



RESEARCH ARTICLE

Culinary Business Development Strategy Analysis Using the Business Model Canvas (BMC) and Ansoff Matrix Approach: A Case Study of Laamore Pasta

Rischa Meyliana Sari ^{1*} | Arief Budiman ²

^{1,2} Study Program of Entrepreneurship, Faculty of Economics and Business, Universitas Pembangunan Nasional "Veteran" Jawa Timur, Indonesia.

Correspondence

¹ Study Program of Entrepreneurship, Faculty of Economics and Business, Universitas Pembangunan Nasional "Veteran" Jawa Timur, Indonesia.
Email: 22014010016@student.upnjatim.ac.id.

Funding information

Universitas Pembangunan Nasional "Veteran" Jawa Timur.

Abstract

The culinary sector is a strategic driver of Indonesia's economy, yet intensifying competition, rising raw-material costs, and shifting consumer preferences pose serious challenges for small culinary enterprises. Laamore Pasta, a small pasta, coffee, and culinary business located in Buduran, Sidoarjo, has experienced a persistent decline in average monthly orders since 2024. This study aims to evaluate Laamore Pasta's business model through the nine elements of the Business Model Canvas (BMC) and to formulate alternative business development strategies using the Ansoff Matrix. A qualitative descriptive case-study approach was employed, with data collected through in-depth interviews with the owner, an employee, and thirteen customers, complemented by direct observation and documentation. Data were analyzed using the interactive model of Miles, Huberman, and Saldana (2014), assisted by NVivo 12 for coding. The results show that the Value Proposition element, reflected in taste consistency, affordability, and menu variety, dominates customer perceptions, while Channels, Customer Relationships, Key Resources, Key Activities, Key Partnerships, and Cost Structure still require strengthening. The Ansoff Matrix analysis indicates that Market Penetration is the most appropriate immediate priority, followed sequentially by Product Development, Market Development, and Diversification through frozen food and catering services. The study concludes that Laamore Pasta's development should proceed incrementally, beginning with strengthening its core business and customer retention before pursuing product innovation, market expansion, and diversification.

Keywords

Business Model Canvas; Ansoff Matrix; Business Development Strategy; Culinary Industry; Qualitative Case Study.

1 | INTRODUCTION

The culinary business is one of the most dynamic sectors of Indonesia's economy, encompassing restaurants, cafes, food stalls, catering services, and food trucks that provide food and beverages to consumers (Putri & Tirtadidjaja, 2024). Its growth is strongly influenced by changing consumer behavior and the rapid spread of food trends through social media, which increasingly shape purchasing decisions (Sholeh & Idris, 2024). As a fundamental part of daily life and a driver of local economic activity, the culinary sector represents one of the most important contributors to Indonesia's national economy. Data released by the Ministry of Tourism of the Republic of Indonesia show that the national food-and-beverage-provision business reached 5,276,991 business units, with the "other food and beverage provision" category being the largest at 2,777,059 units, followed by restaurants at 2,511,128 units, mobile food-and-beverage vendors at 724,597 units, and catering services at 293,247 units (Ministry of Tourism, 2026). These figures confirm that the culinary sector continues to expand significantly and retains substantial market potential amid changing consumption patterns. Data from the Central Statistics Agency further indicate that the food-and-beverage-provision workforce reached 9.80 million workers in 2023, an increase of 20.48 percent from 8.13 million workers in 2016, with women accounting for 59.16 percent of the workforce (Badan Pusat Statistik, 2024). This pattern is consistent with Laamore Pasta, which is managed by a female owner and supported by female employees. Despite this growth, the culinary sector faces intense competition because many businesses offer similar concepts and products (Sumiyati & Rohman, 2022). Competition no longer centers only on taste, but also on concept, service, price, and location (Rato *et al.*, 2025). Business actors are required to continuously innovate and differentiate themselves from competitors to retain customer trust (Fahluzi & Solihati, 2024), while volatile raw-material prices create a persistent dilemma between raising prices, which risks losing customers, and maintaining prices, which risks eroding profit margins (Basuki *et al.*, 2025). A strategically weak location can likewise reduce customer interest and purchase intention (Tohari *et al.*, n.d.), while digital transformation has simultaneously intensified competitive pressure through social-media-driven marketing that not every business is equally equipped to leverage (Regina *et al.*, 2025). These converging pressures indicate that an appropriate business development strategy is a critical requirement for the survival and growth of culinary enterprises. To respond to these conditions, this study applies two complementary analytical tools: the Business Model Canvas (BMC) and the Ansoff Matrix. The Business Model Canvas is a strategic management tool that helps business actors map nine interrelated components of their business, namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Osterwalder & Pigneur, 2010), and can be used to evaluate an existing business model while identifying opportunities for innovation and development (Wijayanti & Hidayat, 2020).

The Ansoff Matrix, first introduced by Ansoff (1957), is a strategic planning tool used to determine a firm's growth direction based on the relationship between products and markets, consisting of four growth strategies: market penetration, market development, product development, and diversification (Ansoff, 1957, as cited in Qomaro *et al.*, 2024). In this study, the Business Model Canvas is used to identify the current condition of Laamore Pasta's business model, while the Ansoff Matrix is used to determine the direction of growth strategy that can be applied, so that the combination of both analytical tools produces a more systematic set of development strategies. Laamore Pasta is a small culinary enterprise offering a concept that combines pasta, coffee, and culinary experiences, located in Buduran, Sidoarjo Regency, East Java. Since 2024, the business has experienced a continuous decline in average monthly orders: from approximately 810 orders per month in 2024 (about 27 orders per day) to 720 orders per month in 2025 (a decline of 11.1%), and further to only 434 orders per month during the January–May 2026 period (about 14–15 orders per day), a decline of 39.7% compared to 2025. This sharp decline signals that the strategies currently applied by Laamore Pasta have not been fully able to retain existing customers, encourage repeat purchases, or reach a broader market, while external pressure from the proliferation of fast-food outlets, coffee shops, and trendy food concepts continues to intensify. Based on this background, Laamore Pasta requires a more focused business development strategy that is able to take advantage of market opportunities while addressing the decline in sales. This study therefore uses the Business Model Canvas to map the current business model and identify strengths and weaknesses across its nine elements, and subsequently applies the Ansoff Matrix to formulate alternative growth strategies suited to Laamore Pasta's internal conditions and external opportunities. Accordingly, this research addresses the following problems: (1) how does Laamore Pasta's business model align with the nine elements of the Business Model Canvas in supporting business development; (2) what business development strategy is appropriate for Laamore Pasta based on the Ansoff Matrix approach; and (3) what alternative development strategies can be applied by Laamore Pasta based on the combined results of the Business Model Canvas and Ansoff Matrix analyses. The objectives of this study are to evaluate Laamore Pasta's business model through the nine elements of the Business Model Canvas, to formulate alternative development strategies using the Ansoff Matrix, and to produce a set of recommended development strategies based on the integration of both analytical tools. Theoretically, this study is expected to enrich the understanding of how the Business Model Canvas and Ansoff Matrix can be applied jointly to evaluate business models and formulate growth strategies for small culinary enterprises.

