

LEAN CANVAS AS AN ANALYSIS TOOL FOR MSMES KITA ROBUSTA COFFEE IN KUNIRAN REGENCY NGAWI FOR BUSINESS DEVELOPMENT

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Article Information		Abstract
Submission date	January 2, 2025	<p>Research aim: The purpose of this study is to examine how Lean Canvas can be used as a strategic tool to support the growth of Kita Robusta Coffee in Dk. Miridoyong, Rt. 03/Rw. 03, Ds. Kuniran, Kec. Sine, Kab. Ngawi, Prov. East Java.</p> <p>Design/Methods/Approach: The research used descriptive qualitative techniques to identify key issues faced by MSME, such as limited manufacturing capacity, poor marketing, and the need for innovative products and packaging. Direct observation, in-depth interviews, and document analysis were used to collect data.</p> <p>Research Finding: The results show that Lean Canvas is effective in identifying and formulating solutions to the core problems faced by this MSME. Through the application of Lean Canvas, Kita Robusta Coffee can better understand their business structure, identify market opportunities, and design more targeted marketing strategies.</p> <p>Theoretical contribution/Originality : This research expands the literature on the application of Lean Canvas in the context of traditional coffee MSMEs in Indonesia, which has not been widely discussed before.</p> <p>Practitionel/Policy implication : The results of this study provide strategic guidance for MSMEs to optimize production capacity, expand market reach through marketing digitalization, and increase product attractiveness through packaging innovation.</p> <p>Research limitation : This study only focuses on one small-scale MSME, so the results cannot be generalized to other sectors. In addition, this study only covers business model analysis without directly evaluating strategy implementation.</p> <p>Keywords: Lean canvas, business, digital</p>
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1. Introduction

Micro, Small and Medium Enterprises (MSMEs) play an important role in Indonesia's economy, contributing more than 60% to the Gross Domestic Product (GDP) and absorbing around 97% of the non-agricultural sector workforce [1]. MSMEs in Indonesia are very diverse, one of which is the coffee industry, which has great potential in supporting the local and national economy. Indonesia, as one of the largest coffee-

producing countries in the world, has a variety of coffee products with distinctive flavors from various regions such as Aceh, Toraja, and Banyuwangi. In recent years, the trend of coffee consumption has continued to increase, especially among the younger generation, which has encouraged the growth of coffee MSMEs.

However, in the face of increasingly fierce competition in the coffee industry, KITA Robusta coffee MSMEs face various complex challenges. One of the main challenges lies in the production process, where the use of traditional methods, while providing authenticity to the product, often limits production capacity and efficiency. In addition, in terms of marketing, these MSMEs still depend on promotion through social media such as WhatsApp and word of mouth promotion methods, which may be less effective to reach a wider audience. The lack of presence on larger social media platforms and integrated marketing strategies became obstacles in introducing their products to a wider market.

Based on interviews with visitors to KITA Robusta coffee. KITA Robusta coffee is considered to have a distinctive authentic taste and is still preferred by certain market segments. Compared to other MSMEs, limitations in promotions such as not having an Instagram and TikTok account and only relying on promotions through WhatsApp make it difficult for these MSMEs to compete with competitors who use more digital platforms and have more attractive packaging. In addition, the use of traditional methods in coffee production, while retaining the original taste, is often an obstacle in increasing production capacity to meet increasing demand. From the results of the observation of the interview, one of the approaches that can be used to formulate an effective business strategy is Lean Canvas.

Lean Canvas is a tool designed to help business owners, especially in the context of startups and MSMEs, to describe their business models in a simple yet comprehensive way. Using Lean Canvas, business owners can identify the problems they face, the solutions offered, and ways to optimize costs and revenue. Therefore, this study will examine the use of Lean Canvas as an analysis tool in KITA Robusta coffee MSMEs to help in business development.

