

Business Model Analysis in the Development of Yasaka Chicken Culinary Business Branches in Bandar Lampung

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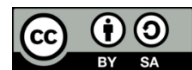
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ABSTRACT

This study aims to analyze the implementation of the Business Model Canvas (BMC) in supporting the expansion of Yasaka Chicken culinary business branches in Bandar Lampung. The research employed a qualitative case study approach using primary data collected through in-depth interviews with business owners, operational managers, employees, suppliers, and loyal customers, complemented by secondary data from company documents and relevant literature. The analysis was conducted using the nine components of the Business Model Canvas, namely Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. The findings reveal that the successful expansion of Yasaka Chicken branches is strongly influenced by a clear understanding of customer segments, a distinctive value proposition, effective utilization of digital and physical channels, and the implementation of standardized operational procedures across outlets. Strategic partnerships with suppliers and online delivery platforms also contribute significantly to operational efficiency and business scalability. In addition, the identification of revenue streams and cost structures provides valuable support for financial planning and profitability management during expansion. This study demonstrates that the Business Model Canvas serves not only as an analytical framework for evaluating business performance but also as a strategic tool for supporting managerial decision-making and sustainable branch development. The findings contribute to the literature on business model implementation in culinary enterprises and provide practical recommendations for businesses seeking growth in competitive urban markets.

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1. INTRODUCTION

The culinary industry in Indonesia has experienced significant growth in recent years, driven by changes in consumer lifestyles, increasing purchasing power, and the rapid development of digital technology.

The expansion of online platforms and delivery services has transformed the way consumers purchase food products and has intensified competition among culinary businesses. Bandar Lampung, as one of the rapidly developing metropolitan cities in

Sumatra, has become a strategic market for food and beverage businesses due to its diverse consumer segments and growing urban population [1].

The increasing intensity of competition in the culinary sector requires business actors to continuously innovate and develop effective strategies to sustain their competitive advantage. In this context, the business model plays an important role in determining how organizations create, deliver, and capture value. A business model enables companies to integrate resources, operational activities, and customer relationships in a systematic manner to ensure long-term sustainability [2]. Therefore, understanding and implementing an appropriate business model has become one of the key determinants of business success.

Yasaka Chicken is one of the culinary businesses specializing in crispy fried chicken products with distinctive local flavors. Since its establishment, the business has shown promising growth and expanded its operations by opening several branches in Bandar Lampung. However, branch expansion presents challenges related to maintaining product quality, operational efficiency, consistency of service standards, and effective resource allocation. Without proper strategic planning, expansion activities may increase operational risks and reduce overall business performance [3].

One of the most widely recognized frameworks for analyzing and designing business models is the Business Model Canvas (BMC) introduced by Osterwalder and Pigneur. The BMC consists of nine interrelated elements, namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. These elements provide a comprehensive framework that helps organizations understand how value is created and delivered to customers while ensuring profitability and sustainability [4].

Previous studies have demonstrated the importance of implementing the Business Model Canvas in business development. Binu et al. [5] emphasized that understanding

customer value is essential for improving competitiveness and maintaining customer loyalty. Similarly, Dilla and Mandataris [6] found that the application of the Business Model Canvas enables small and medium enterprises to formulate more effective strategies and improve operational performance. Furthermore, Natallia et al. [7] highlighted the importance of strategic partnerships and resource management in supporting business sustainability. Mardiana et al. [8] also argued that combining Business Model Canvas analysis with strategic management approaches can enhance business competitiveness and facilitate organizational growth.

In addition, several studies have shown that the identification of revenue streams and cost structures contributes significantly to financial efficiency and profitability. Dzulmawan et al. [9] explained that understanding the structure of operational costs enables organizations to control expenditures and optimize resources effectively. Maulida et al. [10] found that the implementation of the Business Model Canvas assists business actors in designing development strategies and improving organizational performance. Likewise, Nababan et al. [11] revealed that digital channels and customer-oriented approaches have become important factors in expanding market reach and strengthening customer relationships.

Although previous studies have extensively discussed the implementation of the Business Model Canvas in various sectors, most of them focus on general small and medium enterprises and agro-industrial businesses. Limited studies specifically examine how each component of the Business Model Canvas contributes to the development of branch-based culinary businesses in urban markets. Furthermore, there is still a lack of studies that comprehensively analyze the integration of all BMC elements in supporting branch expansion and maintaining business sustainability in the culinary sector, particularly in Bandar Lampung [12]. This condition indicates the existence of a research gap that needs to be addressed.