Practically, the findings are expected to serve as a consideration for Laamore Pasta and similar small culinary businesses in evaluating their business models and determining more effective development strategies, while also contributing to the researcher's own understanding of applying these analytical tools in practice. The remainder of this article is organized as follows: Section 2 reviews the background theory and prior studies; Section 3 describes the research method; Section 4 presents the results and discussion; and Section 5 concludes the article with recommendations for future research.

2 | BACKGROUND THEORY

2.1 Strategic Management and Business Strategy

Strategic management is a tool for making decisions and taking actions that produce plans and results directed toward achieving organizational objectives (Pearce & Robinson, 2011). According to Pearce and Robinson (2011), strategic management encompasses nine interrelated roles, including defining the company's mission, analyzing internal capability and external conditions, identifying strategic alternatives, selecting long-term objectives, designing annual objectives consistent with the chosen long-term strategy, implementing strategic choices through appropriate resource allocation, and evaluating the success or failure of the strategic process as a basis for future decision-making. Strategic issues themselves require top-management decisions, involve substantial organizational resources, affect the firm's long-term position, and carry significant functional and future implications for the business (Pearce & Robinson, 2011). Strategy can further be classified into three hierarchical levels: corporate strategy, which concerns the overall direction and growth, stability, or retrenchment of the firm; business strategy, which focuses on how a business unit competes within a particular industry or market segment through cost leadership, differentiation, or focus; and functional strategy, which translates business and corporate strategy into operational, marketing, financial, and human-resource actions (Wheelen & Hunger, 2008). In a culinary business context, strategy is not merely intended to raise sales volume, but to enable the firm to compete effectively amid intensifying rivalry (David *et al.*, 2023). The benefits of strategic management include providing clearer direction for organizational planning and participatory decision-making, so that the firm is better able to anticipate changes in its business environment (Rangkuti, 2016).

2.2 Business Development

Business development refers to the process of expanding a firm's activities and capabilities in order to increase sales, expand market reach, and strengthen the firm's competitive position over time. Business development is influenced by internal factors, such as capital, human resources, and product innovation, as well as external factors, such as market conditions, competition, and technological change (Cahyanti & Anjaningrum, 2017; Fatimah *et al.*, 2021). The primary indicators of successful business development commonly include growth in sales volume, expansion of the customer base, diversification of product lines, and improvement of operational efficiency. For small and medium enterprises, sound business development strategies are essential not only for survival but also for building sustainable competitive advantage amid dynamic market conditions (Tambunan, 2019).

2.3 The Culinary Industry

The culinary industry can be defined as a business sector engaged in the production, processing, and provision of food and beverages for consumers, encompassing a wide range of business scales from micro street-food vendors to large restaurant chains. This industry is characterized by several distinctive attributes that differentiate it from other business sectors, namely strong dependence on taste and product quality, sensitivity to hygiene and food safety, the importance of service quality and location, and high exposure to trends driven by social media and changing consumer lifestyles (Rahmawati *et al.*, 2023). These characteristics mean that culinary businesses must continuously balance consistency in product quality with the need to innovate in response to shifting consumer preferences, while also managing the operational complexity associated with perishable raw materials and labor-intensive processes.

2.4 Business Model Canvas (BMC)

The Business Model Canvas, developed by Osterwalder and Pigneur (2010), is a strategic management tool that provides a visual framework for describing, analyzing, and designing a firm's business model through nine interrelated building blocks. The framework enables business actors to map how a firm creates, delivers, and captures value, and has been widely applied and extended in subsequent research, including approaches that integrate sustainability considerations (Joyce & Paquin, 2016; Geissdoerfer *et al.*, 2018) and stakeholder-inclusive perspectives that incorporate intermediaries and end customers (Brunner *et al.*, 2025). The nine elements of the Business Model Canvas are: (1) Customer Segments, the groups of people or organizations a firm aims to reach and

serve; (2) Value Propositions, the bundle of products and services that create value for a specific customer segment; (3) Channels, the means through which a firm communicates with and reaches its customer segments to deliver its value proposition; (4) Customer Relationships, the types of relationships a firm establishes with specific customer segments; (5) Revenue Streams, the cash a firm generates from each customer segment; (6) Key Resources, the most important assets required to make a business model work; (7) Key Activities, the most important actions a firm must take to operate successfully; (8) Key Partnerships, the network of suppliers and partners that make the business model work; and (9) Cost Structure, all costs incurred to operate the business model (Osterwalder & Pigneur, 2010). This framework is used in the present study to evaluate the internal condition of Laamore Pasta's business model prior to formulating growth strategies (Osterwalder & Pigneur, 2010, as cited in Nurhakim *et al.*, 2018).

2.5 Ansoff Matrix

The Ansoff Matrix, introduced by Ansoff (1957) in the article "Strategies for Diversification," is a strategic planning tool used to determine a firm's direction of growth based on the relationship between products and markets. The matrix identifies four alternative growth strategies. Market Penetration involves increasing sales of existing products within existing markets, typically through intensified promotion, competitive pricing, and improved customer retention, and is regarded as the lowest-risk growth option because it requires neither new product development nor entry into unfamiliar markets. Product Development involves creating new products for existing markets, leveraging the firm's existing customer relationships and brand recognition. Market Development involves introducing existing products into new markets or customer segments, often through new distribution channels or geographic expansion. Diversification involves developing new products for new markets, and is generally regarded as the highest-risk strategy because it requires the firm to build new competencies simultaneously in both product and market dimensions (Ansoff, 1957, as cited in Qomaro *et al.*, 2024). In this study, the Ansoff Matrix is applied after the Business Model Canvas analysis to formulate alternative growth strategies appropriate to Laamore Pasta's internal readiness and external market opportunities.

