

# IMPLEMENTATION OF THE BUSINESS MODEL CANVAS ON MOM N GO COOKIES

Rayhan Praditya Oktavianto<sup>1</sup>, Hari Susanta Nugraha<sup>2</sup>

<sup>1,2</sup>Departemen Business Administration, Faculty of Social Science and Political Science  
Universitas Diponegoro, Semarang, Indonesia

<sup>1</sup>Email: [rayhanpraditya.o@gmail.com](mailto:rayhanpraditya.o@gmail.com)

**Abstract:** *This research focuses on the application of Business Model Canvas to Mom N Go Cookies, a small and medium enterprise (SME) engaged in food production, especially cookies. This research aims to analyze the business model design of Mom N Go Cookies in accordance with current conditions, as well as provide recommendations for effective and efficient business development strategies. The method used in this research is a qualitative approach through in-depth interviews, observations, and literature studies. Business Model Canvas was chosen because of its ability to provide a clear and structured visualization of the essential elements of a business, such as customer segments, value propositions, key resources, and revenue streams. The results showed that Mom N Go Cookies has great potential to grow through product innovation, customer segment expansion, and optimization of marketing strategies, both online and offline. Business strategy development recommendations include product diversification and increased collaboration with strategic partners. This research is expected to provide insight for SME entrepreneurs in planning Business Model Canvas-based business strategies and help Mom N Go Cookies compete in an increasingly competitive market.*

**Keywords:** *Business Model Canvas; Strategy; Development; Innovation; Potential; Competitive; Visualization; Recommendation; Collaboration*

**Abstraksi:** Penelitian ini berfokus pada penerapan Business Model Canvas pada Mom N Go Cookies, sebuah usaha kecil menengah (UMKM) yang bergerak di bidang produksi makanan, khususnya kue kering. Penelitian ini bertujuan untuk menganalisis desain model bisnis Mom N Go Cookies sesuai dengan kondisi saat ini, serta memberikan rekomendasi strategi pengembangan bisnis yang efektif dan efisien. Metode yang digunakan dalam penelitian ini adalah pendekatan kualitatif melalui wawancara mendalam, observasi, dan studi pustaka. Business Model Canvas dipilih karena kemampuannya memberikan visualisasi yang jelas dan terstruktur mengenai elemen-elemen penting dari bisnis, seperti segmen pelanggan, proposisi nilai, sumber daya utama, dan aliran pendapatan. Hasil penelitian menunjukkan bahwa Mom N Go Cookies memiliki potensi besar untuk berkembang melalui inovasi produk, perluasan segmen pelanggan, serta optimalisasi strategi pemasaran, baik secara online maupun offline. Rekomendasi pengembangan strategi bisnis meliputi diversifikasi produk dan peningkatan kolaborasi dengan mitra strategis. Penelitian ini diharapkan dapat memberikan wawasan bagi pengusaha UMKM dalam merencanakan strategi bisnis berbasis Business Model Canvas dan membantu Mom N Go Cookies bersaing di pasar yang semakin kompetitif.

**Kata Kunci:** Business Model Canvas; Strategi; Pengembangan; Inovasi; Potensi; Kompetitif; Visualisasi; Rekomendasi; Kolaborasi

## Introduction

In this ever-evolving era, the world of business and organizations faces increasingly complex challenges. The current state of the management strategy reflects a dynamic landscape, influenced by changes in technology, global markets, shifts in consumer values and environmental demands. Management strategy has become a critical element in directing the direction, growth and sustainability of a non-profit organization or the public sector. In the face of higher uncertainty and intensifying competition, current management strategies tend to include an adaptive and responsive approach. Organizations need to be able to anticipate change and respond quickly, so flexibility and innovation are key roles in modern management strategies. Digital transformation

has also changed the management strategy paradigm. Organizations must understand how technology can affect operations, interactions with customers and how to create value. This can involve applying technologies such as data analytics, artificial intelligence (AI) and process automation to optimize performance and decision making (Ekuma, 2024).

In addition, aspects of sustainability and social responsibility are increasingly being considered in management strategy. Organizations need to consider environmental, social and governance impacts in their decisions, not only to comply with regulations but also to build a strong reputation and win customer trust (Tripopsakul & Puriwat, 2022). It is also important to note that current management strategies face challenges in integrating multigenerational and diverse perspectives in the workforce. In order to optimize productivity and collaboration, strategy must include approaches that understand the different values and preferences of different groups of individuals. Thus, the current state of management strategy represents a diverse and dynamic landscape, which demands constant awareness, adaptation and innovation from leaders and decision makers (Vagnani & Volpe, 2017).

According to Porter (1980), a professor from Harvard Business School, is known for the concept of "Competitive Strategy". In his book "Competitive Strategy: Techniques for Analyzing Industries and Competitors", he argues that marketing strategy is about creating and maintaining a competitive advantage in the industry. He divides competitive advantage into low costs and product differentiation, and outlines five forces that influence the attractiveness of an industry. His view focuses on selecting the right market segments and creating a distinct advantage over competitors (Stonehouse & Snowdon, 2007).

