



Business Development Strategy at PT Sentosa Jaya Teknik Bandar Lampung Using the Business Model Canvas (BMC) Approach

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Abstract

This study aims to develop an appropriate business strategy for PT Sentosa Jaya Teknik based on the Business Model Canvas. This type of research uses descriptive research with a qualitative approach. The informants in this study are the owner, employees, and consumers of PT Sentosa Jaya Teknik. The data collection techniques used are semi-structured interviews and documentation. The results of this study from the identification of the Business Model Canvas provide appropriate strategic development options for PT Sentosa Jaya Teknik in each element. The customer segment element shows that the company focuses on all expedition services. The value proposition element adds innovation. The channel element uses manual channels. The customer relationship element shows that the company provides newsletters. The revenue streams element adds new streams. The key resources element focuses on employee education for innovation. The key activities element focuses on product development. The key partnerships element shows the large number of partners of PT Sentosa Jaya Teknik. Meanwhile, the last element, namely the cost structure of PT Sentosa Jaya Teknik, consists of fixed costs and variable costs. The appropriate strategy for PT Sentosa Jaya Teknik is the weakness opportunities (WO) strategy.

Keywords: Business strategy, business model canvas, PT sentosa jaya teknik, bandar lampung.

1. Introduction

In the modern era, humans are increasingly dependent on machines to carry out various activities, especially in the aspect of transportation. Currently, it is very rare to find individuals who do not use motorized vehicles, one of which is cars. Along with economic development and technological innovation, cars have become one type of vehicle that is highly needed by many people (Lestari et al., 2024).

PT Sentosa Jaya Teknik is a company that focuses on the field of engineering and services, particularly in repairing damaged Fuso rims. This company plays a significant role in supporting the smooth operation of truck fleets owned by various transportation companies, so service quality and accuracy in work are very important factors. To gain a deeper understanding of the company's condition and obtain an initial overview of operational activities, service patterns, and the work environment, the researcher conducted a pre-survey at the location. This pre-survey activity became an initial step in identifying various aspects to be analyzed further.

Based on the initial survey through interviews with the Operational Manager of PT Sentosa Jaya Teknik, it was found that over the past two years the company's activities have been stable, but growth has not reached the target due to increasingly intense competition, which has had an impact on decreasing profit margins.

The main users come from the construction and manufacturing sectors; however, market segmentation is still not well defined. Marketing activities still rely on relationship networks and direct offerings without adequate support from digital strategies, even though the company has a value proposition in the form of work quality and compliance with timelines. The company has experienced technical staff and adequate work equipment, although some of it needs to be updated. Other challenges faced include price competition and the absence of comprehensive business model documentation, resulting in an unclear direction for business development. This condition is also supported by the results of the pre-survey of sales data.

The main competition faced by PT Sentosa Jaya Teknik comes from various types of competitors. Local competitors consist of small to medium-sized businesses in the same area. They offer similar services but at lower prices. Nevertheless, the quality of the services they provide varies. These competitors often utilize local networks and

capacity to deliver services quickly. Several important elements in the competition include pricing, service standards, response speed, and technological innovation. PT Sentosa Jaya Teknik has an advantage in its understanding of the local market. In addition, the company has established solid relationships with clients from the small industrial sector. However, it must face challenges from larger competitors, particularly related to resource allocation and brand marketing.

