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BUSINESS CANVAS MODEL AND ITS APPLICATION TO INTERNATIONAL PRODUCTS: EXAMINING THE ELEMENTS THAT CONTRIBUTE TO COMPETITIVENESS AS IDENTIFIED IN PRIOR RESEARCH

Dimas Aryo Putra, Irmanda Syahrani and Wilhelmus Hary Susilo*

MAGISTER MANAGEMENT Program, FEB University of Persada Indonesia Y.A.I

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ABSTRACT

The development of a business canvas for imported products in Indonesia is relatively straightforward due to the numerous trade barriers that still require significant improvement. This paper aims to explore the factors that contribute to competitive advantage, enabling Indonesian products to effectively compete with imports. The research methodology is grounded in relevant studies that focus on establishing a robust business canvas, which is essential for determining the reliable performance of companies. The utilization of NVivo software will facilitate the identification of key themes and subthemes that are critical considerations for business actors and firms in the context of global competition, while also providing an empirical overview of the exploratory findings. The conclusion of this paper offers valuable insights into business strategies based on the development of a business canvas, equipping Indonesian entrepreneurs with the necessary tools to compete against imported products.

KEYWORDS: Canvas business model, Strategic business, Competitive advantage, import product

INTRODUCTION

The creation of a business canvas for imported goods in Indonesia presents a relatively uncomplicated challenge, primarily due to the existing trade barriers that necessitate considerable enhancement. This study seeks to investigate the elements that foster competitive advantage, allowing Indonesian products to successfully rival imports. The research approach is anchored in pertinent literature that emphasizes the importance of a well-structured business canvas, which is vital for assessing the dependable performance of enterprises. Employing NVivo software will aid in uncovering significant themes and sub-themes that are essential for business stakeholders and organizations navigating the landscape of global competition, while also offering an empirical summary of the exploratory results. The paper's conclusion provides critical insights into business strategies derived from the business canvas development, thereby equipping Indonesian entrepreneurs with the essential resources to

contend with imported products.

A business model canvas serves as a strategic management tool that provides a visual framework for developing, describing, and analyzing a business model. It encompasses key components such as value propositions, customer segments, revenue streams, and cost structures, allowing entrepreneurs and organizations to systematically explore and articulate their business ideas. By utilizing this canvas, stakeholders can gain insights into the interrelationships between various elements of the business, facilitating informed decision making and fostering innovation (Proulx & Gardoni, 2023a).

The Minister of Industry has indicated that the ease with which imported products enter Indonesia is largely due to the numerous trade barriers that require significant improvement. For instance, while Malaysia, Japan, China, and India each have a single product certification body, Indonesia has 69, suggesting that other countries impose stricter regulations on imports. In contrast, Indonesia's relatively lenient import policies allow foreign products to enter the market with minimal resistance. To address this issue, the Minister plans to implement regulations mandating that Indonesia's product certification bodies possess testing laboratories. Furthermore, the limited number of trade barriers in Indonesia is evident, as the country has only 102 safeguard measures, compared to China's 1,020, Thailand's 226, and the Philippines' 307. In terms of antidumping measures, Indonesia has 48, while India and the Philippines have 280 and 250, respectively. Additionally, regarding the mandatory National Standards of Indonesia (SNI), the country has only 172, which is significantly lower than the European Union's 4,004, China's 1,170, Thailand's 585, the Philippines' 250, and Malaysia's 227. Strengthening the instruments available to protect domestic industries could greatly enhance the sustainability of Indonesia's local manufacturing sector (<https://www.antaraneews.com/berita/2350118/menperin-sebut-produk-impor-terlalugampang-masuk-indonesia>, 2024).

The Vice President emphasized the necessity for the Indonesian populace to transition away from reliance on imported goods, advocating for the cultivation of national independence through the development of domestic products. This initiative aims to foster economic self-sufficiency, thereby facilitating a transformation towards a robust and dignified Indonesia that embodies progress (<https://www.antaraneews.com/berita/2317918/wapres-indonesia-harus->, 2024).

