



Implementation of the business model canvas in designing business development strategies for Loush Bath MSME

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ABSTRACT

The growth of the natural soap industry in Indonesia encourages Micro, Small, and Medium Enterprises (MSMEs) to design sustainable and adaptive business strategies. Loush Bath, an MSME in Bogor, produces natural exfoliating soap made from soap nuts, loofah, and orange peel, which is the subject of this research. This study focuses on the application of the Business Model Canvas to illustrate how to create, deliver, and capture business value (BMC) in designing Loush Bath's business development strategy, which aligns with the increasing consumer trend towards environmentally friendly and ethically sourced products. The primary objective of this research is to understand the nine elements of BMC about the current business situation and to identify strengths and areas for improvement. The method employed was a descriptive qualitative approach, utilizing data collection techniques that included semi-structured interviews, direct observation, and internal documentation. Data analysis was done thematically based on the BMC framework. The results showed that Loush Bath has effectively implemented most of the BMC elements, especially in value proposition, customer relationships, and digital distribution channels. However, challenges still exist, such as the lack of product diversification and the absence of a structured financial recording system. The conclusion of this study states that the application of BMC can provide a systematic, contextual, and responsive strategic framework for natural product-based MSMEs. Recommendations include product diversification, financial digitalization, optimizing digital distribution, strengthening local partnerships, and ensuring product legality.

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1. INTRODUCTION

The growth of Indonesia's Micro, Small, and Medium Enterprises (MSMEs) sector in the era of globalization has made a significant contribution to the national economy. MSMEs employ more than 117 million workers, accounting for approximately 97% of the total national workforce (Puspa, 2024). In addition to being a pillar of the national economy,

MSMEs also play a crucial role as drivers of innovation and business independence in various sectors, including the healthcare industry. They also make significant contributions to the development of the personal care industry.

In the MSME sector, the bar soap industry is experiencing rapid growth as awareness of hygiene, health, and the use of natural ingredients increases. (Alamsyah et al., 2021) The natural skincare market in Indonesia is projected to rise 6.84% per year in 2025-2029 (Nose Herbal Indo, 2025) In line with findings that 60% of consumers choose natural or organic products (Jauhari et al., 2021). The soap market is expected to grow at a rate of 5% annually until 2031 (6Wresearch, 2020), while Indonesia is projected to become one of the world's largest soap exporters, with sales of USD 860 million in 2023 (DHL, 2024) Globally, 72% of consumers are willing to pay more for sustainable products, with 34% choosing those with eco-certifications (Arbor eco, 2025) In the Asia-Pacific region, 86% of consumers consider sustainability issues increasingly relevant. (NielsenIQ, 2023; Robinson, 2022) In Indonesia, 74% of online consumers express a preference for sustainable brands, indicating a willingness to pay a premium for green products. (Robinson, 2022), which is also influenced by local wisdom such as the use of coconut oil, temulawak, and betel leaf (Mindev, 2025) as well as community support and environmental awareness (Rosadi et al., 2024). This situation presents strategic opportunities for MSMEs to optimize their Business Model Canvas, with an emphasis on utilizing local raw materials, driving sustainable product innovation, and educating consumers to expand their national and global market reach.

MSMEs need to have a flexible, systematic, and long-term business development strategy to capitalize on these opportunities. One relevant strategic method for this purpose is the Business Model Canvas (BMC), a theoretical framework developed by Osterwalder and Pigneur (2010) to describe how to build, communicate, and achieve business value. Osterwalder & Pigneur, 2010 in (Novalia et al., 2020) The BMC consists of nine main elements: (1) customer segments, (2) value propositions, (3) channels, (4) customer relationships, (5) revenue streams, (6) key resources, (7) key activities, (8) key partnerships, and (9) cost structure. (Kemell et al., 2020) This helps business practitioners understand the relationships between various parts of a business. The increasing demand for ethical and environmentally friendly products means that sustainable business strategies are key to long-term competitiveness. This strategy emphasizes profit while also prioritizing social and environmental responsibility, (Rahmawati in Gandhi & Kurniawati, 2018) BMC has become a widely adopted framework for describing, analyzing, and designing business models in various organizational contexts (Sparviero, 2019), as well as encouraging innovation and adaptation among MSMEs in response to market changes (Fuad et al., 2023)