Marketing strategies in Indonesia (as in many other countries) are constantly changing in line with developments in economic trends, technology and consumer behavior. Some of the trends that may impact marketing strategy in Indonesia include: (a) Increasing Use of Internet and Social Media: The growing use of the internet and social media in Indonesia provides great opportunities for companies to interact with consumers and promote their products or services digitally. (b) E-commerce: The development of e-commerce and the adoption of e-commerce platforms such as Tokopedia, Bukalapak, Shopee and Lazada have changed the way consumers shop. This encourages companies to develop effective online marketing strategies. (c) Mobile Marketing: Smartphone use continues to increase in Indonesia. Therefore, mobile-optimized marketing strategies, including responsive ads and mobile-based apps, are even more important. (d) Personalization and Data Analytics: Companies are increasingly relying on data to understand consumer preferences and provide a more personalized experience. Marketing strategy focuses on data analytics and target segmentation is becoming more common. (e) The Importance of Visual and Video Content: Visual and video content are increasingly dominant in marketing strategies. Platforms like YouTube, Instagram and TikTok are becoming popular places to share visual content. (f) Value-Based Marketing: Consumers are increasingly concerned about social and environmental issues. Companies that emphasize the values of sustainability and social responsibility in their marketing strategies tend to attract consumers' attention. (g) Use of Influencer Marketing: Social media influencers have a significant influence on consumer purchasing decisions (Li et al. (2021), Jayasinghe (2021), Mocanu & Szakal (2024), Chandra et al. (2022)).

Many companies adopt marketing strategies that involve collaboration with influencers. Micro, Small and Medium Enterprises (MSMEs) are business categories that are defined based on certain criteria, such as size, number of employees, asset value and annual income. MSMEs have an important role in the economy because they tend to have a significant impact on job creation, economic diversification, and regional growth. The definition of MSMEs can vary depending on the country and institution that issued the definition. According to United Nations Industrial Development Organization (UNIDO) - 1996: UNIDO defines MSMEs as independent economic units that have fewer than 10 employees and assets of less than or equal to \$100,000. This

definition is more quantitative in nature. While Government Regulation of Republic of Indonesia No. 7 and 8 of 2021 have determined that MSMEs are companies that have maximum working capital of ten billion rupiah excluding land and buildings for business premises.

In general, all companies or businesses want to achieve the same goal of obtaining. But for some companies the profit is difficult to achieve and does not match what is expected. Likewise with the current condition of the Covid-19 pandemic which has an impact on people around the world and makes people think repeatedly about buying something. In addition to the pandemic, the current era of globalization is something that cannot be avoided by the entire world community, including in this digital era. Changes that have a negative impact will hinder the company from achieving its goals, while positive changes will support the survival of the company. Many competitors have emerged and the company must be able to compete with other companies in order to get the desired profit.

The success of an enterprise will largely depend on the results of marketing carried out by the company itself, without a marketing strategy the company will be difficult to achieve the goals of the company itself. Marketing strategy has an important role and greatly determines the success of the company because there is no benefit to the company if the product is not sold or marketed. Marketing strategies play two important roles to sustain competitive advantage: (1) encourage customers to return (according to market-based view), and (2) create distinctive competencies through making core competencies (Aghazadeh, 2015).

Before the COVID-19 pandemic, many MSMEs in various countries experienced positive growth and development. They contribute to job creation, innovation and local economic growth. However, the situation changed drastically after the COVID-19 pandemic hit. Before the COVID-19 Pandemic, growth, many MSMEs are experiencing growth in turnover and income. They may participate in fairs and business events to promote their products or services. Access to Finance, although there are still challenges, some MSMEs have better access to finance through banks, financial institutions or microloans. Physical Sales: Many MSMEs rely on physical sales through physical stores, traditional markets, or exhibition events. Online Limitations, despite the surge in online business, there are still many MSMEs that have not adopted an e-commerce strategy. After the COVID-19 Pandemic, Financial Challenges, many MSMEs are facing financial challenges due to decreased sales and operational disruptions during the lockdown and social distancing periods. The Shift to Online, The pandemic has prompted many MSMEs to switch to online business models and e-commerce platforms to maintain sales and reach customers. Innovation and Creativity, some MSMEs are forced to look for new ways to generate income, such as developing new products or services or collaborating with other MSMEs. Digital Readiness, The pandemic is driving the adoption of digital technology and skills, both in selling online and managing a business virtually. Government Support, Many governments provide financial support and training to MSMEs to help them survive the crisis.

It should be noted that the impact of the pandemic may vary in different regions and countries, depending on government response, rate of spread of the virus, and other economic factors. MSMEs in general face big challenges after the pandemic, but new opportunities can also arise through innovation and adaptation of business strategies (Caballero-Morales, 2021).

MOM N GO or better known as Bakery is one of the author's own aunt's businesses. That business founded in May 2017. Mom N Go selling food products, especially pastries or cookies such as nastar cakes, cat tongue cakes, kastengels, snow white cakes and choco brownie cookies. Food products sold are products that are often eaten daily for people's snacks from a young age, old age, even to children. Not a few businesses in the city of Jakarta that market similar food products and generally the marketing strategies used are different. MOM N GO must have the maximum possible effort in order to compete in meeting the needs and desires of customers as well as possible.

The Business Model Canvas is a visual tool used to design or engineer a business model for a company or organization (Hanshaw & Osterwalder, 2015). The main goal of the Business Model Canvas is to help companies visualize their business model in a clearer and more structured way. This canvas consists of nine key elements that cover important aspects of a business model, namely: customer Segment, who is the target market of the company or organization. Value Proposition, what a company or organization can offer customers to meet their needs. Distribution Channels, how a company or organization delivers its products or services to customers. Relationships with Customers, what types of interactions occur between a company or organization and customers. Source of Revenue, how a company or organization makes money from its products or services. Key Activities, the main activities that a company or organization performs to carry out their business. Resources, what resources does a company or organization need to run their business. Key Partners, anyone who assists a company or organization in running their business. Cost Structure, what costs a company or organization incurs to run their business (Osterwalder et al., 2005).