Many previous studies have shown the effectiveness of Lean Canvas in the business development of Micro, Small and Medium Enterprises (MSMEs). Lean canvas can identify capital limitations as the main problem and design solutions in the form of developing educational tourism based on local wisdom. This solution not only increases MSME income but also strengthens relationships with local communities. This study shows that the lean canvas is effective in understanding business structure, identifying challenges in business, identifying key challenges such as production and marketing capacity, and formulating strategies based on product innovation and marketing digitalization. This proves that Lean Canvas has high flexibility to be applied in various small business sectors, helping MSMEs improve their business competitiveness and sustainability [2].

Lean Canvas is effective in identifying key issues such as inefficient customer data management and transaction tracking constraints. The solution is designed in the form of providing a digital platform to facilitate the management of customer data and transactions, so as to be able to increase the efficiency and effectiveness of MSME operations. In addition, this study also shows that the use of Lean Canvas helps MSMEs in designing problem-based strategies and solutions, which focus on specific customer needs. This creates competitive added value for MSMEs through a simple but informative platform design. This research confirms that Lean Canvas can be a strategic tool for MSMEs to adapt to market changes and improve the sustainability of their businesses [3].

According to research conducted on startup Piecework, Lean Canvas is considered more suitable for the early stages of business development because it focuses on solving specific problems faced by customers. This is due to Lean Canvas's ability to identify key issues facing customers, such as a poor understanding of social media marketing and the limitations of human resources to manage social media. In addition, Lean Canvas allows startups to create more specialized and relevant solutions, such as good and cheap social media management services [4]. Lean Canvas targets new businesses that need quick validation of their business ideas, especially in understanding customer problems and the solutions offered [5]. With this approach, startups can more quickly validate their business ideas, especially in understanding customer needs and testing the solutions offered. Lean Canvas also helps startups overcome challenges such as limited resources and a minimal understanding of marketing strategies. Through a simple yet systematic structure, Lean Canvas allows entrepreneurs to focus more on top priorities in building a strong and sustainable business foundation [6].

KITA Robusta coffee MSMEs focus on coffee products produced with traditional processes. The coffee production process of KITA begins with the purchase of coffee beans from local farmers, which are then sorted and washed before being fried using a traditional frying pan made from soil (wingko). After the frying process, the coffee beans are ground using their own coffee tapping machine. With this approach, KITA Robusta coffee wants to maintain the quality of the product and the authentic taste produced.

Despite having been operating for three years, these MSMEs still face significant challenges in terms of marketing and product development. Currently, the promotional strategies used are limited to WhatsApp social media and word of mouth marketing (WOMM), which may limit the reach of the market. Although word-of-mouth promotion can be a powerful tool, with limited marketing media, these MSMEs are at risk of losing a wider potential of customers.

Kopi KITA Robusta MSMEs face various problems that need to be overcome immediately to support their sustainability and growth. One of the main problems is the limited production capacity due to the use of traditional methods, which limits the number of products that can be produced. On the other hand, the marketing efforts carried out are

also still not optimal, because they only rely on promotion through WhatsApp and word-of-mouth methods, making it difficult to reach a wider audience. In addition, market competition has become a significant problem, with many competitors already taking advantage of digital marketing strategies, offering products with more attractive variety, more modern packaging, and a wider distribution reach. This combination requires KITA Robusta Coffee MSMEs to innovate in production, marketing, and business strategy aspects in order to compete in an increasingly competitive market.

Several studies also show the importance of using a structured business model in designing and managing MSME strategies. In this context, Lean Canvas is considered an effective tool to assist MSMEs in designing and evaluating their business models [7]. Lean Canvas helps MSMEs to understand clearly who their customers are, what the main problems they face, and the solutions offered, so that they can maximize their market potential with a more focused and efficient approach.

However, the research gap can be seen in the application of Lean Canvas in the context of traditional coffee MSMEs, such as KITA Robusta, which not only face challenges in terms of marketing but also in adaptation to technology and digitalization. Although the Lean Canvas has been applied to various other MSME sectors, its application to coffee MSMEs, which still largely relies on traditional methods, has not been widely discussed in the previous literature. Therefore, this study aims to fill this gap by examining how Lean Canvas can be applied to improve the coffee MSME business model, especially in overcoming the problem of limited production capacity and digital-based promotion. By using this approach, this research is expected to contribute to a deeper understanding of the development strategy of the coffee MSME business model, as well as provide practical solutions for MSMEs to adapt to increasingly dynamic market and technology developments.

