
**AN ANALYSIS OF BUSINESS MODEL FOR BAKED BROWNIES
AT FAMILY CAKE SHOP USING THE BUSINESS MODEL CANVAS FRAMEWORK****Krisdayanti¹, Nur Aini Mahmudah^{1*}, Aditya Wirawantoro Putra¹**

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ABSTRACT

This study aims to analyze the business model of baked brownies at Family Cake Shop using the Business Model Canvas (BMC) framework. As a growing family-owned bakery located in Blitar, East Java, Family Cake Shop offers a variety of pastry products, with baked brownies as one of its flagship items. The research employed a qualitative descriptive approach, collecting data through semi-structured interviews and direct observation. The BMC framework was utilized to examine nine core elements of the business model, including customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. The analysis revealed that the shop targets a broad customer base, ranging from children and students to working professionals. Its value proposition centers on the use of locally sourced cocoa, halal certification, and a registered trademark "Locita." Distribution is carried out through physical stores, delivery services, and partner souvenir outlets. Strong customer relationships are maintained through communication, feedback, and loyalty incentives. The shop's revenue relies on diverse selling platforms, supported by skilled labor, essential baking equipment, and strategic location. Core activities include production, distribution, and marketing, while key partnerships ensure a stable supply of ingredients. The cost structure is dominated by raw material purchases and operational expenses. The findings suggest that BMC is an effective analytical tool for evaluating and optimizing small-scale bakery businesses. This study provides practical insights for improving strategic planning and enhancing the competitiveness of culinary business.

1. Introduction

The development of the culinary industry in Indonesia has shown a significant positive trend in recent years. According to data from the Central Statistics Agency (BPS), the culinary sector contributed 41.4% to the total Gross Domestic Product (GDP) of the creative industry in 2020 (BPS, 2020). Amidst intensifying competition, product innovation and effective business models are key to maintaining and enhancing the competitiveness of culinary businesses (Wang et al., 2025), including those in the bakery and pastry sectors.

Family Cake Shop, as one of the businesses in this industry, continues to strive to develop products that are not only delicious but also have high market value. Family Cake Shop offers bread and pastry products made with ingredients from poultry farming,

specifically eggs. The products available at the shop include baked brownies, tart cakes, sponge cakes, and dry pastries. In order to maintain product quality and consistency, the shop carefully selects fresh, locally sourced eggs, which play a vital role in achieving the desired texture, color, and flavor in their baked goods.

The business also actively explores consumer preferences and seasonal trends to continuously innovate their menu. By combining traditional baking techniques with modern flavors, Family Cake Shop positions itself as a competitive and customer-oriented bakery that prioritizes quality, taste, and affordability. The shop's commitment to excellence has earned it a loyal customer base and growing recognition in the local market.

Brownies is one of a favored and most purchased amongst bakery product (Sumarwan,

2013). Brownies are usually baked or steamed (Fizriani et al., 2019). Baked brownies, have a fairly broad market potential and are familiarized by consumers due to their unique taste and texture, as well as variations that can be tailored to consumer preferences. In this context, a thorough analysis of baked brownies and the business model applied is crucial for determining the appropriate marketing and product development strategies.

The Business Model Canvas (BMC) is an effective tool for comprehensively analyzing and designing business models (Murray & Scuotto, 2015). The BMC provides a framework consisting of nine core elements, including customer segments, value propositions, distribution channels, customer relationships, revenue streams, key resources, key activities, key partners, and cost structures (Osterwalder & Pigneur, 2010). By using the BMC, a business unit can identify the strengths and weaknesses of its existing business model and discover opportunities for innovation and improvement (Taufiqulloh & Pasaribu, 2023).

This study aims to analyze the baked brownies product business prospect at Family Bakery using the Business Model Canvas approach. This analysis is expected to provide deep insights into how the elements within the BMC can be optimized to enhance the competitiveness and sustainability of Family Bakery. Additionally, this study provides recommendations to address challenges and capitalize on opportunities in the dynamic culinary market.

2. Materials and methods

This research adopts a qualitative descriptive design with a case study approach. The purpose of this design is to explore and describe the business model of baked brownies at Family Cake Shop through the framework of the Business Model Canvas (BMC). The BMC serves as an analytical tool to identify the nine fundamental building blocks of the business, as proposed by Osterwalder & Pigneur (2010), which include customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partners, and cost structure. The descriptive method allows for an in-depth understanding of the business strategies and operational realities of the case subject.

