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Analysis of the Implementation of the Canvas Business Model (BMC) Strategy at Orang Tua Group

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ABSTRAK
Penelitian ini bertujuan untuk menganalisis strukturr bisnis yang kompleks dari Group Orang Tua, yang menawarkan berbagai macam produk sehari-hari termasuk produk perawatan pribadi, minuman kesehatan, wafer dan biskuit, permen, produk susu, produk jeli, teh siap minum, dan air mineral. Perspektif Business Model Canvas (BMC) ini sebagai alat analisis strategi bisnis untuk meningkatkan keunggulan kompetitif sehingga dapat terus berkembang di tengah banyaknya pesaingan bisnis. Penelitian ini menggunakan pendekatan kualitatif, menggabungkan wawancara dengan kepala manajer penjualan dan wawasan dari pencarian web untuk memberikan pemahaman komprehensif tentang model bisnis Group Orang Tua. Group ini berkomitmen membangun inovasi, kepuasan pelanggan dan pengembangan karyawan dengan tetap menjaga lingkungan dan transparansi sebagai landasan kepercayaan. Keunggulan kompetitif perusahaan didasarkan pada faktor-faktor utama seperti strategi kemitraan dengan toko ritel, pemasok dan distributor, rangkaian produk yang luas, produk inovatif, dan pendekatan klien yang dipersonalisasi. Strategi pemasaran dievaluasi, dengan rekomendasi pemberian promosi dan Penawaran Khusus dengan menawarkan promosi dan penawaran khusus kepada konsumen, seperti diskon, hadiah gratis, atau program loyalitas, untuk mendorong pembelian dan membangun hubungan jangka panjang dengan pelanggan. Peneltian ini menyoroti kemajuan pesat Group Orang Tua dalam menyediakan produk dengan kualitas terbaik ke berbagai segmen klien, mulai dari pengecer hingga supermarket. Kontribusi struktur biaya perusahaan, diversifikasi pendapatan, dan ekspansi global berperan dalam memperkuat ketahanannya di sektor industri manufaktur. Kesuksesan Orang Tua Group yang berkelanjutan memberikan contoh berharga bagi para praktisi, cendekiawan, dan pelaku bisnis yang ingin memahami kompleksitas perekonomian global.

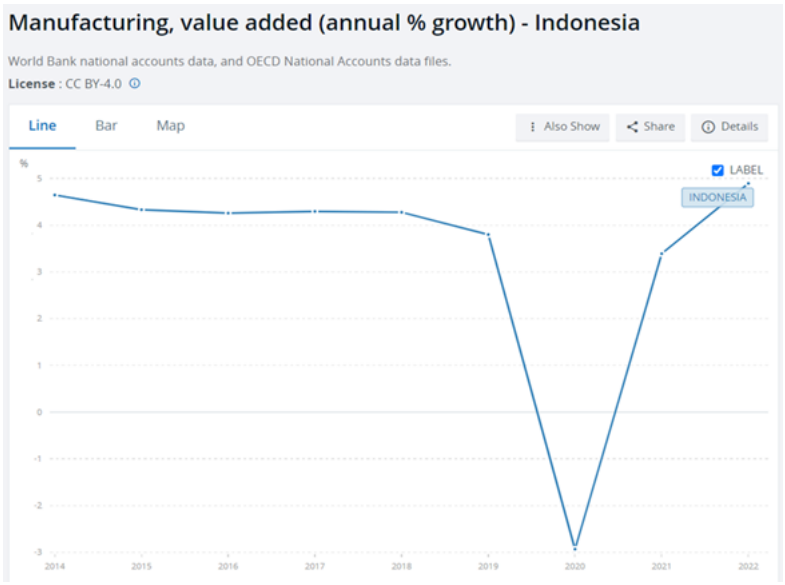
Kata kunci: business model canvas, keunggulan, kompetitif, manufaktur.

