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## IMPLEMENTATION OF MARKETING STRATEGY PLANNING WITH BUSINESS MODEL CANVAS (BMC) IN MICRO, SMALL AND MEDIUM ENTERPRISES OF BAROKAH MULIA BUILDING SHOPS, KEDIRI REGENCY

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### Article Information

### Abstract (dalam bahasa Inggris)

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**Research aim :** The purpose of this study is to improve business marketing strategies by implementing BMC in MSMEs of Barokah Mulia Building Stores in Kediri Regency.

**Design/Methode/Approach :** This research uses a qualitative method. The data collection method was carried out through in-depth interviews. In data analysis, researchers used reduction and classification techniques to filter information relevant to the focus of the research. After the interview and observation, the data that has been collected will be grouped according to the interview themes conducted

**Research Finding :** The results of the study show that Barokah Mulia Building Shop has a good and structured business model, and can meet the needs of customers in various segments. The main customers of the Barokah Mulia Building Shop are contractors, builders, and individuals who are building houses. Strong value proposition is offered in this store by providing a wide range of quality building materials, fast delivery services, as well as technical support and product consultation for customers. Through effective distribution channels, both through physical stores and delivery services, as well as good customer relationships, Toko Bangunan Barokah Mulia has resulted in building loyal and deep relationships with customers.

**Theoretical contribution/Originality :** With this research, it is hoped that it can find out how Barokah Mulia Building Shop MSMEs can be helped in implementing more effective marketing strategies. In addition, it is hoped that this research can contribute to the planning of marketing strategies for the building MSME business model in Indonesia.

**Practitioner/Policy implication :** For practitioners, the implementation of marketing strategy planning with the Business Model Canvas (BMC) can help micro, small and medium enterprises (MSMEs) owners to design and evaluate business models systematically and efficiently, as well as identify important elements such as customer segments, value propositions, and distribution channels that suit the needs of the local

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*market. This allows for increased competitiveness and business sustainability. The results of this study can be the basis for formulating policies that support the implementation of BMC in the development of MSMEs, such as training or counseling programs on effective business planning and the use of digital technology tools, e-commerce platforms to improve the performance and competitiveness of MSMEs at the local and national levels.*

**Research limitation :** *The main focus of this research is how to implement marketing strategy planning using Business Model Canvas (BMC) at Barokah Mulia Building Stores in Kediri Regency.*

**Keywords :** *Customer Segments, Value propotions, Channels, Customer Relationship, Revenue Streams, Key Aktivities, Key Resources, Cost Structure, Key Partnership.*

## 1. Introduction

The Barokah Mulia Building Shop in Kediri Regency is an example of Micro, Small and Medium Enterprises (MSMEs) companies that have a significant impact on the regional economy. However, many MSMEs in this sector face challenges in maintaining their business continuity amid increasingly fierce competition. One of the main challenges is the lack of effectiveness of marketing strategies. With the fact that there are many MSMEs in building shops that prefer traditional marketing over modern marketing.

The Business Model Canvas (BMC) is a tool that can help in formulating and developing business strategies to be more structured, effective, and efficient. In running a business, BMC can provide a clear picture of important elements such as market segments, distribution channels, value proposition, customer relationships, cost structure, revenue sources, key resources, key activities, and also key partners. With the Business Model Canvas, stores can easily understand the dependencies between elements, so that ideas can emerge quickly and appropriately (Christiani, 2015). Barokah Mulia Building Shop using BMC can design and implement a marketing strategy that is structured, effective, efficient, and easy to understand by all elements running the business.

In previous Business Model Canvas (BMC) research, it can be used as a business marketing strategic planning tool. This shows that BMC can identify existing challenges and opportunities as well as analyze and visualize the overall business model. Several BMC studies such as [2] and [3] provide evidence that the implementation of marketing strategies using BMC can improve MSME businesses in various sectors.

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Although BMC can be a tool for planning MSME business marketing strategies. There are still shortcomings in literature related to BMC in MSMEs, as well as gaps in research on the application of BMC in MSMEs in building shops. This research is usually used more on fashion or culinary MSMEs. In addition, there are still few studies on the application of BMC that examine marketing strategies in building store MSMEs. This is an opportunity to conduct in-depth research on BMC's contribution in helping MSMEs design marketing strategies effectively and efficiently.