2.1. Object of study

The object of this study is Family Cake Shop, a local bakery that produces and markets various baked

products, including baked brownies. The analysis focuses specifically on the baked brownies product line, which represents one of the shop's core offerings. The selection of this business unit as a case subject is based on its local recognition, product consistency, and relevance to the current growth in the bakery sector. The research emphasizes how the elements of BMC are implemented and optimized in the context of a small-scale bakery business.

2.3 Data collection

The primary data in this study were collected through the following techniques:

- a. Observation: Direct observation was conducted at the Family Cake Shop's production and sales location to identify operational activities, customer interaction patterns, and product characteristics related to baked brownies.
- b. Interviews: Semi-structured interviews were carried out with the shop owner and key staff members involved in product development and marketing. These interviews explored insights on business operations, market targets, customer preferences, and financial strategies.
- c. Documentation: Supporting documents such as production records, product catalogs, marketing materials, and sales data were collected to complement and validate information obtained through interviews and observation.

To analyze the data, the researchers applied a thematic content analysis approach (Braun & Clarke, 2006). The analysis process involved familiarization with the interview transcripts and observation notes, coding of key themes, categorizing data under each BMC component, and interpreting the findings to identify the strengths, weaknesses, and potential areas for improvement in the current business model. The final output was visualized in the form of a completed Business Model Canvas for the baked brownies product.

3. Results and discussions

Family Cake Shop is a homegrown bakery business located at Jalan Raya Papungan Ruko No. 25A, Papungan Subdistrict, Kanigoro District, Blitar Regency, East Java. The business is owned and managed by Mr. Dwi Priyo Santoso and has been operating since 2018 as a family-run enterprise. Over the years, the shop has evolved into a stable source of livelihood, with the owner taking an active role in both the strategic and operational aspects of the business.

The bakery is known for its commitment to quality and local flavors, especially in its signature baked brownies.

The Business Model Canvas (BMC) framework provides a comprehensive lens through which the business model of Family Cake Shop—particularly its baked brownies product—can be analyzed, optimized, and enhanced for sustainability and competitiveness (Osterwalder & Pigneur, 2010). The following sections discuss the findings related to each of the nine BMC elements, supported by observations and interview data.

3.1. Customer segments

The Customer Segments for Family Cake Shop's baked brownies are diverse, including children aged 5–15, high school students (17–19), housewives, university students, and office employees. Such a wide range of customers suggests the product's broad market appeal and indicates the need for varied marketing strategies tailored to each segment (Kotler & Keller, 2016).

3.2. Value propositions

The Value Propositions offered by the shop are central to its competitive advantage. The baked brownies are made using local chocolate sourced from Kampung Coklat, Blitar, reflecting a commitment to local wisdom and authenticity. Additionally, the product holds halal certification, which increases consumer trust and broadens market reach, particularly among Muslim consumers (Aslan, 2023). The shop also operates multiple branches in Losari, Cikarang, and Blitar, expanding accessibility. Furthermore, the registered trademark "Locita," an acronym of the three branch locations (Losari, Cikarang, Blitar), enhances brand identity and market differentiation.

3.3. Channel

Family Cake Shop uses a variety of channels for distribution, including in-store sales, delivery services like Grab, and joint ventures with Kademangan souvenir shops and branch stores in Cikarang and Losari. This multi-channel strategy improves product availability and gives customers a range of convenient, location-based purchase options.

The business can reach a larger market and serve both walk-in customers and those who prefer online transactions by combining traditional brick-and-mortar sales with digital-based delivery systems. This approach improves customer engagement across multiple touchpoints and boosts sales potential. This combination of digital and physical distribution aligns with omni-channel retailing best practices, which

prioritize smooth and uniform customer experiences across all platforms.

3.4. Customer relationships

The shop places great emphasis on maintaining strong and personalized relationships with its customers. Communication is maintained through face-to-face interactions and follow-up messages. Feedback in the form of suggestions and complaints is actively solicited and used to improve product offerings. Promotional incentives, such as discounts on bulk or repeat purchases, are also provided. This approach is consistent with best practices in customer relationship management, which emphasize loyalty-building and trust (Rane et al., 2023).

3.5. Revenue streams

The primary source of revenue for Family Cake Shop is the sale of its brownies and other cake products. These sales occur via various platforms including in-store purchases, delivery orders, and partner retail outlets. By diversifying its revenue streams, the shop mitigates risk and captures different customer behaviors, aligning with strategic business modeling principles (Remeňová, 2020).