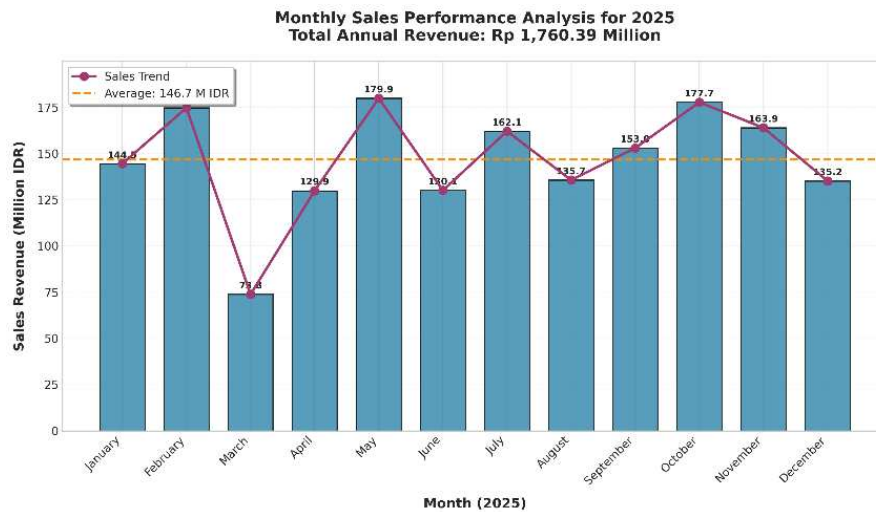


Figure 1: Sales data

This situation illustrates the importance of conducting comprehensive business model mapping and analysis to identify which areas need improvement in business development. Various business analysis methods can be applied, such as Value Chain Analysis, PESTEL, Five Forces, and the Business Model Canvas, which is often combined with SWOT analysis to support strategic studies. In many previous studies, the integration of BMC and SWOT has been proven to provide a comprehensive perspective, as BMC helps identify the main components of a business model in a structured manner, while SWOT evaluates strengths, weaknesses, opportunities, and threats that affect business sustainability.

Several previous studies indicate that the combination of the Business Model Canvas (BMC) and SWOT analysis is an effective method for designing business development strategies, especially in the MSME and service business sectors. Yudha and Yuldinawati (2023) stated that by mapping the nine elements of the BMC and combining them with SWOT analysis, the internal and external conditions of Auto Family Jaya can be systematically identified, ultimately resulting in strategic recommendations such as infrastructure improvement, revenue stream diversification, strengthening the quality of human resources, and optimizing digital marketing. Similar results were also reported by Pratama and Prasetyo (2025), who emphasized that integrating SWOT with BMC at BHV Creative successfully revealed the strengths and weaknesses of the initial business model and helped formulate new strategies that are more aligned with the demands of digitalization and market dynamics.

Other studies in the automotive and transportation fields also reinforce the role of the BMC as a holistic business model analysis tool. Anter et al. (2022) found that UD Perdana Motor had implemented the nine components of the Business Model Canvas in its operational activities, enabling researchers to assess the alignment between business activities, resources, and the value proposition offered by the workshop. On the other hand, Mooduto et al. (2023) revealed that the combination of BMC and SWOT analysis in Gojek's transportation services successfully generated strategic recommendations related to feature development, service quality improvement, and competitiveness enhancement.

Based on the explanations from previous studies and the identified gaps, it is clear that business model analysis using the Business Model Canvas and SWOT has been widely applied across various sectors; however, it has not yet been conducted in the truck rim repair service industry, which has unique characteristics and operational challenges. The absence of studies examining business model mapping and the formulation of business development strategies for heavy vehicle rim repair services indicates the need for more detailed research in this field. This study is specifically designed to analyze the business model and formulate business development strategies at PT Sentosa Jaya Teknik.

2. Literature Review

2.1. Theoretical Framework

2.1.1. Business Model Canvas (BMC)

The Business Model Canvas is one of the tools used in strategic management to describe the business model of a company or organization, both existing and new, which is presented in nine key components. The nine components of

the Business Model Canvas cover four main aspects of business, namely finance, infrastructure, marketing, and consumers, which are explained as follows (Yudha et al., 2023; Widyawati, 2024):

1. **Customer Segments**
Customer Segments are the target groups determined by the company to market the available products or services. This practice involves dividing the customer base into several groups with similar characteristics, such as age, gender, interests, and shopping habits.
2. **Value Propositions**
Value Propositions are the additional benefits provided by the company to consumers in order to differentiate its business from others.
3. **Channels**
Channels are the methods used by the company to deliver its offerings to each customer segment. Channels include the media used to deliver products or services, as well as the ways the company distributes products to consumers.
4. **Customer Relationships**
Customer Relationships explain the type of interaction established between the company and specific customer segments.
5. **Revenue Streams**
Revenue Streams are the sources of income generated by a business and must be managed properly so that revenue can increase. Revenue streams indicate the origin of profits that flow into the company. Revenue is obtained from consumers who use and purchase the company's products. There are two types of revenue streams, namely operating revenue and non-operating revenue.
6. **Key Resources**
Key Resources are a component of the Business Model Canvas that contains a list of resources that need to be planned and owned by the company in order to realize its value proposition. These resources include all types of assets, ranging from raw material management, inventory control, workforce management, to operational processes.
7. **Key Activities**
Key Activities refer to all matters related to the activities of a product, with the main focus on creating the value proposition. Companies or entrepreneurs need to identify the main activities in their business and ensure that these activities remain consistent and confidential.
8. **Key Partnerships**
Key Partnerships are the partners that collaborate with the company to carry out its business operations.
9. **Cost Structure**
Cost Structure includes various types of expenditures, ranging from costs incurred to create competitive advantages, costs to interact with and maintain customers, to costs related to carrying out key activities.

