# Business Model Exploration Using SWOT and Business Model Canvas at Djaya Store

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**Abstract**

**Research purposes :**This study aims to develop an effective business model at Djaya Grocery Store

**Design/Method/Approach :**The method used in this study is a qualitative approach with data collection techniques through interviews, observations, and document analysis. In this study, the data source comes from the SWOT and BMC analysis process while the object of the study is Toko Djaya

**Research Findings:**The research findings reveal that the development of a SWOT and BMC-based business model can be applied to the Djaya grocery store.

**Theoretical contribution/Originality**: This study provides theoretical contributions by integrating SWOT analysis and Business Model Canvas in the context of developing business models for small businesses, especially grocery stores.

**Practitioner/Policy Implications:**The practical implications of this study are to provide recommendations for the owner of Sembako Djaya Store to optimize stock management, improve marketing through digital platforms, and build better relationships with customers.

**Research limitations**: The limitations of this study include the limited focus on one grocery store, so the results may not be generalizable to all similar businesses.

**Keywords :**Grocery Store, SWOT, Business Model Canvas, business development

## 1. Introduction

In an era of increasingly tight business competition, grocery stores as one of the traditional retail sectors face major challenges in maintaining their existence and competitiveness. Grocery stores, as one of the local retail business players, are faced with various obstacles, such as increasing competition from modern minimarkets and changes in people's consumption patterns that are increasingly moving towards convenience and speed of service. [1] . This phenomenon shows that the sustainability of traditional grocery store businesses requires innovation and the development of relevant strategies in order to be able to compete and remain in demand by customers.[2] . Therefore, this research is important to be conducted to formulate the right business model for grocery stores through the SWOT

analysis and Business Model Canvas approaches, with the aim of strengthening its position in the market and identifying future business development opportunities.

Previous research has shown that the use of SWOT analysis and Business Model Canvas has proven effective in helping Micro, Small and Medium Enterprises (MSMEs) identify market positions and strategic development opportunities. As an analysis tool that combines the evaluation of strengths, weaknesses, opportunities, and threats, the SWOT approach is often applied in various studies related to retail business development to understand the competitive potential that can be utilized[3]. Meanwhile, the Business Model Canvas provides a visual framework that helps business actors design key aspects of their business model, including customer segments, added value, and customer relationships, thereby supporting business sustainability more strategically.

However, research that specifically combines SWOT analysis with Business Model Canvas for traditional grocery stores is still limited. Most studies focus on more modern and digital sectors, so there is a research gap in understanding the right business strategy for traditional grocery stores amidst changes in consumer behavior and competition with modern retail. Therefore, this study is expected to fill this gap by developing a business model tailored for grocery stores, which aims to make a significant contribution to advancing the competitiveness of the traditional retail sector amidst rapidly evolving market dynamics.

Previous studies on business model development in MSMEs tend to focus on digital industries or modern businesses, so the results are often less applicable to traditional grocery stores that have limited access to technology and capital. The SWOT and Business Model Canvas approaches used in these studies often focus on businesses with broader market segments and more dynamic operational models. Meanwhile, research targeting the traditional retail sector, especially grocery stores, is still rare, especially in the context of local markets that have unique characteristics and challenges. This indicates the need to design a business model that is relevant and tailored to the specific situation of traditional grocery stores. One of the grocery stores located in Karangrejo Village, Kediri Regency is Djaya Store, which is the object of research in this study. Established since 2004 as a family business, this shop provides a variety of basic necessities such as cooking oil, eggs, rice, coffee, sugar, and other products. Toko Djaya emphasizes the value of trust in running its business and competing fairly, with a focus on customer loyalty, because it is believed that satisfied consumers will return to shop. Customers who want to buy goods are expected to come directly to the store. Djaya Store runs a B2C (Business to Customer) model, here referring to the process of selling products or services directly to users of the product or service.[4].

The novelty in this study lies in the application of a combination of SWOT analysis and Business Model Canvas focused on grocery stores, which are a traditional business sector with limited resources but have great potential in meeting the needs of everyday society. Different from previous studies that prioritize the modern sector, this study will develop a business model that is appropriate for Toko Sembako Djaya, so that it can provide practical recommendations for grocery store managers in developing a strong and competitive business strategy. This study is expected to be a reference for other traditional retail business sectors that face similar challenges.