2.6 Prior Research

Several prior studies underpin the theoretical and empirical foundation of this research. Pramesti *et al.* (2024) analyzed the business development strategy of a cassava-cheese micro-enterprise using the Business Model Canvas and found that the channels, key resources, key activities, and key partnerships elements were relative strengths, while customer segments, value proposition, customer relationships, revenue streams, and cost structure remained weaknesses, leading to a recommended strategy of product development toward horizontal diversification. Qomaro *et al.* (2024) examined Ansoff Matrix strategies among packaged-food micro-enterprises and found that market penetration was the most widely adopted strategy due to its lower risk, while market development and diversification were rarely pursued because of limited capital, logistics, and market-research capacity; halal certification also emerged as an important but challenging enabler of growth. Hasibuan and Hasibuan (2026) applied the Ansoff Matrix to a traditional restaurant business and found that market penetration through consistent taste, improved service, and simple social-media promotion was the dominant strategy, while diversification remained at the planning stage due to resource constraints. Sukarno and Ahsan (2021) combined the Business Model Canvas with SWOT analysis and identified six elements requiring further development, recommending strengthened key resources, increased promotional spending, and the recruitment of resellers as sales partners. Gumanti (2025), through a systematic literature review, showed that integrating Segmentation-Targeting-Positioning (STP) with the Ansoff Matrix produces a more comprehensive marketing strategy for coffee shops, strengthening market positioning while directing growth through the four Ansoff strategies. Finally, Rahayu *et al.* (2022) combined SWOT and Business Model Canvas analysis for a fried-rice business and recommended expanding the channels element through partnerships with online food-delivery platforms, alongside training, workforce expansion, packaging improvement, and periodic business evaluation. Collectively, these studies indicate that the combined use of the Business Model Canvas and Ansoff Matrix is a well-established and effective approach for diagnosing small culinary business models and formulating staged, resource-appropriate growth strategies, providing strong justification for their joint application in the present study of Laamore Pasta.

3 | METHOD

3.1 Research Design

This study uses a descriptive research design with a qualitative approach, selected because the research aims to understand and describe in depth the condition of Laamore Pasta's culinary business and to formulate a business development strategy using the Business Model Canvas and Ansoff Matrix. The study does not focus on testing numerical relationships between variables, but instead seeks to understand the phenomenon as it occurs in the field based on real

conditions. According to Leedy and Ormrod (2005, as cited in Sarosa, 2012), qualitative research attempts to understand a phenomenon within its natural context, without researcher manipulation, by exploring the meanings held by those directly involved. This approach was chosen because the researcher sought to understand how the culinary business operates, how its problems emerge, and how an appropriate development strategy can be formulated based on actual conditions, informed by the nine business-model aspects identified by Osterwalder and Pigneur (2010, as cited in Nurhakim *et al.*, 2018). A case-study strategy was adopted, focusing on a single culinary business, Laamore Pasta, to obtain an in-depth and comprehensive picture of its operational activities, marketing strategy, customer relationships, sales condition, and development opportunities.

3.2 Research Focus

Following Sugiyono (2011), who notes that the scope of qualitative research problems must be delimited into a defined research focus, this study is focused on the business development strategy of Laamore Pasta through business-model mapping and strategy formulation. The research focus is structured around two analytical frameworks. First, the nine elements of the Business Model Canvas—Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure (Osterwalder & Pigneur, 2010, as cited in Nurhakim *et al.*, 2018)—each analyzed in terms of its specific role within Laamore Pasta's business model. Second, the four alternative growth strategies of the Ansoff Matrix—Market Penetration, Market Development, Product Development, and Diversification (Ansoff, 1957, as cited in Qomaro *et al.*, 2024)—each analyzed in terms of its feasibility and relevance to Laamore Pasta's current condition.

3.3 Research Location and Site

The research was conducted at Laamore Pasta, located at Ruko Perumahan Jaya Harmoni Blok JH 2 No. 10, Buduran, Sidoarjo Regency, East Java, Indonesia. This location was selected because it corresponds directly to the research problem: Laamore Pasta is a local culinary business with the potential to grow further, yet it faces a persistent decline in average order volume. Its accessibility also enabled the researcher to conduct direct data collection through interviews, observation, and documentation (Nur'aini, 2020).

3.4 Data Types and Sources

In accordance with Sugiyono (2013), data in this study were classified into primary and secondary data. Primary data were obtained directly from the field through interviews, observation, and documentation involving three groups of informants: the researcher in her capacity as the owner of Laamore Pasta, an employee of Laamore Pasta, and customers of Laamore Pasta. These data were used to map the condition of the business model across the nine Business Model Canvas elements and to serve as the basis for formulating development strategies through the Ansoff Matrix. Secondary data, obtained indirectly through promotional documentation, social-media content, and photographs of products, premises, and operational activities, were used to complement and strengthen the primary data. Data sources further comprised informants, documents, and events relevant to Laamore Pasta's business-development strategy. A total of fifteen informants participated in this study: the business owner, one employee responsible for daily internal operations, and thirteen customers comprising students, employees, and members of the general public. The owner provided information on the business background, strategy, operational condition, problems, and development plans; the employee provided information on daily operational activities, production processes, customer service, marketing activities, and operational constraints; and customers provided information on their consumption experience, perceptions of product quality, taste, price, service, comfort, and expectations regarding business development. Table 1 summarizes the characteristics of the informants.

Table 1. Characteristics of research informants

No.	Informant	Status/Category	Information Obtained
1	Owner	Owner of Laamore Pasta	Internal information covering business background, business strategy, operational condition, business problems, and development plans.
2	Employee	Internal operational staff	Information on daily operational activities, production processes, customer service, marketing activities, and constraints faced in running the business.
3	Customer (13 informants)	Customers of Laamore Pasta (students, employees, and the general public)	Information on consumption experience, perceptions of product quality, taste, price, service, comfort, and expectations regarding business development.

