

Analysis of Lean Canvas as a Competitive Strategy for Bhree Billiard and Cafe in Nganjuk Regency

Rintis Agung Prasetya Apritama^{1*}, Restin Meilina²

University Nusantara PGRI Kediri Jl. KH Ahmad Dahlan No.76 Mojoroto, Kediri City, East Java, 64112, Indonesia

rintisagungprasetyaa@gmail.com ; restin@unpkediri.ac.id

*corresponding author

Article Information		Abstract
Submission date	4 February 2026	Research aim: This study aims to analyze the competitive strategies of Bhree Billiard and Cafe, an entertainment business in Nganjuk Regency, which face challenges such as limited facility maintenance, limited menu availability, and intense price competition with similar competitors. Through the Lean Canvas approach, this study seeks to strengthen business competitiveness by mapping nine key elements of the business model to increase the competitive advantage of Bhree Billiard and Cafe. Design/Method/Approach: This study used a qualitative descriptive approach with a case study design, conducted semi-structured in-depth interviews with five informants consisting of business owners, one employee, and three active customers, selected through purposive sampling techniques. Data was collected through direct observation, in-depth interviews, and documentation conducted in December 2025 at the Bhree Billiard and Cafe locations in Nganjuk Regency. The Lean Canvas analysis tool was used to systematically map nine key blocks: Customer Segments, Problem, Solution, Unique Value Proposition, Channels, Revenue Streams, Cost Structure, Key Metrics, and Unfair Advantage. Research Finding: The results show that Lean Canvas is effective in helping businesses understand the predominantly customer segment aged 15-42 years (consisting of junior high school students, high school students, college students, freelancers, and private employees), formulate solutions in the form of regular tournaments and quality services, and develop strategies that focus on the advantages of affordable prices and adequate facilities. Theoretical contribution/Originality: This research fills a research gap related to the application of Lean Canvas in billiard and café businesses in areas with unique market characteristics such as Nganjuk Regency. This study makes a practical contribution to the development of Bhree Billiard and Cafe competitive strategies specifically, as well as this approach makes a theoretical contribution to the literature on the competitive strategy of the entertainment business in the MSME sector. The simple yet comprehensive Lean Canvas model has proven effective as a strategic tool to help small and medium-sized businesses navigate local market challenges while formulating sustainable growth strategies. Practitioner/Policy implication: It is recommended that Bhree Billiard and Cafe implement continuous improvement in several strategic aspects. Includes menu variations, facility cleanliness, production strategies, decision-making based on strategy metrics, service quality, and price. Research limitation : This study was limited to a single case study in Nganjuk Regency with five informants, and the metrics used were still qualitative. Research conducted in December 2025 may not capture seasonal variations or long-term trends in business performance. Future research could use a quantitative approach with a larger sample. Keywords : Lean Canvas, Competitive Strategy, Bhree Billiard and Cafe, Business Model.
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1. Introduction

The entertainment and recreation sector is part of the service sector that has an important contribution to the national economy. The Central Statistics Agency in 2024 noted that other service sectors that include entertainment and leisure activities will grow by 9.8% throughout 2024 [1]. This growth shows the increasing need for entertainment activities in line with lifestyle changes and improvements in people's quality of life. The development of the entertainment sector has encouraged the emergence of various experience-based businesses, one of which is the billiard and café business. Kotler and Keller in a service marketing study 2016 explained that in the entertainment services industry, customer experience and perceived value are the main factors in creating a business's competitive advantage [2]. Therefore, business actors are required to design a business strategy that is oriented towards customer satisfaction and loyalty.

Bhree Billiard and Cafe are one of the entertainment businesses operating in Nganjuk Regency. As the number of similar businesses increases, the competition for billiard and café businesses in the region has become increasingly competitive. Bhree Billiard and Cafe face direct competition with several other billiard businesses in Nganjuk Regency, including Jaguar Billiard, Plumy Billiard, and Starfield Billiard. Fierce competition in terms of price, facilities, and service quality requires Bhree Billiard and Cafe to have a clear and targeted competitive strategy in order to maintain business sustainability. In the midst of the increasingly competitive entertainment business, the need for a structured and adaptive business model is urgent for business actors to be able to survive and develop sustainably.