Based on this explanation, the researcher is interested in conducting a study entitled "Lean Canvas as an Analysis Tool on Our Robusta Coffee MSMEs in Kuniran, Ngawi Regency for Business Development".

1.1. Statement of Problem

Based on the above background, the problem formulation of this study includes:

- a. How to apply lean canvas to Kita Robusta Coffee MSMEs?
- b. How to develop a business in Kita Robusta Coffee MSMEs?

1.2. Research Objectives

This research aims to:

- a. To analyze and understand how to apply lean canvas as a strategic planning tool in designing the MSME business model "Kopi Kita Robusta". This aims to help these MSMEs systematically identify key elements such as problems, solutions, unique values, and customer segments.

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- b. To explore the steps needed in the development and management of "Kopi Kita Robusta" MSMEs. The focus is on improving operations, management, and business strategies so that these MSMEs can develop sustainably and competitively.

2. Method

This study uses a qualitative approach with a descriptive method. With theory as a guide in identifying problems, observing the field, and testing data. This approach is qualitative descriptive, which aims to provide a detailed overview of the Kita Robusta Coffee MSME business model through the use of Lean Canvas. Researchers are directly involved in the field, collecting data through observation of the production process, interaction with customers, and the dynamics of daily business management. The research site is Kopi Kita Robusta MSMEs in Dk. Miridoyong, Rt. 03/ Rw. 03, Ds. Kuniran, Kec. Sine, Kab. Ngawi East Java., which has high agrarian potential and local community support.

Data collection was conducted through in-depth interviews with owners, employees, and customers, who were selected using purposive sampling techniques to ensure the characteristics of the informants were relevant to the research objectives. In addition, secondary data in the form of internal documents of MSMEs, financial statements, and related literature are also used to enrich the analysis. Data analysis was carried out in a qualitative descriptive manner with steps to collect data, reduce data to filter relevant information, present data in the form of narratives and diagrams, and verify through triangulation to ensure the validity of the results.

The research stage involves eight steps starting with the identification of the main problems of MSMEs, situation analysis, implementation of Lean Canvas, data collection, data analysis, business model evaluation, development strategy preparation, to implementation and recommendations. The analysis technique involves grouping and reducing data to produce information relevant to the elements of the Lean Canvas, such as customer segmentation, unique value, and distribution strategies. Validity tests are carried out by triangulation of sources and methods to improve the validity and accuracy of findings. The qualitative approach used allows for an in-depth understanding of the challenges and opportunities faced by Kopi Kita Robusta MSMEs, as well as the preparation of relevant development strategies based on locality conditions and market needs.

3. Results and Discussion

The following are the results of the researcher's interview with Informant 1 as the owner of Kita Robusta Coffee MSMEs, as well as other relevant informants, including employees and consumers. This conversation is conducted directly to dig up valid and

reliable information about the actual condition of the business and the challenges faced. The following are the results of the interviews summarized in the form of a table to support further analysis.

Table 1. Interview Results

No	Question	Informant's Answer	Data Reduction Results
1	Can you tell us about the beginning of the formation of this Kopi Kita Robusta business?	<ol style="list-style-type: none"> Initially, it was from a family initiative to take advantage of the abundant local coffee products, after which it sold well and there was interest in the initiative to open this MSME at home and it has been running for four years. Initially, by buying coffee beans from local farmers and processing them traditionally. Born from the desire to improve the village economy. 	From the results of the interviews, it was obtained from 3 business resource persons, starting from family initiatives to utilize local coffee through traditional processing for the sake of the village economy.
2	How did you start marketing Kopi Kita Robusta products?	<ol style="list-style-type: none"> The way I initially introduced the product to you directly and then tried to promote it through WhatsApp Conducting word-of-mouth promotion and offering to the surrounding community. Leave products at local stalls Hold product demonstrations in the village. 	Of the 3 informants, the initial marketing was carried out through WhatsApp, word-of-mouth promotion, leaving at local stalls, and product demos.
3	What are the main advantages of Kopi Kita Robusta products compared to competitors?	<ol style="list-style-type: none"> The coffee has an authentic taste because it is traditionally processed. The local coffee beans are of high quality. The price is more affordable and has a positive impact on local farmers. 	Of the 3 informants The main advantages: authentic taste, high-quality local coffee beans, competitive prices, and support for local farmers.
4	How do customers respond to the packaging design of this	<ol style="list-style-type: none"> The packaging is simple. The customer 	Of the 3 informants stated that the packaging design is simple, innovation is