Note. Data were obtained through semi-structured interviews with the owner, one employee, and thirteen customers of Laamore Pasta.

3.5 Research Instruments

Data collection relied on the researcher as the primary instrument, supported by an interview guide, an observation guide, and supporting instruments including a voice recorder, writing materials, and a camera for documentation. The interview guide was structured around the nine Business Model Canvas elements and the four Ansoff Matrix strategies, while the observation guide directed attention to the condition of the business location, operational activities, and product presentation.

3.6 Data Analysis

Data were analyzed inductively, following Sugiyono (2011), using the interactive analysis model of Miles, Huberman, and Saldana (2014), which comprises data condensation, data display, and conclusion drawing/verification, carried out continuously and iteratively throughout the research process. Data condensation involved selecting, focusing, simplifying, and abstracting raw data obtained from interviews with the owner, employee, and customers, as well as from direct observation. Data display involved organizing the condensed data into descriptive narratives and analytical tables to reveal patterns and relationships relevant to the research focus. Conclusion drawing and verification involved formulating answers to the research questions concerning the condition of the business model, the constraints faced, and the appropriate development strategy, verified against the strength and consistency of the underlying field data. NVivo 12 software was used to support the organization, coding, categorization, and visualization of the qualitative data obtained from interviews, while the interpretation and meaning-making process remained the responsibility of the researcher, guided by the research focus and objectives. The coding process followed three stages: open coding to identify initial concepts, axial coding to identify relationships between categories, and selective coding to determine the core themes of the research.

3.7 Data Trustworthiness

To ensure the trustworthiness of the data, this study applied source, technique, and time triangulation, following Sarosa (2012). Source triangulation was carried out by comparing information obtained from the owner, employee, and customers; technique triangulation was carried out by comparing data obtained through interviews, observation, and documentation; and time triangulation was carried out by checking data at different times and operational situations, since conditions at Laamore Pasta may vary according to the day, operating hours, and number of customers.

3.8 Research Ethics

As the researcher is also the owner of Laamore Pasta, particular attention was given to maintaining objectivity by triangulating personal observations with data obtained from the employee and customers. Informants were informed of the research objectives, given the freedom to respond based on their own experience without coercion, and assured that their responses would be used solely for academic purposes. Confidentiality of personal and internally sensitive business information was maintained throughout the data collection and documentation process.

3.9 Research Procedure

The research procedure comprised four stages. The preparation stage involved determining the research topic and focus, conducting a literature review, selecting the qualitative approach, identifying data sources and informants, and developing the research instruments. The data-collection stage involved conducting interviews with the owner, employee, and customers regarding the current business model, customer characteristics, operational activities, and development opportunities; direct observation of the business location, operational activities, and product presentation; and documentation of products, location, activities, and promotional content. The data-analysis stage applied the interactive model of Miles, Huberman, and Saldana (2014), supported by NVivo 12 for data organization and coding. Finally, the report-preparation stage involved compiling the research findings into a structured account of Laamore Pasta's business model condition and development strategy.

4 | RESULTS AND DISCUSSION

4.1 Results

4.1.1 Overview of the Research Object

Laamore Pasta is a local culinary business established in 2024, offering a concept that combines pasta, coffee, and culinary experiences. Its flagship products are pasta-based menus such as spaghetti and macaroni cheese, complemented by side dishes including chicken and rice bowls, and beverages such as coffee, tea, and smoothies. In its early phase, the business relied on an online ordering system and social-media-based marketing through WhatsApp, Facebook, and Instagram to build brand awareness before establishing a physical outlet. Laamore Pasta is located at Ruko Perumahan Jaya Harmoni Blok JH 2 No. 10, Buduran, Sidoarjo Regency, an area with reasonably strong market potential due to its

proximity to residential neighborhoods and office areas, allowing the business to reach a mix of local residents, office workers, and consumers seeking practical everyday meals. Operationally, Laamore Pasta is categorized as a small enterprise, undertaking food and beverage production, order management, customer service, and digital marketing activities. As described in Section 1, average monthly orders declined from approximately 810 in 2024 to 720 in 2025 (–11.1%) and further to 434 during January–May 2026 (–39.7% relative to 2025), motivating the present business-model evaluation and strategy formulation.

4.1.2 Coding Results and Emerging Themes

Coding of the interview transcripts using NVivo 12 identified several dominant themes describing the condition of Laamore Pasta's business, most prominently product quality, taste consistency, affordable pricing, service, digital promotion, product variety, outlet comfort, and development opportunities through frozen food and digital platforms. A matrix-coding query, computed as the percentage of informants ($n = 15$: 13 customers, 1 employee, 1 owner) referencing each theme at least once, showed that catering and frozen food themes were referenced by all fifteen informants (100%), reflecting the structured interview questions asked of every informant on these two topics; affordable pricing was referenced by fourteen informants (93.3%); comfort and service by thirteen informants (86.7%); and taste consistency, raised spontaneously without direct prompting, by six informants (40.0%). These percentages indicate the breadth of thematic representation across informants rather than the strength of causal influence, and were interpreted together with the substantive content—including support, objections, and operational preconditions—expressed by informants on each theme.

4.1.3 Business Model Canvas Analysis

Analysis of Laamore Pasta's business model across the nine Business Model Canvas elements is summarized in Table 2 and elaborated in the discussion that follows.