2.1.2. SWOT Analysis

SWOT analysis is a method used to describe situations and conditions in a descriptive manner. In this analysis, situations and conditions are considered as input factors and are then organized based on their respective contributions. This analysis can logically assist the decision-making process, making it an effective tool for analyzing various factors that affect a company, as well as serving as a guide for decision-making in formulating strategies (Putri et al., 2022). SWOT analysis consists of four main components, namely (Sumarsid et al., 2023):

1. **Strengths**
Strengths are resources, skills, or advantages that competitors do not possess and that enable a company or organization to meet increasing market needs. Strengths are unique capabilities that provide a company with a relative advantage in the market.
2. **Weaknesses**
Weaknesses are deficiencies or limitations in terms of resources, capabilities, and skills that hinder organizational performance. Examples include inadequate facilities, limited budgets, ineffective management, low employee skills, the absence of employee training programs, an excessive number of employees, and a company image that may become a weakness.
3. **Opportunities**
Opportunities are favorable conditions in the company's environment. Important trends can become opportunities. Examples of opportunities include government policies that support small credit distribution, a society that is increasingly oriented toward supermarkets, strong economic growth, investment deregulation, increasing demand for ATMs, public preference for credit cards, previously neglected market segments, changes in competition or regulations, technological innovation, and improving relationships with suppliers or buyers.
4. **Threats**
Threats are unfavorable conditions in the company's environment. Threats can take the form of various disruptions, such as the emergence of new competitors, slow growth, increasing market demands,

technological changes or new regulations, and the presence of many companies conducting massive promotional activities, among others.

2.1.3. Strategic Management

According to Jamaludin et al. (2023), strategic management is a process in which a company organizes and manages its resources in order to achieve predetermined goals and objectives. The management of these resources becomes a vital opportunity for companies to continue growing, considering that current business growth trends often undergo changes. Strategic management encompasses various elements within a company, such as setting goals and objectives to be achieved, analyzing competitors within the same industry, conducting internal company assessments, evaluating the strategies implemented, and ensuring that all strategies are carried out effectively and efficiently. Amid increasingly complex business conditions where technology, regulations, and market demands continue to evolve a sound strategy becomes a key determinant between organizational success and failure. The strategic management process consists of three phases (Rony, 2024):

1. Strategy Formulation

This phase includes defining the vision and mission, analyzing external opportunities and threats, identifying internal strengths and weaknesses, establishing long-term objectives, and selecting the most appropriate strategies. At this stage, important decisions are made, such as development, diversification, mergers, partnerships, and resource allocation. The outcomes of this phase influence the organization's direction, competitiveness, and long-term commitment.

2. Strategy Implementation

This is the execution phase, which focuses on implementing strategies through setting annual objectives, developing policies, motivating employees, and allocating resources. The implementation phase also includes establishing a supportive organizational culture, an efficient structure, adequate information systems, and performance-oriented reward systems. This process requires discipline, commitment, and managerial capability in motivating employees so that strategies can be implemented effectively.

3. Strategy Evaluation

In this phase, the main objective is to assess the extent to which the strategy has been implemented as planned and to make improvements if necessary. Key activities include examining internal and external factors, measuring performance outcomes, and taking necessary corrective actions. This evaluation is essential because changes in the environment may render existing strategies unsuitable; current success does not guarantee future success.

2.1.4. Conceptual Framework

In this study, the author analyzes and evaluates the business model implemented by PT Sentosa Jaya Teknik Bandar Lampung and designs a new business model using the Business Model Canvas (BMC) approach. The nine components of the BMC consist of customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. After formulating the nine BMC elements, an evaluation of the business model is conducted using the SWOT method. SWOT analysis is used to assess the organization's strengths and weaknesses as well as to identify potential opportunities and threats. Based on this explanation, the conceptual framework can be illustrated as shown in the figure below.

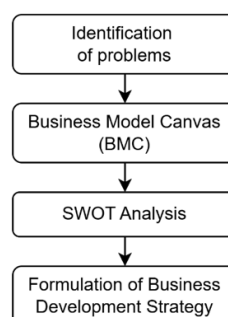


Figure 2: Conceptual framework

3. Research Methodology

3.1. Type of Research

This study uses a descriptive research design with a qualitative approach. According to Aslam (2023), descriptive studies focus on describing the characteristics or attributes of a phenomenon, while qualitative research collects non-

numerical data such as interviews, observations, or text analysis in order to understand the background, meaning, and experiences of the subjects being studied.

3.2. Research Location and Time

The research location is the area used to investigate a particular phenomenon being examined by the researcher (Wibawa et al., 2022). This research was conducted at Jl. Wala Abadi, Way Laga Subdistrict, Panjang District, Bandar Lampung City, Lampung.