	product?	<p>suggested that the packaging be made more modern and the information on the packaging needs to be more complete.</p> <p>3. Colors and designs need to attract the attention of the younger generation.</p>	needed to look more modern and attractive with more complete product information
5	What are the main obstacles you face in running this business?	<p>1. The production capacity is limited due to traditional equipment.</p> <p>2. The marketing is not optimal on social media.</p> <p>3. The challenge is to reach a wider market as well as competition with similar products.</p>	Of the 3 informants, there are main obstacles: limited production capacity, suboptimal marketing, challenges in reaching a wide market, and fierce competition.
6	What are your expectations for the development of Kopi Kita Robusta products?	<p>1. The innovation in packaging design is lacking.</p> <p>2. Addition of flavor variants.</p> <p>3. Actively utilize social media and expand distribution to big cities.</p>	Of the 3 informants, they expressed hope: packaging innovation, new flavor variants, the use of social media, and wider distribution to urban areas.
7	Is the price of the product in accordance with the quality offered?	<p>1. From the price is appropriate, but if the packaging is more attractive, consumers are willing to pay more.</p> <p>2. The price is considered competitive for local products.</p> <p>3. The price corresponds to the distinctive taste quality.</p>	Of the 3 informants stated that the price of the product is appropriate, but more attractive packaging can increase the value of the product.
8	What are your suggested strategies for product marketing going forward?	<p>1. Be active on social media such as Instagram, TikTok and E-commerce.</p> <p>2. Opening a small outlet in a big city.</p> <p>3. Adding digital promotions such as live on marketplaces and</p>	Of the 3 informants, the strategy was to be active on social media, promote creative digital, open small outlets, and strengthen community cooperation

		increasing cooperation with local communities.	
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Source : (Researcher Interview Results, 2024)

Based on the findings above, it is known that Kopi Kita Robusta builds and manages its products online using Whatsapp and offline. The future strategy that will be carried out is to expand its market reach and then will use social media and E-commerce more widely to increase brand awareness and reach new customer segments that are more diverse.

Table 2. Lean Canvas Model

Problem	Solution	Unique Value position	Unfair advantage	Customer segment
<ul style="list-style-type: none"> – Production capacity is limited due to the use of traditional roasted wingko. – Marketing only through WhatsApp and WOMM, less effective in the digital era. – Less attractive packaging design than competitors 	<ul style="list-style-type: none"> – Modernize the production process with a combination of traditional methods and modern technology. – Optimize digital marketing through Instagram and TikTok. – Packaging design innovation to make it more attractive and professional. 	<ul style="list-style-type: none"> – Authentic taste of traditional processes. – Coffee beans directly from local farmers, maintaining quality and helping the community's economy. – Competitive price compared to similar products. 	<ul style="list-style-type: none"> – An authentic taste that is difficult for competitors to imitate. – Direct relationship with local farmers, ensuring the supply of quality coffee beans. – A loyal local customer community that supports the product's reputation. 	<ul style="list-style-type: none"> – Loyal local people who buy directly at local locations or stalls. – Traditional coffee lovers who appreciate the distinctive taste of robusta. – The younger generation who are active on social media and follow local coffee trends.
	Key metrics Increased weekly production capacity, digital sales growth through online platforms,		Channels <ul style="list-style-type: none"> – Direct sales at the production site. – WhatsApp for regular customers. – Distribution 	

	social media interactions (followers, engagement, and purchase clicks), conversion rates from digital campaigns to sales, packaging design evaluated through customer feedback, production cost efficiency compared to output, and number of active distribution points, both offline and online, to monitor the expansion of market reach.		through local coffee shops. – Recommended: Online marketplaces like Tokopedia and Shopee.	
Cost Structure <ul style="list-style-type: none"> – Purchase of coffee beans from local farmers. – Production costs (fuel, labor wages). – Social media packaging and marketing costs. 			Revenue stream <ul style="list-style-type: none"> – Direct sales of ground coffee and coffee beans. – Special orders in bulk. – Partnerships with local coffee shops. 	