Unlike previous studies, this research provides a more comprehensive analysis of how each component of the Business Model Canvas contributes to the development of Yasaka Chicken branches in Bandar Lampung. The novelty of this study lies in its focus on branch expansion strategies and the integration of all nine elements of the Business Model Canvas in supporting operational efficiency, market adaptation, and sustainable business growth. Therefore, this study not only serves as an analytical evaluation but also provides practical insights for culinary entrepreneurs seeking to expand their businesses in highly competitive urban environments.

Based on the aforementioned background, this study aims to analyze the implementation of the Business Model Canvas in the development of Yasaka Chicken culinary business branches in Bandar Lampung. Specifically, the research seeks to identify the role of each BMC component in supporting business expansion, maintaining operational efficiency, and ensuring sustainable growth. The findings are expected to provide valuable recommendations for practitioners and enrich the literature concerning business model implementation in medium-scale culinary enterprises [1], [10].

2. LITERATURE REVIEW

The Business Model Canvas has been widely implemented in the culinary industry to support business development and competitiveness. The framework allows entrepreneurs to evaluate customer segments, value propositions, and operational strategies comprehensively. Culinary businesses require continuous adaptation to changing consumer preferences and market dynamics [11].

Digital technology and online platforms have significantly transformed the culinary industry. Social media and online delivery services have become important channels for promoting products and reaching broader markets. Consequently, integrating digital technology with business

models enhances customer satisfaction and improves organizational performance [1].

Business expansion through branch development is an important strategy for increasing market share and profitability. However, branch development requires effective resource management, operational standardization, and strategic planning. Baber et al. [5] argued that business transformation and expansion require alignment between organizational capabilities and market opportunities.

Maintaining product quality and service consistency across branches is essential to ensuring customer satisfaction and preserving brand reputation. Standardized operational procedures and quality control systems contribute to operational efficiency and business sustainability [9]. Strategic partnerships with suppliers and logistics providers also facilitate smooth operations and reduce business risks [10].

Several previous studies have investigated the implementation of the Business Model Canvas in various business sectors. Dilla and Mandataris [6] found that the application of the BMC helped small and medium enterprises formulate business strategies more effectively. Natallia et al. [10] emphasized the importance of strategic partnerships and resource management in achieving sustainable growth.

Mardiana et al. [9] reported that combining BMC with strategic analysis improves organizational competitiveness and performance. Maulida et al. [12] demonstrated that BMC implementation contributes to better planning and business development. Nababan et al. [11] highlighted the importance of digital channels and customer-oriented approaches in expanding market reach.

Overall, previous studies indicate that the Business Model Canvas serves as an effective framework for improving organizational performance. However, most studies focus on SMEs and agro-industrial businesses rather than branch-based culinary enterprises.

Although numerous studies have discussed the implementation of the Business Model Canvas in various business sectors, limited research has specifically examined how the nine components of the BMC contribute to branch development strategies in medium-scale culinary businesses. Previous studies mainly focused on business planning and competitiveness without comprehensively analyzing branch expansion and operational sustainability.

Moreover, research concerning branch development in urban culinary markets such as Bandar Lampung remains limited. Therefore, this study seeks to fill the gap by analyzing the implementation of the Business Model Canvas in supporting the development of Yasaka Chicken branches and identifying how each BMC component contributes to operational efficiency and sustainable growth.

Business Model Canvas (BMC) is a strategic management framework that is widely used to analyze, design, and develop business models through nine interconnected elements, including customer segments, value propositions, channels, customer relationships, key resources, key activities, key partnerships, cost structure, and revenue streams. This framework enables organizations to understand how value is created, delivered, and captured within business processes. The application of BMC can assist companies in evaluating existing business models and identifying potential strategies for business improvement. Previous research has demonstrated that Business Model Canvas analysis can be utilized as an effective approach to identify business conditions and formulate appropriate development strategies based on internal capabilities and external market opportunities [13].

Digital technology and online platforms have significantly transformed the culinary industry. Social media and online delivery services have become important channels for promoting products and reaching broader markets. Consequently, integrating digital technology with business models enhances customer satisfaction and

improves organizational performance [1]. Furthermore, digital transformation enables businesses to improve operational efficiency, strengthen customer engagement, and create sustainable competitive advantages in increasingly competitive markets [1].