The purpose of this study is to improve business marketing strategies by implementing BMC in MSMEs of Barokah Mulia Building Stores in Kediri Regency. With this research, it is hoped that it can find out how Barokah Mulia Building Shop MSMEs can be helped in implementing more effective marketing strategies. In addition, it is hoped that this research can contribute to the planning of marketing strategies for the building MSME business model in Indonesia.

Understanding customer needs and preferences is an aspect that needs to be considered in marketing planning. By using BMC, Barokah Mulia Building Shop can more easily develop a value proposition and recognize the right market segment according to customer expectations. With BMC's facilities in efficient distribution channel mapping, Barokah Mulia Building Shop products are easier to recognize by consumers and can be sold at an optimal cost. The Barokah Mulia Building Shop can be helped by an understanding of the market and customers, so that the store can maximize the existing potential and allocate marketing resources appropriately. Understanding customer needs and preferences is an aspect that needs to be considered in marketing planning. By using BMC, Barokah Mulia Building Shop can more easily develop a value proposition and recognize the right market segment according to customer expectations. With BMC's facilities in efficient distribution channel mapping, Barokah Mulia Building Shop products are easier to recognize by consumers and can be sold at an optimal cost. The Barokah Mulia Building Shop can be helped by an understanding of the market and customers, so that the store can maximize the existing potential and allocate marketing resources appropriately.

Not only that, Barokah Mulia Building Shop is also helped in building relationships with customers more appropriately using marketing planning strategies that use the Business Model Canvas. Strong relationships with customers in the business world are a determining

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factor for long-term success. To design a customer relationship model, BMC provides guidance not only in the short term, but also in the long term to create customer loyalty.

From this background, the researcher presented the results of the research with an article structure consisting of a literature review and the application of BMC in MSMEs, this research method consists of data collection and analysis, the results of this study explain some findings regarding the implementation of BMC in the Barokah Mulia Building Shop, and discussions and suggestions from the research that has been studied. From this background, the researcher presented the results of the research with an article structure consisting of a literature review and the application of BMC in MSMEs, this research method consists of data collection and analysis, the results of this study explain some findings regarding the implementation of BMC in the Barokah Mulia Building Shop, and discussions and suggestions from the research that has been studied .

### **1.1. Statement of Problem**

Lack of structured strategic planning, lack of knowledge and utilization of technology, and difficulty in facing the challenges of increasingly fierce competition with larger efforts.

### **1.2. Research Objectives**

Analyze and describe the implementation of marketing strategies using the Business Model Canvas (BMC) effectively at Barokah Mulia Building Stores in Kediri Regency. As well as analyzing the right marketing strategy in accordance with the business model of the Barokah Mulia Building Shop in Kediri Regency to increase business competitiveness growth. In addition, the researcher also provides recommendations for BMC-based marketing strategies that can help in improving the performance and attractiveness of Barokah Mulia Building Stores in Kediri Regency.

## **2. Method**

This research uses a qualitative method, this aims to gain an understanding of the implementation of Business Model Canvas (BMC) in planning marketing strategies at Barokah Mulia Building Stores in Kediri Regency (Puguh, 2016). The research using this approach aims to understand building shop owners in carrying out marketing strategies, as well as analyze the factors that affect the success of BMC implementation in increasing the marketing of building shop business.

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The data collection method was carried out through in-depth interviews with several informants, namely shop owners, marketing managers, and several customers of the building store. The interview will be conducted in December 2024. In addition, to get complete information about the implementation of the marketing strategy planning used, direct observation was also carried out at the Barokah Mulia Building Shop. Reference materials in this analysis are in the form of documentation such as notes, photos, and also activity reports. In conducting interviews, researchers interviewed using semi-structured guidelines to dig into information in depth according to the flow of the topics discussed.

In data analysis, researchers use reduction and classification techniques to filter information relevant to the focus of the research. After the interview and observation, the collected data will be grouped according to the interview themes such as the implementation of BMC elements, the challenges faced, and the impact on business performance. To ensure the validity of the data, a triangulation process is carried out by comparing the results of existing observations and interviews. The qualitative analysis carried out by researchers in the application of marketing strategies focuses on identifying patterns that are linked to relevant marketing management theories to provide more comprehensive insights.