The Vice President outlined three strategies aimed at enhancing the capabilities of micro, small, and medium enterprises (MSMEs) to penetrate global markets. These strategies include the acceleration of halal certification processes in the upstream sector, which will subsequently facilitate the halal certification in the downstream sector. Additionally, there is a focus on strengthening the halal industry ecosystem, extending support to remote areas to improve MSME accessibility. Furthermore,

it is essential to bolster the synergy between central and local governments to optimize halal industrial zones and enhance halal certification services within these regions, alongside fostering innovative programs and partnerships among government entities, the private sector, and communities to expedite the global expansion of halal MSMEs (<https://www.antaraneews.com/berita/4306071/wapres-paparkan-tiga-strategiperkuat-umkm-dapat-tembus-pasar-global>, 2024)

The Chairman of the Indonesian Chamber of Commerce and Industry (Kadin) has articulated that Indonesia is not merely aligning with global trends in impact investing but is also emerging as a highly active investment destination within the region. In recent years, impact investing has gained significant traction in Indonesia, as investors increasingly recognize the importance of environmental, social, and governance (ESG) principles. This growth can be attributed to the pressing need to address critical global issues such as poverty, inequality, and climate change. Furthermore, data from the Global Impact Investing Network (GIIN) indicates that the total assets managed under impact investing principles worldwide have surpassed \$1.1 trillion. Additionally, the Australian Agency for International Development (AusAID) reports that approximately 131 legislative drafts were developed in Indonesia between 2020 and 2022, attracting nearly \$1.5 billion in investment. This trend is fostering a paradigm shift where social and environmental impacts are increasingly considered alongside financial returns. Investors are prioritizing long-term investments that promote a low-carbon future and sustainable development; however, the current level of investment remains insufficient to address the growing social inequality in Indonesia. This challenge is too substantial to be resolved solely by individuals, corporations, corporate social responsibility (CSR) initiatives, or non-governmental organizations (NGOs) (<https://www.antaraneews.com/berita/4317183/kadin-sebut-indonesia-jadi-tujuan-investasi-berdampak-di-kawasan>, 2024).

This study delves into the Business Canvas model and its application to international products, examining the elements that contribute to competitiveness as identified in prior research (Proulx & Gardoni, 2023a; Sibalija et al., 2021a).

LITERATURE REVIEW

The canvas business model represents a strategic framework that enables organizations to visualize and articulate their business plans in a structured manner. This model emphasizes the importance of key components such as value propositions, customer segments, and revenue streams, allowing businesses to identify and analyze the essential elements that drive their operations. By employing this model, companies can effectively communicate their business strategies, foster innovation, and adapt to changing market conditions, ultimately enhancing their competitive advantage. The act of introducing a diverse range of goods from foreign markets into a nation for commercial use is known as product importation. Utilizing this model enables organizations to articulate their business strategies

with clarity, promote innovation, and respond adeptly to evolving market dynamics, thereby strengthening their competitive edge. The process of bringing a variety of products from international markets into a country for commercial purposes is referred to as product importation (Donbesuur et al., 2020; Findsrud, 2020; Lee & Rodríguez-Pose, 2013; Proulx & Gardoni, 2023b).

The enhancement of national products is essential for promoting quality improvements, which in turn is crucial for achieving competitive success. Develop a canvas business model that emphasizes the enhancement of national products through quality improvement initiatives, thereby positioning itself to achieve a competitive advantage in the marketplace. The advancement of domestic products is vital for fostering improvements in quality, which is fundamental for attaining competitive success. It is important to create a business model canvas that prioritizes the enhancement of national products through initiatives aimed at quality improvement, thus strategically positioning the organization to secure a competitive edge in the market. The progress of domestic goods is essential for enhancing quality, a key factor in achieving competitive success. Developing a business model canvas that emphasizes the enhancement of national products through quality improvement initiatives is crucial, as it strategically positions the organization to gain a competitive advantage in the marketplace. Focusing on quality enhancement, alongside maintaining price competitiveness and expanding market share, is vital for overall market presence (Kontogianni et al., 2022; Novani et al., 2015a, 2015b; Sibalija et al., 2021a).

The creation of a business canvas for imported goods in Indonesia presents a relatively uncomplicated task, primarily due to the existing trade barriers that necessitate considerable enhancement. This study seeks to investigate the elements that foster competitive advantage, allowing Indonesian products to successfully rival imports. The identification of critical themes and sub-themes that are essential for business stakeholders and organizations as they navigate the intricacies of global competition, while also offering an empirical overview of the exploratory results (Eggert et al., 2015; Michalski, 2021). The paper's provides significant insights into business strategies derived from the business canvas development, thereby equipping Indonesian entrepreneurs with the essential tools to effectively contend with imported goods. A business model canvas serves as a strategic management tool that provides a visual framework for the development, description, and analysis of a business model. It encompasses vital components such as value propositions, customer segments, revenue streams, and cost structures, enabling entrepreneurs and organizations to systematically explore and articulate their business ideas. By utilizing this canvas, stakeholders can achieve a more profound understanding of the interrelations among various business components, which supports informed decision-making and fosters innovation (Proulx & Gardoni, 2023a; Sibalija et al., 2021b).