Furthermore, changes in the business environment require organizations to continuously adapt and transform their business models to maintain competitiveness. Business model transformation involves adjustments in organizational strategies, resources, and value creation mechanisms to respond to market dynamics and expansion opportunities. The transformation process is particularly important for companies facing changes in competitive environments and international market conditions. Baber et al. stated that business model transformation plays a significant role in firm internationalization because companies need to modify their business approaches when entering different markets [14].

3. METHODS

This study employed a qualitative approach with a case study design to obtain an in-depth understanding of the business model implemented in the development of Yasaka Chicken culinary business branches in Bandar Lampung. According to Creswell, qualitative research is an approach used to explore and understand the meaning individuals or groups ascribe to social or human problems, with data collected in natural settings and interpreted by the researcher [1]. Similarly, Sugiyono stated that qualitative research aims to examine phenomena holistically and emphasize meaning rather than generalization [2]. Therefore, the qualitative approach was considered appropriate because this study focused on understanding the implementation of the Business Model Canvas in a real business context.

The research adopted a case study design. Yin explained that case study research is suitable for investigating contemporary phenomena within real-life contexts, particularly when the boundaries between

phenomenon and context are not clearly evident [3]. Through this approach, the study focused on examining the business model and branch development strategies implemented by Yasaka Chicken in Bandar Lampung.

The data used in this research consisted of primary and secondary data. Primary data were obtained through in-depth interviews with the business owner, operational managers, marketing staff, employees, and loyal customers of Yasaka Chicken. Secondary data were collected from internal company documents, sales reports, promotional materials, and relevant literature related to business models and culinary business development [4].

Data collection techniques involved observation, interviews, and documentation. According to Sugiyono, observation is a method used to collect data by directly examining activities and phenomena occurring in the research setting [2]. Interviews were conducted using a semi-structured format to provide flexibility for respondents to explain their experiences and perspectives. Documentation techniques were employed to support and validate information obtained from observations and interviews. To enhance data credibility, triangulation techniques were applied by comparing information obtained from different sources and methods [2].

The informants in this study were selected purposively. Purposive sampling is a technique used to determine respondents based on specific considerations and their relevance to the research objectives [2]. The key informants consisted of the owner of Yasaka Chicken, operational managers, marketing personnel, employees involved in branch operations, and loyal customers. These informants were chosen because they possessed adequate knowledge and experience regarding the development of the business.

Data analysis was conducted using a descriptive qualitative approach with the Business Model Canvas (BMC) as the primary analytical framework. According to Miles and Huberman, qualitative data analysis consists of three activities: data reduction, data

display, and conclusion drawing or verification [5]. In this study, the collected data were reduced and categorized according to the nine components of the Business Model Canvas, namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure [6].

During the coding process, themes and patterns related to branch development strategies were identified to determine the strengths, weaknesses, opportunities, and challenges encountered by Yasaka Chicken. The findings were then interpreted descriptively and presented narratively to provide a comprehensive understanding of how the business model supports branch expansion and sustainability. Tables and diagrams were also utilized to facilitate interpretation and improve the clarity of the analysis.

To ensure the validity and trustworthiness of the findings, triangulation techniques were employed. According to Moleong, triangulation is used to verify the credibility of data by comparing information obtained from different sources and methods [7]. In addition, research ethics were strictly observed by obtaining permission from the management of Yasaka Chicken before conducting interviews and observations. The confidentiality of respondents and organizational information was maintained throughout the study, and all collected data were used solely for academic purposes.

Overall, the qualitative case study approach adopted in this research was intended to provide a comprehensive understanding of the implementation of the Business Model Canvas in supporting branch development. The findings are expected to identify critical factors affecting operational efficiency, business expansion, and sustainable growth in the culinary industry of Bandar Lampung.

4. RESULTS AND DISCUSSION

Table 1. Customer Segment Interview Data

Name	Questions and Answers
Nindi	Who is Yasaka Chicken's primary customer segment?
Owner	Yasaka Chicken's primary customer segment is students, employees, and the general public from the lower middle class. There are also family customers who purchase for daily consumption due to the affordable prices.
Nindi	Are there any differences in customer characteristics between in-person and online purchases?
Operations Manager	Yes, in-person customers generally come from the surrounding area, while online customers are dominated by workers and students who prioritize convenience and time efficiency.

Table 2. Value Propositions Interview Data

Name	Questions and Answers
Nindi	What is the main value that Yasaka Chicken offers customers?
Owner	The main value offered is crispy fried chicken with a distinctive taste, affordable prices, filling portions, and fast service.
Nindi	Why did you choose Yasaka Chicken over other brands?
Regular customer	Because the flavor suits my taste, the price is cheaper than other brands, and the service is quite fast. Plus, the taste is consistent every time I buy it.