### **3. Results and Discussion /Hasil dan Pembahasan**

One of the ways that Toreko plans a marketing strategy is by designing a business model that is compiled in BMC. This aims to make it easier to describe and map the strategies that will be carried out in running a business. Toreko's marketing strategy has also been formulated in the BMC so that the direction of business movement is more directed and structured (Fuad Fikri ihsanul et al., 2023). In addition, the theory from (Osterwalder and Pigneur., 2010) explains that BMC is an effective tool for visualizing and developing business models, especially in adapting marketing strategies to dynamic customer needs.

Strategy is a plan that is prepared by considering success factors to achieve the goals of an organization or individual in the long term. In the business world, strategy usually refers more to the steps taken in improving efficiency, meeting market needs, and also competitive advantage. To achieve the goals of a business, strategy involves several things such as choosing an effective method, analyzing the situation, and also determining goals. External

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factors are also something that is considered in a strategy, such factors as market trends, economic conditions, and competitor behavior. Thus, strategy can be a guide in decision-making to achieve the set goals.

Business Model Canvas (BMC) is a tool used in drawing, designing, and analyzing business models in a simple and systematic manner. BMC consists of nine main elements, namely customer segments, value propositions, distribution channels, customer relationships, key resources, key activities, key partners, cost structure, and revenue streams. BMC aims to understand, and communicate how businesses operate, create value, and generate profits in their business ventures. With BMC, companies can more easily identify the interconnectedness of each element, identify the strengths and weaknesses of a business that is run, and can create innovation and growth with effective strategies. With the changing market and changing customer needs, BMC can help companies adapt.

Marketing strategy is closely related to the business model that uses the Business Model Canvas (BMC), because the strategy with the business model that uses the Business Model Canvas (BMC) in designing and running a business supports each other. BMC in a business is a tool used to visualize and visualize elements such as customer segments, value propositions, distribution channels, customer relationships, key resources, key activities, key partners, cost structures, and revenue streams. The role of marketing strategy in a business is to optimize several elements in BMC, especially in customer segments, value propositions, and distribution channels. For example, in attracting and retaining customer segments, the right strategy can achieve these goals, create a relevant value proposition, and in reaching the market, can choose effective distribution channels. With this, the business will be strengthened by a well-designed and effective strategy, and in achieving the goal, it can be ensured that all elements of BMC can work in synergy.

**Table 1**

**Informant Data**

No.	Role	Name	Gender	Age	Information
1.	Owner of Barokah	Suherli Dian	Man	36 Years	Owner and manager of

	Mulia Building Shop	Pramana			Barokah Mulia Building Shop
2.	Karyawan 1 Toko Bangunan Barokah Mulia	Febrianti Putri Wulandari	Perempuan	22 Years	Old employees who have collaborated with Barokah Mulia Building Shop
3.	Consumers of Barokah Mulia Building Shops	Yunita Dwijayanti	Woman	35 Years	Consumers who quite often shop at the Barokah Mulia Building Shop

Source: Researcher-managed data, 2024

**Table 2**
**Interview Results**

No.	Question	Informant 1	Informant 2	Informant 3
1.	In your opinion, who are the target customers of the Barokah Mulia Building Shop?	Our main target customers are contractors.	This store targets sales to the surrounding community such as builders and others.	In my opinion, the target customers of this building shop are people who are building houses or the like.
2.	What makes Barokah Mulia Building Shop products and services in demand by	Our store provides cheaper prices than other stores, as well as	What makes this building shop more in demand than other stores	I am interested in shopping at the Barokah Mulia Building

	customers?	providing services such as delivery to the destination.	is that we provide a warranty with terms and conditions.	Shop because I can consult in detail about what I need.
3.	What distribution channels are used in Barokah Mulia Building Shop?	We distribute goods through direct stores and also deliver goods using existing cars.	This store only distributes through the store and also delivers goods to customers using a rickshaw.	In my opinion, this store only distributes through offline stores and is delivered to the destination using their car.
4.	How do you think Barokah Mulia Building Shop provides service to customers?	We provide services in the form of consultation for customers.	This store often provides discounts for loyal customers or customers with large purchases.	According to sya this store provides very friendly service for its customers.
5.	Where are the sources of income generated by the Barokah Mulia Building Shop?	Our store's revenue comes from the sale of existing items.	The profits from large sales also include the income of this store.	In my opinion, apart from sales revenue, this store gets income from customer shipping.
6.	What are the activities to do at Barokah Mulia Building Shop?	Our activities include managing product stock and ensuring the availability of building materials throughout branches, and receiving and	These in-store activities typically provide timely delivery to the customer's location.	I often see Barokah Mulia Building Shop undergoing activities such as running marketing campaigns.