By using the Business Model Canvas, companies can easily identify the strengths and weaknesses of their business model, and find opportunities to make changes or improvements. This tool is very useful for entrepreneurs and business owners to develop new business or improve existing business. The Business Model Canvas has a very important role in a business, especially in terms of business development and planning.

Business Model Canvas helps business owners to understand and recognize their business model in a clear and structured way. It helps business owners to understand how business elements relate to each other and how they can maximize revenue and minimize costs. Assist in planning and growing the business, The Business Model Canvas assists business owners in planning and growing their business by presenting the key elements of the business in an easy-to-understand visual format. By understanding the key elements of their business, business owners can develop effective strategies to achieve their business goals. Helps to identify opportunities and risks, The Business Model Canvas helps business owners to identify opportunities and risks in their business. By looking at the business model holistically, business owners can see new opportunities and avoid risks that may arise. Helps in communicating the business model, The Business Model Canvas simplifies communication between the various parties involved in the business. In one document, companies can easily explain their business model to investors, customers and other business partners. Help to change business models, Business Model Canvas helps business owners in changing their business models according to market changes and trends. By understanding the key elements of their business, business owners can easily evaluate and change their business model to optimize business performance. Overall, the Business Model Canvas is very important in business development and helps business owners understand, plan, develop, and change their business model according to market changes and trends (Osterwalder, 2004).

The Business Model Canvas has several advantages that make it very useful in business development. Following are some of the advantages possessed by the Business Model Canvas (Becker & Bröcker, 2021): 1) Enables holistic visualization of the business model, The Business Model Canvas allows business owners to view the business model holistically and present it in an easy-to-understand visual format. This makes it easier for business owners to understand the key elements of their business and how these elements relate to one another. 2) Simplify the business planning process, The Business Model Canvas simplifies the business planning process by presenting key elements of the business in an easy-to-understand visual format. This allows business owners to easily develop effective strategies to achieve their business goals. Enabling the development of more effective business models, By understanding the key elements of their business, business owners can develop more effective business models to maximize revenue and minimize costs. 3) Assist in identifying opportunities and risks, The Business Model Canvas helps business owners to identify opportunities and risks in their business by looking at the business

model holistically. 4) Enabling more effective communication, The Business Model Canvas enables more effective communication between different parties involved in the business. In one document, companies can easily explain their business model to investors, customers and other business partners. 5) Allows for the development of flexible business strategies, The Business Model Canvas allows business owners to change their business model according to market changes and trends. By understanding the key elements of their business, business owners can easily evaluate and change their business model to optimize business performance. Overall, the Business Model Canvas has several advantages that make it very useful in business development. With these tools, business owners can visualize their business model holistically, simplify the business planning process, develop more effective business models, identify opportunities and risks, improve communication, and develop flexible business strategies (Osterwalder, 2004).

While the Business Model Canvas is a very useful tool for growing a business, it does have some drawbacks to be aware of. Following are some of the disadvantages of the Business Model Canvas (Becker & Bröcker, 2021): 1) Too simple, While the Business Model Canvas is easy to use, it's too simple and may not consider the more complex aspects of a business. 2) Does not provide sufficient detail, The Business Model Canvas only provides an overview of a business and does not provide sufficient detail to account for all the factors and variables that affect a business. 3) Does not provide specific solutions, The Business Model Canvas can identify problems in the business, but does not provide specific solutions to those problems. It is up to the user to develop the right solution. 4) Does not consider market changes: The Business Model Canvas does not consider changes in the market or trends that may affect a business. Therefore, this tool should be used as a tool to evaluate and change existing business models. 5) Does not provide a holistic picture, The Business Model Canvas only considers individual business elements and does not provide a holistic picture of how these elements work together to achieve a larger business goal Canvas (Becker & Bröcker, 2021).

In conclusion, although the Business Model Canvas is a useful tool in developing a business, it has some drawbacks that need to be considered. Therefore, it is advisable to use this tool in combination with market analysis and development of a more holistic strategy to optimize its use in developing a business.