The main objective of this study is to formulate an optimal business model for Djaya Store through the SWOT and Business Model Canvas approaches, with the hope that this store can be more adaptive to market changes and have a competitive advantage in the long term. By conducting a SWOT analysis, this study attempts to identify internal strengths and weaknesses as well as external opportunities and threats faced by Djaya Store. Meanwhile, the use of Business Model Canvas is focused on compiling key components of the business model, such as customer segments, value propositions, distribution channels, and customer relationships, which are in accordance with the conditions of the traditional grocery business. The structure of this article begins with a literature review of the SWOT and Business Model Canvas concepts and their application to traditional retail businesses. The next section discusses the research methods used, followed by the findings of the SWOT analysis and mapping of the Business Model Canvas for Djaya Store. In the discussion section, this study will outline the implications of the findings for the development strategy of traditional grocery stores. This article closes with a conclusion that summarizes the results of the study and provides practical recommendations for grocery store owners in implementing a more competitive and sustainable business model.

## 1.1. Problem Statement

In the increasingly dynamic business competition, traditional grocery stores such as Djaya Store Djaya face major challenges in maintaining their competitiveness. Limited access to technology, capital, and innovative marketing strategies make traditional grocery stores vulnerable to competition with minimarkets and modern markets. This phenomenon indicates that traditional grocery stores need the right strategy to improve operational effectiveness, attract consumer interest, and remain relevant in meeting the needs of local communities. However, studies on the application of SWOT analysis and Business Model Canvas-based strategies specifically aimed at traditional grocery businesses are still rare. Therefore, this study aims to fill this gap and provide strategic guidance for Djaya Store in facing current market challenges.

## 1.2 Research Objectives

This study aims to formulate an appropriate business model for Djaya Store using the SWOT and Business Model Canvas approaches. Through this approach, this study will identify the strengths, weaknesses, opportunities, and threats faced by Toko Sembako Djaya, as well as compile the main elements in the Business Model Canvas that are relevant to the needs of traditional grocery stores. With the business model designed based on research findings, it is expected that Djaya Store can increase its competitiveness, be more adaptive to changes in consumer behavior, and take advantage of opportunities in the market.

## 2. Method

This study uses a descriptive qualitative approach to understand and develop the business model of Toko Sembako Djaya through SWOT analysis and Business Model Canvas. The qualitative approach was chosen because this study aims to gain an in-depth understanding of the internal and external conditions of the store and explore relevant strategies to increase competitiveness in the local market. The research method applied in this study is a qualitative approach with a case study type. The subjects of the study were the owners of Djaya Store, namely "Arliati and Agus Witono". The analysis was carried out using the SWOT technique

to identify the weaknesses and threats faced by the store, as well as to maximize the strengths and opportunities that exist. For business mapping, Business Model Canvas (BMC) was used as the main tool. The main data source was obtained through direct interviews with the owners of Djaya Store, "Arliati and Agus Witono", located in Karangrejo Village, Ngasem District, Kediri Regency.

In the planning stage, the researcher arranged a meeting with the business owner to analyze the existing problems. The meeting schedule was also made to support the BMC mapping process and SWOT analysis of the Djaya Store business owned by "Arliati and Agus Witono". Furthermore, in the implementation stage, the researcher has prepared a form to analyze the business using BMC, focusing on nine main elements, namely Customer Segments, Value Propositions, Channels, Customer Relations, Revenue Streams, Key Resources, Key Activities, Key Partners, and Cost Structure. The final stage, namely evaluation, involves a discussion between the researcher and the business owner regarding the results of the identification using the SWOT analysis of Djaya Store. This discussion also includes plans and steps for business development that will be implemented after the mentoring ends, as well as strategies that are expected to support future business progress.

## 3. Results and Discussion

This study aims to formulate a suitable business model for Djaya Store using SWOT analysis and Business Model Canvas (BMC) mapping. The results obtained from in-depth interviews with shop owners, Arliati and Agus Witono, as well as from direct observations in the field, provide significant insights into the business conditions of traditional grocery stores amidst modern market competition. In this section, the results of the SWOT and BMC analyses will be explained and discussed in detail to answer the research questions and explain the steps for developing the Djaya Store business model.

From the research that has been carried out, the researcher made question and got the answer resulting from interviews with owner at Djaya Store :

