a limited number of workers, only five people, which is one of the weaknesses in Topoppie MSME operations, especially when facing peak season. With operating hours lasting from 09.00 to 17.00 from Monday to Friday, this limited workforce must handle the entire production and administration process. This has the potential to cause delays in fulfilling orders when demand increases. In addition, the absence of workers with digital marketing skills makes digital marketing activities less effective. In terms of method, Topoppie MSME does not have a physical store, so customers cannot see the products directly. Another problem on the method side is that the brand is not well-known to the public, and there is a lack of interaction and delivery of information to customers due to the ineffective use of social media. Regarding the environment, Topoppie MSME faces competition from other bakery businesses and shipping distances that can affect product quality. Meanwhile, in terms of machines, the machines' capacity has not been optimally utilised. The root of the problem described above is interrelated with the others. The interconnectedness of the root of the problem makes it necessary to have a problem-solving step that simultaneously considers the interconnectedness, making business model evaluation an alternative solution to solving the problem. To overcome this problem, this study will evaluate and redesign the Topoppie MSME business model using the Business Model Canvas (BMC) method. This study aims to analyse and improve the existing business model of Topoppie MSME using the Business Model Canvas approach, complemented by strategic planning tools and financial simulation. The objective is to develop a revised business model that aligns with market needs and internal capabilities and can serve as a replicable reference for other MSMEs facing similar challenges. [3].

Research Method

A. Research Design

This study adopts a qualitative-descriptive approach complemented by quantitative analysis in the financial simulation. The research process encompasses several phases: data collection, SWOT analysis, strategy formulation using the TOWS matrix, development of a Value Proposition Canvas, and design of a revised Business Model Canvas (BMC) with financial simulation.

B. Data Collection

Data collection is divided into two types, namely primary data obtained directly through data collection and secondary data obtained through other sources. [4]. Primary data was obtained through semi-structured interviews with the business owner and ten customers, following Creswell's qualitative sampling guidelines. Observations of operational processes and customer behaviour were also conducted. Secondary data was sourced from relevant literature and official documents. Ethical clearance was ensured by securing informed consent from all participants.

C. SWOT and TOWS Analysis

SWOT analysis identified internal and external strategic factors through participatory methods involving the business owner. Factors were scored based on urgency and influence, providing input for the TOWS matrix. The matrix was used to formulate strategic alternatives targeting the most critical business areas.

D. Value Proposition Canvas

Customer insights were categorised into jobs, pains, and gains, and matched with product offerings, pain relievers, and gain creators. This process ensured a strong market-product fit to guide BMC's redesign.

E. Business Model Canvas

Based on the results from SWOT-TOWS analysis and the Value Proposition Canvas, a redesigned Business Model Canvas (BMC) was developed to address the strategic gaps identified in Topoppie MSME. The BMC framework by Osterwalder and Pigneur (2010) was utilised to map nine key components: customer segments, value propositions, channels, customer relationships, revenue streams, key activities, key resources, key partners, and cost structure. The redesign aimed to align business operations with evolving customer preferences and digital market trends. Expert discussions were conducted to ensure the coherence and feasibility of the proposed model.

F. Financial Simulation

A financial simulation was conducted using key performance assumptions to assess the economic feasibility of the proposed model. A projected 10% annual increase in sales was used, based on historical data trends and expert input. Financial feasibility was evaluated using Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period indicators, with an assumed Minimum Attractive Rate of Return (MARR) of 11.3%.

G. Verification and Validation of the Proposed Business Model

The verification stage involved a series of discussions with academic experts and business practitioners to assess the internal logic, coherence, and completeness of the redesigned BMC. The verification process ensured that all proposed improvements across BMC elements were aligned with the identified strategic priorities. Subsequently, validation was conducted through in-depth discussions with the business owner to evaluate practical feasibility, including operational readiness, partner availability, and potential risks.

Results and Discussion

A. Current Business Model Canvas

Based on data obtained through interviews with Topoppie MSME, the current Business Model Canvas is as follows.