3.3. Types and Sources of Data

The data used in this study are derived from two sources, namely primary data and secondary data. The data sources were obtained through in-depth interviews and observation. The analysis focuses on sequences of events that emphasize important moments or epiphanies in the lives of the participants (Safarudin et al., 2025).

3.4. Data Collection Techniques

In this study, the researcher applied three data collection methods, namely observation, interviews, and documentation (Putri and Murhayati, 2025).

1. Observation

Observation, also known as direct observation, involves activities of examining an object using all senses. Thus, observation is a data collection technique that utilizes the five senses along with careful recording of the observed object (Prawiyogi et al., 2021).

2. Interview

An interview is a data collection method conducted through direct face-to-face interaction, in which a question-and-answer session takes place between the data collector and the informants or data sources (Trivaika and Senubekti, 2022).

3. Documentation

Documentation is a data collection method carried out through existing documents or records. The term documentation originates from the word "document," which refers to various forms of written materials. In this method, researchers examine written objects such as books, magazines, meeting minutes, and diaries (Chadijah, 2023).

3.5. Data Validity Techniques

Several methods were used by the researcher to achieve a high level of credibility, including the following (Susanto et al., 2023):

- a) The researcher extended the duration of the study by conducting three meetings with each participant. This aimed to enable the researcher to better understand the participants, their environment, and their daily activities.
- b) The researcher conducted interviews and observations continuously until reaching redundancy. This method allowed the researcher to carefully and thoroughly analyze each piece of information collected, making it possible to distinguish relevant data from irrelevant data.
- c) Triangulation in this study was carried out by repeating several questions that had previously been asked to each participant or to people close to them at different times. The purpose was to test the consistency of the answers provided by the participants.

4. Results and Discussion

The results of the identification and data collection conducted by the researcher are presented and explained in this section. This is followed by a discussion in accordance with the literature review related to strategic management and the Business Model Canvas presented in Chapter II. The information and data collected are expected to address the research problems as defined in the focus of the study, with the support of analytical methods and relevant theories related to the research findings. These findings are then mapped into the nine blocks of the Business Model Canvas and subsequently used to formulate appropriate business strategies to achieve competitive advantage for PT Sentosa Jaya Teknik.

4.1. Business Model Canvas

Unbeknownst to Mr. Lukman Efendi, the business practices implemented at PT Sentosa Jaya Teknik are in fact part of the Business Model Canvas. The following are the results of interviews obtained by the researcher, which are then mapped into the nine blocks of the Business Model Canvas.

Table 1: The nine blocks of the business model canvas of PT sentosa jaya teknik

8. Key Partnerships <ul style="list-style-type: none"> • Employees • Customers • CV D.N Motor (rim plates) • PT Citra Musi Lestari (welding wire, grinding discs) • Ady Jaya Teknik Gas (oxygen, LPG, and CO₂) • PT Solid Inti Persada (thinner and paint) 	7. Key Activities Providing services to various expedition businesses, including service-based offerings (rim repair services) and product-based offerings (new rims).	2. Value Proposition <ul style="list-style-type: none"> • Affordable pricing • Good and friendly service 	4. Customer Relationships <ul style="list-style-type: none"> • 10% price discount for customers • Customer feedback and suggestion services through an administrator • Distribution of merchandise to customers 	1. Customer Segments All individuals or businesses operating in the expedition industry
9. Cost Structure <ul style="list-style-type: none"> • Fixed costs: oxygen, welding wire, and rim plates • Variable costs: employee salaries, diesel fuel, electricity, office supplies, and bonuses 	6. Key Resources <ul style="list-style-type: none"> • Human resources (owner, employees, customers) • Financial resources (self-funded capital) • Intellectual resources (business partners and customer database) 		3. Channels <ul style="list-style-type: none"> • Through an administrator (transactions via WhatsApp/SMS) • Word of mouth 	
	5. Revenue Streams Revenue generated from PT Sentosa Jaya Teknik			

Source: Processed Primary Data (2025)

4.1.1. Customer Segments

The customer segment building block focuses on identifying the groups of customers targeted by the company as its sales market. Considering that Mr. Lukman has extensive connections within the vehicle sector, this strengthens his confidence that the company's target customers consist of all parties who operate expedition businesses.