Discussion

1. Problem

Kopi Kita Robusta's MSME business faces three main problems. First, the production capacity is limited because it still uses traditional roasted wingko. Although this technique can preserve the original taste of coffee, the low production capacity hinders the growing market demand. Second, the marketing approach is still limited to the use of the WhatsApp application and the Word of Mouth Marketing (WOMM) method. To reach a wider range of customers, this method is considered ineffective, especially in today's digital age. Third, the product is still simple and does not attract the attention of customers. This is different from competing products that have a more modern and

professional packaging design. In order for Kopi Kita Robusta MSMEs to compete, these three problems must be overcome because they are interrelated.

2. *Customer Segments*

The three main categories of Kopi Kita Robusta MSME customers consist of loyal local people who buy products directly at the production site or through distribution at local stalls. The second category consists of traditional coffee lovers who appreciate the distinctive taste of traditionally processed robusta coffee. This segmentation is usually very loyal to products that have an original taste. Third, the younger generation is involved in local coffee trends and is active on social media. If Kopi Kita Robusta MSMEs can use the digital platform correctly, this segment has great potential

3. *Unique Value Proposition*

Kopi Kita Robusta MSMEs have a special value that is an attraction for customers. The original taste of this coffee product is obtained through the traditional processing process, which is difficult for competitors to imitate. In addition, the coffee beans used come directly from local farmers in Kuniran Village, which ensures that the quality of the coffee beans is maintained and helps improve the economy of the local community. The price factor also contributes to the value of the product, as it is sold at a lower price than similar products available in the market. Kopi Kita Robusta MSMEs have an advantage in meeting customer preferences due to their distinctive taste, support for local products, and competitive prices.

4. *Solution*

A strategic solution was created to overcome the problem of Kopi Kita Robusta MSMEs. First, modernize the production process by combining traditional methods and modern technology to increase production capacity without sacrificing the distinctive taste of the product. Second, optimize digital marketing strategies by leveraging platforms such as Instagram and TikTok to increase market reach and increase interaction with consumers. Third, innovation in product packaging design to be more attractive and have a stronger visual appeal.

5. *Channels*

Currently, Kopi Kita Robusta MSMEs only use three main distribution channels: direct sales at production sites that serve local customers; second, sales through the WhatsApp application, which has limitations to reach new customers; and third, distribution through local coffee shops in Kuniran Village, which helps expand product distribution. In order to make product distribution more efficient, Kopi Kita Robusta MSMEs are advised to take advantage of online marketplaces such as Tokopedia and Shopee.

6. *Revenue Streams*

The main income of Kopi Kita Robusta MSMEs comes from several sources. The first is the largest contribution of MSME income from the direct sale of ground coffee

and coffee beans. The second is a special order in bulk for a specific event or regular customers. Third is the possibility of partnerships with local coffee shops that allow Kopi Kita Robusta products to be consistently available in various geographical locations.

7. *Cost Structure*

The cost structure of Kopi Kita Robusta consists of several main components. One of the biggest costs is buying coffee beans from local farmers, which guarantees a consistent and quality supply of raw materials. In addition, production costs, such as fuel for the roasting process and labor wages, play a significant role in the cost structure. The cost of product packaging and social media marketing is also a significant component of the costs borne by these MSMEs.

8. *Unfair Advantage*

UMKM Kopi Kita Robusta memiliki keunggulan yang sulit ditiru oleh pesaing. Rasa autentik yang diperoleh dari pengolahan tradisional menjadi ciri khas yang membedakan produk ini dari pesaingnya. Hubungan langsung dengan petani lokal menjamin pasokan biji kopi berkualitas tinggi dengan harga terjangkau. Selain itu, komunitas pelanggan lokal yang setia meningkatkan reputasi produk di pasar lokal dan menciptakan stabilitas pendapatan.