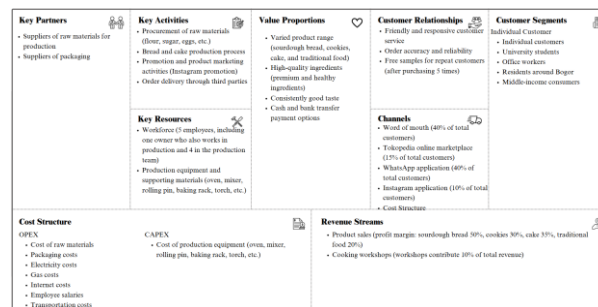


Figure 3. Current Business Model Canvas of Topoppie MSME

1. Customer Segments: Topoppie targets individual customer segments, including students, office workers, people around Bogor, and people with middle to upper incomes.
2. Value Proposition: Topoppie's value proposition mainly includes varied products, quality product materials, and consistent product quality.
3. Channels: Topoppie utilises social media (Instagram, WhatsApp) and Tokopedia e-commerce.
4. Customer Relationships: Topoppie maintains relationships with customers through responsive service, timely ordering, and providing new product testers to loyal customers.
5. Revenue Streams: Most of Topoppie's revenue comes from product sales. Other income is obtained from cooking training workshops.
6. Key Resources: Topoppie's primary resources include employees, production facilities, equipment, and material storage.
7. Key Activities: Topoppie's main business activities include purchasing raw materials, production processes, promotions, sales, and shipping.
8. Key Partnerships: Topoppie partners with raw material and packaging partners.

9. Cost Structure: Topoppie's operational costs include raw material costs, packaging costs, electricity costs, gas costs, internet costs, employee salaries, and transportation costs. The investment costs incurred are production equipment costs.

B. Customer Profile

According to Creswell [5] Qualitative research generally involves 5–10 informants to obtain rich and in-depth data. This approach is also in line with the principle of data saturation, which is achieved when the information obtained begins to repeat itself and there are no significant new findings. In this study, interviews with 10 bread and cake buyers, both at Topoppie MSME and at other stores, were sufficient to produce sufficient data to compile a customer profile. Based on the results of interviews with 10 bread and cake buyers, a customer profile was obtained consisting of three aspects, namely customer jobs, customer gains, and customer pains. The following is a customer profile.

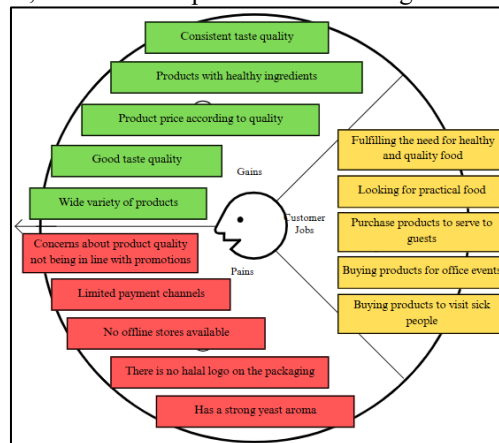


Figure 4. Customer Profile of Bread and Cake Buyers

From the results of the mapping, it is known that in terms of customer jobs, bread and cake buyers buy bakery products to meet the need for healthy and quality food, create moments of togetherness with family, serve practical food, and meet the nutritional needs of people who are recovering. In terms of customer pains, bread and cake buyers face several obstacles, including concerns about product quality that does not always meet expectations, limited payment methods available, no physical stores for direct purchases, lack of halal logos on the packaging, and the aroma of yeast that is considered too strong. As a note, these pains are pains in the process of consuming bread in general, because Topoppie bread itself does not have a powerful yeast aroma. In terms of customer gains, bread and cake buyers expect bakery products to be able to provide consistent taste quality, use healthy raw materials, offer prices that are comparable to quality, have a delicious taste, and provide a variety of products to meet their needs.