4.1.2. Value Propositions

The value proposition building block describes the values delivered by PT Sentosa Jaya Teknik to its customers. This study focuses on identifying customer needs, understanding the company's capability to implement value in fulfilling those needs, and examining how the company improves performance and builds a positive brand image, including pricing determination. Customers also specifically expect fast service. The values provided by PT Sentosa Jaya Teknik to its customers are as follows:

1. **Affordable Prices**
PT Sentosa Jaya Teknik sets prices that are relatively low and affordable for all expedition businesses as its customer segment. In some cases, the company also applies a 10% price reduction to strengthen customer relationships.
2. **Good and Friendly Service**
The management of PT Sentosa Jaya Teknik consistently emphasizes that employees must strive to provide the best service in a friendly manner. Employees are also equipped with standard operating procedures (SOPs) in serving customers.
3. **Product Comfort**
PT Sentosa Teknik always provides comfort to its consumers and always gives its best to its consumers so as not to disappoint them.

4.1.3. Channels

The channels building block illustrates the various types of relationships established by the company with specific customer segments. Channels play an important role in service activities delivered to customers. One key factor in ensuring smooth service delivery is the selection of appropriate and efficient distribution channels. This block focuses on the methods and processes used to reach customers based on the distribution channels implemented by PT Sentosa

Jaya Teknik, including how the company increases awareness of its services and communicates its value proposition. The channels currently used by PT Sentosa Jaya Teknik are as follows:

1. By Administrator (Transactions via WhatsApp/SMS)
To obtain services from PT Sentosa Jaya Teknik, customers must place orders through the company administrator. The administrator then directly confirms the request with field employees to prepare the service.
2. Word of Mouth
One of the channels utilized by PT Sentosa Jaya Teknik is word-of-mouth promotion. Customer-to-customer recommendations serve as one of the main promotional tools relied upon by the company.

4.1.4. Customer Relationships

The customer relationship building block in this study focuses on the pattern of relationships between the company and its customers, specifically how the company creates and maintains good relationships with them. Customer relationships describe the interactions established between the company and specific customer segments (Yudha et al., 2023; Widyawati, 2024). The approaches implemented by PT Sentosa Jaya Teknik to maintain strong customer relationships include:

1. 10% Price Discount for Customers
PT Sentosa Jaya Teknik provides a 10% price reduction to loyal customers or those who make repeat purchases as a form of appreciation for their loyalty to the company.
2. Complaint and Suggestion Services via Administrator
Customers may contact the administrator of PT Sentosa Jaya Teknik to submit complaints and suggestions during or after the service process.
3. Provision of Merchandise to Customers
PT Sentosa Jaya Teknik regularly provides merchandise, such as gift packages, to its loyal customers in order to maintain good communication and relationships between the company and its customers.

4.1.5. Revenue Streams

The revenue streams building block focuses on the company's sources of income. Based on interviews with the owner and employees, it is known that the revenue of PT Sentosa Jaya Teknik is generated from the services and products provided by the company, and for B2B and B2C, based on observations of company revenue from wheel exchanges and product purchases with partners and then consumers.

4.1.6. Key Resources

The key resources building block in this study focuses on the resources that are considered top priorities for PT Sentosa Jaya Teknik. The key resources owned by PT Sentosa Jaya Teknik include:

1. Human Resources
The human resources of PT Sentosa Jaya Teknik consist of Mr. Lukman Efendi as the owner, all employees, and customers.
2. Financial Resources
The financial resources owned by PT Sentosa Jaya Teknik come from self-funded capital provided by Mr. Lukman Efendi as the company owner.
3. Intellectual Resources
The intellectual resources of PT Sentosa Jaya Teknik include business partners and the customer database.

4.1.7. Key Activities

The key activities building block in this study focuses on the description of the company's activities and the effectiveness of the activities carried out. This indicates that PT Sentosa Jaya Teknik operates in the service business category, as it is engaged in expedition-related or automotive services, particularly those related to vehicle rims involving repair services and product sales. These activities support customer relationship patterns with customers (such as expedition companies or vehicle owners) through direct interaction and high-quality services.

4.1.8. Key Partnerships

The key partnerships building block focuses on the company's business partners. The main partners of PT Sentosa Jaya Teknik include:

1. Employees
Employees are the primary partners of PT Sentosa Jaya Teknik. All key activities and the main sources of revenue of the company are generated through employees.

2. Customers

Customers are also considered key partners because, according to Mr. Lukman, customers are one of the main determinants of business success. If the number of customers is small or nonexistent, the business will not succeed.

3. CV D.N Motor

CV D.N Motor is a key partner of PT Sentosa Jaya Teknik as the company supplies and sells rim plates, which are essential components of vehicle rims. This partnership supports the production of new rims and repair services by ensuring the availability of high-quality materials required to meet the needs of expedition companies.

4. PT Citra Musi Lestari

PT Citra Musi Lestari is a key partner of PT Sentosa Jaya Teknik because it supplies and sells welding wire and grinding discs, which are essential materials and tools for supporting the production of new rims and repair services for expedition vehicle rims. This partnership is crucial in solving technical problems such as welding to repair structural damage to rims or grinding to adjust rim shapes, ensuring product quality and safety.