Table 2. Business Model Canvas analysis of Laamore Pasta

BMC Element	Key Findings	Development Implication
Value Propositions	Taste consistency, affordability relative to portion size, menu variety, and a modern pasta concept adapted to local taste preferences dominate customer narratives on repurchase decisions.	Maintain taste and portion standards as the foundation before pursuing any other growth strategy.
Customer Segments	Actual customers include students, employees, families, and the general public in the Sidoarjo–Surabaya area; potential segments include office workers, campus communities, and bazaar/event attendees reachable through delivery.	Separate loyal customers (retention focus) from potential markets (digital and event-based outreach).
Channels	Physical outlet, WhatsApp, Instagram, Threads, TikTok, Facebook, word of mouth, and bazaar/event participation; the main weakness lies in inconsistent content scheduling and response speed rather than an absence of channels.	Strengthen channel integration and consistency of promotional scheduling and order response.
Customer Relationships	Friendly service, complaint handling, and QR-code-based feedback exist, but customers expect a more structured loyalty mechanism (vouchers, discounts, bundling, cashback, membership).	Develop a measurable loyalty program alongside consistent service quality and responsive feedback channels.
Revenue Streams	Current revenue derives from pasta, side dishes, beverages, and corporate orders; frozen food, catering, and derivative products (sauces/raw materials) are potential but untested revenue opportunities.	Distinguish realized revenue (retention-focused) from potential revenue (requiring small-scale market testing before full investment).
Key Resources	Recipes/taste standards, workforce, production equipment, outlet, storage, raw materials, and digital brand assets; expansion is constrained by workforce, equipment, and storage capacity.	Assess resource capacity before pursuing product development, market development, or diversification.
Key Activities	Procurement, production, quality control, order fulfilment, customer service, delivery, digital promotion, and menu development; production standardization and marketing management are the most in need of strengthening.	Establish written work standards for production, quality control, service, and digital marketing.

Key Partnerships	Raw-material suppliers, delivery partners, event/community organizers, and potential brand collaborations; partner selection should match target-market fit and internal readiness.	Use partnerships to reinforce, not substitute for, internal quality and operational readiness.
Cost Structure	Costs include raw materials, labor, outlet operations, packaging, delivery, promotion, and equipment maintenance; each growth strategy adds distinct cost and inventory risk.	Separate fixed and variable costs, and weigh incremental cost against demand uncertainty for each strategic option.

Across all nine elements, the Value Proposition emerged as the most frequently referenced theme in the interview data, primarily because customers repeatedly explained their purchase decisions in terms of quality, taste, price, portion, and variety. This dominance in coding frequency, however, does not imply that the remaining eight elements are of lesser managerial importance; a value proposition can only be delivered when channels function effectively, customer relationships are maintained, key activities and resources are adequate, key partnerships provide support, and revenue streams and cost structure remain sound. Overall, the Business Model Canvas findings point toward a consistent development direction: maintaining taste and portion standards, strengthening service and digital channels, testing menu innovation, reinforcing resource capacity ahead of expansion, and separating existing revenue from new revenue opportunities.

4.1.4 Ansoff Matrix Analysis

Building on the Business Model Canvas findings, the Ansoff Matrix was applied to formulate Laamore Pasta's alternative growth strategies based on the relationship between existing and new products and markets, as summarized in Table 3.

Table 3. Ansoff Matrix analysis of Laamore Pasta

Strategy	Product-Market Condition	Implementation at Laamore Pasta
Market Penetration	Existing product – existing market	Increase repeat purchases from existing customers through promotion, a loyalty program, and digital marketing.
Product Development	New product – existing market	Develop new pasta variants, new toppings, seasonal menus, and frozen food for the existing customer base.
Market Development	Existing product – new market	Expand market reach through online marketplaces, delivery services, and product distribution to new areas.
Diversification	New product – new market	Develop catering services, derivative pasta products, and other supporting business opportunities for new market segments.

The coding results further linked specific thematic findings to each Ansoff strategy: consistent, palatable taste and customer satisfaction were associated with Market Penetration; menu and topping innovation with Product Development; digital marketing channels (Instagram, WhatsApp, social media) with Market Development; and frozen food and catering opportunities with Product Development/Market Development and Diversification, respectively. Findings from customer interviews also indicated existing internal strengths, namely taste quality, appropriate pricing, product variety, and an accessible location, which together represent an initial base of customer satisfaction on which a growth strategy can be built; according to Kotler and Keller (2022), customer satisfaction is a key foundation for long-term relationships, as satisfied customers are more likely to repurchase and recommend a business to others.

4.1.5 Market Penetration

Market Penetration, the strategy with the lowest risk because it requires neither a new product nor a new market, is considered the most immediately feasible strategy for Laamore Pasta because the business already possesses an established customer base with positive product experience. Interview findings show that taste consistency is the dominant factor supporting customer retention, reinforced by outlet tidiness and friendly service, while several customers explicitly expressed a desire for structured promotions such as discounts, cashback, and product bundling to encourage repeat purchases. Recommended actions therefore include: (a) improving purchase retention through consistent product quality and service; (b) introducing a customer loyalty program, such as vouchers or promotions for regular customers, including membership cards, purchase points, and bonus rewards after a set number of transactions; and (c) strengthening digital promotion through social media to sustain customer relationships and awareness.

4.1.6 Product Development

Product Development is positioned as the second-priority strategy, supported by coding evidence of customer interest in taste and topping variation, contemporary signature menus, and frozen food, tempered by some concern

regarding excessive menu proliferation and constraints in inventory, equipment, and workforce capacity. Recommended actions include: (a) adding variations to pasta menus, toppings, and product packages; (b) developing frozen food products, including ready-to-cook frozen pasta, frozen chicken toppings, and home-cooking packages; and (c) continuing incremental menu innovation. Because the underlying resource constraints are shared across strategies, innovation is recommended first among existing customers and extended further only once acceptance and margins prove adequate.

4.1.7 Market Development

Market Development is positioned as the third-priority strategy, informed by coding evidence pointing to unreached segments and areas—students, office workers, delivery-dependent customers, online-platform users, bazaar and community audiences, and potential collaboration partners. Recommended actions include: (a) expanding marketing reach; (b) developing delivery services; and (c) strengthening digital promotion to attract new customers. This strategy is recommended for implementation only once production and service capacity are judged sufficient to absorb increased demand without compromising quality.

4.1.8 Diversification

Diversification, involving new products for new markets, carries the highest uncertainty because it requires simultaneous capability-building in both dimensions, and is therefore positioned as the fourth and final priority. Coding evidence pointed to opportunities in derivative pasta-based raw materials (such as sauces) and catering services, but also surfaced concerns regarding production capacity, quality consistency, inventory risk, and operational focus. Recommended actions include: (a) developing pasta-based raw material products, such as a signature sauce, as an additional product line; and (b) offering catering services to reach event-based markets and new customer groups. Given its higher uncertainty, this strategy is recommended to begin with small-scale market testing before larger investment.