ABSTRACT
This study aims to analyze the complex business structure of Orang Tua Group, which offers a wide range of everyday products including personal care products, health drinks, wafers and biscuits, candies, dairy products, jelly products, ready-to-drink tea, and mineral water. The Business Model Canvas (BMC) perspective is used as a business strategy analysis tool to increase competitive advantage so that it can continue to grow amidst numerous business competitors. This study uses a qualitative approach, combining interviews with the head of sales managers and insights from web searches to provide a comprehensive understanding of the Orang Tua Group business model. The group is committed to building innovation, customer satisfaction and employee development while maintaining an environment and transparency as the foundation of trust. The company's competitive advantage is based on key factors such as partnership strategies with retail stores, suppliers and distributors, a wide product range, innovative products, and a personalized client approach. Marketing strategies are evaluated, with recommendations for providing promotions and Special Offers by offering promotions and special offers to consumers, such as discounts, free gifts, or loyalty programs, to encourage purchases and build long-term relationships with customers. This study highlights the rapid progress of Orang Tua Group in providing the best quality products to various client segments, from retailers to supermarkets. The company's cost structure, revenue diversification, and global expansion have contributed to its resilience in the manufacturing sector. The Orang Tua Group continued success provides a valuable example for practitioners, scholars, and businesspeople seeking to understand the complexities of the global economy.

Keywords : business model canvas, competitive, advantage, manufacture.

INTRODUCTION

The manufacturing sector plays a significant role in the Indonesian economy at the macro level. It contributes to economic growth by driving output distribution and stimulating downstream sectors. Indonesia has become the largest manufacturing base in ASEAN with a contribution reaching 20.27% to the national economy. Structural transformation is marked by a shift from the primary sector to the secondary and tertiary sectors (Sufriadi, 2018). The current development of the manufacturing industry in Indonesia is able to shift from commodity-based to manufacturing-based. A country can encourage economic growth by encouraging the expansion of the manufacturing industrial sector which is seen as capable of encouraging and driving the economy (Asmara, 2018.



Source : World Bank national accounts data, and OECD National Accounts data files.

Figure 1
Manufacturing, value added (annual % growth) - Indonesia

During the period of 2014-2022, Indonesia's manufacturing GDP had an average annual growth rate of 3.44% (World Bank processed by the Ministry of Industry). This growth rate is higher than the world average growth rate of 2.35%, as well as the members of The Organization for Economic Cooperation and Development - OECD (2.08%). Increasing the products produced will certainly increase employment (Pramusinto & Daerobi, 2020). Based on UNStats data, Indonesia's Manufacturing Value Added (MVA) in 2021 amounted to USD228 billion. The expansion of the industrial sector is not only marked by an increase in production volume, but also by an increase in the number of goods produced (Pauzah, 2018). During that period, Indonesia's MVA ranking was above several countries, such as Canada, Turkey, Ireland, Brazil, Spain, Switzerland, Thailand, and Poland. Indonesia's MVA contributes 1.46% to the entire worldwide MVA in 2021, showing that Indonesia is one of the fabricating powerhouses within the world as quoted by the Minister of Industry in 2024. During the period of 2014-2022, the average Contribution of manufacturing GDP to Indonesia's total GDP was 19.9%. Once again, this figure places Indonesia higher than the world average contribution of manufacturing GDP of 16.26% and the OECD country average (13.6%), also surpassing peer countries such as Australia (5.8%), Brazil (10.5%), Russia (12.5%), India (14.5%), Italy (14.7%), and the Philippines (18.8%). In a study titled "SMEs and its role in economic and socio-economic development of Pakistan," conducted by Zafar & Mustafa (2017), it was found that SMEs are a driving force in the global economy.

The development of infrastructure has been proven to have a multiplier effect on the economy of a country. Among these effects are increased investment climate, industrialization, promotion of the tourism sector, and acceleration of distribution processes that enhance the supply chain. The factors influencing the multiplier effect in the food and beverage (F&B) sector are diverse. Firstly, investment and infrastructure development in the food sector, such as food processing facilities and improved accessibility, can create a multiplier effect by attracting new investors, increasing

production, and absorbing labor. Secondly, tourist expenditures in the context of tourism can also have a significant multiplier effect on the local economy, stimulating further spending, increasing local income, and contributing to their welfare. Thirdly, empowering SMEs in the food sector through digital technology can pave the way for new economic growth with a strong multiplier effect. Government support in terms of skills training, operational support, finance, marketing, and promotion can also strengthen the multiplier effect in this sector. Lastly, the upstream oil and gas industry also has a significant multiplier effect on the national economy, with direct and indirect impacts on other sectors such as transportation, downstream industries, and information, which can affect overall economic growth. Apart from that, empirical findings show that the level of technology utilization and productivity in the manufacturing industrial sector in Indonesia is still relatively low when compared to the productivity of capital and labor (Lestari & WSU, 2017).