Table 3. Channels Interview Data

Name	Questions and Answers
Nindi	What channels does Yasaka Chicken use to sell products?
Digital Marketing	Sales are made through direct outlets as well as delivery platforms such as GoFood and GrabFood.
Nindi	What is the role of social media in Yasaka Chicken marketing?
Operations Manager	Social media is used to promote menus, promotions, and communicate with customers. Instagram and WhatsApp are the primary promotional platforms.

Table 4. Customer Relationships Interview Data

Name	Questions and Answers
Nindi	How does Yasaka Chicken maintain relationships with customers?
Frontliner Employees	We strive to provide friendly, fast service and maintain cleanliness. We also frequently offer simple promotions to attract customers.
Nindi	How was your service experience?
Customer	The service is quite good and friendly. If there's a complaint, the staff usually responds promptly.

Table 5. Revenue Streams Interview Data

Name	Questions and Answers
Nindi	What is Yasaka Chicken's main source of income?
Frontliner Employees	The main income comes from the sale of fried chicken and rice packages, both through direct purchases and online delivery.
Nindi	Do online sales contribute significantly to revenue?

Customer	Yes, online sales are quite helpful in increasing daily turnover, especially during peak hours and holidays.
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Table 6. Key Resources Interview Data

Name	Questions and Answers
Nindi	What are the main resources that Yasaka Chicken has?
Owner	Key resources include fried chicken recipes, employees, kitchen equipment, business locations, and the Yasaka Chicken brand.
Nindi	How important is the role of employees in business operations?
Production Employees	Employees play a very important role because they are directly involved in the production process and customer service.

Table 7. Key Activities Interview Data

Name	Questions and Answers
Nindi	What are the main activities in Yasaka Chicken's operations?
Operations Manager	Main activities include fried chicken processing, customer service, raw material stock management, and maintaining cleanliness.
Nindi	How is quality control carried out?
Employee	Quality control is carried out by ensuring that the cooking process is in accordance with SOP and that the raw materials are always in good condition.

Table 8. Key Partnerships Interview Data

Name	Questions and Answers
Nindi	Who are Yasaka Chicken's main partners?
Operations Manager	Key partners include local chicken and raw material suppliers, packaging providers, and delivery platforms.
Nindi	How does the collaboration with Yasaka Chicken look like?
Employee	Cooperation is carried out routinely in the provision of raw materials at agreed prices to maintain smooth operations.

Table 9. Cost Structure Interview Data

Name	Questions and Answers
Nindi	What are the biggest costs in the Yasaka Chicken business?
Operations Manager	The biggest expenses are raw chicken materials, employee salaries, rent, and daily electricity and operational costs.
Nindi	How are cost control efforts carried out?
Employee	Cost control is carried out by managing raw material stock, selecting stable suppliers, and maintaining efficient use of materials.