**Table 1 Interview Transcription**

| No | Question | Answer |
|---|---|---|
| 1 | What differentiates Djaya store from other grocery stores? | We always emphasize friendly and fast service. We try to create a good relationship with customers so that they feel comfortable and come back to shop here. In addition, we also focus on product quality, ensuring that the goods sold are always fresh and in good condition. |
| 2 | What are the main strengths of Djaya store? | One of our greatest strengths is our strategic location, close to densely populated settlements. In addition, we also have a loyal customer base. They have known us for a long time and trust this store for their daily needs. |
| 3 | Are there any challenges or weaknesses you are | One of our biggest challenges is the limited space in the store. It is difficult for us to add new products due to |

| | currently facing? | limited space. In addition, we are still dependent on the same suppliers, making it difficult to cope with unexpected price fluctuations. |
|---|---|---|
| 4 | What opportunities do you see for Djaya store in the future? | We see a big opportunity to expand our services through digital platforms. We want to start selling products online and provide delivery options for customers. In addition, we also plan to introduce new, more varied products. |
| 5 | Finally, how do you see the threats that might affect the sustainability of Djaya store? | Competition with modern minimarkets that continue to grow is a major threat to us. They have more complete facilities and are easier for customers to reach. In addition, frequent changes in the price of basic necessities can also be a challenge for us in maintaining competitive prices. |

Source: Author Document 2024

3.1 SWOT Analysis

After conducting discussions and observations with business owners, the next stage is a SWOT analysis. According to Sondang P. Siagian, it is one of the investigative instruments for an incident in a company that is very powerful if used properly. [5]. Companies need to understand the key factors that contribute to their success, both internally and externally, to increase competitiveness. Successful companies always try to understand their competitors in the same way they understand their consumers. Analysis and evaluation of the competition will provide management with the ability to determine where to compete and how to position themselves against competitors in each targeted market. This SWOT analysis can be used by business owners to develop business strategies. The following are the results of the SWOT analysis conducted at Djaya Store:

**Table 2 SWOT Analysis**

| STRENGTH (S) | WEAKNESSES (W) |
|---|---|
| 1. Strategic location close to densely populated residential areas<br>2. Competitive product prices<br>3. Friendly and fast customer service<br>4. Availability of complete basic food products | 1. Limited space to accommodate more products<br>2. Promotion is still minimal, only relying on regular customers<br>3. The financial recording system is still manual<br>4. Dependence on one supplier<br>5. There are no brochures or banners that talk about promotions.<br>6. Delivery service is still limited |
| OPPORTUNITY (O) | THREAT (T) |

1. Increasing community demand for basic food products
2. Opportunities for expansion into digital platforms (e-commerce or delivery service applications)
3. Partnership with suppliers to get cheaper prices

1. Tight competition from modern minimarkets around the Djaya Store location
2. Changes in government regulations that affect the price of goods
3. Fluctuations in staple food prices

Source: Author Document 2024

Strengths: Djaya Store has a good relationship with customers, which is formed from trust and loyalty over the years. The strategic location of the store in Karangrejo Village also provides advantages in terms of accessibility for the surrounding community. Prices are quite cheap compared to other stores

Weaknesses: This store has limitations in terms of product innovation and marketing strategies, which are caused by limited resources and lack of adaptation to digital technology. There are no banners that talk about promotions. Not knowing customer needs well.

Opportunities: The potential to increase customer loyalty and attract more buyers is wide open, especially with the stable demand for basic necessities. The increasing purchasing power of the community in the area is also an opportunity for this store.

Threats: Competition with modern minimarkets that provide wider services and product variations is a significant challenge faced by Djaya Store.

From this SWOT analysis, it can be seen that Djaya Store has the capital of trust and closeness to customers as a competitive advantage. However, the store needs to overcome existing weaknesses, especially in terms of innovation and adaptation to market changes, in order to optimize opportunities and respond to threats effectively.

**Table 3 SWOT Matrix**

|  | **STRENGTHS (S)** | **WEAKNESS (W)** |
|---|---|---|
|  | 1. Strategic location close to densely populated residential areas<br>2. Competitive product prices<br>3. Friendly and fast customer service<br>4. Availability of complete basic food products | 1. Limited space to accommodate more products<br>2. Promotion is still minimal, only relying on regular customers<br>3. The financial recording system is still manual<br>4. Dependence on one supplier<br>5. There are no brochures or banners that talk about promotions.<br>**6.** Delivery service is still limited |
| **OPPORTUNITIES (O)**<br><br>1. Increasing community demand for basic food products<br>2. Opportunities for expansion into digital platforms (e-commerce or delivery service applications)<br>3. Partnership with suppliers to get cheaper prices | **SO STRATEGY**<br><br>1. Partnership with Suppliers<br>2. Expansion into digital platforms | **WO STRATEGY**<br><br>1. Overcoming limited space for storing products<br>2. Improving financial recording systems |
| **THREATS (T)**<br><br>1. Tight competition from modern minimarkets around the Djaya Store location<br>2. Changes in government regulations that affect the price of goods<br>3. Fluctuations in staple food prices | **ST STRATEGY**<br><br>1. Improving the quality of customer service<br>2. Offering competitive product prices | **WT STRATEGY**<br><br>1. Supplier diversification<br>2. Introduction of promotional banners or brochures |

Source: Author Document 2024

SWOT analysis provides an overview of the internal aspects of Djaya Store, which include strengths and weaknesses, as well as external aspects, namely opportunities and threats. [6].