Loush Bath was chosen as the object of research due to its consistency in the natural skincare industry and local product-based business practices. This Bogor-based SME produces natural exfoliating soap made from lerak, loofah, and lemon peel as an alternative to soap containing SLS and microplastics, with a 2-in-1 concept (soap and scrub). These features make Loush Bath suitable for BMC-based analysis, where product innovation, added value, and distribution and marketing strategies are key competitiveness that need to be strengthened to expand the market share of SMEs such as Loush Bath. (Gandhy, 2017)

Earlier research has shown that BMC can improve business development effectiveness. Novalia et al. (2020) It is stated that mapping BMC elements promotes product variety and market expansion, particularly in online businesses. Fuad et al. (2023) Demonstrate that local product marketing strategies become more adaptive when designed using the Business Model Canvas. Although not directly using BMC, studies by Prihatini et al. (2024) and Gumilang et al. (2024) Highlight the importance of innovation and adapting strategies to consumer preferences, which are two key principles in the BMC framework. Furthermore, Jamaludin et al. (2024) Demonstrate that BMC training in

SME empowerment programs substantially enhances entrepreneurs' capacity to develop business models independently.

Few studies have specifically applied BMC in developing business strategies for natural and local product-based MSMEs such as Loush Bath. Therefore, this study aims to implement the Business Model Canvas already owned by the Loush Bath MSME in designing a business development strategy. This research aims to support both the conceptual and practical aspects of developing innovative business models that are responsive to the market needs of MSMEs.

2. RESEARCH METHOD

The research employed a descriptive qualitative approach to evaluate and analyze the business models applied by Loush Bath MSMEs, utilizing the Business Model Canvas (BMC) framework. This method was chosen because it provides an in-depth understanding of current phenomena among business actors and comprehensively explains their business strategies. The descriptive method is a systematic, step-by-step process to understand the exact condition of the research object. (Hutamy et al., 2021). Cronje (2020) Emphasized that qualitative methods are suitable for management studies because they can integrate social and economic aspects into business practices in a contextual manner. The descriptive case study approach was chosen because it allows a deeper understanding of the dynamics of actual business entities and, at the same time, presents the strategies they implement comprehensively. Through the application of observation and interview techniques, researchers were able to record field conditions directly. The simultaneous use of primary and secondary data plays a crucial role in triangulating information, thereby strengthening the internal validity of research results. (Yin et al., 2018)

This research was conducted chronologically, beginning with the identification and analysis of Loush Bath's existing business model. Primary data was then collected through semi-structured interviews with the company owner, production team, and marketing team, as well as direct observation of the production process, promotional strategies, and interactions with consumers. The next step involved secondary data collection, which included internal documents such as product catalogs, promotional digital content, informal transaction records, and external references from industry trend publications. All data obtained were analyzed using a thematic approach, involving reduction, categorization, and presentation in the form of a descriptive narrative. The data was classified based on the nine elements of BMC: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. (Osterwalder & Pigneur, 2010)

The analysis in this study refers to the Miles and Huberman model, as cited by Sugiyono (2013), which consists of three main stages: data screening, information presentation, and concluding. The data screening stage includes grouping, focusing, and simplifying data from interviews and field documentation. Data presentation is done in the form of narrative descriptions that describe the actual conditions of the BMC elements that have been implemented. Conclusions were drawn based on the interpretation of thematic patterns that emerged during the research. Data validity was strengthened through a triangulation technique, which included the triangulation of sources, methods, and theories. Source triangulation involves comparing data from multiple internal parties. In this study, triangulation was conducted through a combined approach of interviews, observation, and documentation. Meanwhile, theoretical triangulation was applied by linking the findings in the field with various academic literature sources, as explained by (Novalia et al., 2020) As Loush Bath does not yet have formal financial statements, information regarding the cost and revenue structure was obtained from informal documentation, such as payment receipts, manual transaction

records, and digital promotional content. A similar approach was also used in Fuad et al. (2023) Research.

To understand the purpose of the Business Model Canvas (BMC) more deeply, here is a brief explanation of its nine main elements:

a. Customer Segments

Customer segments are the foundation of any business model. Companies need to identify the customers they want to serve by deeply understanding their needs, behaviors, demographic characteristics, and preferences. This segmentation can be divided into several groups, including mass markets, niche markets, diversified markets, and multifaceted markets. This understanding will help guide the development of targeted products and services, as well as inform the creation of effective marketing strategies. By understanding customer segments, companies can focus more on creating relevant value and building long-term customer loyalty. (Wardana & Sitania, 2023)