The research offers valuable perspectives on business strategies that emerge from the development of

the business model canvas, thereby empowering Indonesian entrepreneurs with crucial resources to competently compete against imported products. The business model canvas functions as a strategic management instrument that presents a visual structure for the creation, explanation, and evaluation of a business model (Fang, 2020; Varadarajan et al., 2022). It includes essential elements such as value propositions, customer segments, revenue streams, and cost structures, allowing entrepreneurs and organizations to methodically investigate and express their business concepts. The application of this canvas enables stakeholders to gain a deeper insight into the connections between different business elements, thereby facilitating informed decision-making and encouraging innovation. The research provides significant insights into the business strategies that arise from the utilization of the business model canvas, equipping Indonesian entrepreneurs with essential tools to effectively compete with imported goods. Serving as a strategic management tool, the business model canvas offers a visual framework for the development, articulation, and assessment of a business model. It encompasses critical components such as value propositions, customer segments, revenue streams, and cost structures, which allow entrepreneurs and organizations to systematically analyze and articulate their business ideas (Becker et al., 2020; Varadarajan et al., 2022; Wang, 2022).

METHODS

The research methodology is grounded in relevant literature that highlights the significance of a well-organized business canvas, which is vital for evaluating the reliable performance of companies. The utilization of NVivo software will aid in uncovering key themes and sub- themes that are crucial for business stakeholders and organizations as they maneuver through the complexities of global competition, while simultaneously providing an empirical summary of the exploratory findings (Maher et al., 2018; Spencer, 2007).

A case research methodology is firmly based on pertinent literature that underscores the importance of a structured business canvas, essential for assessing the dependable performance of enterprises. The application of NVivo software will facilitate the identification of significant themes and sub-themes that are critical for business stakeholders and organizations as they navigate the intricacies of global competition, while also offering an empirical overview of the exploratory results. The research methodology is firmly anchored in relevant literature that emphasizes the importance of a systematically organized business canvas, which is essential for assessing the reliable performance of businesses. The employment of NVivo software will assist in identifying key themes and sub-themes that are vital for business stakeholders and organizations as they navigate the complexities of global competition, while also providing an empirical overview of the exploratory findings (Maher et al., 2018; Meikle et al., n.d.; Zittoun, 2020).

RESULT AND DISCUSSION

The creation of a business canvas for imported goods in Indonesia presents a relatively uncomplicated task, primarily due to the existing trade barriers that necessitate considerable enhancement. This study seeks to investigate the elements that foster competitive advantage, allowing Indonesian products to successfully rival imports. The research methodology is anchored in pertinent literature that underscores the importance of a structured business canvas, which is essential for assessing the dependable performance of enterprises. Employing NVivo software will facilitate the identification of critical themes and sub-themes that are essential for business stakeholders and organizations as they navigate the intricacies of global competition, while also offering an empirical overview of the exploratory results. The paper's conclusion provides significant insights into business strategies derived from the business canvas development, thereby equipping Indonesian entrepreneurs with the essential tools to effectively contend with imported goods (Donbesuur et al., 2020; Findsrud, 2020; Lee & Rodríguez-Pose, 2013).

A business model canvas serves as a strategic management tool that provides a visual framework for the development, description, and analysis of a business model. It encompasses vital components such as value propositions, customer segments, revenue streams, and cost structures, enabling entrepreneurs and organizations to systematically explore and articulate their business ideas. By utilizing this canvas, stakeholders can achieve a more profound understanding of the interrelations among various business components, which supports informed decision-making and fosters innovation (Eggert et al., 2015; Ho et al., 2018; Wang, 2022). The outcome from the search query from “DIMAS – NVIVO 2024” as follow below:

<Files\\adrodegari-et-al-2018-the-transition-towards-service-oriented-business-models-a-european-survey-on-capital-goods> - § 1 reference
coded [0,01% Coverage]

Reference 1 - 0,01% Coverage
a reference framework the BM Canvas,12 reported in Figure 1