3.6. Key resources

Key resources for Family Cake Shop include human resources such as employees skilled in operating mixing machines and ovens, physical assets like mixers and baking ovens, and a strategically located storefront that enhances visibility and accessibility. These resources are essential to support daily operations and product consistency. Having reliable and well-utilized key resources is critical for operational success (Wahab et al., 2020).

3.7. Key activities

The business engages in several core activities, including production (procurement, processing, and packaging), distribution (direct sales, delivery, and partnerships with souvenir outlets), and marketing (both online and offline promotion). These activities are essential for delivering the value proposition and ensuring customer satisfaction (Hassan, 2012). Effective execution of these activities enables the business to maintain competitiveness in the dynamic culinary market.

Table 1. Business Model Canvas for Family Cake Shop

Key Partners		Key Activities	Value Propositions
<ul style="list-style-type: none"> - Local chocolate supplier from Blitar Chocolate Village (Kampung Cokelat) - Raw material sales agents - Citra Rasa souvenir center store (Kademangan) 		<ul style="list-style-type: none"> - Product manufacturing (ingredient preparation, processing, packaging) - Product distribution - Marketing and promotion 	<ul style="list-style-type: none"> - Original chocolate product rooted in local wisdom (Blitar origin) - Halal certification - Strategic store locations in Blitar, Losari, and Cikarang - Established and recognized brand
Customer Relationships		Customer Segments	Channels
<ul style="list-style-type: none"> - Direct customer interaction and social media engagement - Price discounts for repeat or bulk buyers 		<p><i>School-age segment:</i></p> <ul style="list-style-type: none"> - Children (5–15 years old) - Teenagers (17–19 years old) - University students <p><i>General segment:</i></p> <ul style="list-style-type: none"> - Housewives - Private-sector employees and office workers 	<ul style="list-style-type: none"> - In-store direct sales - Delivery service - Gift shop distribution
Key Resources	Cost Structure	Revenue Streams	
<ul style="list-style-type: none"> - Human resources (employees) - Machinery and equipment - Land and shophouse property 	<ul style="list-style-type: none"> - Operational and electricity costs - Raw material procurement - Delivery/courier service fees - Employee wages 	<ul style="list-style-type: none"> - Sales of brownies and other cake products from Family Cake Shop 	

3.8. Key partnership

Family Cake Shop has established strategic partnerships with suppliers of key ingredients such as cocoa powder from Kampung Coklat and distributors of essential baking ingredients like flour and cooking oil. It also collaborates with souvenir stores in Kademangan to expand its market reach. Strategic partnerships help reduce supply risk, improve efficiency, and enhance business scalability (Mutambik, 2024).

3.9. Cost structure

The cost structure of Family Cake Shop includes monthly expenditures such as electricity and operational costs, raw material purchases, delivery logistics, and employee wages. Understanding the cost structure is vital for financial planning and sustainability, as it influences pricing strategy and profit margins. Overall, the use of the Business Model Canvas in analyzing Family Cake Shop provides a structured and strategic view of its operations. As noted by Wijayanti and Hidayat (2020), many micro and small enterprises in the food sector still lack a coherent business model. The BMC framework serves as a practical tool to evaluate and optimize each component of the business systematically. For Family

Cake Shop, applying this model supports its efforts in enhancing the marketability, efficiency, and long-term sustainability of its flagship baked brownies product.

The Business Model Canvas of the Family Cake Shop demonstrates a solid foundation in terms of local identity, product differentiation, and customer accessibility. Its strengths lie in leveraging local chocolate from Blitar as a unique value proposition, maintaining a halal-certified product, and operating within strategic locations that increase brand visibility (**Table 1**). The shop also utilizes a combination of direct interaction and social media for customer engagement, helping to build loyal consumer relationships.

However, there are areas that could be improved. The current cost structure is vulnerable to fluctuating raw material prices and operational overheads, which may affect profit margins. Additionally, reliance on limited channels such as physical stores and local delivery services may restrict market expansion. Future development could focus on digital transformation, broader online sales platforms, and diversifying raw material suppliers to enhance resilience and scalability.

4. Conclusions

This study has illustrated the structural and strategic design of the Family Cake Shop through a comprehensive Business Model Canvas framework. The analysis highlights the shop's potential in offering locally distinctive, halal-certified products with appealing value propositions for both youth and general consumer segments. Strong partnerships, key resources, and marketing approaches contribute to the brand's sustainability. However, to ensure long-term growth, the business must address operational limitations by adopting more efficient supply chain strategies, expanding digital marketing channels, and optimizing cost structures. These improvements will enhance the resilience and competitiveness of the Family Cake Shop in a dynamic market environment.

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