Based on the identification in the SWOT matrix, the owner of Djaya Store can formulate strategies to overcome the challenges faced. The following are some strategies that can be implemented based on the SWOT analysis:

1. S – O Strategy (Strengths–Opportunities)
   Strategies that can be implemented by Djaya Store by utilizing existing strengths to exploit available opportunities.
   - Partnership with Suppliers
     Leveraging the strength in the availability of complete grocery products to establish partnerships with suppliers. By negotiating to get cheaper prices, Djaya stores can offer more competitive prices and increase profit margins.
   - Expansion to digital platforms
     By expanding into digital platforms, Djaya Store can leverage its strength in customer service to offer online services. By using the WhatsApp application for ordering groceries and offering promotions, the store can reach a wider customer base and meet their needs more efficiently.
2. W – O Strategy (Weakness – Opportunities)
   Analysis overcomes existing weaknesses by utilizing available opportunities.
   - Overcoming limited space for storing products
     Working with suppliers to provide products just-in-time. This way, stores do not need to keep a lot of stock on site, thus overcoming space constraints.
   - Improving financial recording systems
     Toko Djaya can use a digital financial management system application to replace manual recording. By utilizing technology, stores can improve operational efficiency and reduce errors in recording. This will also facilitate sales data analysis and stock management, so that they can be more responsive to market needs.
3. S – T Strategy (Strengths – Threats)
   Analyze strategies to utilize existing strengths in the face of possible threats.
   - Improving the quality of customer service
     Leverage friendly and fast customer service to create a better shopping experience than competitors. By training employees to provide superior service, you can build stronger customer loyalty, reducing the impact of intense competition.
   - With competitive product prices, Djaya Store can attract customers from modern minimarkets that may offer higher prices. The store can conduct market analysis to ensure that the prices offered remain attractive and competitive. Emphasizing affordable prices while maintaining product quality will help attract consumers.
4. W – T Strategy (Weakness – Threats)
   Overcoming existing weaknesses in the face of threats that may arise.
   - Supplier diversification
     To reduce dependence on one supplier, Djaya Store needs to establish relationships with several suppliers. In this way, it can reduce the risks associated with price fluctuations and ensure better product availability. This

diversification will also help in facing threats from changes in government regulations that can affect the price of goods.

- Introduction of promotional banners or brochures
Given the still minimal promotion, Djaya Store needs to increase marketing efforts to face the threat of competition. Toko Djaya can utilize social media and put up promo banners to conduct more aggressive promotional campaigns. By informing customers about products and special offers, it can attract more customers and can increase customer awareness of the store's special offers.

## 3.2 BMC Analysis

Business Model Canvas is a tool consisting of nine interconnected elements that can help determine the direction of a company's business model transformation. These nine elements cover four main areas of business, namely customers, offerings, infrastructure, and financial capabilities.[7]. By using the Business Model Canvas, we can evaluate the potential of a business idea. Therefore, compiling a Business Model Canvas is an important first step for a novice entrepreneur. The Djaya grocery store, which was established in 2004, has not yet optimized the application of this model, as seen from the results of interviews and observations conducted by the author. Mrs. Arliati and Mr. Agus Witono, as the shop owners, saw an opportunity to meet the increasing needs of the community for basic and daily necessities. With the spirit and determination to become entrepreneurs, they opened this grocery store to help the surrounding community while improving the welfare of their families. Since then, the Djaya grocery store has become a reliable source for the daily needs of the local community. However, the results of interviews and observations showed that the owner faced several challenges in managing the store, especially in recognizing customer needs. In this context, the author acted as a business assistant, inviting the owner to discuss finding solutions to the obstacles faced to maintain their business. After identifying the problems, the author compiledbusiness mapping in the form of a Business Model Canvas based on the results of the discussion:

### Table 4 BMC Analysis

| Customer Segment | Value Proposition | Channels | Customer Relationship | Revenue Streams |
|---|---|---|---|---|
| 1. The community around Toko Djaya who already have families<br>2. Small business owners such as coffee shops<br>3. Workers who work around Djaya Store | 1. Quality basic food products at competitive prices<br>2. Friendly and fast customer service<br>3. Delivery service for local customers | 1. Direct sales in stores<br>2. Promotion through social media such as WhatsApp and Facebook<br>3. E-commerce platform for online purchases | 1. Customer loyalty programs, such as special discounts for repeat customers<br>2. Active communication through social media<br>3. Responsive service for customer needs | 1. Main income from selling basic necessities<br>2. Delivery service with additional charge |

| Key Activities | Key Resources | Key Partnerships | Cost Structure |
|---|---|---|---|
| 1. Maintaining the availability of complete basic food products<br>2. Develop online and offline promotions<br>3. Financial and inventory system management | 1. Strategic shop location<br>2. Cooperation with local suppliers for stock of goods<br>3. Friendly workers | 1. Local and wholesale staple food suppliers<br>2. Local delivery service provider | 1. Cost of purchasing goods from suppliers<br>2. Operational costs (electricity, transportation, facility repairs)<br>3. Promotion Fees |