4.2 Discussion

The findings of this study demonstrate a strong conceptual linkage between Laamore Pasta's development strategy and the Business Model Canvas framework of Osterwalder and Pigneur (2010), which explains how a firm creates, delivers, and captures value for its customers. Among the nine elements, Value Proposition emerged as the central driver of customer value creation, consistent with the finding that product quality is the primary factor evaluated by consumers before any other business attribute. This result is consistent with Wibowo *et al.* (2021), who found that product quality and customer experience play an important role in shaping customer satisfaction in the food-and-beverage sector, and with Gupta *et al.* (2021), who identified product innovation as a critical capability for small and medium enterprises seeking competitive advantage through differentiation. With respect to the Ansoff Matrix, the results indicate that Market Penetration and Product Development are the most realistic strategies for Laamore Pasta to pursue in the near term, given its established customer base, market-accepted products, and emerging brand identity. Market penetration—achieved through digital promotion, loyalty programs, bundling packages, and enhanced customer communication—is reinforced by Febriyanto and Arisandi (2020), who found that digital marketing enables small enterprises to expand their marketing reach and strengthen customer relationships without requiring large promotional budgets. Product development, through pasta variation, new toppings, frozen food, and derivative pasta products, is likewise supported by Laamore Pasta's existing production capability and understanding of customer preferences. Market Development and Diversification, meanwhile, remain viable longer-term options: market development through expanded distribution channels, food marketplaces, delivery services, and frozen food distribution is consistent with Bouwman *et al.* (2021), who found that digital transformation helps small and medium enterprises build new business models through improved market access, process efficiency, and customer relationships, while diversification through catering services and event packages requires more substantial capital, workforce, and operational readiness and should therefore be pursued incrementally. Theoretically, this study reinforces the applicability of the Business Model Canvas and Ansoff Matrix as complementary frameworks for analyzing small culinary enterprises: the Business Model Canvas identifies internal business conditions across customers, products, resources, and activities, while the Ansoff Matrix directs the formulation of growth-strategy alternatives based on product–market conditions, jointly supporting a more comprehensive strategic diagnosis. The study also lends empirical support to the concept of dynamic capabilities (Teece, 2010), indicating that Laamore Pasta requires adaptive capacity through product development, digital-technology utilization, and gradual diversification in order to remain responsive to a rapidly changing business environment shaped by digital transformation and evolving consumer behavior (Kraus *et al.*, 2021). Practically, the findings offer Laamore Pasta a staged roadmap for business development, beginning with strengthening the core business and customer retention, followed by tested product innovation, market expansion once operational capacity allows, and diversification pursued cautiously through small-scale market trials. This staged approach reduces the risk of resource overextension while allowing the business to capture growth opportunities as its internal readiness improves.

5 | CONCLUSIONS AND FUTURE WORK

This study evaluated the business model of Laamore Pasta through the nine elements of the Business Model Canvas and formulated alternative business development strategies using the Ansoff Matrix. Three main conclusions can be drawn. First, Laamore Pasta's business model encompasses all nine Business Model Canvas elements, but their implementation is not yet fully optimal: Value Proposition is the most dominant element, reflected in taste consistency, affordable pricing, menu variety, and a modern pasta concept adapted to local taste, while Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure each require further strengthening, particularly in digital-promotion consistency, structured customer loyalty mechanisms, workforce and equipment readiness, production and marketing standardization, partner selection criteria, and cost control for expansion. Second, based on the Ansoff Matrix analysis, Market Penetration is the most appropriate and highest-priority strategy for Laamore Pasta at present, given its established product and market base, followed sequentially by Product Development, Market Development, and Diversification as resource readiness and operational capacity improve. Third, the combined Business Model Canvas and Ansoff Matrix analysis indicates that the most appropriate development pathway for Laamore Pasta is an incremental one: strengthening the core business and customer retention first, followed by tested product innovation, market expansion once capacity is adequate, and diversification as a longer-term stage pursued through continuous, small-scale market testing. Based on these conclusions, Laamore Pasta is advised to prioritize strengthening its existing market through consistent product quality and taste, improved customer service, outlet comfort, and sustained digital promotion, complemented by a structured loyalty program such as vouchers, discounts, bundling, or regular-customer promotions to encourage repeat purchases. Product development should proceed incrementally, considering resource readiness, through additional menu variations, toppings, product packages, and limited-scale frozen food trials. Market expansion through delivery services, online platforms, bazaars, events, communities, and partner collaborations should be pursued once production and service capacity are judged sufficient to meet increased demand, while diversification through catering services or derivative products such as sauces or pasta raw materials should be approached gradually, beginning with market testing to reduce cost, inventory, and market-acceptance risk. Laamore Pasta should also continue strengthening the Business Model Canvas elements that remain suboptimal, particularly Channels, Customer Relationships, Key Resources, Key Activities, Key Partnerships, and Cost Structure, through more structured digital-media management, standardized production and service processes, improved workforce and equipment readiness, appropriate partner selection, and more measurable cost management ahead of further business expansion. This study is limited by its single-case-study design, focused on one small culinary enterprise, which constrains the generalizability of its findings to other culinary businesses with different scales, locations, or market conditions furthermore, the analysis relies primarily on interview-based qualitative data without accompanying quantitative sales or financial performance data. Future research is therefore encouraged to evaluate the actual implementation and outcomes of the strategies recommended in this study, including changes in sales performance, customer loyalty, market expansion, and operational readiness following strategy implementation, and to extend the combined Business Model Canvas and Ansoff Matrix approach to comparative studies across multiple culinary enterprises to strengthen the generalizability of the findings.

ACKNOWLEDGEMENTS

The author gratefully acknowledges the employee and customers of Laamore Pasta for their willingness to participate as informants and for the time and openness they provided during the interview and observation process. The author also thanks the academic supervisors and colleagues in the Entrepreneurship Study Program, Faculty of Economics and Business, University Pembangunan Nasional "Veteran" Jawa Timur, for their guidance, constructive feedback, and support throughout the completion of this research.