9. *Key Metrics*

Kopi Kita Robusta MSMEs have advantages that are difficult for competitors to imitate. The authentic taste obtained from traditional processing is the hallmark that distinguishes this product from its competitors. Direct contact with local farmers ensures a supply of high-quality coffee beans at affordable prices. In addition, the loyal local customer community improves the product's reputation in the local market and creates revenue stability.

10. *Conclusion of Lean Canvas Analysis*

Based on the results of the analysis that has been carried out on Kopi Kita Robusta, the application of the lean canvas is carried out by mapping nine main elements, consisting of problems, customer segments, unique value proposition, solution, channels, revenue streams, cost structure, key metrics, unfair advantage. These components help map business conditions in a structured manner and provide guidance for the formulation of appropriate strategies. The main problems faced by Kopi Kita Robusta MSMEs include limited production capacity due to the use of traditional methods, marketing tactics that rely solely on WhatsApp and word-of-mouth promotion, and packaging designs that are not attractive to customers. Through the lean canvas method, Kopi Kita Robusta designs a solution to overcome these problems which include upgrading the production process while maintaining a distinctive taste, optimizing digital marketing, and innovating packaging design to make it more attractive.

Kopi Kita Robusta MSME customers consist of three main groups: loyal local communities, traditional coffee lovers who appreciate unique flavors, and young people who are active on social media. The Lean Canvas approach helps MSMEs understand the needs of each market segment and create appropriate marketing strategies. The original taste of traditional processing and the use of quality local coffee beans are the competitive advantages of these MSMEs that are difficult for competitors to imitate. This is in line with research by Tambunan which emphasizes the importance of unique value in creating market differentiation [8]. In addition, research by Ilham shows that collaboration with local farmers not only improves the quality of raw materials but also strengthens the market position of MSMEs through sustainable relationships with local communities [9].

As part of the development and management of Kopi Kita Robusta MSMEs, the strategy concentrates on increasing production capacity, improving digital marketing capabilities, and developing new products and packaging. In order to overcome capacity limitations, it is recommended to modernize the production process while maintaining the traditional techniques that characterize the product. In marketing, the optimization of social media such as Instagram and TikTok is essential to reach a younger demographic of consumers who are actively using online platforms. Social media has the ability to increase market reach and help MSMEs build stronger relationships with consumers [10]. In addition, changes to the product, such as the addition of different coffee flavors and more modern packaging designs, can attract new customers. Cyasmoro & Talumantak research, emphasizes that product and packaging innovation is the first step to success [11].

In addition, periodic evaluations of Lean Canvas components are necessary to ensure that the strategies implemented are market-appropriate and effective. This evaluation includes performance metrics, cost structure, and distribution channel analysis. Kopi Kita Robusta MSMEs have a great opportunity to increase competitiveness, expand market reach, and create business sustainability if they implement the Lean Canvas correctly. This strategy not only helps MSMEs understand their business structure, but also offers practical solutions to face challenges and capitalize on opportunities in local and national markets.

4. Conclusion

The results show that Lean Canvas is effective in identifying key problems, such as simple packaging design, limited production capacity, and less than optimal marketing strategies. Lean Canvas also helps MSMEs understand customer segments, provide unique value, and create relevant marketing solutions and strategies. The strategy can increase the competitiveness of these MSMEs by optimizing digital media such as Instagram and TikTok, updating the production process, and developing new packaging designs.

This research can contribute greatly to the development of theory and practice. This research adds to the literature on the application of Lean Canvas in local-based

MSMEs, especially in the coffee industry. The study offers strategic guidance for MSME owners to improve their operations and increase their competitiveness in the market. The focus of this research is MSMEs that use traditional production methods. It provides a new perspective on how to combine contemporary innovation with local wisdom to ensure business sustainability.

However, this research has several limitations, namely only focusing on one MSME, so the results cannot be generalized to other fields or business scales. In addition, the study only includes the analysis of the business model without evaluating the implementation of the strategy directly. Further research can be conducted by testing the application of Lean Canvas in other industries, conducting a long-term evaluation of how effective the proposed strategy is.

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