Orang Tua Group, a leading consumer goods company, produces various daily necessities products. It started as a conventional health drink with premium, standardized ingredients and manufacturing methods but has evolved into a modern entity while preserving the admirable ideals set by its founder. The company's brands include well-known names such as Tango, Oops, and Kiranti. Orang Tua Group has been honored with prestigious awards such as the Indonesia Customer Satisfaction Award (ICSA) for achieving the highest level of consumer satisfaction and the Superior Taste Award from the International Taste and Quality Institute (iTQi) Belgium, recognizing its outstanding product quality in taste, texture, and composition. These brands are leaders in the Indonesian market and have won various consumer satisfaction and best brand awards from nationally and internationally recognized review bodies. Orang Tua Group was founded in 1948 at a time when public acceptance of traditional health drinks was increasing. The company built a factory in Semarang, but then moved the factory to Jakarta to complement this opportunity. As the business developed, Orang Tua Group established various production facilities and new business units, starting with FORMULA brand toothpaste and toothbrushes. Since 1985, Orang Tua Group has established a holding company called ADA. ADA consists of Attention, Direction, and Action. With the presence of ADA, the company continues to add a strong sales team and increases production capacity and number of products. P.T. Arta Boga Cemerlang is the sole distributor of Orang Tua in Indonesia. PT Arta Boga Cemerlang has been active in the distribution sector since 1985. Thanks to hard work and continuous efforts to always provide the best, Arta Boga Cemerlang is recognized as the best distribution company in Indonesia. The Best Food Award and Best Distributor Award are given annually at the IMAC (Indonesia Most Admired Company) Corporate Image Awards. Arta Boga Cemerlang believes that reliability is the most important thing. Therefore, Arta Boga Cemerlang is the sole distributor of Orang Tua Group, prioritizing professionalism, timely delivery and wide area coverage.

Apart from the many achievements achieved and having excellent accessibility, it also makes it a favorite choice for customers to consume products from the Orang Tua Group. However, it does not rule out the possibility that the Orang Tua Group is, despite its challenges, such as dual conflicts consisting of internal and external due to poor service quality resulting in an increase in consumer complaints between 2008-2012. In addition, the Orang Tua Group has not yet reached the effective level in terms of education and training required. Orang Tua Group can efficiently adapt employee services to suit client behavior. And our final problem, if a product produced by Orang Tua Group does not sell well or is not in high demand, this can be seen from consumers not making repeat orders, so that the product produced does not meet Orang Tua Group expectations, and make the product stop being produced again and disappear from the market. Apart from that, research in the food and beverage sector helps develop businesses, clarify business strategies and so on. Orang Tua Group can improve service quality, operational effectiveness, save expenses, and improve the RnD department so that something similar doesn't happen again.

One way for the food & beverage business to compete is by creating good and appropriate business development strategies so that the company has a good business model (Zulkarnain et al., 2020). Increasingly diverse consumer demands require business owners to implement strategies for the continuity of their business by evaluating business models to suit developments (Suwarni & Handayani, 2020). Strategy and The business model plays an important role in the sustainability of a company, without these two things the company will not have a map as a guide to achieving its goals (Maftahah et al., 2022). One of the key elements in developing a good business strategy is that the

company must be able to identify the right market share and target market segmentation. The right way to create a good business development strategy is to use the Business Model Canvas (BMC). With a good strategy, a company or business can generate profits (Atmoko, 2018). According to Osterwalder & Pigneur (2010), Business Model Canvas is a business model that describes the basic thinking about how a business can create, deliver, and capture value. In the Business Model Canvas. According to Hong & Fauvel (2013), previous research emphasized the importance of using the Business Model Canvas for entrepreneurs and academics.

METHOD

The Business Model Canvas has been used widely in various ways business mapping, as a framework, to map the business to produce more optimal performance (Royan, 2014). In the Business Model Canvas there are the nine elements in it are customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Osterwalder & Pigneur, 2010).