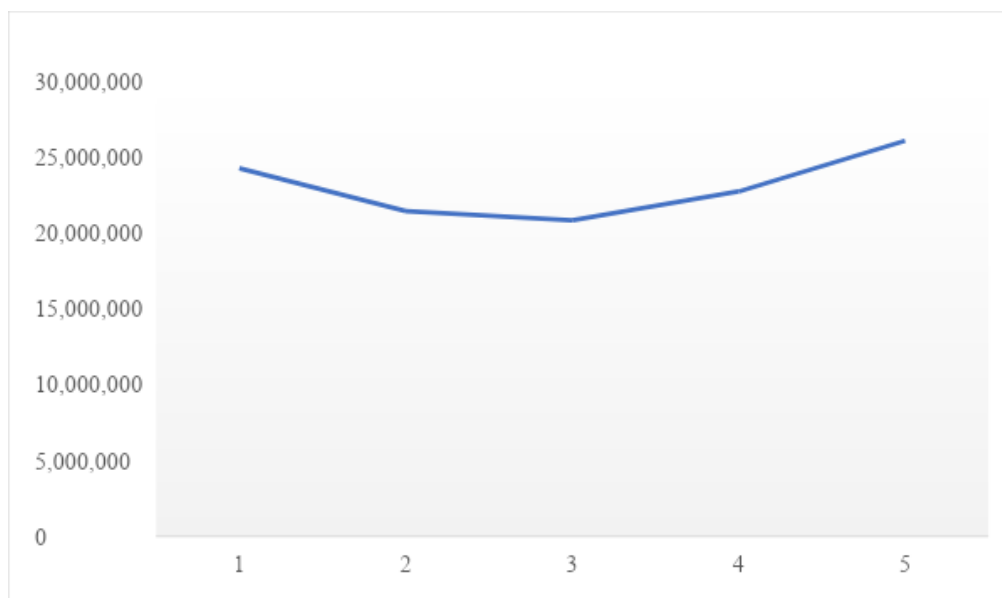
Company Omzet, turnover is the profit business owner get from the sale of services or goods. In a company, the value of turnover is often used as an indicator to determine the class of the company, whether it is included in the small, medium or large scale. In the Big Indonesian Dictionary (KBBI), the word turnover means the amount of money from the sale of certain goods in a certain period of time. In short, the definition of turnover is the company's entire gross revenue before deducting production costs, employee salaries, and other operational costs.

#### 1. How to Achieve Turnover Targets

Turnover target is something that business owner must set when doing business. Having a target will make business owner excited about selling products. Here are some ways that business owner can do to reach turnover target: a) Set the Right Target. The first step Business owner must take to achieve turnover is to set a target that is suitable for business growth. Business owner can decide how many sales targets and company turnover for one sales period. It would be better if business owner make targets for each type of product business owner sell. b) Evaluate Regularly. After having a target, the next thing business owner can do to achieve turnover is to evaluate the business that is already running. Regular evaluation can help business owner to see the achievements and set the next target. c) Research on Competitors. One of the steps business owner can take to achieve the turnover target is to track other competitors' movements. The formation of a high sense of competition will motivate business owner to achieve targets and beat other competitor's. In addition, business owner can also develop new strategies to be better.

## 2. Tips to Increase Business Turnover

Turnover is something that must continue to grow. Therefore, usually companies will continue to try to increase turnover in order to get greater profits. Here are some tips to increase turnover. Increase Product Prices. Increasing product prices can make business make more profit. This is because increasing product prices will increase revenue even with the same number of purchases. increase customers. The more people who come to the owner place of business, the more orders there will be. This relatively easy strategy will certainly bring in more money. Improve Promotion Strategy. Another effort business owner can make to increase turnover is to do promotions with strong product branding. Business owner can do promotions according to owner ability, needs, and target market. This step will make the products more recognized by many people. Improve Service and Product Quality. Increasingly, market competition will certainly be tighter. To deal with this, the business owner need to improve the quality of the products offered to stay ahead of other competitors.



**Figure 1.1 Data Omzet Mom n Go**

Source: Owner Mom n Go

**Table 1. 1 Location of Total Followers**

Location	Followers	Amount
Balikpapan	54.3%	543
Samarinda	5.4%	54
Nunukan	3.9%	39
Jakarta	3.9%	39
Malinau	3.2%	32

Source data: Mom n Go Owner

Above table 1.1 is data of location followers. We can see that Balikpapan is the most follower because Mom N Go is come from Balikpapan. Malinau is in the last place with 3.2% which means the least followers are from Malinau. Samarinda is in the second place and Nunukan and Jakarta is the same place because many of family from owner Mom N Go stay in Jakarta and Nunukan. One way that can be done to find out how influential Instagram social media is in sellingan Mom n Go by going through the stage of taking profit data for the last 3 years with interview techniques for Mom n Go owners.

## Theoretical Review

The theoretical foundation of this research focuses on the application of the Business Model Canvas (BMC) as a strategic tool to develop a more efficient and structured business model, as well as on business development concepts relevant to Small and Medium Enterprises (SMEs). This theory provides a basis for understanding key elements within a business model, including customer segments, value propositions, distribution channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure.

## 1. Concept of Business Model Canvas

The Business Model Canvas (BMC) was developed by Alexander Osterwalder as a visual tool used to systematically map and design business models. It comprises nine main building blocks that help business owners visualize their business model holistically, understanding how these components interact and align. According to Osterwalder (2010), the nine BMC components are:

- **Customer Segments:** This block identifies the core customer groups targeted by the product or service. It addresses the question of who the business's primary customers are, and what their needs and characteristics are.
- **Value Propositions:** This block explains what value the company delivers to its customers and what makes the product or service stand out from the competition. It focuses on the unique benefits or solutions provided to address customer pain points.
- **Channels:** Channels refer to the means through which a business delivers its value proposition to its customers. These could include physical stores, online platforms, or third-party distribution networks.
- **Customer Relationships:** This element defines how the business interacts and builds relationships with its customers. It outlines strategies for customer acquisition, retention, and upselling.
- **Revenue Streams:** This block describes how the business generates income from its value propositions. It could include direct sales, subscription models, licensing fees, or other revenue-generating mechanisms.
- **Key Resources:** Key resources are the assets necessary to deliver the value proposition, serve the customer segment, and ensure the business's operations run smoothly. These include human resources, intellectual property, physical assets, and financial capital.
- **Key Activities:** The core activities the business must undertake to create, deliver, and capture value. These include production, marketing, and customer support.
- **Key Partnerships:** Partnerships that a business must form to optimize operations, reduce risks, or acquire specific resources or capabilities. These partnerships could be with suppliers, distributors, or even competitors in a strategic alliance.
- **Cost Structure:** This element outlines all the costs involved in running the business model, including fixed and variable costs such as production, marketing, and operational expenses.