		processing orders both in person and through online channels.		
7.	What resources are important in running a Barokah Mulia Building Shop business?	In my opinion, the most important resources in our store are warehouses and goods stores.	The most important thing besides the warehouse and stock of goods is the employee.	What I know is that the most important resources at the Barokah Mulia Building Shop are the goods sold and also the labor.
8.	What are the costs incurred by the Barokah Mulia Building Shop?	The costs incurred by our store include operational costs, the cost of purchasing stock of goods, and also shipping costs.	This store incurs costs such as the cost of purchasing goods in advance, as well as operational costs.	What I often get to know the costs incurred are shipping and operational costs.
9.	Who works with Barokah Mulia Building Shop?	Our store cooperates with the Mujur II Shop, PT. Menara Indonesia, PT. Semen Singa Merah	In the data that I know, the Barokah Mulia Building Shop collaborates with the Mujur II Shop, PT. Menara Indonesia, PT. Semen Singa Merah	As far as I am concerned, Barokah Mulia Building Shop works with suitable manufacturers and distributors of building materials.

Source: Researcher-managed data, 2024

**Table 3**

**Business Model Canvas (BMC)**

<b>CUSTOMER SEGMENTS</b>	<b>VALUE PROPOSITIONS</b>	<b>CHANNELS</b>
<p>1. Contractor</p> <p>2. Builder</p> <p>3. People who are building houses, and others.</p>	<ol style="list-style-type: none"> <li>1. Providing a wide range of quality building materials at competitive prices.</li> <li>2. Fast and timely delivery service for customers in remote locations.</li> <li>3. Offer products with warranty and technical support.</li> <li>4. Provide product consulting services for customers who need technical guidance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Physical Stores: Easily accessible physical locations for customers who want to buy in person.</li> <li>2. Delivery Service: Delivery of building materials to the customer's location using a vehicle owned by the store or delivery partner.</li> </ol>
<b>CUSTOMER RELATIONSHIP</b>	<b>REVENUE STREAMS</b>	<b>KEY ACTIVITIES</b>
<p>1. Personalized Customer Service: Provides friendly and in-depth customer service in the store to help choose the right products.</p> <p>2. Loyalty Programs: Discounts or rewards programs for repeat customers, such as contractors or property developers.</p>	<ol style="list-style-type: none"> <li>1. Direct Sales: The main revenue from the sale of building materials in physical and online stores.</li> <li>2. Delivery Service: Additional revenue from shipping costs for customers who order products.</li> <li>3. Bulk Sales: Revenue from large customers such as contractors and developers who buy in high volumes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Inventory Management: Managing product stock and ensuring the availability of building materials across branches.</li> <li>2. Order Processing: Receiving and processing orders both in person and through online channels.</li> <li>3. Delivery and Distribution Services:</li> </ol>

<p>3. After-sales Service: Provide assistance or consultation after purchase to ensure customer satisfaction.</p>		<p>Provide timely delivery to customer locations.</p> <p>4. Marketing and Promotion: Running marketing campaigns to attract new customers and retain old ones.</p>
<p><b>KEY RESOURCES</b></p> <p>1. Warehouse and Stock of Goods: Provide building materials in large quantities and varied stocks.</p> <p>2. Skilled Workforce: Employees who have technical knowledge of building materials and customer service.</p>	<p><b>COST STRUCTURE</b></p> <p>1. Product Purchase Cost: Purchase of building materials from suppliers for resale.</p> <p>2. Store Operating Expenses: Includes employee salaries, rent, and utility costs for physical stores.</p> <p>3. Shipping Costs: Expenses related to shipping goods to customers, both for local and long-distance orders.</p>	<p><b>KEY PARTNERSHIP</b></p> <p>1. Building Materials Supplier: Establish relationships with building materials manufacturers and distributors to get products at the best prices.</p> <p>2. Mujur II Shop, PT. Menara Indonesia, PT. Semen Singa Merah</p>