<Files\\ahlgren-ode-louche-2022-a-business-model-pattern-arrives-and-then-a-translation-perspective-on-business-model> - § 6 references
coded [0,02% Coverage]

Reference 1 - 0,01% Coverage
of components is the BM canvas (Osterwalder and Pigneur, 2010). The

Reference 2 - 0,01% Coverage

Osterwalder and Pigneur, 2010). The canvas includes nine components: the value

Reference 3 - 0,01% Coverage

various pieces, following the BM canvas by Osterwalder and Pigneur (2010)

Reference 4 - 0,01% Coverage

nine components of the BM canvas: the value proposition, revenue streams

Reference 5 - 0,01% Coverage

nine components of the BM canvas were formulated in more and

Reference 6 - 0,01% Coverage

In our case, the BM canvas seemed insufficient to capture interdependencies

<Files\\bakke-barland-2022-disruptive-innovations-and-paradigm-shifts-in-journalism-as-a-business-from-advertisers-first-to> - § 1

reference coded [0,01% Coverage]

Reference 1 - 0,01% Coverage

by the nine-variable business canvas of Osterwalder and Pigneur (2010)

<Files\\chen-et-al-2020-a-business-model-and-cost-analysis-of-automated-platoon-vehicles-assisted-by-the-internet-of-things> - § 5

references coded [0,04% Coverage]

Reference 1 - 0,01% Coverage

business model and business model canvas related to platoon services are

Reference 2 - 0,01% Coverage

business model. The business model canvas shows the value propositions of

Reference 3 - 0,01% Coverage

followed by the business model canvas (BMC) related to platoon services

Reference 4 - 0,01% Coverage

725

Figure 4. Business model canvas for automated platoon vehicles. OEM

Reference 5 - 0,01% Coverage

can be seen in the canvas, many new cost elements emerged
<Files\\chen-et-al-2021-business-models-and-cost-analysis-of-automated-valet-parking-and-shared-
autonomous-vehicles-assisted-by> - § 9
references coded [0,05% Coverage]

Reference 1 - 0,01% Coverage

analyzed; then, the business model canvas of AVP and SAV are

Reference 2 - 0,01% Coverage

2461 Figure 7. Business model canvas for automated valet parking.
Business

Reference 3 - 0,01% Coverage

off.54 The business model canvas (BMC) as a strategic management

Reference 4 - 0,01% Coverage

Figure 7. The business model canvas is based on a workshop

Reference 5 - 0,01% Coverage

AVP business. The business model canvas of SAVs56 is shown in

Reference 6 - 0,01% Coverage

correspondingly. With this business model canvas, the actors and their interactions

Reference 7 - 0,01% Coverage

and

Figure 9. Business model canvas for shared autonomous vehicles.

Chen

Reference 8 - 0,01% Coverage

autonomous vehicle

BMC: business model canvas COE: CPS:

cyber-physical system

Reference 9 - 0,01% Coverage

al. Repainting the business model canvas for peer-to-peer sharing

<Files\\corbo-et-al-2018-business-model-adaptation-in-response-to-an-exogenous-shock-an-empirical-analysis-of-the-portuguese> - § 1
reference coded [0,01% Coverage]

Reference 1 - 0,01% Coverage

can be described as a canvas through several basic building blocks

<Files\\ferreira-et-al-2024-start-ups-and-entrepreneurial-ecosystems-in-the-circular-economy-a-multi-level-approach-for-safe> - § 1
reference coded [0,01% Coverage]

Reference 1 - 0,01% Coverage

of a circular business model's canvas that could support the pursuit

<Files\\hausdorf-timm-2024-relational-or-transactional-the-importance-of-distinguishing-two-types-of-community-supported> - § 2
references coded [0,01% Coverage]

Reference 1 - 0,01% Coverage

propose a community-business model canvas as a novel framework, while

INNOVATION:

<Files\\adrodegari-et-al-2018-the-transition-towards-service-oriented-business-models-a-european-survey-on-capital-goods> - § 2
references coded [0,03% Coverage]

Reference 1 - 0,01% Coverage

23 In fact, the service innovation may require industrial firms to

Reference 2 - 0,01% Coverage

D and Kowalkowski C. Service innovation in product-centric firms: a

<Files\\ahlgren-ode-louche-2022-a-business-model-pattern-arrives-and-then-a-translation-perspective-on-business-model> - § 51 references
coded [0,24% Coverage]

Reference 1 - 0,01% Coverage

translation

perspective on business model innovation in established firms

Kajsa Ahlgren

Reference 2 - 0,01% Coverage

This study examines business model innovation in an established firm. We

Reference 3 - 0,01% Coverage

dynamics of how business model innovation unfolds. Our findings show that

Reference 4 - 0,01% Coverage

level perspective on business model innovation initiated by the adoption of

Reference 5 - 0,01% Coverage

also reveal that business model innovation processes triggered by business model

Reference 6 - 0,01% Coverage

a firm.

