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Business Model Design of Ranau Tilapia Micro-Enterprise Using the Business Model Canvas Approach

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Abstract

This study aims to design an appropriate business model for the Ranau tilapia micro-enterprise Nila Ranau Bang Meng in Bandar Lampung using the Business Model Canvas (BMC) approach. The business operates conventionally and depends on seasonal demand, resulting in sales fluctuations. This research used a qualitative case study method with data collected through observation, in-depth interviews, and documentation. The analysis was conducted by mapping the existing business model into the nine BMC elements and formulating a proposed model. The results show that strategic improvements are needed, particularly in value propositions, channels, customer relationships, and key partnerships. Product innovation, digital and offline marketing, customer relationship strengthening, and partnership expansion are recommended. The study concludes that the Business Model Canvas is an effective tool for developing a more structured and competitive business model for local micro-enterprises.

Keywords: Business Model Canvas, Ranau Tilapia, Micro-Enterprise, Business Model

INTRODUCTION

Micro, small, and medium enterprises (MSMEs) play a strategic role in the Indonesian economy, particularly in terms of employment absorption, income distribution, and regional economic resilience. In the culinary and fisheries sectors, MSMEs are required to continuously adapt to increasingly competitive market conditions, changes in consumer behavior, and the rapid development of digital technology. These challenges

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highlight the importance of having a well-structured and adaptive business model to ensure business sustainability and competitiveness.

Ranau tilapia is a local freshwater fish commodity originating from Lake Ranau, Lampung, which is recognized for its superior quality compared to conventional farmed tilapia. Characteristics such as thicker meat texture, better taste, and lower muddy odor provide Ranau tilapia with strong differentiation potential in the market. One micro-enterprise that utilizes this local resource is *Nila Ranau Bang Meng*, located in Bandar Lampung. The business focuses on selling fresh-cut Ranau tilapia to household consumers and small food-related businesses. However, despite having a differentiated product, the enterprise still operates using a conventional business model that relies heavily on direct sales and seasonal demand, leading to sales fluctuations and limited business expansion.

Previous studies indicate that many MSMEs experience difficulties in developing competitive value propositions, expanding marketing channels, managing customer relationships, and establishing strategic partnerships. These limitations are often associated with the absence of a systematic framework for analyzing and designing business models. The *Business Model Canvas* (BMC), introduced by Osterwalder and Pigneur, offers a comprehensive yet practical framework for visualizing and evaluating business models through nine interconnected elements, enabling businesses to identify strengths, weaknesses, and strategic opportunities.

Although the Business Model Canvas has been widely applied in studies of MSMEs and culinary businesses, empirical research focusing on micro-enterprises based on local fishery commodities remains limited. In particular, studies that examine the application of BMC in Ranau tilapia–based micro-enterprises are still scarce. Therefore, this study aims to analyze and redesign the business model of *Nila Ranau Bang Meng* using the Business Model Canvas approach. The results of this study are expected to contribute to the literature on MSME business model development and provide practical recommendations for enhancing competitiveness and long-term sustainability of local resource–based micro-enterprises.

Objectives

This article intends

1. To analyze the existing business model of *Nila Ranau Bang Meng* based on the nine elements of the *Business Model Canvas*
2. To identify weaknesses and opportunities for improvement within each *Business Model Canvas* element that influence business competitiveness and sustainability
3. To formulate a proposed business model that is more structured, adaptive, and competitive using the *Business Model Canvas*

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DISCUSSION

Business model analysis is essential for understanding how a micro-enterprise creates, delivers, and captures value within an increasingly competitive market environment. For micro and small enterprises, the ability to clearly define and evaluate their business model is particularly important, as limited resources and market access often make them more vulnerable to external changes. A systematic business model evaluation enables enterprises to identify structural strengths, operational constraints, and strategic gaps that may affect competitiveness and long-term sustainability.

The *Business Model Canvas* is widely recognized as a comprehensive and practical framework for analyzing business models, as it integrates nine interrelated elements that represent the core logic of how a business operates. By examining customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure, the framework provides a holistic perspective on value creation and delivery. This approach allows businesses to visualize their current conditions, assess alignment between elements, and identify areas requiring strategic improvement.

To examine the current condition of *Nila Ranau Bang Meng*, the existing business model was analyzed using the *Business Model Canvas* approach. The analysis focuses on how the enterprise organizes and manages its business activities across the nine BMC elements, reflecting both its operational practices and strategic orientation. A summary of the existing business model is presented in Table 1, which serves as a foundation for further discussion and interpretation of the enterprise's strengths, limitations, and potential areas for development.

Tabel 1. Summary of Existing Business Model Based on Business Model Canvas

BMC Element	***Description***
Customer Segments	Household consumers and small food-related businesses within a limited geographical area in Bandar Lampung.
Value Propositions	Fresh Ranau tilapia with larger size, thicker meat, better taste, low muddy odor, affordable price, and delivery service.
Channels	Direct sales at the business location, WhatsApp Business communication, and word-of-mouth promotion.
Customer Relationships	Personal and informal relationships through direct interaction, responsive service, feedback via WhatsApp, and occasional discounts or bonuses.
Revenue Streams	Single revenue source derived from direct sales of fresh Ranau tilapia.