Lean Canvas is a business model analysis tool developed by Ash Maurya in 2012 as a development of the Business Model Canvas designed to help business actors identify key problems and business solutions in a more focused and structured manner [3]. Maurya in 2010 asserted that the Lean Canvas is designed to adapt to the needs of startups and MSMEs by emphasizing problem validation and market solutions [4]. This approach is considered relevant for micro, small, and medium enterprises that have limited resources, but are required to remain adaptive to market changes.

Various previous studies have shown that Lean Canvas is effectively used in the development of MSME business strategies. Rahayu's research in 2023 proves that Lean Canvas is able to help MSMEs identify core problems and formulate strategic solutions systematically [5]. Research by Ulfah and colleagues in 2024 shows that the implementation of Lean Canvas increases MSME actors' understanding of business models and supports sustainable business growth [6]. Furthermore, Permatasari and colleagues stated that by 2025 Lean Canvas is effectively used as a tool to assist MSMEs in developing business models that are adaptive to market changes [7]. However, research that specifically examines the application of Lean Canvas as a competitive strategy in billiard and café businesses in Nganjuk Regency is still limited. Therefore, this research is important to fill the research gap.

1.1. Statement of Problem

In order for this research to be more directed and systematic, the researcher formulated the following research problems:

1. How are the elements of Lean Canvas applied which include customer segments, problems, solutions, unique value propositions, channels, revenue streams, cost structure, key metrics, and unfair advantage to Bhree Billiard and Cafe in Nganjuk Regency?
2. How can the Lean Canvas-based strategy be applied to increase the competitiveness of Bhree Billiard and Cafe in the midst of competition between billiard and café businesses in Nganjuk Regency?

1.2. Research Objectives

This study aims to analyze the competitive strategies of Bhree Billiard and Cafe using the Lean Canvas approach to strengthen business competitiveness in Nganjuk Regency. The specific objectives are:

1. Analyze and map the implementation of nine key elements of Lean Canvas which include customer segments, problems, solutions, unique value propositions, channels, revenue streams, cost structure, key metrics, and unfair advantage relevant to the business context of Bhree Billiard and Cafe.
2. Formulate strategic solutions and business recommendations based on the results of Lean Canvas analysis that are applicable, measurable, and business-oriented in order to increase the competitiveness of Bhree Billiard and Cafe in the midst of competition in the local entertainment business.

2. Method

This research was carried out during the period from October to December 2025 using a descriptive qualitative approach. The data collection process is carried out through direct observation of Bhree Billiard and Cafe's operational activities, which include service systems, facility conditions, business operational flows, and interaction patterns between employees and customers. This observation aims to obtain a factual picture of the current business conditions.

In addition to observations, research data was also collected through in-depth interviews conducted in a semi-structured manner with five main informants, consisting of business owners, employees, and active customers of Bhree Billiard and Cafe. Semi-structured interviews are used so that researchers have systematic question guides, but still provide space for informants to convey information in more depth and contextual according to their respective experiences.

The selection of informants in this study uses the 5R techniques, namely relevance, richness, reliability, representativeness, and readiness. Relevance refers to the relationship of the informant with the research problem, richness shows the informant's ability to provide rich and in-depth information, reliability is related to the level of reliability and consistency of the information provided, representativeness describes the representativeness of the informant to the group being studied, and readiness shows the readiness and willingness of the informant to provide data openly. The application of the 5R technique is expected to produce valid, comprehensive, and relevant data to support the Lean Canvas analysis in this study.

2.1. Matrix

The following table presents a comprehensive data collection structure:

Table 1. Data/Information Matrix Collected from Informants

NO	Informant Categories	Informants	Informant Categories	Data Collected
1	Key informants	Business owners Bhree Billiard and Cafe	Provide information related to business strategy, operational challenges, competitive advantages, and <i>Lean Canvas depictions</i>	a. Business strategy and pricing b. Challenges faced c. Lean Canvas <i>Visualization</i> d. Competitive Advantage
2	Supporting informants	Employees	Provide operational information related to customer service, consumer complaints, and direct interaction	a. Direct interaction with customers b. Consumer complaints and feedback c. Service process
3	Additional informants	Active customers (3 people)	Provide validation data on consumer issues, experiences, and expectations	a. Reasons to choose Bhree Billiard b. Customer experience and satisfaction c. Complaints and suggestions for improvement d. Validate customer problems and expectations

Source: Researcher's Document, (2025)

The data sources in this study consist of primary data and secondary data. Primary data was obtained through records of interview results, field observations, and visual documentation regarding facility conditions, venue atmosphere, and operational activities. Meanwhile, secondary data comes from literature, scientific journals, online articles, as well as references related to the Lean Canvas business model and entertainment businesses in the MSME sector.