C. Business Model Environment

A business environment analysis is done using a literature study. The following are the results of the analysis of the business environment of Topoppie MSMEs.

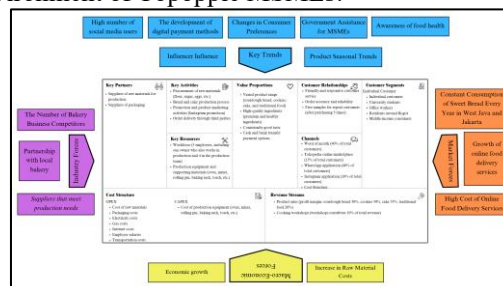


Figure 5. Business Model Environment of Topoppie MSME

Several factors that support the development of Topoppie's business from the market forces aspect are the constant consumption of sweet bread every year in West Java and Jakarta, as well as the increasing number of online food delivery users. [6]However, the high cost of online food delivery services, which ranges from 20% to 30% per product, can be a threat. [7]. In terms of industry forces, there are challenges in the form of competition from similar competitors. On the other hand, there are opportunities for

partnerships with local cake shops and partners who meet production needs. From the key trends aspect, several opportunities can affect Topoppie MSME. The increase in social media users every year [8] opens up wider opportunities in digital marketing. The increase in digital payment transactions [3] provides easy customer access to making transactions. Seasonal trends in cookie products create high demand during specific periods, such as holidays. [9]. Influencers can influence consumer purchasing decisions to increase product appeal. [10][11][12]–[15]. Government support for MSMEs, as regulated in Article 97 of the Job Creation Law, provides convenience in business development. [16][17], [18]. On the other hand, Topoppie's MSMEs face threats in the form of rapid changes in consumer preferences, so an appropriate adaptation strategy is needed to remain competitive in the market. From the aspect of macroeconomic trends, economic growth provides opportunities for MSMEs [19]. However, the increase in raw material costs is a challenge that Topoppie must anticipate in order to maintain its business stability.

D. SWOT Analysis, TOWS Matrix, and Strategy Proposal

SWOT analysis is used to evaluate internal factors (strengths and weaknesses) and external factors (opportunities and threats). The identified SWOT will be compiled into a questionnaire where the owner will carry out the scoring process, and the results will be used to compile the TOWS matrix. [20]–[24][25]. The following is a TOWS matrix for making improvements to the current business model canvas.

Big Picture	Strengths	Weaknesses
	1. Wide variety of products (S1) 2. Consistency and quality of product taste (S2) 3. Products made from healthy ingredients (S3) 4. Pleasant customer satisfaction (S4) 5. Have customer trust (S5)	1. Promotional activities are not yet optimal (W1) 2. Limited payments (W2) 3. No hold tags on the packaging (W3) 4. Limited channels (W4) 5. Low sales in online shops (W5) 6. Small customer reach (W6) 7. Sales have not reached the target (W7) 8. Profit margin 20% for traditional food products (W8) 9. Shallow target (W9)
Opportunities	Threats	
1. Constant consumption of sweet bread every year in West Java and Jakarta (O1) 2. Growth in sales of online food delivery services (O2) 3. Suppliers that meet production needs (O3) 4. Partnership with local bakery (O4) 5. Government assistance for MSMEs (O5) 6. High number of social media users (O6) 7. The development of digital payment methods (O7) 8. Influence of influencers (O8) 9. Awareness of food health (O9) 10. Product seasonal trends (O10) 11. Economic growth (O11)	1. Highlighting the value of taste consistency and diverse product types to attract customers (T1) 2. Maintaining product quality and service for permanent customer by collaborating with suppliers (S3, O6, O7) 3. Creating product packages specifically for seasonal events or activities (S3, O10) 4. Maintaining product quality with competitive prices (T2) 5. Maintaining customer trust and satisfaction by providing follow-up after purchase (S4, S5, T2) 6. Change in consumer preferences (T3) 7. Increase in raw material cost (T4)	

Figure 6. TOWS Matrix

Based on the strategy stated in the TOWS matrix above, improvements to the element blocks were made, with the primary focus on the customer segment, value proposition, and channel blocks.