Keywords business model innovation, business model pattern, change process

Reference 7 - 0,01% Coverage

translation theory Introduction

Business model innovation (BMI) is crucial for companies

Reference 8 - 0,01% Coverage

provide a new source of innovation that “complements the traditional subjects

Reference 9 - 0,01% Coverage

of process, product, and organizational innovation” (Zott et al., 2011: 1032

The result from Nvivo outcome could identify conduct to the main theme key and subsub theme of the business canvas improvement factors and the findings derived from the Nvivo analysis could elucidate the behaviors associated with the primary theme and the subordinate themes related to the enhancement factors of the business canvas, Figure 1, as below:

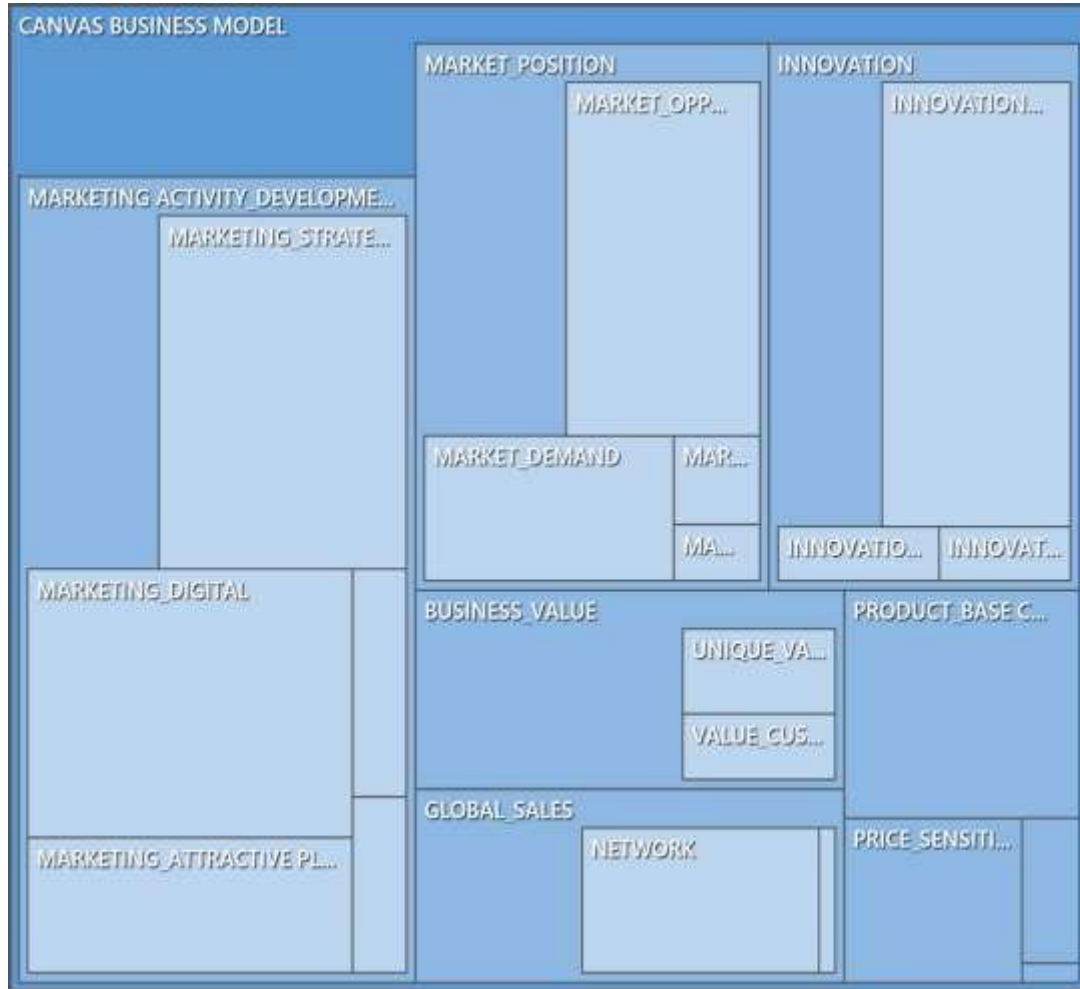


Figure 2. The hierarchy chart of main theme canvas business model

The Important thing from the NVivo outcome to explore the canvas business model as the grand main theme have main sub- theme include; the business value, global selling, innovation improvement, international investor, pursue the market position, marketing activity strategies development, the price sensitivity, improvement the product base to competitive advantage and trade barrier, such as Figure 3 below:

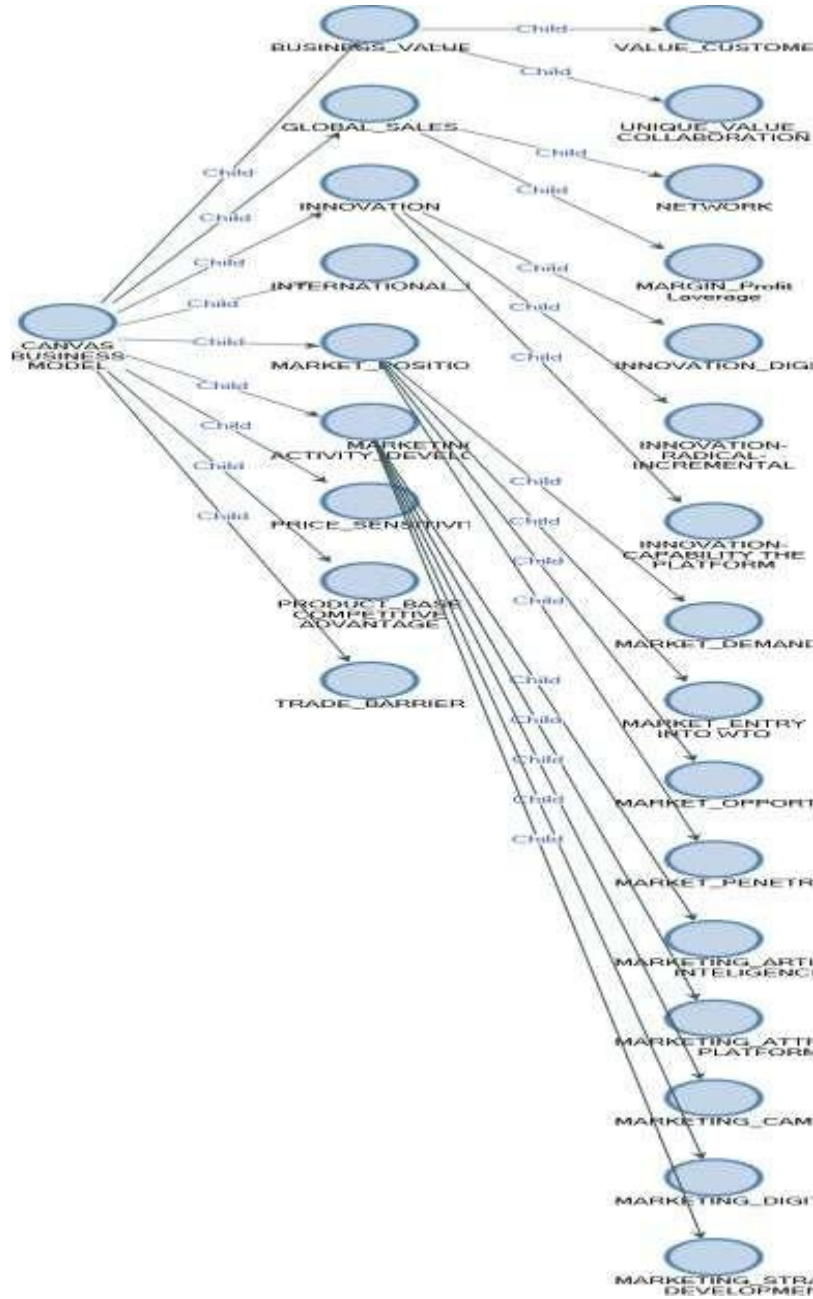


Figure 3. An outcome from exploration the canvas business model as the grand main theme has main sub- theme and entire sub- sub themes

The consideration of building the canvas business development conduct to the National product improvement should aware the entire factor include; the business value, global selling, innovation



improvement, international investor, pursue the market position, marketing activity strategies development, the price sensitivity, improvement the product base to competitive advantage and trade barrier.