5. Ady Jaya Teknik Gas

Ady Jaya Teknik Gas is a key partner of PT Sentosa Jaya Teknik as it supplies and sells oxygen, LPG, and CO₂, which are essential gases and fuels for supporting the production of new rims and repair services for expedition vehicles. This partnership is vital in welding, cutting, and grinding processes, where oxygen and LPG are used as fuel for welding equipment, while CO₂ plays a role in cooling or related chemical processes.

6. PT Solid Inti Persada

PT Solid Inti Persada is a key partner of PT Sentosa Jaya Teknik as it supplies and sells thinner and paint, which are important supporting materials in the finishing process of vehicle rims. This partnership supports both the production of new rims and rim repair services, particularly during the painting and final coating stages to maintain product quality and customer satisfaction.

4.1.9. Cost Structure

The cost structure building block describes all costs incurred to operate the business model. In this study, the cost structure focuses on the types of cost sources incurred by the company.

1. Fixed Costs

PT Sentosa Jaya Teknik incurs costs classified as fixed costs, namely oxygen, welding wire, and rim plates.

2. Variable Costs

The variable costs incurred by PT Sentosa Jaya Teknik include employee salaries, diesel fuel, electricity, office supplies, and bonuses. These bonuses are not fixed in terms of timing or amount received by each employee.

4.2. SWOT Analysis

As discussed in the literature review in Chapter II, this analysis can logically support the decision-making process and thus serves as an effective tool for analyzing various factors affecting the company, as well as guiding strategic decision-making (Putri et al., 2022). The determination of appropriate strategies in this study is conducted by analyzing interview results using a SWOT matrix diagram.

Table 2: Tabulation of interview results with the owner of PT sentosa jaya teknik

No	Element	Interview Results with Mr. Lukman
1	Customer Segments	All individuals who own expedition businesses
2	Value Propositions	Affordable prices, trust, and good and friendly service
3	Channels	Through admin (transactions via WhatsApp/SMS) and information from customers who have previously used the services of PT Sentosa Jaya Teknik (word of mouth)
4	Customer Relationships	10% price reduction for customers, feedback and suggestion services through admin, and provision of merchandise to customers
5	Revenue Streams	From PT Sentosa Jaya Teknik
6	Key Resources	Employees and customers
7	Key Activities	Providing services for all expedition companies, including service activities (rim repair services) and product services (new rims)
8	Key Partnerships	Employees, customers, CV D.N Motor, PT Citra Musi Lestari, Ady Jaya Teknik Gas, and PT Solid Inti Persada
9	Cost Structure	Fixed costs and variable costs

Source: Processed Primary Data (2025)

Table 2 represents a simplified summary of the interview results with the owner of PT Sentosa Jaya Teknik, which are presented in tabular form. The interview questions were derived from the nine components of the Business Model Canvas.

Table 3: Tabulation of interview results with customers of PT sentosa jaya teknik

No	Name	Strengths	Weaknesses	Price	Service
1	Austitia Hartanti	10% discount, and the service provided by PT Sentosa Jaya Teknik is better and friendly	Delivery of goods after completion is rather slow or can be considered delayed	Appropriate, even cheaper than market prices	Quite satisfied because the process is made easier; the service provided is also very good and very helpful
2	Ardiansyah	10% discount, very good product quality, fast response from the admin	Delivery is somewhat slow	Appropriate	Very helpful and makes the process easier

Source: Processed Primary Data (2025)

The tabulation table of interview results with consumers of PT Sentosa Jaya Teknik above shows a point of data saturation regarding the information sought by the researcher. The strengths column contains varied answers; however, they convey the same meaning, namely that the company offers a 10% price discount. Regarding weaknesses, almost all consumers stated that delivery tends to be slow. This occurs because PT Sentosa Jaya Teknik experiences time constraints when orders are excessive and must be completed within a limited timeframe; therefore, orders generally cannot be delivered on the same day. In the price column, all consumers stated that the prices are appropriate and cheaper than market prices.

Similarly, in the service column, most respondents indicated that the service provided by PT Sentosa Jaya Teknik is good and greatly facilitates consumers. These data indicate that information saturation has been achieved, as essentially all informants expressed satisfaction with the services provided by PT Sentosa Jaya Teknik. However, in the weaknesses column, despite the use of different wording, consumers expressed disappointment with the service due to untimely delivery processes.

The next stage of the research involves conducting a SWOT analysis linked to the Business Model Canvas to identify the strengths, weaknesses, opportunities, and threats of each of the nine Business Model Canvas elements that have been previously identified.