One of the business models that can be used to evaluate business models currently being implemented is the Business Model Canvas (BMC) or what is also called the Business Model Generation is a strategic tool that can be used to see what a business looks like is being or will be undertaken (Maftahah et al., 2022). Business model canvas as an approach to see opportunities for business development, starting to be implemented in Indonesia (Suwarni & Handayani, 2020). McQuillan & Scott (2015) propose that a business model serves as a framework delineating various perspectives on how a company generates and delivers value to its customers, while also converting revenue into profit. The elements contained in the business model canvas function as a guide in managing a company. These elements can be explained as follows: (1) Customer Segments.These elements define the different groups of people or organizations you want to reach and served by the company; (2) Value Proposition. This element describes the products and services that the company has to create value for a particular customer segment; (3) Channels. The channel element explains how the company communicates with customers and reach its customer segments to provide value for the products offered; (4) Customer Relationships. Customer Relationship is an element that explains the type of relationship being built companies with specific customer segments; (5) Revenue Streams. Revenue Streams explains the revenue a company generates from each segment customer; (6) Key Resources. The Key Resources element describes the company's most important and necessary assets make the business model used work well; (7) Key Activities. The Key Activities element is the most important thing that a company must do make the business model work well; (8) Key Partnerships. This element describes the partners who work together with the company to make the business run according to the existing business model; and (9) Cost Structure. Cost Structure is an element that explains all costs incurred for operating a business model. (Ostewalder & Pigneur, 2012)

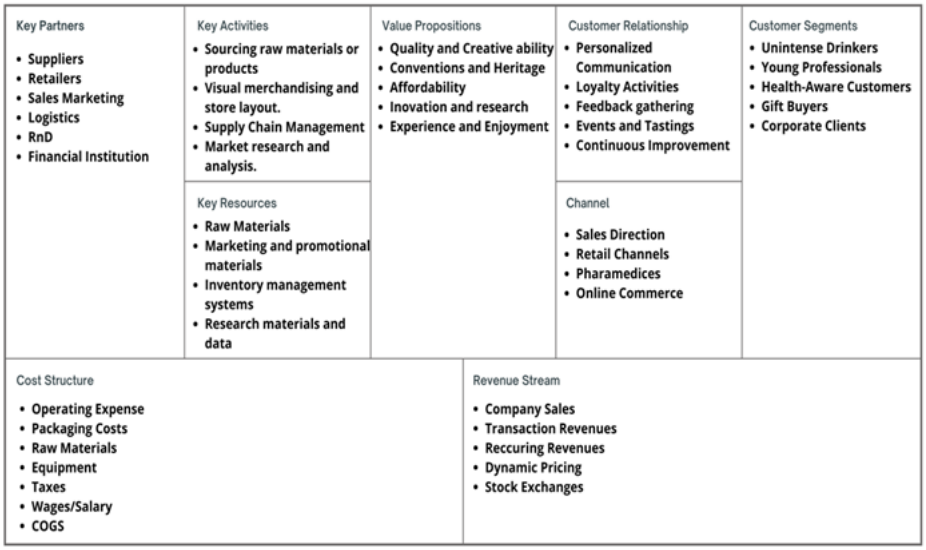
Based on previous research, the BMC method can be used as a technique to develop new business model strategies and fight existing business competition. Therefore, this research aims to explain the canvas business model and create a business transformation design using the canvas business model approach so that Orang Tua Group can overcome existing problems and face business competition. This research is descriptive research using a qualitative approach. This research was conducted on one of the head marketing managers by Orang Tua Group. The data used in this research consists of primary data and secondary. Primary data was collected through observation and interviews. To collect data from BMC (Business Model Canvas) partners.

Not only interviews, but web searches were also carried out to gather necessary information such as the business model of the Orang Tuan group. The website will be thoroughly reviewed to better understand the themes and insights required. Interviews with consumers have also been conducted. There are already more than dozens of consumers who prefer Orang Tua Group products over other products. Through the results of these interviews and web research, we can explore the key elements underlying a company or project's operations, uncover innovation opportunities, and identify strategies that can significantly improve performance. which will be synthesized with all these findings to better understand the business model of Orang Tua Group.

RESULT

Business Model Canvas is a standard language for expressing, visualizing, transmitting and updating business models (Osterwalder & Pigneur, 2012). Based on the results of observations and interviews conducted, it can be concluded that the Orang Tua Group has carried out business mapping using the Business Model Canvas (BMC). Meanwhile, without realizing it, the goods or infrastructure sector has played an important role in improving the economy in Indonesia and also the global economy. (Deputy Minister of Trade, 2023) explained that Indonesia's trade balance in 2022 will also experience a surplus of USD 54.53 billion. This value is the highest record in history. This surplus was obtained from exports which reached USD 291.98 billion and imports of USD 237.45 billion. Meanwhile in February 2023, Indonesia's trade balance also recorded a surplus of USD 5.48 billion. According to Kristanti & Indrayanti (2022), interviews in research aimed to collect information will be used for research. Prawita & Cahya (2022) says, as a way or method of collecting data, observations need to be carried out systematically and directed, not just happened by chance.