E. Customer Segment Improvement

Based on the SWOT analysis, Topoppie MSME has the opportunity to expand its market share by targeting users of online food delivery platforms, the people of the Special Region of Jakarta, and consumers who prioritise a healthy lifestyle and practical food.

Expansion to the Special Region of Jakarta, especially South Jakarta, is considered strategic because of its stable bread consumption, which is an average of one unit per week, and its location is closer than other areas of Jakarta, which is around 55 km from the production centre. This factor supports smooth delivery without reducing product quality due to the long journey. In the early stages, expansion can be carried out through participation in culinary bazaars, such as the JF3 Food Festival, and festivals in offices, such as the food bazaar at Telkom Indonesia. This step aims to increase brand awareness and expand the local distribution network. Once the brand is better known, a pre-order system via social media with third-party same-day delivery services, such as GoSend or GrabExpress, can be implemented to increase efficiency and maintain product quality. From a psychographic aspect, raising public awareness of healthy eating patterns is an opportunity for products that are low in sugar, preservative-free, and high in fibre. In addition, Topoppie can target consumers who need practical food for guests, provisions, or specific events. [26][11].

Optimising social media, such as Instagram and WhatsApp, and the presence on online food delivery platforms, such as GrabFood, with an attractive appearance, creative promotions, and positive customer reviews, has the potential to expand market reach and increase consumer trust. Through digital marketing strategies, product innovation, and distribution expansion, Topoppie MSME has the potential to strengthen its position as a provider of quality and healthy bread.

F. Value Proposition Canvas

There are three elements in the value proposition canvas, namely the pain reliever, the gain creator, and the product and services. The following is the Topoppie value proposition canvas.

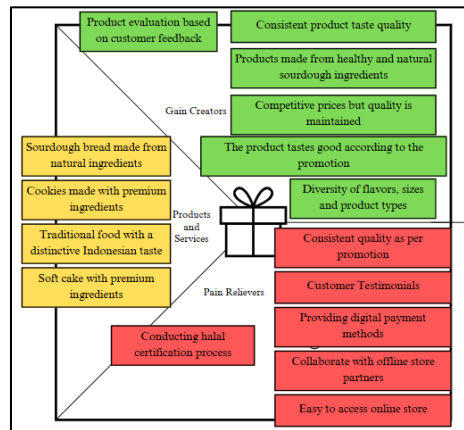


Figure 7. Topoppie Value Map

From these results, the proposed pain relievers are consistent in quality according to promotions, sharing customer testimonials on social media, providing digital payment methods, collaborating with offline bakery partners, and easily accessible online stores, and carrying out the halal certification process. Meanwhile, the proposed gain creators are consistent product quality, products with healthy and natural sourdough ingredients, competitive prices, but quality is maintained, delicious product taste according to promotions, diversity of flavours, and product evaluation based on customer feedback. For the product and service block, the products offered are sourdough bread, premium cookies, traditional foods, and cakes.

After designing the value map, a matching process is carried out between it and the customer profile, as shown in Figure 8. This process assesses whether the value map is in accordance with the customer profile.

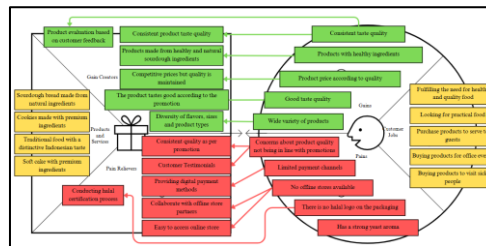


Figure 8. Value Proposition Canvas Topoppie

G. Channel Repair

In terms of channel improvement, efforts are made to increase customer interaction through optimising social media, especially Instagram. This optimisation includes creating more interesting and interactive content, such as regular uploads to feeds using story and reel features.