## 2. Strategic Management

Strategic management is a field that integrates management functions to make long-term strategic decisions aimed at achieving organizational goals effectively and efficiently. According to Wheelen and Hunger (2011), strategic management encompasses a set of managerial actions that determine the long-term performance of an organization. The strategic management process includes:

- **Strategy Formulation:** Identifying the business's strengths, weaknesses, opportunities, and threats to devise a strategic plan.

- Strategy Implementation: Allocating resources and coordinating staff to implement the formulated strategy.
- Strategy Evaluation: Reviewing and evaluating the results to ensure that the business remains on track to meet its objectives.

### 3. Business Development in SMEs

Business development is a continuous process aimed at improving a business's competitive position and ensuring long-term growth. For SMEs, business development often involves identifying new market opportunities, expanding product lines, and strengthening operational capabilities.

According to Ansoff's Product-Market Matrix (1957), business development strategies include:

- Market Penetration: Increasing sales of existing products in current markets through strategies like price adjustments or enhanced marketing.
- Market Development: Expanding into new markets using existing products, often through geographical expansion.
- Product Development: Introducing new products to current markets, requiring investment in research and development.
- Diversification: Entering new markets with new products, which carries the highest risk but can yield significant rewards if successful.

### 4. Business Model Innovation

Business model innovation is the process of redesigning a business's model to offer new or improved value propositions to its customers. It is not merely about product innovation but involves creating new ways of delivering and capturing value. According to Teece (2010), business model innovation can help firms adapt to changes in the environment and sustain competitive advantage by rethinking how they generate, deliver, and capture value.

### 5. Benefits and Limitations of the Business Model Canvas

The BMC is a powerful tool for strategic planning, offering several benefits:

- Holistic Visualization: Allows for a comprehensive overview of the business model.
- Simplified Planning: Makes it easier to develop and communicate business strategies.
- Flexibility: Enables quick adjustments to changing market conditions.

However, it also has limitations:

- Oversimplification: May overlook complex elements of a business.
- Lack of Detail: Provides a high-level view but lacks operational specifics.
- Static Representation: Does not account for dynamic changes in the business environment.

By understanding the theoretical underpinnings of these concepts, this research aims to provide actionable recommendations for Mom N Go Cookies to optimize its business model using the BMC framework and achieve sustainable growth.

## **Methodology**

This research employs a qualitative approach using in-depth interviews, observations, and literature reviews to analyze the existing business model and propose recommendations for improvement. The primary data were collected from the business owner of Mom N Go Cookies, while secondary data were gathered from various academic sources and industry reports. The research framework utilized the BMC elements, which include Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. A descriptive case study method was adopted to provide a detailed understanding of the business's strategic elements. The focus was on mapping the existing business conditions using the BMC and evaluating the alignment between the business's internal capabilities and external market opportunities. Semi-structured interviews were conducted with the owner to capture insights on the business model's components and identify areas needing improvement. Field observations were made to understand operational processes and customer interactions. Relevant business documents and marketing materials were analyzed to complement primary data. Data were analyzed using thematic analysis to identify recurring patterns and themes related to the business model components. The findings were then categorized under the nine elements of the BMC.

## **Results**

The analysis of Mom N Go Cookies' business model reveals a comprehensive overview of the company's current operations, product offerings, and strategic initiatives. Using the Business Model Canvas (BMC) framework, each aspect of the business is examined to identify its strengths, areas of improvement, and opportunities for growth.

**Company Background and Historical Development** Mom N Go Cookies began as a collaborative venture between five culinary enthusiasts in February 2017, aiming to create a unique cookie brand for the Balikpapan market. However, by the end of 2017, four of the original founders exited the business, leaving the remaining founder to continue as the sole owner. This transition prompted a reorganization of the business strategy and ownership structure, leading to its formal establishment as a sole proprietorship under the name Mom N Go Cookies in December 2017. Over the past two years, the business has diversified its product line to include healthier options such as sugar-free and gluten-free cookies, catering to emerging consumer trends and health-conscious customers.

**Business Model Overview** Mom N Go Cookies currently operates using a B2C (Business-to-Customer) model, primarily targeting individual consumers. The business employs a multi-channel strategy by utilizing both online platforms (e.g., Instagram, Shopee, Google Business) and offline sales at its physical store in Balikpapan. This approach allows the company to reach a broad audience and provide convenient purchasing options. The integration of both digital and traditional sales channels has proven effective in maintaining customer engagement and facilitating smooth transaction processes.

**Product Offerings and Pricing Strategy** Mom N Go offers a diverse product line, including cookies, loafs, muffins, cakes, pastries, and pasta. Each product category is available in varying sizes and price points to cater to different consumer needs. The pricing strategy reflects a premium positioning, as most of the cookie products (e.g., Nastar, Kastengel, Putri Salju) are priced at IDR 100,000, while specialty items like banana loafs and muffins are available at lower price points. This pricing segmentation enables the business to attract both budget-conscious consumers and those seeking premium, high-quality snacks.