Source: Researcher-managed data, 2024

a. Customer Segments

Customer segmentation is a process that aims to market products effectively by grouping markets according to similar characteristics, needs, and behaviors. Market segmentation allows retailers to meet the needs and wants of each class, thus simplifying the targeting procedure (Wardani Riana Kusuma, Samari, 2024). Customer segmentation at the Barokah Mulia Building Shop is divided into 3 parts, namely first, contractors in construction and renovation projects require large

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quantities of building materials. Second, Builders who buy goods for their daily needs. Third, People who are building houses will buy goods according to the quality they want for the construction of their houses. With this customer segmentation, Barokah Mulia Building Shop in meeting the needs of each customer group can develop the right and better marketing strategy.

b. Value proportions

A value proposition is an offer that a company or business gives to customers about the products and services provided, as well as the benefits of customers if they are interested in the offer. The value proposition can solve customer problems or satisfy customer needs (Warnaningtyas, 2020). Barokah Mulia Building Shop has several value propositions, including first, providing a variety of quality building materials at competitive prices, which ensures customers get the best products at prices that fit their budget. Second, fast and timely delivery services for customers in remote locations, so that the needs of building materials can still be met without problems. Third, offering products with warranty and technical support, providing customers with a sense of security that the products they buy are guaranteed quality and ready to use. Finally, it provides product consulting services for customers who need technical guidance, assisting them in selecting the right building materials according to their project needs. With this value proposition, Toko Bangunan Barokah Mulia is committed to providing a satisfying shopping experience and efficient solutions for every customer. Third, offering products with warranty and technical support, providing customers with a sense of security that the products they buy are guaranteed quality and ready to use. Finally, it provides product consulting services for customers who need technical guidance, assisting them in selecting the right building materials according to their project needs. With this value proposition, Toko Bangunan Barokah Mulia is committed to providing a satisfying shopping experience and efficient solutions for every customer.

c. Channels

Channels are media used in a company to show the advantages of a company's products and services directly or indirectly. Channels describe interactions with customers and play an important role in the process experienced by customers

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(Alfariqi & Mochammad, 2014). At the Barokah Mulia Building Shop, there are two main channels to reach customers. First, the Physical Store, which provides an easily accessible location for customers who want to purchase building materials in person, allows them to view the products in person and get help from the store staff. Second, Delivery Services, which allow customers to receive building materials purchased in stores or through orders, by using vehicles owned by stores or delivery partners. This shipping channel provides convenience for customers who are in remote locations or who are unable to transport large quantities of goods. With these two channels, Toko Bangunan Barokah Mulia ensures a flexible and efficient shopping experience for customers.

**d. Customer Relationship**

Customer relationship is the relationship between the business sector and customers (Kusriyanti, 2020). Customer relationships are a way for companies to create customer loyalty and satisfaction by building and maintaining interactions with them. Customer relationships are used to understand customers better, so that companies can increase service value to customers and further develop deeper customer relationships (Fuad Fikri ihsanul et al., 2023). Toko Bangunan Barokah Mulia builds customer relationships in various ways, namely first, Personal Customer Service in the store, where friendly and knowledgeable staff help customers choose the right product according to their needs. Second, Loyalty Programs, which provide discounts or rewards to regular customers, such as contractors or property developers, to encourage them to make repeat purchases and feel valued. Third, After-Sales Service, which involves assistance or consultation after purchase to ensure customers are satisfied with the products purchased and get solutions if there are any problems. With this approach, Toko Bangunan Barokah Mulia is committed to creating close and mutually beneficial relationships with customers, building long-term trust and loyalty.

**e. Revenue Streams**

Revenue flow is the result of income from a company from various sources (Sri Wahyuni, 2021). Every company needs a stream of income to be able to continue to carry out its daily activities. There are several sources of income flow at the

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Barokah Mulia Building Shop, namely first, direct sales are the main source of income, which comes from the sale of building materials both through physical stores and online platforms. Second, delivery services provide additional revenue in the form of shipping fees charged to customers who order products for delivery. Lastly, bulk sales are revenue streams earned from large customers, such as contractors or developers, who buy products in bulk, making a significant contribution to store revenue. These three sources as a whole support the continuity and growth of the Barokah Mulia Building Shop business.