The main instrument in this study is the researcher himself, assisted by interview guidelines and observation sheets as a tool to ensure the completeness of the information. The interview questions are structured based on nine elements in the Lean Canvas, which are then validated through data triangulation between business owners, employees, and customers, to improve the validity of the data.

Data analysis techniques are carried out through several stages, namely transcription of interview results, data reduction to filter important information, mapping findings into Lean Canvas blocks, and interpretation to formulate appropriate business strategy recommendations. Data validation was carried out by triangulation techniques of sources and techniques, as well as discussions between peer researchers (peer debriefing) to avoid subjective bias.

To ensure the validity of the data, this study uses source triangulation techniques and method triangulation. Source triangulation was carried out by comparing data from different informants, namely business owners, employees, and customers of Bhree Billiard and Cafe. Meanwhile, the triangulation method was carried out by combining the results of observation, in-depth interviews, and documentation. This approach aims to obtain a comprehensive picture of the actual business conditions of Bhree Billiard and customer perceptions of its facilities and services.

3. Results and Discussion

3.1 Informant Description

This research involved five informants consisting of business owners, employees, and three active customers.

Table 2. Informant Description

NO	Informant Description	Name	Age (Years)	Jobs
1.	Business Owner	R	22	Student and Private Employee
2.	Employees	RS	23	Bhree Billiard and Cafe Employees
3.	Customer 1	RD	22	<i>Freelance</i>
4.	Customer 2	DT	27	Private employees
5.	Customer 3	AF	23	<i>Freelance</i>

Source: Researcher's Document, (2025)

3.2 Lean Canvas Analysis Results

This study aims to analyze the competitive strategies of Bhree Billiard and Cafe using the Lean Canvas approach in order to strengthen business competitiveness in Nganjuk Regency. The Lean Canvas analysis is carried out through observation stages, in-depth interviews with business owners, employees, and active customers. The data findings obtained are then analyzed and implemented into the nine main blocks of the Lean Canvas.

3.2.1. Customer Segments

The results of the study show that Bhree Billiard and Cafe have a main customer segment consisting of teenagers to adults with an age range of 15–42 years. Customers aged 15 years are generally from junior high school students, ages 17-18 are dominated by high school students, while customers aged 18 years and above consist of college students, freelance workers, and private employees. They tend to visit in groups with friends to play billiards, socialize, unwind, and hone their billiards skills.

This segmentation is important because it provides direction in developing service strategies, facility development, and engagement programs such as tournaments. The characteristics of this segment indicate that Bhree Billiard cannot be positioned solely as a provider of ordinary entertainment services, but rather as a place that offers social and community experiences.

3.2.2. Problem

Several main problems were found to be faced both in terms of internal operations and external challenges. This problem was confirmed through triangulation of data between interviews with business owners, employees, and three customers, and reinforced with observational data, these problems include :

Table 3. Problem

Yes	Internal Issues	External Issues
1	Less than optimal cleanliness of billiard table carpets due to limited cleaning tools	Challenges in maintaining customer comfort both in terms of the environment, the place and the facilities provided
2	Limited menu availability means that the choice of products for customers is less diverse	
3	Limited stock of facility maintenance support items	

Source: Researcher's Document, (2025)

3.2.3. Solution

Bhree Billiard and Cafe responded to the problem with several strategic solutions:

Table 4. Solution

Yes	Solution	External Marketing and Customer Engagement Solutions Issues
1	Maintaining price and service stability in the midst of difficult economic conditions	The regular billiard tournament is held every Tuesday which is the main attraction and differentiator from the competitors
2	Taking care of the facility to the maximum despite the limitations of cleaning equipment by allocating a budget for billiard maintenance needs as a priority	Promotion through social media (Facebook and WhatsApp) and distribution of pamphlets
3	Efforts to increase menu variety by allocating the need for beverage ingredients as primary operational needs	Conduct periodic evaluations about once every 1 month to receive feedback from customers and make continuous improvements

Source: Researcher's Document, (2025)

3.2.4. Unique Value Proposition

This unique value proposition gives Bhree Billiard a strong position in targeting the local entertainment and leisure market with a clear value for money proposition. The findings from customer interviews show that customers not only choose Bhree Billiard because of its low price, but because of the overall value package offered.