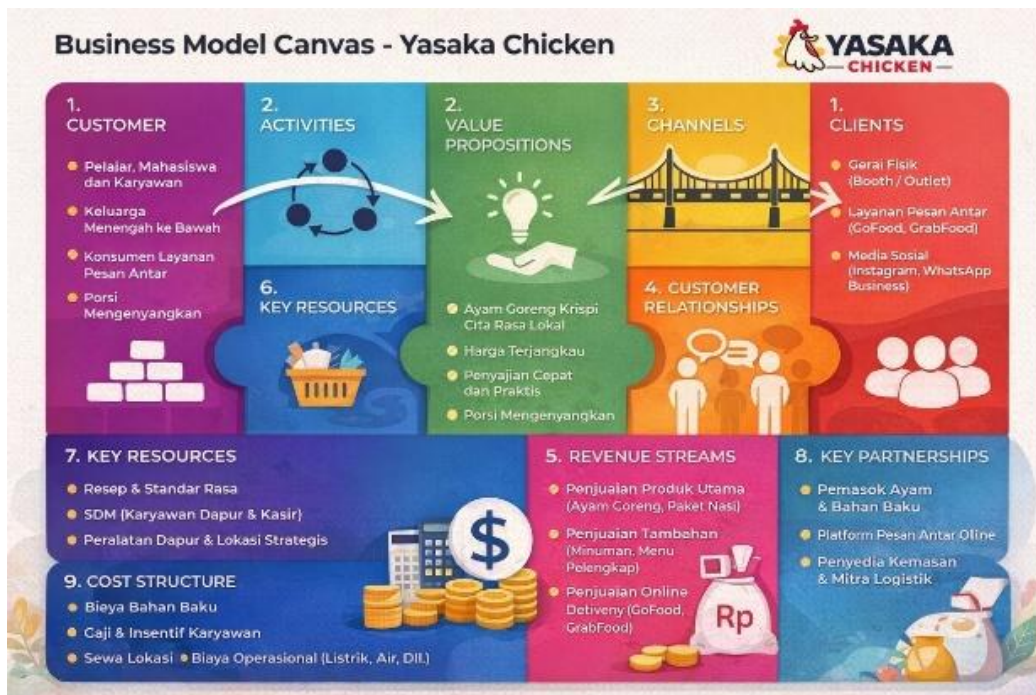


Figure 1. BMC Yasaka Chicken
Source: Created by Researchers 2026

Based on interviews conducted with business owners, operational managers, employees, digital marketing personnel, loyal customers, and raw material suppliers, a comprehensive understanding of Yasaka Chicken's business model was obtained. The collected information was subsequently analyzed using the Business Model Canvas (BMC) framework to identify how the company creates, delivers, and captures value in supporting business sustainability and branch expansion. The Business Model Canvas is recognized as an effective strategic management tool for visualizing and analyzing business models through nine interconnected elements that collectively influence organizational performance and growth [1].

The implementation of the Business Model Canvas (BMC) enabled Yasaka Chicken to identify several important customer segments, including students, office employees, lower-middle-income families, and users of online food delivery applications. The identification of these customer groups plays a significant role in branch development because each geographical area possesses unique demographic, economic, and behavioral characteristics. Understanding

customer segments allows management to determine suitable business locations, establish competitive pricing strategies, and develop promotional programs that align with local consumer preferences. Furthermore, accurate customer segmentation reduces the risk of expansion failure by ensuring that new outlets are established in locations with sufficient market potential and purchasing power. These findings support previous studies which emphasize that customer segmentation contributes significantly to business sustainability and market competitiveness [2], [3].

The Value Proposition element of the Business Model Canvas highlights Yasaka Chicken's ability to offer crispy fried chicken with a distinctive local flavor, affordable prices, fast service, and satisfying portion sizes. These value offerings represent the company's primary competitive advantages in the highly competitive food and beverage industry. In the context of branch expansion, maintaining a consistent value proposition becomes a critical success factor because customers expect similar product quality and service experiences across all locations. The BMC framework helps management establish

standardized product specifications, quality control procedures, and service guidelines to ensure consistency among branches. According to Osterwalder and Pigneur, a strong value proposition is essential for creating customer satisfaction and long-term competitive advantage [1]. Similar findings were reported by Mardiana et al., who concluded that businesses with clearly defined value propositions tend to achieve higher customer loyalty and operational sustainability [4].

The Business Model Canvas also demonstrates that Yasaka Chicken utilizes multiple channels to deliver value to customers, including physical outlets, online ordering platforms such as GoFood and GrabFood, and social media platforms for promotion and communication. The integration of online and offline channels enhances accessibility and enables the company to reach a wider customer base. In branch development, channel mapping provides important guidance for determining whether a new outlet should prioritize dine-in services, take-away transactions, online delivery operations, or a combination of these approaches. Through effective channel management, businesses can optimize market coverage while minimizing operational costs. The increasing importance of digital channels is consistent with contemporary business trends, where technology-based platforms contribute significantly to business growth and customer engagement [5].

Another important component identified in the BMC is Customer Relationships. Yasaka Chicken maintains customer relationships through friendly service, responsive complaint handling, promotional activities, and active communication on social media platforms. Establishing strong relationships with customers is essential for encouraging repeat purchases, building customer loyalty, and generating positive word-of-mouth marketing. The findings indicate that customer satisfaction is influenced not only by product quality but also by the overall service experience. Therefore, relationship management becomes increasingly important

during branch expansion because maintaining consistent customer experiences across different locations directly affects brand reputation and long-term business performance [6].

The Revenue Streams component reveals that Yasaka Chicken generates income from the sale of its main menu items, complementary products, beverages, and transactions conducted through online delivery applications. Mapping these revenue sources provides management with valuable information for forecasting future income and setting realistic sales targets for new branches. Understanding revenue streams also allows managers to identify high-performing products and prioritize marketing efforts accordingly. Previous studies have emphasized that effective revenue stream management contributes to business profitability and financial sustainability by enabling companies to maximize their income-generating potential [7].