Figure 9. Improvements on Instagram by Uploading Content

In addition, new channels are added by creating an official account on an online food delivery service platform, such as GrabFood. The presence on this platform allows Topoppie to reach a wider range of consumers, especially in urban areas with high mobility. The account will be equipped with attractive product photos, informative descriptions, and review features to build customer trust.



Figure 10. Design of GrabFood MSME Topoppie

Topoppie is also proposing to establish a strategic partnership with the Lapis Bogor Sangkuriang cake shop as one of the steps to diversify distribution channels. This partnership aims to expand market access through synergy between the two brands, which already have their respective customer bases. With this collaboration, it is hoped that Topoppie products can be available in the Lapis Bogor Sangkuriang distribution network, thereby increasing visibility and making it easier for customers to get products.

H. Canvas Business Model Proposal

The research result is a proposed business model canvas based on the results of previous data collection and processing. The following is a proposed business model canvas.

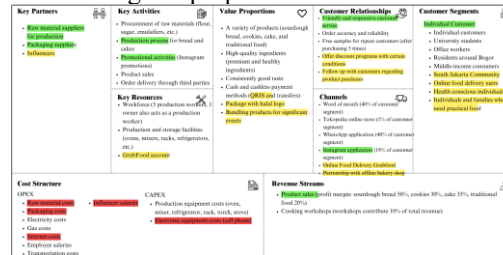


Figure 11. Topoppie's Proposed Business Model Canvas

In the proposed business model canvas, green indicates an increase, yellow indicates creation, and red indicates an increase in costs.

The proposed changes include the following:

1. In the customer segment, there is an addition of individual customers from the South Jakarta community, users of online food delivery services, individuals who need healthy food, and families who need practical food.
2. Value propositions, there is an addition of value in the form of cash and non-cash payment methods (QRIS and bank transfer) to make it easier for customers to make transactions, packaging equipped with a halal logo to increase customer trust, and the addition of special product bundling for big day celebrations.
3. Channels: Expanding new distribution channels through GrabFood and sales partners, and increasing interaction on Instagram to strengthen digital marketing.
4. Customer relationship: It is proposed that customer service be improved to increase retention, discounts should be offered as a customer loyalty program, and follow-up should be assessed to assess customer satisfaction.
5. Revenue streams, there is a strategy to increase revenue through increasing customer segmentation and reach channels.
6. Key partners: Collaboration with influencers to expand market reach, strengthen brand awareness and increase partnerships with suppliers of raw materials for production.
7. Key activities, optimisation of digital marketing, use of more active promotional strategies on online platforms to increase brand awareness, and improve production efficiency
8. Key resources, workforce optimisation, and the use of digital platforms as additional resources to expand product distribution.
9. Cost structure, increased costs in investment in production equipment to increase capacity and efficiency, digital marketing, and collaboration with influencers.

I. Verification of Design Results

Verification of the design results is carried out by brainstorming with experts regarding the completeness and consistency of logic between the blocks of the proposed business model canvas elements. The result of the verification is that the proposed business model canvas has good logical consistency.

J. Financial Simulation

In this final project research, a financial simulation was conducted on Topoppie MSME to determine if it implements the proposed business model. It is projected that there will be a 10% increase in sales of 10% each year. This increase was determined based on the results of previous research analysis and discussions with Topoppie MSME owners and the implementation of new, more effective marketing strategies.