The Unique Value Proposition (UVP) of Bhree Billiard and Cafe lies in the combination of three main values that become competitive advantages:

1. Relatively affordable prices compared to similar competitors in the Nganjuk Regency area
2. Facilities include air conditioning, billiard gloves, karaoke and convenient location
3. The organization of regular tournaments every Tuesday which creates a solid and loyal community of billiard players.

3.2.5. Channels

Bhree Billiard and Cafe leverage a wide range of distribution and promotional channels:

Table 5. Channels

Yes	Digital Channels Solutions	Traditional Channels
1	WhatsApp is the most effective medium for communication with customers	Distribution of pamphlets to reach local communities
2	Facebook to upload promotional content	Strategic location close to crowds
3	WhatsApp Stories for more personalized promotions	Distribution of pamphlets to reach local communities

Source: Researcher (2025)

An important finding from the study is that most customers get to know Bhree Billiard through a friend recommendation, rather than through social media, which suggests that customer satisfaction is crucial in creating a natural referral effect.

3.2.6. Revenue Streams

Bhree Billiard and Cafe have two main sources of income:

1. Main Revenue: Billiards game services that are the largest and most profitable contributor according to business owners
2. Supporting Revenue: The sale of beverages that complement the customer's experience while playing billiards

This revenue stream structure shows a clear focus on the core business (billiard services) while still offering complementary products (beverages) to increase transaction value per customer.

3.2.7. Cost Structure

The Cost Structure includes several components of operational costs:

1. The cost of maintaining billiard equipment (tables, balls, and sticks) which is relatively expensive and is the largest operational expense
2. The cost of raw materials for beverages allocated as urgent/primary needs in daily operations
3. Billiard maintenance supporting media such as cleaning tools and carpet care materials

Business owners implement cost control strategies through an income recap system and allocate urgent/primary needs, ensuring that expenses remain efficient while maintaining service quality.

3.2.8. Key Metrics

Key metrics used by Bhree Billiard and Cafe include:

Table 6. Key Metrics

Yes	Customer Satisfaction Metrics	Operational Metrics	Customer Engagement Metrics
1	Customer comfort in terms of both venue and facilities	The ability to maintain price stability in the midst of difficult economic conditions	Participation in regular tournaments
2	Customer comfort in terms of both venue and facilities	The condition and cleanliness of the facilities, especially the billiard table	Repeat visit rate
3	Satisfaction level with the gaming experience	Availability of menus and stock of operational materials	Number of recommendations from customers to their friends

Source: Researcher (2025)

Evaluations are conducted periodically about once every 1 month to monitor operational performance and receive customer feedback.

3.2.9. Unfair Advantage

Unfair Advantage Bhree Billiard and Cafe include some competitive advantages that are difficult for competitors to replicate:

1. A combination of affordable prices and adequate facilities that create a strong value for money proposition for customers
2. A strategic location close to the crowd provides good accessibility and is an advantage that is not easily replicated by new competitors
3. A solid and loyal community of billiard players built through regular tournaments, creates a network effect where the more players join, the more attractive this place is to other players

This advantage gives Bhree Billiard a strong competitive position that is difficult for competitors to replicate, especially in terms of customer loyalty and community network effect.

3.3 Lean Canvas Mapping of Bhree Billiard and Cafe

Here is a comprehensive mapping of the Lean Canvas for Bhree Billiard and Cafe:

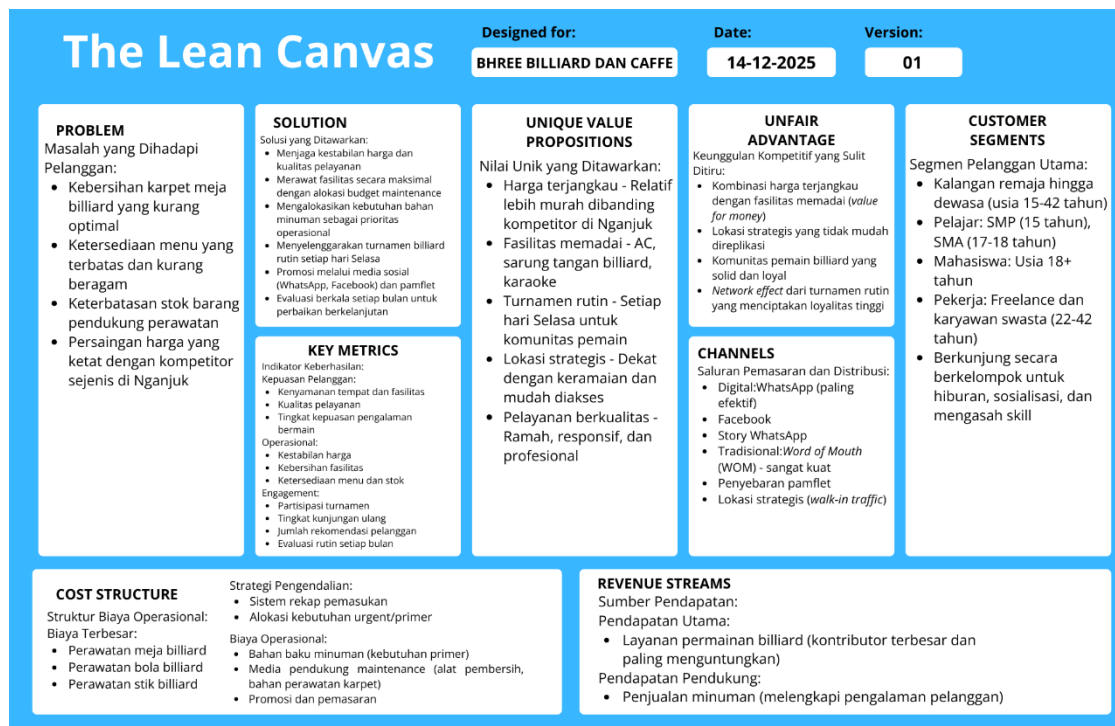


Figure 1. Bhree Billiard and Cafe Lean Canvas Mapping

Source: Researcher (2025)

The Lean Canvas mapping above summarizes the final results of the analysis of Bhree Billiard and Cafe's competitive strategies in a systematic and concise manner. Lean Canvas is proven to help business owners understand customer needs, identify operational problems and competitive challenges, formulate the right strategic solutions, and develop effective differentiation strategies.

3.4 In-Depth Discussion

3.4.1. Customer Segments Analysis

The broad segmentation of customers with an age range of 15-42 years shows that Bhree Billiard has cross-generational appeal. This segment has a tendency to consume social and recreational, especially in the context of socializing with friends, relieving stress, and honing billiards skills. This directs marketing strategies to highlight not only physical facilities, but also atmosphere, community, and engagement programs such as tournaments that create a sense of belonging for customers. The implementation of Lean Canvas in this study shows that systematic business model mapping can help business actors formulate more structured and competitive business development strategies [8].

3.4.2. Problem and Solution Analysis

The problem of less than optimal cleanliness of billiard table carpets has become a consistent complaint from customers. While customers understand and appreciate affordable prices, there are still expectations for the quality of facilities that must be met to maintain their satisfaction and loyalty. The limited availability of menus is also a barrier in increasing revenue per customer and extending the duration of customer visits.

The solutions implemented demonstrate management's commitment to the main value proposition. The holding of a routine billiard tournament every Tuesday not only answers the needs of customer engagement and socialization, but also creates a strong

differentiation from competitors. Periodic evaluations every month show a responsive management approach and are oriented towards continuous improvement. The identification of problems and solutions in this study is consistent with previous research, which states that the Lean Canvas is effective in analyzing business issues and determining appropriate solutions [9].

3.4.3. Unique Value Proposition Analysis

The combination of affordable prices, adequate facilities, and regular tournaments creates a clear differentiation in the eyes of consumers that is not easy to find in other competitors in Nganjuk Regency. The findings from customer interviews show that customers not only choose Bhree Billiard because of its low prices, but because of the overall value package offered: high value for money, environmental convenience, the opportunity to join the player community, and the opportunity to grow through the competition in tournaments. The research findings indicate that the importance of value proposition in attracting customers is consistent with previous studies, which emphasize that understanding consumer needs forms the foundation for developing business strategies [10].