**Production and Human Resources** The company operates with a lean organizational structure, employing five daily workers distributed across key operational areas:

- a. Three workers in the production department, responsible for baking, packaging, and ensuring quality control.
- b. One worker in the administration department, managing orders, inventory, and coordinating logistics.
- c. Two workers dedicated to social media management, handling online marketing, customer engagement, and digital content creation.

This division of labor ensures efficiency in operations, although the limited workforce may pose challenges in scaling up production during peak seasons or high-demand periods. Marketing and Distribution Channels Marketing activities are conducted primarily through social media platforms (Instagram, Shopee, and Google Business), where Mom N Go Cookies has established a strong presence. The company's strategy involves leveraging visual and video content to showcase its products, promotions, and customer testimonials. Additionally, Mom N Go utilizes a direct delivery system and collaborates with local delivery services for product distribution, ensuring a seamless customer experience. The combination of online visibility and efficient distribution channels has positioned Mom N Go as a reputable brand within its local market.

Customer Relationships and Value Proposition Mom N Go's value proposition centers on providing high-quality, homemade snacks that are suitable for all age groups. The introduction of sugar-free and gluten-free variants further enhances its appeal, catering to customers with specific dietary needs. The company maintains strong customer relationships by actively engaging with its audience through social media, offering personalized recommendations, and maintaining high product standards in terms of taste, quality, and hygiene.

Challenges and Strategic Recommendations While the business has successfully established itself in Balikpapan, several challenges remain:

- a. Limited workforce: The small number of employees limits production capacity and may hinder the company's ability to meet growing demand.
- b. Operational scalability: With current production centered in a single location, expansion into new markets would require significant investment in infrastructure and human resources.
- c. Customer diversification: Mom N Go primarily serves a niche market of health-conscious consumers, which could limit its growth potential.

Strategic Recommendations include:

- a. Expand Workforce: Hire additional personnel, particularly in production and customer service, to increase capacity and enhance operational efficiency.
- b. Product Diversification: Develop new product lines that cater to broader customer segments, such as younger demographics and corporate clients.
- c. Partnerships: Explore strategic partnerships with local cafes and retail stores to increase brand visibility and distribution reach.
- d. Digital Marketing Optimization: Enhance the digital marketing strategy through targeted campaigns, influencer collaborations, and customer loyalty programs to build a stronger brand presence and attract a wider audience.

Future Growth Prospects Moving forward, Mom N Go Cookies aims to solidify its position as a leading producer of healthy, artisanal snacks in Indonesia. Its vision of becoming a well-known brand across the nation and potentially expanding internationally will require a robust growth strategy that emphasizes innovation, strategic partnerships, and sustainable business practices.

By addressing these key areas and implementing the proposed recommendations, Mom N Go Cookies can effectively leverage its strengths, capitalize on market opportunities, and achieve sustainable growth in the highly competitive food industry.

## **Discussion**

Diversification strategy is the development of new products in new markets as well which has the highest risk than other strategies that require new skills, new techniques, and also new facilities. Diversification aims to reduce dependence on a single product line and gain synergistic advantages to sell more of existing products by adding new products. Synergistic diversification in a horizontal direction is a suitable strategy for Mom n Go, which is through internal development by creating a variety of products of the same type but different in size, target market, or taste.

Strategic recommendations for business development of Mom n Go Cookies are:

### **1. Innovation**

Innovation needs to be done by Mom n Go as a new value that can be offered to consumers so that it becomes a competitive advantage and differentiates Mom n Go from its business competitors. Mom n Go can innovate its products with the following things:

- a. Creating new topping variants with trending flavors aimed at new customer segments tailored to their tastes. Most people will be interested in trying trending flavors because they feel bored and saturated with old flavors.
- b. Create a selection of packaging sizes that suit the needs of customers from those who just “try” to customers who will buy on a large scale.
- c. Create product packages by combining several products of the same or different types so that customers will feel more efficient, such as saving packages, all-flavor packages and family packages.
- d. Work with banks so that they can make promos and discounts if customers pay using banks that have collaborated with Mom n Go.
- e. Create a member card for customers and give some privileges to customers who use the member card such as getting discounts on purchases so that customers are loyal and continue to buy Mom n Go products repeatedly.

### **2. Conducting Field Research and Development**

Seeing the conditions that have occurred where Mom n Go has still not succeeded in bringing its new product to the market, it is necessary to conduct research and development. Research and development is needed to be able to analyze the wants and needs of the market, what trends are currently busy in the market so that the product to be launched is right on target and successful in the market, furthermore if it can compete and excel from its competitors. Simple research and development can be done by Argotelo by collecting the highest product sales data, observing what markets are being discussed, interacting with customers online or offline regarding what kind of flavors or products they want, and conducting initial trials by giving testers to customers.

### **3. Promotion**

Promotion needs to be done before launching the product to the market. This aims to introduce the product so that customers will be more aware of the arrival of new products. Promotion can be done online and offline such as making announcements on social media, creating interesting content about new products, giving discount vouchers for every purchase of new products, or direct word of mouth to customers or participating in offline events.

#### 4. Expansion

Expansion of the customer segment area is one of the keys to the success of the diversification strategy. New products are aimed at acquiring new customers who will become loyal customers so as to increase sales. Mom n Go needs to expand its market segment not only in Kalimantan but also throughout Java by developing business branches in each regional area. This strategy needs to be done to avoid competition in the same market segment with competitors. In addition, because Java Island has a dense population, the potential to get new customers and become better known by Mom n Go is also greater. This can increase product sales which indirectly also increase business turnover.