On the other hand, the infrastructure industrial sector is the largest contributor to Indonesia's Gross Domestic Product (GDP), namely around 50%. This sector is the most dominant industrial sub sector in Indonesia. At the beginning of 2023, the Ministry of Industry projects the growth of the manufacturing industry to reach 5.36%. Considering the advancing elements of the economy emphasizing the significant commitment of the framework division, there's a developing ought to move center towards the usage of BMC within the benefit industry. This alteration gets to be progressively related as the financial scene experiences outstanding changes, highlighting the tall affect and significance of the benefit segment. Thus, encourage investigation and a more profound center on creating commerce models custom-made to the benefit division are justified. This approach will not as it were to improve our understanding of the one of a kind challenges and openings within the benefit sector also play a role in optimizing procedures and fostering financial development on a broader scale.



Source: Processed data

Figure 2
Orang Tua' *Business Model Canvas*

Figure 2 outlines the complexities of Orang Tua BMC. With a thorough investigation and analyzing the Parent Group's Business Model Canvas (BMC) main data.

- *Key Partners*

Orang Tua Group collaborates with many shops in their main source of sales, from large shops to small shops, working with them really helps Orang Tua Group in developing the company, by implementing a system like this the goods produced can be sold to remote areas of the country. And also Orang Tua Group does not do everything alone, there are still several other companies that help the parent group to carry out distribution activities, such as PT. Arta Boga Cemerlang, which is

the largest distribution company in the food and beverage sector, is the sole distribution of Orang Tua Group. These key partners are responsible for assisting Orang Tua Group in achieving predetermined business goals, such as arranging delivery of goods, providing resources, and assisting with marketing.

- *Key Activities*

Orang Tua Group is a company that provides food, drinks and personal care products to domestic and international markets. Orang Tua Group also plays a big role in the growth that occurs in the domestic consumer goods sector, they also always develop every product they produce. By combining market research and product innovation, Orang Tua Group continues to develop a variety of food and beverage products such as milk, baby food, cereal, cookies and health drinks. Orang Tua Group also focuses on building strong partnerships with raw material suppliers and getting stable supplies with high quality. A careful distribution strategy allows PT Orang Tua products to reach consumers in various regions of Indonesia through a wide distribution network including retail stores to wholesale stores. In addition, the Company is actively involved in marketing and promotional activities such as advertising campaigns and sales promotions, as well as participating in various marketing events and activities to increase brand awareness and image in the market. That's what makes Orang Tua group able to survive until now By managing their resources and having a lot of development in their products make Orang Tua Group.

- *Key Resources*

Orang Tua Group are very dependent on the production department, therefore the company will do good things to its staff, by giving more attention and making the staff feel comfortable it will have a positive impact that will influence production results, the staff will be more enthusiastic about doing their work, by that the sales that will be made will be maximized, Orang Tua Group also needs funding that comes from their profits from selling their products, so they also really pay attention to the quality of the machines they use in order to provide the best quality products that can be given to the community.

- *Value Propositions*

Orang Tua Group Offers a range of services and products that also cater to the specific needs of the society. These include companionship and social involvement, health and wellness, personal care and assistance, education and training, and access to resources. Orang Tua Group collaborates with various organizations and individuals to support its mission, and its cost structure includes expenses related to staff salaries and benefits, facility and equipment costs, and program and service delivery costs. And that's not all that Orang Tua Group offers, affordability, innovation and high quality are competitive advantages and customer focus for Orang Tua Group products.

- *Customer Relationship*

Orang Tua Group always keeps a good relationship with all of their customers they also have many great plans in maintaining good relationships with their clients, they always give royalties to get loyalty, by getting closer to their clients, they can make clients comfortable and more able to work under them, Orang Tua Group has very good management because they can reach all existing clients, by always getting closer personally it will be very good for providing information to clients, for Orang Tua Company Consumer are include their family. Usually the personal approach taken can take the form of eating together, going on holiday together, or doing activities that are the client's hobbies. And also Orang Tua Group always acts honestly and are always responsible for the goods they provide to consumers, and highly value the character of each person, and prefer to create long-lasting relationships between customers and the company.

- *Channel*

Orang Tua Group Is very good at determining the value of the products it makes, this is done so that it can reach all existing customer segments. Orang Tua Group employs a professional marketing team in building good relationships with clients and customers. For Orang Tua Group , Orang Tua Group also often does a lot of advertising, in order to attract lots of customers, by advertising, they can sell more goods and it is also not uncommon for Orang Tua Group to hold promotions that are given to their customers. Apart from that, the company also takes advantage of online and e-commerce platforms which are increasingly popular in Indonesia to expand its reach and provide easy access for a wider range of customers. With this multichannel approach, PT Orang Tua can reach various market segments effectively, thereby strengthening its position as one of the leaders

in the food and beverage industry in Indonesia. The Orang Tua Group, which is always present at enlivening Ramadan events, is also very profitable for increasing sales.