REFERENCES

- Ansoff, H. I. (1957). Strategies for diversification. *Harvard Business Review*, 35(5), 113–124.
- Basuki, B., Putri, A. R., Winoto, A. B., & Oktavia, A. (2025). Analisis masalah yang dihadapi pelaku UMKM di Kabupaten Klaten [Analysis of problems faced by MSME actors in Klaten Regency]. *Journal of Economics Research and Policy Studies*, 5(2), 323–337. <https://doi.org/10.53088/jerps.v5i2.1835>.

- Bouwman, H., Nikou, S., & de Reuver, M. (2021). Digitalization, business models, and SMEs: How do business model innovation practices improve performance of digitalizing SMEs? *Telecommunications Policy*, 43(9), 101828. <https://doi.org/10.1016/j.telpol.2019.101828>.
- Brunner, M., Bachmann, N., Thienemann, A. K., Tuezuen, A., & Jodlbauer, H. (2025). To the end of the line—Including intermediaries and end customers in the business model CANVAS. *Journal of Open Innovation: Technology, Market, and Complexity*, 11(3), 100623. <https://doi.org/10.1016/j.joitmc.2025.100623>.
- Cahyanti, M. M., & Anjaningrum, W. D. (2017). Faktor-faktor yang mempengaruhi perkembangan usaha kecil sektor industri pengolahan di Kota Malang [Factors influencing the development of small manufacturing enterprises in Malang City]. *Jurnal Ilmiah Bisnis dan Ekonomi Asia (JIBEKA)*, 11(2), 73–79.
- Clauss, T., Abebe, M., Tangpong, C., & Hock, M. (2021). Strategic agility, business model innovation, and firm performance: An empirical investigation. *IEEE Transactions on Engineering Management*, 68(3), 767–784. <https://doi.org/10.1109/TEM.2019.2910381>.
- David, F. R., David, F. R., & David, M. E. (2023). *Strategic management: A competitive advantage approach, concepts and cases* (18th ed.). Pearson.
- Fahluzi, A. M., & Solihati, K. D. (2024). Pengaruh kualitas pelayanan, harga dan kepercayaan terhadap kepuasan pelanggan pada Restoran Raa Cha Suki & BBQ Mall Plaza Atrium [The effect of service quality, price, and trust on customer satisfaction at Raa Cha Suki & BBQ Restaurant, Mall Plaza Atrium]. *Journal of Business Administration Economic & Entrepreneurship*, 6(2), 79–90.
- Fatimah, S., Yahya, M., & Hasan, K. (2021). Pengaruh modal usaha, kualitas sumber daya manusia, dan strategi pemasaran terhadap pengembangan UMKM di Kecamatan Kota Kualasimpang Kabupaten Aceh Tamiang [The effect of business capital, human resource quality, and marketing strategy on MSME development in Kota Kualasimpang District, Aceh Tamiang Regency]. *JIM: Jurnal Ilmiah Mahasiswa*, 3(2), 154–165.
- Febriyantoro, M. T., & Arisandi, D. (2020). Pemanfaatan digital marketing bagi usaha mikro, kecil dan menengah pada era masyarakat ekonomi ASEAN [The use of digital marketing for micro, small, and medium enterprises in the ASEAN economic community era]. *JMD: Jurnal Riset Manajemen & Bisnis Dewantara*, 3(2), 61–76.
- Geissdoerfer, M., Vladimirova, D., & Evans, S. (2018). Sustainable business model innovation: A review. *Journal of Cleaner Production*, 198, 401–416. <https://doi.org/10.1016/j.jclepro.2018.06.240>.
- Gumanti, R. M. (2025). Coffee shop marketing strategy analysis using STP and the Ansoff Matrix: A systematic literature review. *Al-Kharaj: Journal of Islamic Economic and Business*, 7(4), 3254–3266.
- Gupta, S., Modgil, S., Bhattacharyya, S., & Bose, I. (2021). Artificial intelligence for decision support systems in the field of operations research: Review and future scope of research. *Annals of Operations Research*, 308, 215–274. <https://doi.org/10.1007/s10479-020-03856-6>.
- Hasibuan, M. I., & Hasibuan, A. F. (2026). Analisis strategi pemasaran Ansoff Matrix dalam meningkatkan penjualan pada usaha Rumah Makan Dendeng Batokok di Jalan Rumah Sakit Haji Medan [Analysis of the Ansoff Matrix marketing strategy in increasing sales at the Dendeng Batokok Restaurant, Jalan Rumah Sakit Haji Medan]. *Didaktik: Jurnal Ilmiah PGSD FKIP Universitas Mandiri*, 12(1), 127–139.
- Joyce, A., & Paquin, R. L. (2016). The triple layered business model canvas: A tool to design more sustainable business models. *Journal of Cleaner Production*, 135, 1474–1486. <https://doi.org/10.1016/j.jclepro.2016.06.067>.
- Kotler, P., & Keller, K. L. (2022). *Marketing management* (16th ed.). Pearson.
- Kraus, S., Jones, P., Kailer, N., Weinmann, A., Chaparro-Banegas, N., & Roig-Tierno, N. (2021). Digital transformation: An overview of the current state of the art of research. *SAGE Open*, 11(3), 1–15. <https://doi.org/10.1177/21582440211047576>.