b. Value Propositions

The value proposition is the central promise that the company offers to its customers. The value proposition reflects the key benefits of the product or service that solve customers' problems or fulfill their needs. This value can be innovation, performance, product customization, design, price, ease of access, or a trusted brand. A clear and strong value proposition is the main reason why customers choose one product over another. In the modern business context, creating a relevant and unique value proposition is a key cornerstone to achieving competitive advantage. (Rizan et al., 2023)

c. Channels

Channels describe how companies communicate and deliver value to customers. These channels encompass various stages, including awareness, evaluation, purchase, delivery, and post-purchase service. Companies may use their channels (such as outlets or websites) or partner channels (such as distributors or marketplaces). Proper channel selection determines the effectiveness and efficiency of value distribution, and it also affects customer satisfaction. Multi-channel strategies are often employed to offer customers flexible access tailored to their preferences, both online and offline. (Wardana & Sitania, 2023)

d. Customer Relationships

Building and maintaining relationships with customers is essential for business continuity. These relationships can take the form of personalized service, self-service, community service, collaboration, or long-term relationships based on loyalty. The goal of this element is to acquire new customers, retain existing customers, and increase transaction value through a personalized and satisfying experience. In the digital era, many companies are leveraging technology to create more scalable and efficient interactions, such as through CRM (Customer Relationship Management) systems or chatbots. (Wardana & Sitania, 2023).

e. Revenue Streams

Revenue streams refer to the methods by which the company generates revenue from each customer segment. Revenue sources may include direct sales of products or services, subscriptions, leases, licenses, commissions, advertising, or freemium models. It is essential to demonstrate how customers are willing to pay, how frequently, and through which methods. Optimally managing revenue streams is crucial to achieving profitability and meeting business goals. During digital transformation, many businesses are combining multiple revenue streams to increase diversification and financial stability. (Rizan et al., 2023)

f. Key Resources

Key resources are the primary assets required by businesses to deliver value propositions, reach target markets, manage customer relationships, and generate revenue. These assets can be categorized into physical assets (such as buildings and machinery), intellectual assets (including patents and trademarks), human assets (skilled labor), and financial assets (including capital and company credit). Cost efficiency and operational effectiveness depend heavily on the proper allocation of resources. In today's knowledge-based economy, business success is increasingly determined by the quality of human resources and intellectual capital. (Rizan et al., 2023)

g. Key Activities

Key activities encompass all the important tasks performed by a company that ensure business operations run smoothly and generate value. These may include the production of goods, the provision of services, solving customer problems, innovation, managing networks, or marketing activities. Key activities should be aligned with the value proposition and available resources. In the digital age, many activities now focus on developing technology platforms, managing customer data, and digital content strategies as a way to improve business competitiveness. (Wardana & Sitania, 2023).

h. Key Partnerships

Key partnerships are external networking strategies that help companies streamline operations, mitigate risks, or obtain resources that are not available internally. These partnerships can be strategic alliances between non-competitors, joint ventures, or buyer-supplier relationships. These partnerships enable cost efficiencies, access to new markets, and increase the speed of innovation. In the modern business ecosystem, cross-sector collaboration is a common strategy for sustainably expanding business capabilities. (Rizan et al., 2023)

i. Cost Structure

The cost structure identifies the costs incurred in business operations, including both fixed and variable costs. Costs can also be classified by activity (cost-based) or value-based. A good understanding of the cost structure allows companies to manage efficiency, strategically price products, and adjust resource allocation. In modern business management, effective cost control is crucial for maintaining profitability amid competitive pressures. (Wardana & Sitania, 2023).

Each of these nine elements describes how businesses design, deliver, and obtain value from their customers. (Dito et al., 2023) The conceptual framework employed in this study is based on the Business Model Canvas (BMC), which comprises nine primary elements, as illustrated in Figure 1, outlining the overall structure of the BMC.



Figure 1. Business Model Canvas.

3. RESULTS AND DISCUSSIONS

The first step is to understand the characteristics and core activities of Loush Bath, which form the basis for analyzing the business model it operates. Loush Bath is a Micro, Small, and Medium Enterprise (MSME) based in Bogor City, specializing in the natural skincare industry sector. This MSME produces natural-based exfoliating soap with a 2-in-1 concept, functioning both as a soap and a scrub. The main product combines local ingredients such as lerak (*Sapindus rarak*), which has been proven to produce environmentally friendly soap products that can replace synthetic alternatives ((Handayani et al., 2024), loofah (a natural plant fiber), and orange peel extract, which has potential as a superior and eco-friendly soap base (Fachri et al., 2022) These natural ingredients are renowned for their cleansing properties and are free from synthetic chemicals, including SLS, parabens, and microplastics. These advantages make Loush Bath an eco-friendly alternative that aligns with a healthy and sustainable lifestyle. Its market segmentation includes male and female consumers aged 20-60 years old from the middle to upper class who are concerned about organic and ethical products.