4.2.1. Customer Segments

In the customer segments element, the strength factor can be seen in the broad reach of consumer segments covering all expedition businesses, allowing revenue diversification from various customers without limitation. This is supported by the owner’s strong connections in the expedition sector, which facilitates the acquisition of new customers. The opportunity factor for PT Sentosa Jaya Teknik arises from the growth of the logistics and expedition industry in Lampung, which can be expanded by targeting new segments such as manufacturing or construction companies that require wheel rim repair services, thereby increasing market share through strategic partnerships. The threat factor is competition from other workshops offering similar services at more competitive prices, which may cause expedition companies to switch to cheaper local competitors or those with wider networks. The weakness factor lies in an overly broad customer segment, which may create difficulties in meeting specific customer needs.

4.2.2. Value Propositions

In the value proposition element, the company’s strengths include affordable prices and a 10% discount for loyal customers, making the company competitive. This is supported by trust built through service quality and friendly service, as reflected in positive consumer responses such as “very helpful service.” The weakness factor is that although service quality is considered good, shortcomings in delivery speed (such as complaints about slow delivery) can reduce trust value, especially during peak order periods, resulting in inconsistent value propositions. The threat factor comes from competitors offering lower prices or more advanced technology. Meanwhile, the opportunity factor in this element lies in enhancing PT innovation, such as improving service offerings.

4.2.3. Channels

In the channels element, the strength factor can be seen in the use of an admin for transactions via WhatsApp/SMS, enabling direct and fast communication, while word-of-mouth promotion from loyal customers builds organic reputation at low cost, as seen in peer-to-peer promotion among expedition businesses. The weakness factor is the dependence on manual channels such as WhatsApp/SMS and word of mouth, which limits market reach. The opportunity factor lies in PT Sentosa Jaya Teknik’s potential to develop digital platforms to reach expedition businesses outside Lampung and increase sales conversion.

4.2.4. Customer Relationships

The strengths in this element include a 10% price discount and merchandise giveaways that build customer loyalty, while feedback and suggestion services via admin enable direct interaction, making customers feel valued and satisfied. The weaknesses include customer relationships that remain limited to manual interactions via admin, without a structured CRM system or loyalty program, making it difficult to maintain long-term relationships with infrequent customers. The threat factor is that if competitors offer more personalized relationships (such as 24/7 service or more responsive after-sales service), customers may switch, especially in the highly competitive expedition industry.

4.2.5. Revenue Streams

The strength factor is that revenue from wheel rim repair services and products provides stability, with prices that are appropriate and cheaper than market rates, allowing continuous revenue streams from a loyal expedition customer base. The weakness factor is dependence on only two main revenue sources, making income vulnerable to order fluctuations, particularly during low expedition seasons, without additional income sources such as consulting services or derivative products. The threat factor is a decline in expedition activity due to economic conditions or competition, which may threaten revenue streams, especially if competitors offer more comprehensive service packages at similar prices.

4.2.6. Key Resources

The strengths include skilled human resources and self-funded capital that provide operational flexibility, while customer databases and solid partnerships support efficiency, such as supplier connections ensuring stock availability. The weaknesses include a lack of investment in technological resources and limited employee innovation. The opportunity factor lies in developing intellectual resources through employee training or investment in new equipment to improve productivity and enable business scaling. The threat factor involves employee turnover or supply disruptions from partners, which may hinder operations, especially if competitors possess more modern and diversified resources.

4.2.7. Key Activities

The strength factor analysis shows that a focus on wheel rim servicing and production enables strong specialization, with processes that support expedition needs, providing advantages in quality and trust.

4.2.8. Key Partnerships

The opportunity factor includes expanding partnerships with large expedition companies or online platforms to broaden access to materials and markets, thereby enhancing competitiveness through strategic collaboration.

4.2.9. Cost Structure

The opportunity factor includes cost optimization through negotiations with supplier partners or investments in renewable energy, which may reduce fixed costs and create opportunities for more competitive pricing and higher profitability.

4.3. Strategic Management

Strategic management is a systematic process of formulating, implementing, and evaluating strategies that help PT Sentosa Jaya Teknik achieve long-term objectives. Based on the Business Model Canvas (BMC) and SWOT analyses that have been conducted, this strategy focuses on strengthening internal strengths, addressing weaknesses, utilizing opportunities, and reducing threats faced by PT Sentosa Jaya Teknik.

4.3.1. Strategy Formulation

Strategy formulation involves defining the vision, mission, long-term objectives, and selecting strategies based on internal and external analyses.