Incremental Revenue and Incremental Expenses as the Impact of Business Model Changes				
Sales Scenario Increases by 10% After Implementing the Proposed Business Model				
Year	Year 0	Year 1	Year 2	Year 3
Biaya Investasi				
Handphone	Rp 10,000,000			
After Tax Cash Flow				
Estimated Product Revenue Increase	Rp 46,075,000	Rp 50,682,500	Rp 55,750,750	
Estimated Partner Revenue	Rp 24,000,000	Rp 26,400,000	Rp 29,040,000	
Estimated Raw Material Cost Increase	Rp 28,030,000	Rp 30,833,000	Rp 33,916,300	
Estimated Packaging Cost Increase	Rp 1,751,875	Rp 1,927,063	Rp 2,119,769	
Internet Cost	Rp 1,200,000	Rp 1,320,000	Rp 1,452,000	
Influencer Salary	Rp 12,000,000	Rp 13,000,000	Rp 14,000,000	
Increased Overhead Cost	Rp 2,200,000	Rp 2,420,000	Rp 2,662,000	
Cellphone Depreciation	Rp 4,000,000	Rp 3,000,000	Rp 2,000,000	
Sales Commission	Rp 7,200,000	Rp 7,920,000	Rp 8,712,000	
Total Additional Costs	Rp 56,381,875	Rp 60,420,063	Rp 64,862,069	
Profit/Loss	Rp 13,693,125	Rp 16,662,438	Rp 19,928,681	
Tax	Rp 68,466	Rp 83,312	Rp 99,643	
EAT	Rp 13,624,659	Rp 16,579,125	Rp 19,829,038	
Addback				
Depreciation	Rp 4,000,000	Rp 3,000,000	Rp 2,000,000	
Netflow	-Rp 10,000,000	Rp 17,524,659	Rp 19,579,125	Rp 21,829,038
Accumulative Netflow	-Rp 10,000,000	Rp 7,524,659	Rp 27,203,785	Rp 49,032,823
pf factor	11.30%	1	0.90	0.81
NPV	-Rp 10,000,000	Rp 6,850,548	Rp 21,960,337	Rp 35,563,247
NPV Cumulative	-Rp 10,000,000	Rp 3,149,452	Rp 18,810,884	Rp 54,374,131
MARR		11.30%		
NPV	Rp			54,374,131
Payback Periode		13		
IRR		99%		

Figure 12. Financial Simulation of Implementation of Proposed Business Model

Based on the calculation of estimated revenue and costs, if there is a 10% increase in sales, additional investment costs will be incurred in purchasing electronic equipment to support online marketing activities. Electronic equipment is allocated at IDR 10,000,000 so that the economic life of the goods is longer and can be used as a promotional tool. The estimated increase in revenue was obtained after implementing the proposed business model. With a MARR of 11.30%, the calculation produces an NPV of IDR 54,374,131, an IRR of 99%, and a payback period of 1.3 years. This shows that the proposed business model is feasible because it has an NPV value greater than zero and an IRR greater than MARR. In addition, this improvement plan has a short payback period.

K. Validation of Design Results

Validation of the design results related to the proposed business model aims to evaluate the risks associated with its feasibility and identify potential improvements. In this study, validation was carried out on the feasibility risk through direct discussions with the owners of Topoppie MSME.

Table 1. Validation of Overall Design Results

Block	Proposal	Feedback
Key Activities	Conducting the halal certification process	The owner of Topoppie MSME strongly supports this step because halal certification will increase customer trust, especially from Muslims. This certification also opens up opportunities to reach a broader market. The owner is optimistic that this process can run smoothly if carried out in stages with good budget planning. To speed up the process, the owner is also ready to seek information about government programs or MSME support institutions that can help with this certification process.
	Additional Sales activities through GrabFood and Cake Shop Partners	The owner fully agrees that this sales activity can increase the visibility and accessibility of Topoppie products. Based on the experience of other businesses working with GrabFood, their income has increased, and the addition of cake shop partners will strengthen the local product distribution network.
	Increase promotional activities on Instagram.	Instagram is a very effective platform for reaching new customers. The owner agrees that more active promotions, such as interactive content and short videos, will help increase brand awareness. In addition, the owner also needs freelancers to help edit and produce quality content that can support the promotion strategy.
	Designing and uploading sales	The owner welcomes the idea of improving the quality of sales content on GrabFood. With attractive product photos, it will be one of the main attractions for customers. Product