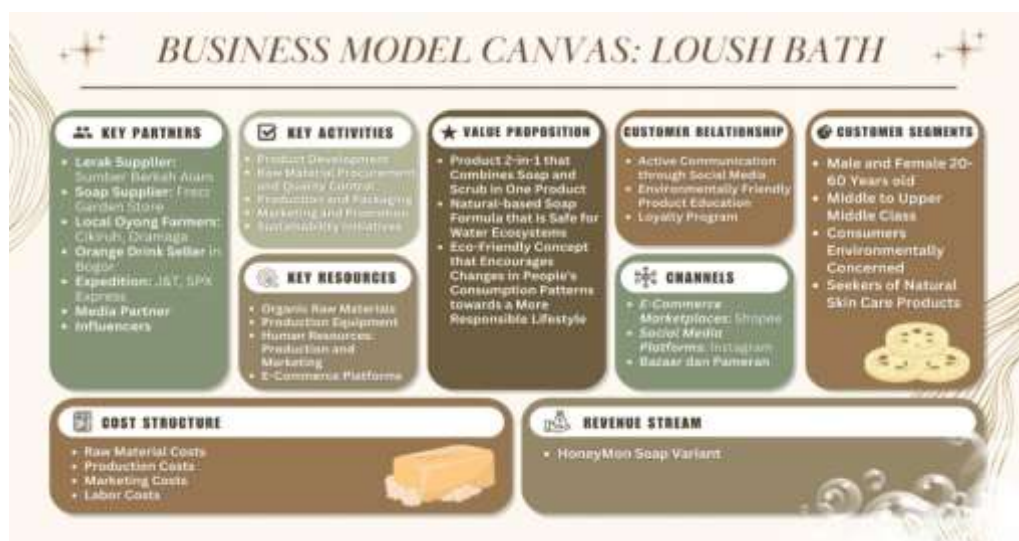


Figure 2. Business Model Canvas Loush Bath.

The research results were obtained through observation, semi-structured interviews with the business owner and marketing team, as well as internal and external documentation of Loush Bath. Data were analyzed using a thematic approach and classified into nine main elements of the Business Model Canvas (BMC). These nine elements were then explained narratively by the BMC structure.

a. Customer Segments

Loush Bath targets men and women aged 20 - 60 from the upper-middle class. This segment comprises consumers who are highly conscious of their health and the environment, and tend to seek out skincare products made with natural ingredients. Additionally, Loush Bath consumers include individuals seeking alternatives to products free of SLS, parabens, and microplastics, making Loush Bath's approach aligned with current consumer trends toward a more sustainable lifestyle.

b. Value Propositions

Loush Bath offers a 2-in-1 soap product that functions as both soap and a natural scrub. This product combines local ingredients such as lerak, loofah, and orange peel, which are environmentally friendly and do not pollute water. This formulation not only benefits the skin but also reduces negative impacts on ecosystems. By emphasizing eco-friendly and ethical consumption concepts, Loush Bath successfully distinguishes itself from competitors who still use synthetic chemicals.

c. Channels

Loush Bath combines digital and offline marketing. Products are distributed through e-commerce platforms such as Shopee, social media (especially Instagram), as well as various local bazaars and exhibitions. This combination of channels enables Loush Bath to reach a diverse range of consumers, from young people who are active on social media to local consumers who are more responsive to direct product demonstrations.

d. Customer Relationships

Loush Bath fosters relationships with consumers through active social media engagement, education about the benefits of natural ingredients, and loyalty programs that offer incentives for repeat purchases. This strategy has successfully created two-way interaction between the brand and customers, while strengthening emotional attachment to local products that promote sustainability values.

e. Revenue Streams

Loush Bath currently relies on sales of its main product, HoneyMon soap. Sales increased significantly after an educational and branding campaign was launched on Instagram. However, there has been no product diversification or other revenue models, such as subscription systems or bundle packages, that could add long-term value.

f. Key Resources

Loush Bath utilizes organic ingredients sourced from local farmers, simple production equipment, and internal and daily labor. Additionally, e-commerce platforms and social media are crucial digital assets that support marketing and transactions. The utilization of local resources strengthens Loush Bath's position as a community-based and sustainable MSME.

g. Key Activities

This section outlines the product development process, encompassing the procurement of raw materials with strict adherence to quality control, manual packaging

and production, as well as education-based promotion through digital media. Loush Bath also implements sustainability initiatives, such as the use of environmentally friendly packaging and non-polluting materials, demonstrating its commitment to social and ecological impact.

h. Cost Structure

The primary cost structure comprises raw ingredients, production, digital marketing, and labor expenses. Based on informal documentation, the most significant cost allocation goes to marketing and raw material procurement, indicating that Loush Bath's primary focus at the moment is on product quality and market expansion.