1. SO Strategy (Strengths–Opportunities)

Utilize affordable pricing and friendly service strengths to expand customer segments into the manufacturing and construction industries through strategic partnerships with large expedition companies. This strategy aims to increase revenue streams by diversifying products and services, such as rim consulting services or derivative products.

2. WO Strategy (Weaknesses–Opportunities)

Address weaknesses related to delivery delays and manual channels by implementing scheduled delivery systems, as well as increasing investment in technological resources and employee training. This will expand market reach beyond Bandar Lampung and improve operational efficiency.

3. ST Strategy (Strengths–Threats):
Strengthen the loyal customer base by leveraging affordable pricing to face competitors through enhanced word-of-mouth promotion supported by merchandise and discounts. Focus on differentiating value propositions, such as service speed, to distinguish the company from lower-priced competitors.
4. WT Strategy (Weaknesses–Threats):
Reduce dependence on manual channels and improve delivery efficiency through better delivery management systems, as well as cost negotiations with supplier partners to reduce the cost structure. This will reduce the risk of threats from modern competitors and economic fluctuations.

Table 4: SWOT matrix diagram

	IFAS	Strengths (S)	Weakness (W)
EFAS		<ul style="list-style-type: none"> • Customers from all expedition businesses • Affordable pricing • Fast and direct communication with customers • High customer satisfaction with services • Good quality of products and services 	<ul style="list-style-type: none"> • Difficulty in meeting specific customer needs • Delays in order delivery • Dependence on manual channels • Dependence on two main revenue sources • Lack of investment in technological resources
	Opportunities (O)	Strategic SO	Strategic WO
	<ul style="list-style-type: none"> • Expansion of expedition market • Development of digital platforms • Human resource development • Partnerships with larger companies • Negotiation with supplier partners 	<ul style="list-style-type: none"> • Improving product and service quality • Expanding customer reach 	<ul style="list-style-type: none"> • Improving technology • Improving resources
	Threats (T)	Strategic ST	Strategic WT
	<ul style="list-style-type: none"> • Competition from other workshops • Competitors offering lower prices • Decline in expedition activities • Competitors with more modern resources and innovations 	<ul style="list-style-type: none"> • Utilizing the customer base • Utilizing affordable prices 	<ul style="list-style-type: none"> • Reducing manual dependence • Improving delivery efficiency

Source: Processed Primary Data (2025)

4.3.2. Strategy Implementation

Strategy implementation is carried out through resource allocation and policy arrangements for PT Sentosa Jaya Teknik. Implementation includes the development of key resources through investment in digital technology such as employee training to improve skills, funded by self-capital; strengthening key partnerships through expanded collaboration with material suppliers such as CV D.N Motor and PT Citra Musi Lestari to ensure more efficient supply; partnerships with online platforms to support distribution; optimization of cost structure through negotiation of fixed costs such as oxygen and welding wire as well as variable costs such as salaries and bonuses to achieve efficiency; while maintaining core activities such as rim repair services with a focus on quality; and motivating employees through the implementation of performance-based reward systems such as bonuses for employees who successfully improve customer satisfaction, as well as fostering an organizational culture that supports innovation.

4.3.3. Strategy Evaluation

Evaluation is conducted to measure the effectiveness of strategies and make adjustments when necessary. PT Sentosa Jaya Teknik can use metrics such as financial report analysis, including revenue and costs, customer satisfaction surveys, and market share measurement. If the SO strategy is successful, evaluation will show an increase in revenue; if not, revisions should be made, such as reducing focus on new segments. Regular quarterly evaluations ensure that strategies remain relevant to external changes, such as digital trends or competition. Through this approach, PT Sentosa Jaya Teknik can achieve business sustainability through the integration of BMC and SWOT.

5. Conclusion

Based on the research findings, the evaluation of PT Sentosa Jaya Teknik's business model using the Business Model Canvas (BMC) method shows that the company operates based on nine core components: broad customer segments covering all expedition companies; a value proposition in the form of affordable pricing and friendly service; manual channels through administrators and word-of-mouth promotion; customer relationships maintained through price discounts and promotional products; revenue streams derived from repair services and rim products; key resources such as human resources and partnerships; key activities focused on rim services; partnerships with material suppliers; and a cost structure consisting of fixed and variable costs. These findings address the first research problem formulation related to the analysis of the company's business model.

Meanwhile, the SWOT analysis highlights strengths such as broad customer coverage and competitive pricing, weaknesses such as delivery delays and dependence on manual channels, opportunities including digitalization and the addition of new segments, and threats arising from competition and economic changes. This analysis answers the second research problem formulation concerning the strengths, weaknesses, opportunities, and threats that influence the business model.

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