3.4.4. Channel Analysis

The dominance of word of mouth (WOM) as the primary customer acquisition channel indicates that customer satisfaction creates a very strong natural referral effect. These findings reinforce the importance of service excellence in marketing strategies, because every satisfied customer has the potential to become a brand ambassador who brings in new customers.

The use of social media such as WhatsApp and Facebook has been carried out as a communication and promotional channel. WhatsApp has proven to be the most effective because it allows for direct, personalized, and real-time communication with customers. However, customers stated that promotions on social media in general have not caught their attention too much, which suggests that content and engagement strategies on digital platforms need to be improved. The dominance of word of mouth in this study indicates that effective communication and strong customer relationships play an important role in attracting new customer [11].

3.4.5. Revenue Streams and Cost Structure Analysis

The revenue structure that focuses on billiard services as a core business and the sale of beverages as a complementary product shows a focused business model but still has significant room for development. The finding that limited menus are a consistent complaint from customers shows a great opportunity to increase revenue per customer through product diversification.

The cost structure dominated by the maintenance of billiard equipment shows the management's commitment to maintaining the quality of facilities as the main asset of the business. The decision to allocate maintenance costs as a priority is in line with customer complaints regarding the cleanliness of billiard table carpets, which affirm that investment in facility maintenance is not just an expense, but a strategy to maintain customer satisfaction and loyalty. Structured business model management through Lean Canvas has been proven to help SMEs improve business performance and adapt to market change [12].

3.4.6. Key Metrics and Unfair Advantage Analysis

The metrics used today already include important aspects such as customer satisfaction, operational quality, and customer engagement. However, the existing metrics are still qualitative and have not been fully measured quantitatively. In the future, Bhree

Billiard needs to implement additional metrics that are more specific and measurable such as customer retention rate, tournament participation rate, effectiveness of promotional channels, and average transaction value.

Competitive advantage that is difficult to replicate lies in three main pillars that reinforce each other: a combination of affordable prices with adequate facilities, a strategic location, and a solid and loyal community of billiard players with a network effect. This community creates a high switching cost, as customers will lose social and community value if they move to another competitor.

4. Conclusion

The results of the analysis show that Bhree Billiard and Cafe have a solid business model foundation with a clear customer segment, namely teenagers to adults aged 15-42 years old consisting of junior high school students, high school students, college students, freelancers, and private employees. This segment has consumption characteristics that are social and recreational, not only looking for a place to play billiard but also a space to socialize, relieve stress, and hone skills in a comfortable community atmosphere. Bhree Billiard and Cafe's Unique Value Proposition (UVP) lies in the combination of three main values that serve as a competitive advantage: affordable prices compared to similar competitors, adequate facilities (air conditioning, billiard gloves, karaoke), and regular tournaments every Tuesday that create a solid and loyal community of players. This value for money proposition creates a clear and strong differentiation in the eyes of consumers, supported by an easily accessible strategic location and friendly and responsive service.

The study provides both theoretical and practical contributions. Theoretically, it enriches the literature related to the application of Lean Canvas as a strategic tool in developing competitive strategies in the MSME sector, particularly in entertainment businesses such as billiard and café services. Practically, this research offers insights and strategic recommendations for business owners in improving competitiveness, including menu diversification, facility optimization, strengthening digital promotion, and implementing measurable performance metrics. The results of this study can also serve as a reference for other MSMEs in designing adaptive and sustainable business strategies.

However, this study has several limitations. The research was conducted only as a single case study at Bhree Billiard and Café with a limited number of informants, which may affect the generalizability of the findings. In addition, the analysis primarily uses qualitative data and has not fully incorporated quantitative performance measurement. Future research is expected to involve a larger sample size, apply mixed methods, and explore broader variables to produce more comprehensive and generalizable findings.

AI-Assisted Content Attribution

The author acknowledges the use of artificial intelligence applications, namely ChatGPT (OpenAI), DeepL Translator (DeepL GmbH), and Grammarly (Grammarly Inc.), in the process of writing and preparing this research, particularly for translation, language editing, and structuring sentences to improve clarity and coherence. These AI tools were utilized solely as supportive instruments and not as primary source of the research content. It is important to note that any AI-generated output was not used verbatim but has been thoroughly reviewed, revised, and refined by the author to ensure the accuracy, authenticity, and integrity of the information presented. The author's independent judgment and decisions played a significant role in interpreting and validating

the content. Therefore, the final work represents a collaborative effort between human expertise and AI-assisted support.

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