- Ministry of Tourism of the Republic of Indonesia. (2026, January 6). Statistik usaha penyediaan makanan dan minuman tahun 2024 [Statistics on food and beverage provision businesses, 2024].
- Nur'aini, R. D. (2020). Penerapan metode studi kasus Yin dalam penelitian arsitektur dan perilaku [Application of Yin's case study method in architecture and behavior research]. *INERSIA: Informasi dan Ekspose Hasil Riset Teknik Sipil dan Arsitektur*, 16(1), 92–104. <https://doi.org/10.21831/inersia.v16i1.31319>.
- Osterwalder, A., & Pigneur, Y. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*. John Wiley & Sons.
- Pearce, J. A., II, & Robinson, R. B. (2011). *Strategic management: Formulation, implementation, and control* (12th ed.). McGraw-Hill/Irwin.
- Pramesti, N. A., Nugraha, H. S., & Ngatno, N. (2024). Analisis strategi pengembangan bisnis UMKM Singkong Keju Argotelo Salatiga melalui metode Business Model Canvas [Analysis of the business development strategy of the Argotelo Salatiga cheese-cassava MSME through the Business Model Canvas method]. *Jurnal Ilmu Administrasi Bisnis*, 13(3), 755–764.
- Putri, N. K., & Tirtadidjaja, A. (2024). Analisis pengaruh tren kuliner terhadap minat beli produk di Lucy Curated Compound Adityawarman [Analysis of the influence of culinary trends on purchase intention at Lucy Curated Compound Adityawarman]. *Journal of Innovation Research and Knowledge*, 4(3), 1345–1358.
- Qomaro, G. W., Nasrulloh, N., & Salleh, A. Z. (2024). Leveraging the Ansoff Matrix for strategic growth in packaged food micro-enterprises. *Dinar: Jurnal Ekonomi dan Keuangan Islam*, 11(1), 51–66.
- Rahayu, V. P., Astuti, R. F., Mustangin, M., & Sandy, A. T. (2022). Analisis SWOT dan Business Model Canvas (BMC) sebagai solusi dalam menentukan strategi pengembangan usaha kuliner [SWOT and Business Model Canvas (BMC) analysis as a solution for determining culinary business development strategy]. *International Journal of Community Service Learning*, 6(1), 112–121. <https://doi.org/10.23887/ijcsl.v6i1.40965>.
- Rahmawati, Y., Widayati, C. C., & Perkasa, D. H. (2023). Pengaruh cita rasa, harga dan kualitas pelayanan terhadap kepuasan konsumen: Studi kasus pada Resto Street Sushi Cabang Meruya Jakarta Barat [The effect of taste, price, and service quality on customer satisfaction: A case study of Street Sushi Restaurant, Meruya Branch, West Jakarta]. *Jurnal Humaniora, Ekonomi Syariah dan Muamalah*, 1(3). <https://doi.org/10.38035/jhesm.v1i3.71>.
- Rangkuti, F. (2016). *Analisis SWOT: Teknik membedah kasus bisnis* [SWOT analysis: Techniques for dissecting business cases]. Gramedia Pustaka Utama.
- Rato, K. W., Pedi, M. A., Ngongo, A. T., Dappa, A., Sogara, M. U., & Lende, A. (2025). Analisis sistem persaingan bisnis kuliner Sirkey Cafe and Resto [Analysis of the competitive business system of Sirkey Cafe and Resto]. *Tuturan: Jurnal Ilmu Komunikasi, Sosial dan Humaniora*, 3(1), 35–42. <https://doi.org/10.47861/tuturan.v3i1.1399>.
- Regina, T., Sugiyono, S., & Hendriyani, M. (2025). Strategi pemasaran digital untuk meningkatkan penjualan UMKM sektor kuliner [Digital marketing strategy to increase sales of culinary-sector MSMEs]. *Kompleksitas: Jurnal Manajemen, Organisasi dan Bisnis*, 14(1), 7–17.
- Sarosa, S. (2012). *Penelitian kualitatif: Dasar-dasar* [Qualitative research: The basics]. Indeks.
- Sholeh, M. I., & Idris, I. (2024). Keberlanjutan bisnis kuliner di tengah dinamika pasar: Pengalaman Albarokah Chicken [Culinary business sustainability amid market dynamics: The experience of Albarokah Chicken]. *Jurnal Dinamika Bisnis dan Kewirausahaan*, 1(1), 47–56.
- Sugiyono. (2011). *Metode penelitian kuantitatif, kualitatif dan R&D* [Quantitative, qualitative, and R&D research methods]. Alfabeta.
- Sugiyono. (2013). *Metode penelitian pendidikan pendekatan kuantitatif, kualitatif, dan R&D* [Educational research methods: Quantitative, qualitative, and R&D approaches]. Alfabeta.

- Sukarno, B. R., & Ahsan, M. (2021). Implementasi strategi pengembangan bisnis dengan Business Model Canvas [Implementation of business development strategy using the Business Model Canvas]. *Jurnal MANOVA*, 4(2), 51–61.
- Sumiyati, S., & Rohman, A. (2022). Analisis persaingan bisnis pada usaha kuliner dalam meningkatkan pelanggan menurut perspektif etika bisnis Islam: Studi kasus usaha bisnis kuliner sate Jl. Niaga Pamekasan [Analysis of business competition in culinary enterprises in increasing customers from an Islamic business ethics perspective: A case study of a satay business on Jl. Niaga, Pamekasan]. *Jurnal Kaffa*, 1(2), 1–24.
- Tambunan, T. (2019). *UMKM di Indonesia: Perkembangan, kendala, dan tantangan* [MSMEs in Indonesia: Development, constraints, and challenges]. Prenadamedia Group.
- 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>.
- Tohari, M. A., Muslihun, & Hidayat, N. (n.d.). Strategi pengembangan usaha mikro, kecil, dan menengah berbasis ekonomi kreatif bidang kuliner di Kota Bandar Lampung [Development strategy for creative-economy-based micro, small, and medium culinary enterprises in Bandar Lampung City]. *Jurnal Az-Zahra: Jurnal Ekonomi dan Bisnis Islam*.
- Wheelen, T. L., & Hunger, J. D. (2008). *Strategic management and business policy* (11th ed.). Pearson Prentice Hall.
- Wibowo, A., Chen, S.-C., Wiangin, U., Ma, Y., & Ruangkanjanases, A. (2021). Customer behavior as an outcome of social media marketing: The role of social media marketing activity and customer relationship management. *Sustainability*, 13(1), 189. <https://doi.org/10.3390/su13010189>.
- Wijayanti, N., & Hidayat, H. H. (2020). Model Business Canvas (BMC) sebagai strategi penguatan kompetensi UMKM makanan ringan di Kabupaten Kebumen, Jawa Tengah [The Business Model Canvas as a strategy for strengthening the competence of snack-food MSMEs in Kebumen Regency, Central Java]. *Jurnal Agroindustri Halal*, 6(2), 114–121.

How to cite this article: Sari, R. M., & Budiman, A. (2026). Culinary Business Development Strategy Analysis Using the Business Model Canvas (BMC) and Ansoff Matrix Approach: A Case Study of Laamore Pasta. *Indonesian Journal Economic Review (IJER)*, 6(3), 1472-1484.