Within the Key Resources element, Yasaka Chicken relies on several critical resources, including standardized recipes, skilled employees, kitchen equipment, operational systems, strategic locations, and brand reputation. These resources form the foundation of business operations and directly influence product quality and customer satisfaction. The BMC framework enables management to identify resource requirements before opening new branches, ensuring that each outlet possesses adequate facilities, competent personnel, and sufficient operational support. Effective resource management is considered a fundamental prerequisite for successful business expansion and long-term organizational growth [8].

The Key Activities identified in the study include food preparation, customer service, quality control, inventory management, marketing activities, and operational supervision. These activities are essential for maintaining product consistency and operational efficiency. Through the BMC framework, management can standardize operational procedures across all branches, thereby ensuring uniform service quality and minimizing operational discrepancies.

Standardization also facilitates employee training and performance evaluation, which are critical factors in supporting sustainable expansion strategies [8].

The Key Partnerships element illustrates Yasaka Chicken's collaboration with chicken suppliers, seasoning suppliers, packaging providers, logistics companies, and online delivery platforms. Strategic partnerships play a vital role in ensuring the availability of raw materials, maintaining product quality, and improving operational efficiency. During branch expansion, strong partnerships help secure stable supply chains and reduce operational risks associated with procurement and distribution. Furthermore, collaboration with digital delivery platforms enhances market reach and provides additional revenue opportunities. Previous studies suggest that effective partnerships contribute significantly to organizational flexibility and competitive advantage [6].

Finally, the Cost Structure component enables management to identify and evaluate major cost categories, including raw material expenses, employee salaries, rental costs, utilities, marketing expenditures, and other operational expenses. Understanding the cost structure is essential for preparing accurate financial projections and determining the feasibility of opening new branches. Through comprehensive cost analysis, managers can develop more efficient budgeting systems, control operational expenditures, and ensure that expansion activities remain financially sustainable. According to Marini and Artika, cost structure analysis is a critical aspect of strategic business planning because it directly influences profitability and long-term business viability [9].

Overall, the findings demonstrate that the implementation of the Business Model Canvas provides Yasaka Chicken with a comprehensive framework for mapping, planning, and controlling all critical aspects of branch development. Beyond serving as an analytical tool, the BMC functions as a strategic guide that supports managerial decision-making and facilitates structured, efficient, and sustainable business expansion. The integration of all nine BMC elements

allows Yasaka Chicken to align its operational capabilities with market opportunities, thereby strengthening its competitive position and supporting long-term organizational growth [1], [10].

5. CONCLUSION

This study analyzed the implementation of the Business Model Canvas (BMC) in supporting the development and expansion of Yasaka Chicken culinary business branches in Bandar Lampung. The findings indicate that all nine elements of the Business Model Canvas are interconnected and collectively contribute to the company's ability to create, deliver, and capture value in a sustainable manner. The analysis shows that customer segmentation, value proposition, distribution channels, customer relationship management, revenue streams, key resources, key activities, key partnerships, and cost structure each play an important role in supporting business growth and operational performance.

From a strategic perspective, several findings have important implications for future branch expansion. First, management should prioritize locations that align with the characteristics of its primary customer segments, particularly students, office employees, families, and users of online food delivery services. Second, maintaining a consistent value proposition through standardized product quality, service standards, and operational procedures is essential to preserving customer trust and brand reputation across multiple outlets. Third, the integration of digital channels such as social media and online delivery platforms should continue to be strengthened to expand market reach and improve customer accessibility. Furthermore, the study highlights the importance of strategic partnerships with suppliers, logistics providers, and digital platforms in ensuring operational continuity and supporting business scalability. Effective management of revenue streams and cost structures is also necessary to enhance financial sustainability and reduce the risks associated with

expansion activities. Therefore, the Business Model Canvas can be utilized not only as a business analysis tool but also as a practical strategic framework for planning, implementing, and evaluating branch development initiatives.

Overall, the findings suggest that successful branch expansion requires a balance between market-oriented strategies, operational standardization, digital transformation, and efficient resource

management. These results provide practical guidance for Yasaka Chicken and other culinary businesses seeking sustainable growth in increasingly competitive urban markets. Future research may integrate the Business Model Canvas with other strategic analysis tools, such as SWOT Analysis, Value Chain Analysis, or Blue Ocean Strategy, to obtain a more comprehensive understanding of business development opportunities and competitive advantages.

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