The concept of value encompasses the significance or worth attributed to an object, idea, or experience, often reflecting subjective perceptions and societal norms. It serves as a fundamental principle in various disciplines, influencing economic transactions, ethical considerations, and personal decision-making processes. Understanding value requires an exploration of both intrinsic qualities and external factors that shape individual and collective assessments, thereby highlighting its multifaceted nature in human interactions and cultural contexts. The financial significance of an enterprise underscores its economic influence and importance within the marketplace, particularly in relation to the development of customer-oriented models. This value is indicative of the organization's overall impact on the economy and its ability to meet market demands effectively. The concept of international commerce refers to the practice of marketing and distributing products or services across national borders, thereby engaging in trade on a worldwide scale. The notion of global commerce encompasses the activities involved in the promotion and distribution of goods or services beyond national boundaries, thus participating in trade on an international level. The enhancement of innovative practices. Innovation refers to the process of developing new ideas, products, or methods that significantly improve upon existing standards or practices. It encompasses a wide range of activities, from technological advancements to creative solutions in various fields, ultimately aiming to enhance efficiency, effectiveness, and overall quality of life. The pursuit of innovation is often driven by the need to address emerging challenges and to capitalize on new opportunities, fostering a culture of continuous improvement and adaptability within organizations and societies (Bertoni et al., 2016; Leick & Duc, 2023; Millwee et al., 2018).

An international investor is defined as an individual or organization that commits financial resources with the anticipation of achieving a profitable return on their investment. An international investor refers to a person or entity that allocates financial capital with the expectation of generating a profitable return on that investment. The term "financial" pertains to matters related to the management, creation, and study of money, investments, and other financial instruments. It encompasses a wide range of activities, including budgeting, forecasting, and the analysis of financial markets, as well as the evaluation of financial performance within organizations. Understanding financial principles is essential for individuals and businesses alike, as it informs decision-making processes and strategic planning, ultimately influencing economic stability and growth (Homburg et al., 2020; Yeh, 2021; Yu et al., 2013).

The term "market position" refers to the standing or rank of a company or product within a specific industry or market relative to its competitors. It encompasses various factors, including market share, brand perception, and competitive advantages, which collectively determine how a business is viewed in the marketplace. Understanding one's market position is crucial for strategic planning and can significantly influence marketing strategies, pricing decisions, and overall business growth. The term "market" refers to a system or arena in which commercial transactions occur, encompassing the buying and selling of goods and services. It serves as a platform where various economic agents, including consumers and producers, interact to determine prices and allocate resources efficiently. The dynamics of a market can be influenced by numerous factors, including supply and demand, competition, and regulatory frameworks, which collectively shape the behavior of participants and the overall economic landscape. Electronic commerce, commonly referred to as eCommerce, encompasses the buying and selling of goods and services over the internet. This digital marketplace facilitates transactions through various online platforms, allowing consumers to engage in commercial activities from the comfort of their homes. The rise of eCommerce has transformed traditional retail practices, enabling businesses to reach a global audience and providing consumers with a diverse array of products and services at their fingertips. As technology continues to evolve, the landscape of eCommerce is expected to expand further, integrating advanced features such as artificial intelligence and personalized shopping experiences (Sukianto et al., 2021; Sundström & Hjelm-Lidholm, 2020a, 2020b).

Marketing activity encompasses the systematic approach of promoting and selling goods or services by employing a diverse array of strategies and tactics. The emergence of eCommerce has significantly altered conventional retail methodologies, allowing companies to connect with a worldwide customer base while offering consumers an extensive selection of products and services readily accessible online. With the ongoing advancements in technology, the eCommerce sector is anticipated to grow even more, incorporating sophisticated elements like artificial intelligence and tailored shopping experiences. Marketing efforts involve a structured methodology for the promotion and sale of products or services, utilizing a variety of strategies and tactics to achieve these objectives (Chowdhury et al., 2021a, 2021b; Hongdao et al., 2022; John et al., n.d.).

Price sensitivity refers to the degree to which consumers alter their purchasing behavior in response to changes in the price of a product or service. This concept is crucial for businesses as it helps them understand how price fluctuations can impact demand and overall sales. A high level of price sensitivity indicates that consumers are likely to reduce their purchases or seek alternatives when prices rise, while a low level suggests that price changes have minimal effect on their buying decisions. Understanding price sensitivity allows companies to develop effective pricing strategies that align with consumer behavior and market dynamics (Chatterjee, 2020; Chua et al., 2015).