#### Conclusion

Based on research on analyzing the Mom n Go business development strategy through the Business Model Canvas method, the conclusions drawn are: The description of the business model run by Mom n Go today is B2C, which is those who make purchases for their own consumption. An overview of the Mom n Go business model through the Business Model Canvas method shows that currently some elements can be strengths or weaknesses. *Channel elements, key resources, key activities*, and also *key partners* are strengths for Mom n Go, while the elements of *customer segments, value propositions, customer relationships, revenue streams*, and also *cost structures* are still weaknesses for Mom n Go. In running its current business, Mom n Go is more about product development such as launching new products, new variants, or new saving packages aimed and sold to the existing market. This is motivated to attract satisfaction with the new product because there is a positive experience and response felt in the old product. The right strategy for Mom n Go is a change from 'Product Development' to 'Diversification'. Horizontal diversification is a suitable strategy for Mom n Go, which is through internal development by building new products with innovation and research and development strategies, and building new markets with promotion and expansion strategies.

#### References

- Aghazadeh, H. (2015). Strategic Marketing Management: Achieving Superior Business Performance through Intelligent Marketing Strategy. *Procedia - Social and Behavioral Sciences*, 207(21), 125–134. <https://doi.org/10.1016/j.sbspro.2015.10.161>
- Akdon. (2011). *Strategic Management for Educational Management*. Bandung: Alfabeta.
- Baden-Fuller, C., & Morgan, M. S. (2010). Business models as models. *Long Range Planning*, 43(2–3), 156–171. <https://doi.org/10.1016/j.lrp.2010.02.005>
- Becker, M., & Bröcker, J.-O. (2021). Business Model Canvas - Overview of the main advantages and disadvantages. *Leibniz Information Center for Economics*, 6, 1–9. <https://www.econstor.eu/handle/10419/234963>
- Caballero-Morales, S. O. (2021). Innovation as recovery strategy for SMEs in emerging economies during the COVID-19 pandemic. *Research in International Business and Finance*, 57(January), 101396. <https://doi.org/10.1016/j.ribaf.2021.101396>
- Chandra, S., Verma, S., Lim, W. M., Kumar, S., & Donthu, N. (2022). Personalization in personalized marketing: Trends and ways forward. *Psychology and Marketing*, 39(8), 1529–1562. <https://doi.org/10.1002/mar.21670>
- Dudin, M. N., Lyasnikov, N. V. evich, Leont'eva, L. S., Reshetov, K. J. evich, & Sidorenko, V. N. (2015). Business model canvas as a basis for the competitive advantage of enterprise structures in the industrial agriculture. *Biosciences Biotechnology Research Asia*, 12(1), 887–894. <https://doi.org/10.13005/bbra/1736>
- Dudin, M. N., Lyasnikov, N. V., Sekerin, V. D., Gorokhova, A. E., Danko, T. P., & Bank, O. A.

- (2017). Technological changes as the development factor of the global and Russian energy sector. *International Journal of Energy Economics and Policy*, 7(1), 209–215.
- Ekuma, K. (2024). Artificial Intelligence and Automation in Human Resource Development: A Systematic Review. *Human Resource Development Review*, 23(2), 199–229. <https://doi.org/10.1177/15344843231224009>
- Ellitan, L. (2006). Strategi Inovasi dan Kinerja Perusahaan Manufaktur di Indonesia: Pendekatan Model Simultan dan Model Sekuensial. *Jurnal Manajemen*, 6(1), 1–22.
- Han, J. K., Kim, N., & Srivastava, R. K. (1998). Market Orientation and Organizational Performance: Is Innovation a Missing Link? *Journal of Marketing*, 62(4), 30–45. <https://doi.org/10.1177/002224299806200403>
- Hanshaw, N., & Osterwalder, A. (2015). The Business Model Canvas. *Viiitattu*, 3, 94105. [http://scholar.google.com.au/scholar?q=business+model+canvas&btnG=&hl=en&as\\_sdt=0,5#7](http://scholar.google.com.au/scholar?q=business+model+canvas&btnG=&hl=en&as_sdt=0,5#7)
- Hurley, R. F., & Hult, G. T. M. (1998). Innovation, Market Orientation, and Organizational Learning: An Integration and Empirical Examination. *Journal of Marketing*, 62(3), 42–54. <https://doi.org/10.1177/002224299806200303>
- Indriyani, N., & Indriyani, R. (2017). Analisis Pengembangan Bisnis Dengan Pendekatan Business Model Canvas Pada Ud. Moga Jaya Surabaya. *AGORA*, 5(1). <https://doi.org/10.29244/jai.2017.5.2.165-176>
- Jalagat, R. (2016). The Impact of Change and Change Management in Achieving Corporate Goals and Objectives: Organizational Perspective. *International Journal of Science and Research (IJSR)*, 5(November), 1233–1239. <https://doi.org/10.21275/ART20163105>
- Jayasinghe, D. T. (2021). Social Media and Influencer Marketing Strategies: A conceptual Review on Contemporary Applications. *Global Scientific Journals*, 9(3), 403–424.
- Kasali, R. (2017). *Disruption*. Jakarta: Gramedia Pustaka Utama.
- Li, F., Larimo, J., & Leonidou, L. C. (2021). Social media marketing strategy: definition, conceptualization, taxonomy, validation, and future agenda. *Journal of the Academy of Marketing Science*, 49(1), 51–70. <https://doi.org/10.1007/s11747-020-00733-3>
- Malik, I. (2020). Strategi Perencanaan Dan Pengembangan Bisnis Dalam Menghadapi Perdagangan Bebas Masyarakat Ekonomi Asean. *Negotium: Jurnal Ilmu Administrasi Bisnis*, 3(1), 39. <https://doi.org/10.29103/njiab.v3i1.3051>
- Meldrum, M., & McDonald, M. (1995). *Concept 24 The Ansoff Matrix in: Key Marketing Concepts*. 121–122.
- Mocanu, A. A., & Szakal, A. C. (2024). Digital Marketing Strategies: A Comprehensive Literature Review. *Bulletin of the Transilvania University of Brasov. Series V: Economic Sciences*, 16(2), 37–44. <https://doi.org/10.31926/but.es.2023.16.65.2.4>
- Morris, M., Schindehutte, M., & Allen, J. (2005). The entrepreneur's business model: Toward a unified perspective. *Journal of Business Research*, 58(6), 726–735. <https://doi.org/10.1016/j.jbusres.2003.11.001>
- Muhamad Zulkyfli Luthan, Ratna Winandi, A. R. (2019). Analisis Pengembangan Model Bisnis Kanvas. *Forum Agribisnis: Agribusiness Forum*, 9(2), 185–199. <https://journal.ipb.ac.id/index.php/fagb/article/view/28141>
- Nazarudin. (2018). *Manajemen Strategik* (Edisi Ketu). Palembang: CV.Amanah.
- Nurjaman, F. R. A. (2021). Implementasi Business Model Canvas Sebagai Alternatif Strategi Bisnis Dalam Pengembangan Industri Kreatif. *EProceedings of Engineering*, 8(1).