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Key Resources	Owner and employee, personal capital, physical assets such as ponds, oxygen supply, weighing tools, and basic operational equipment.
Key Activities	Procurement of Ranau tilapia, fish handling and cutting, direct selling, delivery service, and pond maintenance.
Key Partnerships	Ranau tilapia suppliers, oxygen refill providers, and plastic packaging suppliers.
Cost Structure	Raw material costs, labor wages, transportation, electricity, and daily operational expenses.

This section discusses the findings of the study and interprets the results obtained from the statistical analysis to explain the relationships between the research variables. The discussion aims to provide a deeper understanding of how transformational leadership style and work environment influence employee performance, based on the empirical evidence obtained from the research. The interpretation of the results is expected to clarify the role of each variable and their contribution to employee performance.

Table 1 presents a summary of the existing business model of *Nila Ranau Bang Meng* based on the *Business Model Canvas* framework. The table illustrates how the enterprise currently operates across the nine BMC elements and highlights several structural characteristics that influence its business performance. The findings indicate that the enterprise relies on a conventional business model characterized by limited customer segmentation, simple marketing channels, and a single revenue stream. Although this model supports routine operational activities, it constrains market reach, innovation potential, and business scalability, thereby contributing to sales fluctuations and limited business growth.

With regard to customer segments, *Nila Ranau Bang Meng* primarily serves household consumers and small food-related businesses within a relatively narrow geographical area. While this customer base provides a stable source of demand, the limited scope of segmentation restricts opportunities for market expansion and increases vulnerability to market saturation. Previous studies suggest that broader and more diversified customer segmentation enhances business resilience and long-term growth potential. Accordingly, the identification of additional customer segments represents a strategic opportunity for business development.

In terms of value propositions, the enterprise benefits from the superior quality of Ranau tilapia, including larger fish size, thicker meat texture, greater freshness, and a lower muddy odor compared to conventional tilapia. These attributes constitute a key source of product differentiation and competitive advantage. However, the existing value

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proposition remains predominantly functional and heavily dependent on raw material characteristics. From a strategic standpoint, reliance on intrinsic product quality alone may limit value creation. Therefore, the development of value-added products, improved packaging, and enhanced service offerings is necessary to strengthen differentiation and increase perceived customer value.

The analysis of channels indicates that marketing and distribution activities are largely conducted through direct selling, WhatsApp-based communication, and word-of-mouth promotion. Although these channels are effective in maintaining relationships with existing customers, they provide limited market exposure and scalability. Prior research emphasizes that the integration of digital marketing platforms and alternative distribution channels can significantly enhance market reach and business visibility. Consequently, the diversification and optimization of marketing channels are essential to support sustainable business growth.

Regarding customer relationships, the enterprise adopts a personal and informal approach characterized by direct interaction, responsiveness, and the provision of occasional incentives such as discounts or bonuses. This approach contributes positively to customer trust and loyalty; however, it lacks systematic customer relationship management. Without structured documentation of customer feedback and purchasing behavior, opportunities for improving service quality and strengthening long-term customer engagement may not be fully utilized. Implementing more formalized customer relationship management practices is therefore recommended.

The analysis of revenue streams reveals that the enterprise relies solely on direct sales of fresh Ranau tilapia, resulting in a single-source income structure. This dependence increases the business's exposure to seasonal demand fluctuations and market uncertainty. Diversifying revenue streams through the introduction of processed or value-added products could enhance income stability and reduce business risk.

In relation to key resources and key activities, the enterprise operates on a relatively small scale with limited human resources, physical assets, and operational capabilities. While these resources are sufficient to support conventional operations, they may not be adequate to sustain a redesigned business model oriented toward innovation and expansion. Similarly, existing key partnerships are primarily operational and focused on raw material supply and basic supporting services. The limited scope of partnerships indicates the need for broader strategic collaborations, particularly in the areas of marketing, distribution, and product development.

The discussion demonstrates that the *Business Model Canvas* serves as an effective analytical framework for understanding the current condition of *Nila Ranau Bang Meng* and identifying critical areas for strategic improvement. The findings suggest that redesigning key elements of the business model particularly value propositions, channels,

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customer relationships, revenue streams, and partnerships has the potential to enhance competitiveness and support long-term business sustainability.

CONCLUSION

This study examined the existing business model of the Ranau tilapia micro-enterprise *Nila Ranau Bang Meng* using the Business Model Canvas framework to identify its structural characteristics and strategic improvement opportunities. The findings indicate that the enterprise operates under a conventional business model with limited customer segmentation, simple marketing channels, informal customer relationship practices, and a single revenue stream. Although this model supports routine operational activities, it restricts competitiveness, scalability, and long-term business sustainability.

The results also show that the enterprise has a competitive advantage derived from the superior quality of Ranau tilapia as a local resource. However, this potential has not been optimally utilized due to limited value-added product development, underdeveloped marketing channels, and the absence of structured customer relationship and partnership strategies. These conditions increase the enterprise's exposure to demand fluctuations and market uncertainty.

Based on the Business Model Canvas analysis, this study concludes that redesigning key elements of the business model is necessary to enhance business performance. Improvements in value propositions, marketing channels, customer relationship management, revenue diversification, and partnership development are expected to strengthen competitiveness and support sustainable business growth. The findings confirm that the Business Model Canvas is an effective analytical and strategic tool for evaluating and improving business models in local resource-based micro-enterprises.

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