Source: Author Document 2024

Viewed from Customer Segments Grocery stores have various customer segments that can be reached. Families are the main segment, where they need daily groceries. In addition, small businesses such as stall traders are also targeted, because they usually buy in large quantities to resell. Employees who work around the store location and are looking for convenience in shopping for groceries are also important segments. By understanding these segments, stores can adjust products and services to be more relevant to their respective needs.

*Value Proposition*are the reasons why customers choose Djaya grocery stores over competitors. This store must offer a complete and quality product availability, so that customers do not have to go far to get all their needs. In addition, competitive prices are a determining factor, especially in the midst of tight competition. Grocery stores must also provide fast service, where customers feel well served without having to wait long. By prioritizing these values, stores can attract and retain customers. Channels are how stores convey value propositions to customers. Physical stores are the main channel, where customers can directly see and choose the products they want. However, with the advancement of technology, online through applications is becoming increasingly important, allowing customers to order goods from home. In addition, social media plays an important role in marketing, where stores can promote products and offer discounts through platforms such as Instagram and Facebook, thereby reaching more customers.

*Customer Relations (Customer Relationships)*Building good customer relationships is essential to ensure their loyalty. Grocery stores need to provide friendly and responsive customer service, so that customers feel appreciated. To increase retention, stores can implement loyalty programs, such as providing discounts or rewards for customers who shop frequently. In addition, it is important to listen to customer feedback in order to continue to improve the quality of products and services offered.

*Sources of Income (Revenue Streams)*The main source of income for grocery stores comes from the sale of products, namely groceries and other necessities. In addition, stores can utilize delivery services by offering to deliver goods to customers' homes, which may be subject to additional charges.

*Key Activities* The main activities that a grocery store must do include stock management to ensure that goods are always available and in good condition. In addition, marketing is an important activity to attract new customers and retain existing ones, including the use of social media and local promotions. Financial and inventory management are also key activities that must be carried out well to maintain the sustainability of the grocery store.

*Key Resources* To run this business, there are several main resources needed. First, inventory must always be available to meet customer demand. Second, skilled and friendly workers are essential to help operate the store and provide good service to customers.

*Key Partnerships* Having key partnerships can help grocery stores operate more efficiently. Suppliers are key partners, where cooperation with grocery distributors and local manufacturers is essential to get quality goods at competitive prices. In addition, partnering with e-commerce platforms can increase market reach, so that customers can make purchases online. Cooperation with delivery services is also important to expand services, especially for delivery of goods.

*Cost Structure* Finally, understanding the cost structure is essential for financial management. The main costs include, the cost of purchasing stock for procurement of goods, operational costs and marketing costs for promotion and advertising must also be recorded in order to manage the budget properly.

This mapping shows that Djaya Store relies heavily on direct relationships with customers and its reputation in the community. The current business model is quite simple and does not yet utilize technology or broader digital marketing strategies.

## 4. Conclusion

In this study, it was found that the development of the Djaya Grocery Store business model using SWOT analysis and Business Model Canvas can provide a clear picture of the strengths, weaknesses, opportunities, and threats faced by the store. Through the application of these two analysis tools, the study successfully identified the right strategy to improve business competitiveness and sustainability. These findings indicate that with a deeper understanding, Djaya Grocery Store can formulate a more effective and responsive business plan to market changes.

The contribution of this research not only provides new insights in the academic field regarding the implementation of integrated business models, but also offers practical value for the owner of Djaya Store in making strategic decisions. This study introduces an innovative approach by combining SWOT analysis and Business Model Canvas, which has not been widely applied in the context of the grocery business. Thus, the results of this study can be a reference for further research and business practices in the same sector.

However, this study has several limitations, including the limited sample size and the focus on only one grocery store. This may affect the generalizability of the research results. Therefore, future research agendas can include similar analyses on various types of grocery stores in different locations to gain a broader perspective. In addition, further research can explore the impact of digital technology on grocery store business models, resulting in more comprehensive recommendations for the development of more adaptive strategies in the future.

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