Mapping the nine elements of the Business Model Canvas (BMC) of MSME Loush Bath shows a mature and focused business model, emphasizing customer satisfaction and education. The flagship product, a 2-in-1 natural exfoliating soap made from soap nut, loofah, and orange peel, is the main value proposition because it is safe, environmentally friendly, and free from synthetic chemicals. Product diversification is currently limited to HoneyMon variants. Developing variants with specific functions, derivative products, and bundle or gift pack packaging can increase loyalty and transaction value.

Customer relationships and key partnerships are built through social media interactions, local exhibitions, and cooperation with local farmers and retailers, ensuring a sustainable supply chain. Digital channels, such as Instagram, TikTok, and Shopee, are effective in expanding reach, increasing sales, and fostering loyalty. Global trends indicate that 75% of sustainable products sell better online (Ruiz, 2025), while in Indonesia, 43% of consumers purchase sustainable products through digital channels (Snapcart, 2024). Expanding to other platforms and implementing affiliate or reseller strategies can expand the market without incurring additional fixed costs.

The current financial system is not optimal because it does not use POS or digital applications. The implementation of cloud-based accounting software and financial literacy training will enhance transparency, accountability, and readiness to access financing. Educational content strategies, such as "Dangers of SLS and Microplastics" and "Origin of Loofah", as well as collaborations with micro-influencers, strengthen the brand's position in the eco-conscious market. Membership programs, subscriptions, and online communities can foster loyalty and increase recurring revenue.

The use of sustainable local ingredients and long-term partnerships with farmers and artisans ensures continuity of supply while strengthening the company's position in the local economy. Fair trade schemes and CSR initiatives support community relations. Product legality, as certified by BPOM notification, halal certification, and organic declaration, is an important element for both national and international expansion. Compliance with BPOM Regulation No. 18/2024 and PP No. 42/2024 opens access to formal distribution, while global halal cosmetics market projections show growth from USD 47.76 billion in 2024 to USD 115.03 billion in 2032 (Fortune Business Insights, 2025).

4. CONCLUSION

This study shows that the application of Business Model Canvas (BMC) in Loush Bath MSMEs plays a strategic role in shaping a purposeful, adaptive, and sustainable business model, while supporting structured education for business management and consumer empowerment. Key findings confirmed that Loush Bath's core strength lies in the value proposition of its flagship 2-in-1 natural exfoliating soap, which combines lerak, loofah, and orange peel, is safe, environmentally friendly, and free of synthetic chemicals, supported by strong digital distribution and sustainable local sourcing. The

study recommends seven development strategies to strengthen Loush Bath's business performance, namely: (1) product diversification, (2) digitization of financial records through cloud-based accounting and POS systems, (3) expansion of digital distribution, (4) strengthening educational content, (5) development of subscription programs and membership communities, (6) partnerships with local suppliers, and (7) legalities through BPOM notification, halal certification, and organic declaration. Of these strategies, the two most impactful are strengthening the sustainability-based value proposition, including maintaining product quality, supporting certification, market education, developing derivative and functional variants, and implementing bundle or gift pack packaging, and optimizing integrated digital distribution through expanding sales channels, POS integration, CRM, and segmented digital advertising. Product legality has proven to be a key factor in the success of national and international expansion, increasing credibility and market penetration. This BMC strategy can serve as a model for other MSMEs in the natural products sector. Strengthening the value proposition enhances consumer trust and reinforces the brand, while optimizing digital distribution expands market reach and fosters customer loyalty. Product legality, as certified by BPOM, halal certification, and organic claims, strengthens both strategies, facilitates national and international market penetration, and serves as the primary foundation for successful expansion. Limitations of this study include the use of non-digital financial records and a single case study, meaning the findings cannot be generalized. Future research is recommended to compare the implementation of BMC across different natural MSMEs and explore the use of digital technology and AI-based analytics to maximize strategic effectiveness. Overall, BMC has proven to be a practical and strategic tool for the sustainable development of local MSMEs, with legality, sustainability, and digital adoption as key foundations for successful market expansion.

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