f. Key Activities

The main activity is an activity carried out directly or indirectly by a company to achieve the desired goals and results (Muhammad Parikesit Wisnubroto1\*, Muhammad Iqbal Abdi Lubis2, Kiki Yulianto3, Aswaldi Anwar4, Ilham Havifi5, Lusi Puspika Sari6 & Lembayung Maghfira Ramadhani5, Reihan Silvadriyanto5, Shadiq Octaryan Adhevin5, Oktavia Rivandi1, 2024). There are several main activities at the Barokah Mulia Building Shop, namely First, inventory management is an activity that focuses on managing product stock and ensuring the availability of sufficient building materials in all branches to meet demand. Second, order processing includes the receipt and processing of orders both in person in physical stores and through online channels. Third, delivery and distribution services ensure timely delivery of products to customer locations, maintaining customer satisfaction. Lastly, marketing and promotion is an activity to carry out effective marketing campaigns to attract new customers and retain existing customers, strengthening the store's position in the market. These activities are very important to support the smooth operation and success of the Barokah Mulia Building Shop.

g. Key Resource

Key resources are a very important element in a company to run operations and achieve the company's goals in its business. The main resource usually utilizes tools and technology to save production costs (Eka et al., 2024). Some of the main resources of the Barokah Mulia Building Shop include first, warehouses and stock of goods are important assets that allow the store to provide building materials in large quantities and with a complete variety of products to meet customer needs. Second,

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skilled labor is another vital resource, where employees who have technical knowledge of building materials and customer service skills play an important role in providing a quality shopping experience for customers. The two support each other to ensure smooth operations and customer satisfaction at the Barokah Mulia Building Shop.

h. Cost Structure

The cost structure is all the costs that a company incurs to carry out its operations. Sehingga can understand the relevant changes in the cost structure due to the increase in promotional costs (Anwari et al., 2024). The cost structure incurred by the Barokah Mulia Building Shop is first, the cost of purchasing products is the cost incurred to buy building materials from suppliers, which are then resold in the store. Second, store operating costs include routine expenses such as employee salaries, rent, and utility costs to support physical store operations. Third, shipping costs are the costs associated with shipping goods to customers, both for local and further orders, which includes transportation and logistics costs. These three cost components must be managed properly to ensure the profitability and operational continuity of the Barokah Mulia Building Shop.

i. Key Partnership

A key partnership is a relationship established between one company and another to increase business growth and support company operations (Pradana et al., 2023). The following are the main partners of the Barokah Mulia Building Shop. First, building material suppliers are strategic partners that help stores source quality building material products at the best prices, allowing stores to maintain varied and competitive stock. In addition, the store also establishes partnerships with several large companies, such as Toko Mujur II, PT. Menara Indonesia, and PT. Semen Singa Merah, which provides special and superior products, strengthens the product offering of Toko Bangunan Barokah Mulia. These partnerships allow stores to expand product ranges, improve efficiency, and ensure a sustainable supply of goods that customers need.

#### **4. Conclusion**

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The purpose of this study is to overcome the challenges faced by Barokah Mulia Building Shop related to the lack of structured strategic planning, low utilization of technology, and difficulties in competing in an increasingly tight market. The results of the study show that Barokah Mulia Building Shop has identified key customer segments such as contractors, builders, and individuals who are building houses. Barokah Mulia Building Shop has also developed a strong value proposition by providing quality building materials at competitive prices, on-time delivery services, products with warranty, and technical consulting services for customers. To overcome the challenges of competition, Toko Bangunan Barokah Mulia leverages various distribution channels such as physical stores and delivery services, as well as strengthening relationships with customers through personalized service, loyalty programs, and after-sales service. Revenue is earned from direct sales, delivery services, and bulk sales to customers such as contractors.

For the development of business strategies in the building materials sector, this research contributes to providing insights related to this. This research introduces a business model that is integrated between marketing, customer relationship management, and the use of technology to increase competitiveness in the market. This research also suggests that companies focus more on efficient distribution channel management, the use of technology in inventory management, and the importance of more personalized customer service and after-sales. The emphasis of the novelty of this research lies in identifying strategies that combine aspects of effective marketing and the use of technology to face increasingly fierce competition.

However, this study also experienced some limitations such as limited coverage on one type of business in the building materials sector which may not fully represent the entire industry. In addition, this study has not delved deeper into the influence of technology adoption on the company's operational efficiency. For further research, it can focus more on comparing business strategies in the building materials sector with other similar sectors, as well as further research on the application of digital technology in the marketing and distribution of building materials.

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