Enhancing the foundational aspects of a product can lead to a significant competitive edge and serve as a barrier to trade. Improving the fundamental elements of a product can provide a substantial advantage in the marketplace and act as a deterrent to competition. Trade obstacles refer to various restrictions or impediments that hinder the free exchange of goods and services between countries. These barriers can take many forms, including tariffs, quotas, and regulatory standards, which collectively serve to limit market access and disrupt the flow of international commerce. By imposing such constraints, nations may seek to protect domestic industries or achieve specific economic objectives, yet these measures can also lead to increased costs for consumers and reduced overall economic efficiency (Groening et al., 2018; Molinillo et al., 2019; Nawaz et al., 2020).

The promotion of domestic products is critical for driving quality enhancements, which are integral to achieving competitive success in the marketplace. It is imperative to design a business model canvas that prioritizes the improvement of national products through targeted quality enhancement initiatives, thereby strategically positioning the organization to secure a competitive advantage. The evolution of local goods plays a significant role in fostering quality improvements, which are essential for attaining a competitive edge. Crafting a business model canvas that focuses on the enhancement of national products through quality initiatives is essential, as it strategically aligns the organization to thrive in a competitive market environment. Emphasizing quality improvement, while also ensuring price competitiveness and increasing market share, is crucial for establishing a robust market presence (Cherubini et al., 2015; Hult et al., 2018; Miao et al., 2022).

CONCLUSION

The development of a business canvas for imported goods in Indonesia is a relatively straightforward endeavor, largely due to the current trade barriers that require significant improvement. This research aims to explore the factors that contribute to competitive advantage, enabling Indonesian products to effectively compete with imports. The methodology is grounded in relevant literature that highlights the necessity of a well-organized business canvas, which is crucial for evaluating the reliable performance of businesses. The use of NVivo software will assist in identifying key themes and sub-themes that are vital for business stakeholders and organizations as they navigate the complexities of global competition, while also providing an empirical overview of the exploratory findings.

The conclusion of this paper offers valuable insights into business strategies derived from the development of the business canvas, thereby equipping Indonesian entrepreneurs with the necessary tools to effectively compete against imported goods. A business model canvas functions as a strategic management instrument that offers a visual representation for the development, description, and analysis of a business model. It includes essential components such as value propositions, customer segments, revenue streams, and cost structures, enabling entrepreneurs and organizations to



systematically investigate and articulate their business concepts. By leveraging this canvas, stakeholders can gain a deeper understanding of the interconnections among various business elements, which aids in informed decision-making and promotes innovation.

The final section of this paper presents significant insights into business strategies that emerge from the utilization of the business model canvas, thereby providing Indonesian entrepreneurs with essential resources to effectively contend with imported products. The business model canvas serves as a strategic management tool that visually encapsulates the development, description, and analysis of a business model. It encompasses critical elements such as value propositions, customer segments, revenue streams, and cost structures, allowing entrepreneurs and organizations to systematically explore and articulate their business ideas. By employing this canvas, stakeholders can achieve a more profound comprehension of the relationships among various business components, which facilitates informed decision-making and fosters innovation.

The canvas business model serves as a strategic tool that allows organizations to systematically visualize and articulate their business strategies. This framework highlights critical elements such as value propositions, customer segments, and revenue streams, enabling businesses to pinpoint and evaluate the fundamental components that influence their operations. By utilizing this model, companies can clearly convey their strategic intentions, encourage innovation, and adapt to shifting market landscapes, thereby bolstering their competitive position. The process of importing a variety of goods from international markets for commercial purposes is termed product importation. Employing this model facilitates organizations in expressing their business strategies with precision, fostering innovation, and responding effectively to changing market conditions, which ultimately enhances their competitive advantage. The promotion of domestic products is crucial for driving quality enhancements, which are essential for achieving competitive success. It is imperative to develop a business model canvas that focuses on the improvement of national products through quality enhancement initiatives, thereby strategically positioning the organization to gain a competitive advantage in the marketplace. The advancement of local goods is vital for fostering quality improvements, a fundamental aspect of attaining competitive success. Therefore, creating a business model canvas that prioritizes the enhancement of national products through quality improvement initiatives is essential for strategically positioning the organization to secure a competitive edge in the market. The progress of domestic products is integral to enhancing quality, which is a key determinant of competitive success.

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