- *Customer Segments*

With the many products offered by Orang Tua group, their market segment is also aimed at all people regardless of age Orang Tua Group's customer segments include family, retail shops, e-commerce customers, overseas market, corporations and institutions, government agencies, and non-governmental organizations (NGOs). By understanding and catering to the needs of these customer segments, Orang Tua Group can effectively tailor its services and products to meet the unique requirements of each group, thereby increasing customer satisfaction and loyalty.

- *Cost Structure*

Like The Company Orang Tua Group have a similarities with the other, The most Spending are in the R&D, Buying Raw Material, Employe salaries and Delivery Cost, But Orang Tua Group Have good management so they can manage to take a profit in the cheapest price they give . Variable costs would include expenses related to the delivery of services and products, such as transportation costs, materials for health and wellness programs, and the cost of personal care assistance. Additionally, the cost structure would also include marketing and advertising expenses to promote the group's services and products to the target customer segments.

- *Revenue Stream*

PT Orang Tua Group earns revenue through various channels, which include direct sales of food and beverage products to customers through retail stores, supermarkets, mini markets and e-commerce. Revenue also comes from sales of subscription products, such as milk or baby food, where customers make regular purchases or subscriptions. Additionally, companies employ dynamic pricing strategies, which allow them to adjust product prices based on factors such as market demand, seasonality, or specific promotions, to increase revenue and flexibility in a changing market. PT Orang Tua Group also takes advantage of opportunities in the capital market by obtaining income from transactions on the stock exchange, such as through investment or selling company shares it owns. PT Orang Tua Group also earns income from various forms of partnerships and sponsorships, where they offer access to their brands for promotion through certain events or activities.

Income from sponsorship fees can come from various events such as food festivals, sporting events, or social activity programs. In addition, companies can also earn additional income from additional services such as product consulting, providing raw materials to third parties, or distribution and logistics services for other companies in the food and beverage sector.

However, it cannot be denied that direct sales are the biggest contributor to sales revenue experienced by the Orang Tua Group. For example, Tanggo wafers with an increasingly growing market, Orang Tua Group is targeting a greater contribution to revenue from Tango sales. Currently, Tango sales contribute 20% of revenue to the Orang Tua Group, and it is hoped that by the end of 2023 this figure will reach 30%. From such fantastic numbers, it is not surprising that Wafer Tanggo is the market leader with a percentage of 50% of the total market. Apart from increasing revenue contribution, Tango wafer production will also increase production capacity by 30%. Because it is approaching the Eid holiday, it is predicted that from the previous year, sales of Tanggo will increase by 40%.

CONCLUSION

The results of this study conclude that, overall, the Orang Tua Group case serves as a valuable benchmark for professionals, academics, and businesses seeking to understand and navigate the complexities of the global economy. By analyzing its business model and strategic initiatives, we can gain important lessons and insights that can inform future efforts and drive business transformation in an increasingly competitive landscape. As PT Orang Tua Group continues to innovate and adapt to changing market conditions, its legacy of excellence and leadership in the consumer goods industry is poised to endure for years to come..

One limitation of this study is that the Business Model Canvas (BMC) used in developing the business plan does not explicitly include a competitive analysis. This is due to the BMC's internal focus on internal factors and value propositions, which can overlook important external factors. As a result, the business plan may lack attention to competition, competitor strategies, and the overall market context. While the BMC provides important insights into the internals of PT Orang Tua

Group, it is important for readers to recognize that a more specific competitive analysis may be necessary to gain a more complete strategic perspective. Therefore, additional tools or methods are needed to address external market factors that impact PT Orang Tua Group as a whole. PT Orang Tua also recently launched a new product called Panjang Jiwo. PT Panjang Jiwo is still in the market introduction phase. The company is undertaking various marketing and promotional efforts to raise consumer awareness of this product. The primary target market includes athletes, sports enthusiasts, and physically active individuals who require a quick source of energy and effective recovery. With product innovation and the right marketing strategy, PT Orang Tua is optimistic about expanding PT Panjang Jiwo's market share and achieving success in the competitive isotonic drink category.

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