Block	Proposal	Feedback
	content on GrabFood	descriptions will also be updated to be more attractive and informative.
	Increase sales activities	The owner agrees that sales increase strategies need to be directed to more specific programs, such as discount promos or product bundling. These steps are considered to increase revenue while strengthening customer loyalty.
Key Resources	Additional electronic equipment (cell phones)	The owner strongly supports this proposal, considering that mobile phones are essential tools for carrying out marketing and operational activities. The owner agrees that new devices will help manage social media, take product photos, and communicate with partners and customers. The owner is also ready to allocate a budget to purchase devices according to needs.
	GrabFood account	The owner strongly agrees to maximise the use of the GrabFood account as one of the leading sales channels by utilising attractive product images and descriptions. In addition, we will utilise the promotional features provided by GrabFood to increase sales.
Key Partner	Increase cooperation with raw material suppliers to maintain product availability.	The owner supports steps to strengthen relations with raw material suppliers. A good relationship with suppliers will ensure the availability of raw materials of consistent quality. In addition, the owner is also thinking about looking for alternative suppliers as an anticipatory step if there are problems with the leading supplier.
	Increase cooperation with packaging suppliers.	Attractive and quality packaging can add value to the product. The owner is ready to work with packaging suppliers to make the packaging more beautiful and in accordance with the Topoppie brand identity. This is expected to help increase the product's competitiveness.
	Establish cooperation with influencers to assist marketing activities	The owner strongly supports the idea of working with influencers to promote the product. Influencers can help increase brand awareness and reach more potential customers. Therefore, the owner agrees to choose influencers that match the target market and prepare engaging promotional content.

The results of the validated and evaluated business model canvas are as follows.

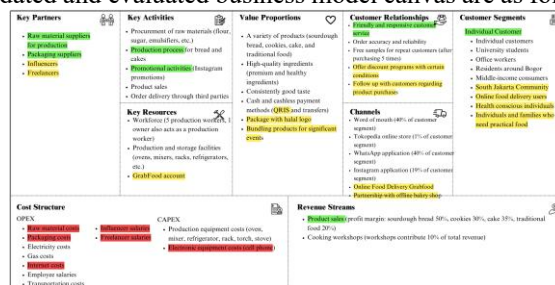


Figure 13. Topoppie's Proposed Business Model Canvas

The redesigned business model of Topoppie integrates digital channels, enhanced customer segmentation, and strategic partnerships, offering a structured framework that improves operational efficiency and financial performance. Leveraging tools such as the Business Model Canvas and financial simulation, this study underscores the strategic role of digital marketing and business planning in strengthening MSME competitiveness, particularly in the food and beverage sector. The proposed model not only serves as a practical roadmap for Topoppie but also presents a scalable prototype that can inform broader MSME policies and be replicated by other small businesses undergoing digital transformation.

Conclusion

This study aims to evaluate and design a new business model for Topoppie MSMEs using the Business Model Canvas (BMC) approach. The research process includes mapping the current business model, customer profiles, and business environment conditions to the final design of the proposed BMC. Several updates were made to the customer segment, including expanding the scope to individuals living in South Jakarta, users of online food delivery services, health-conscious individuals, and those who need practical food. New added values offered include the implementation of non-cash payments through QRIS, halal certification, and product bundling programs for big-day events. Digital marketing strategies are strengthened through the use of social media and online food delivery services to reach a broader market. Customer relationships are also improved through the development of loyalty programs and more interactive communication. In addition, Topoppie MSMEs collaborate with partners to provide raw materials and packaging, and they use the help of influencers to promote products. Freelancers are also involved in creating digital content to support marketing activities. The results of this design are expected to increase the competitiveness and sustainability of Topoppie MSME businesses. These findings imply that the redesigned model can serve as a structured and replicable framework for MSMEs undergoing digital transformation. However, the study is limited by its single case analysis and the use of projected financial assumptions. Future research is encouraged to conduct comparative or longitudinal studies across multiple MSMEs to validate and refine the proposed model's applicability and long-term impact.

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