- Nurrohman, A. F. (2019). *Penerapan Model Bisnis Canvas Pada Perusahaan Jasa Wedding Organizer*. Universitas Islam Indonesia.
- Osterwalder A. (2004) The business model ontology: A proposition in a design science approach. *Doctoral dissertation*. University of Lausanne.
- Osterwalder, A. (2010). *Business model generation: a handbook for visionaries, game changers, and challengers*. Canada: John wiley & Sons inc.
- Osterwalder, A., Pigneur, Y., & Tucci, C. L. (2005). Clarifying Business Models: Origins, Present, and Future of the Concept. *Communications of the Association for Information Systems*, 16(January). <https://doi.org/10.17705/1cais.01601>
- Pleshko, L. P., & Heiens, R. A. (2008). The contemporary product-market strategy grid and the link to market orientation and profitability. *Journal of Targeting, Measurement and Analysis for Marketing*, 16(2), 108–114. <https://doi.org/10.1057/jt.2008.2>
- Rangus, K., & Slavec, A. (2017). The interplay of decentralization, employee involvement and absorptive capacity on firms' innovation and business performance. *Technological Forecasting and Social Change*, 120, 195–203. <https://doi.org/10.1016/j.techfore.2016.12.017>
- Sanjaya, P. K. A., & Nuratama, I. P. (2021). *Tata Kelola Manajemen & Keuangan Usaha Mikro Kecil Mengengah*. Kab.Gowa : CV. Cahaya Bintang Cemerlang.
- Stonehouse, G., & Snowdon, B. (2007). Competitive advantage revisited Michael Porter on strategy and competitiveness. *Journal of Management Inquiry*, 16(3), 256–273. <https://doi.org/10.1177/1056492607306333>
- Subagyo, A. (2008). *Studi Kelayakan Teori dan Aplikasi*, Jakarta: PT. Gramedia. Anoraga.
- Sudiantini, D. (2022). *Manajemen Strategi*. In *Paper Knowledge . Toward a Media History of Documents* (Vol. 7, Issue 2).
- Sugiyono. (2017). *Metode Penelitian Bisnis. Pendekatan Kuantitatif, kualitatif dan R & D*. Bandung: Alfabeta.
- Sundnes, K. O. (2014). 11. Strategic planning. *Scandinavian Journal of Public Health*, 42(Suppl 14), 106–112. <https://doi.org/10.1177/1403494813515117>
- Tavallaei, M., & Talib, M. A. (2010). A general perspective on role of theory in qualitative research. *Journal of International Social Research*, 3(11).
- Teece, D. J. (2010). Business models, business strategy and innovation. *Long Range Planning*, 43(2–3), 172–194. <https://doi.org/10.1016/j.lrp.2009.07.003>
- The Strategy Institute. (2024). *The Ansoff Matrix: A Powerful Tool for Business Strategy and Growth*. The Strategy Institute. <https://www.thestrategyinstitute.org/insights/the-ansoff-matrix-a-powerful-tool-for-business-strategy-and-growth>
- Trimi, S., & Berbegal-Mirabent, J. (2012). Business model innovation in entrepreneurship. *International Entrepreneurship and Management Journal*, 8(4), 449–465. <https://doi.org/10.1007/s11365-012-0234-3>
- Tripopsakul, S., & Puriwat, W. (2022). Understanding the Impact of ESG on Brand Trust and Customer Engagement. *Journal of Human, Earth, and Future*, 3(4), 430–440. <https://doi.org/10.28991/HEF-2022-03-04-03>
- Vagnani, G., & Volpe, L. (2017). Innovation attributes and managers' decisions about the adoption of innovations in organizations: A meta-analytical review. *International Journal of Innovation Studies*, 1(2), 107–133. <https://doi.org/10.1016/j.ijis.2017.10.001>