

## Evaluation of the Development of MSMEs in Dumai City using Business Model Canvas

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### ABSTRACT

The development of MSMEs in Dumai City still faces limitations in business model mapping, market access, partnerships, and resource management, so it requires a structured evaluation. This study aims to evaluate the development of MSMEs through the nine elements of the Business Model Canvas and identify priority aspects of improvement. The study used a qualitative descriptive approach through interviews with 20 MSME actors who were selected purposively. Data is analyzed through data reduction, data presentation, conclusion drawn, and Business Model Canvas mapping. The results show that the value proposition and customer relationships are relatively strong, while marketing channels, key partnerships, and revenue streams are still weak. The research concludes that the Business Model Canvas is effective as an evaluation instrument and the basis for the preparation of adaptive and sustainable MSME development strategies

## **INTRODUCTION**

Micro, small, and medium enterprises (MSMEs) have a strategic position in business administration because they play a role in job creation, strengthening local economic activities, and entrepreneurial development. However, changes in consumer behavior, the digitization of transactions, and increasing competition require MSMEs to not only be oriented towards production and sales, but also to have an integrated business model. Garzella et al. (2021) explained that digitalization encourages MSMEs to reorganize organizational boundaries, resources, networks, and value creation mechanisms. Straková et al. (2022), through a study of 496 MSMEs, found that digital transformation is often hampered by weaknesses in process management, management, and business model evaluation. Liu et al. (2024) also show that dynamic capabilities and digital transformation have an effect on business model innovation and MSME performance. The findings confirm that the development of MSMEs requires a thorough evaluation of how businesses create, deliver, and obtain value, not just the application of technology separately.

In the context of Dumai City, the development of MSMEs still faces problems related to the effectiveness of empowerment, marketing capabilities, technology utilization, and partnership support. Rosita and Simanjuntak (2021) found that the MSME empowerment program in Sungai Sembilan District has been running quite effectively, but still needs improvements in socialization and involvement of local companies. Agnesia and Saputra (2022) show that the use of social media has a positive effect on increasing the income of MSMEs in Dumai City, while the use of e-commerce and financial technology has not shown a significant influence. This condition indicates that the use of technology has not always been followed by adequate business model arrangements. The study by Lastri et al. (2025) also identified limited capital, technology, digital literacy, the ability to optimize online marketing, and access to training as challenges in the development of MSMEs in Dumai City. Therefore, an evaluation instrument is needed that is able to connect aspects of customers, marketing, partnerships, resources, activities, costs, and revenue in an integrated manner.

One relevant approach to evaluating the development of MSMEs is the Business Model Canvas (BMC). From a business administration perspective, BMC is an analytical framework that describes the relationship between nine elements of the business model, namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. Ratnasari and Sunarto (2021) explained that the nine elements are interrelated so that changes in one element can affect the overall function, activities, and operational processes of the business. Refdy and Purwanti (2022) show that BMC mapping can help MSMEs identify elements of business models that can still be developed to increase revenue. Meanwhile, Sirait et al. (2024) show that BMC can be used as a basis for determining MSME sustainability strategies through evaluation of all components of value creation, delivery, and capture. Thus, BMC is suitable to be used to evaluate the development of MSMEs in Dumai City systematically and easily implemented.

Although research on MSMEs and BMCs has developed, there are still empirical, contextual, and methodological gaps. Rosita and Simanjuntak's (2021) research focuses more on the effectiveness of empowerment programs, while Agnesia and Saputra (2022) emphasizes the relationship between the use of technology and MSME income. Lastri et al. (2025) discuss strategies to face digital competition through literature studies, but have not conducted empirical mapping of the nine elements of the business model of MSME actors in Dumai City. Previous BMC research also tended to be carried out on one specific business object or sector, such as SMEs in Batu City by Ratnasari and Sunarto (2021), culinary MSMEs TLC Karawang by Refdy and Purwanti (2022), MSMEs in the tourism industry by Sirait et al. (2024), and MSMEs in Dimas Tempe by Alfina and Ramadhan (2025). These limitations show that there has been no cross-evaluation of MSME actors in Dumai City which specifically maps the strengths, weaknesses, and interconnectedness of the nine elements of BMC based on the direct experience of a number of business actors.

Based on these gaps, this study aims to evaluate the development of MSMEs in Dumai City using the nine elements of the Business Model Canvas and identify aspects of business models that are strengths and priorities for improvement. The evaluation is directed at understanding the fit between the value proposition offered, customer characteristics, relationships with customers, marketing channels, key activities and resources, partnerships, cost structure, and revenue streams. In order to be in harmony with the characteristics of the problem, the study used a qualitative descriptive approach with interviews with 20 MSME actors who were selected purposively. Data was analyzed through the stages of data reduction, data presentation, conclusion drawn, and mapping of information into nine elements of BMC. This approach allows the research to generate a deeper understanding of the actual state of the MSME business model, including the potential strengths on value propositions and customer relationships as well as the need to strengthen marketing channels, key partnerships, and revenue streams.

Theoretically, this research is expected to expand the use of the Business Model Canvas in the field of business administration from the analysis of one company to the evaluation of a number of MSME actors in the context of the local economy. This research also provides an understanding of the interconnectedness between value creation, customer management, resources, partnership networks, and revenue mechanisms in supporting business development. Practically, the results of the research can be used by MSME actors in Dumai City to evaluate business models, expand marketing channels, build strategic partnerships, and develop more diverse sources of income. For the Dumai City Government and accompanying institutions, BMC mapping can be the basis for the preparation of training programs, digital assistance, market access facilitation, and the development of business collaborations that are more in line with the needs of MSME actors. Thus, this research is expected to contribute to the development of MSMEs that are adaptive, competitive, and sustainable.

## **LITERATURE REVIEW**

### ***MSMEs Development in Business Administration Perspective***

The development of micro, small, and medium enterprises from the perspective of business administration is a planned process to improve the ability of businesses to manage resources, operational activities, customer relations, marketing, and revenue. The development of MSMEs is not enough to be done through increasing production capacity, but also requires an integrated arrangement of business functions. Effective business administration management allows MSME actors to plan business activities, allocate resources, control operational processes, and evaluate business achievements on a sustainable basis.

Putra and Prabawani (2021) show that business development can stagnate when digital resources, marketing activities, partnerships, and customer relationships have not been managed in an integrated manner. In a broader context, Xie et al. (2022) found that the use of digital platforms can encourage MSME business model innovation through the reconfiguration of capabilities and resources. The findings show that MSME development is a dynamic process that requires adjustments between internal capacity, technological developments, customer needs, and market changes. Therefore, the evaluation of MSMEs in Dumai City needs to be carried out thoroughly so that the development strategy is not only oriented to increasing sales, but also to strengthening the administrative and strategic capabilities of business actors.

### ***Business Model Canvas as an Evaluation Framework for MSMEs***

The Business Model Canvas is a visual framework used to describe how a business creates, delivers, and obtains value. This framework includes nine elements, namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. The interconnectedness between these elements allows business actors to understand the business structure in its entirety and identify components that have been running well and that still need improvement.

Susilowati (2021) shows that BMC mapping helps MSMEs evaluate the relationship between customers, product value, marketing channels, resources, activities, partnerships, costs, and revenue. Muktarom et al. (2022) also explained that the use of BMC combined with SWOT analysis can clarify the internal and external conditions of the business and support the development of more appropriate strategies. However, most previous research still focused on one business unit. This study expands the use of BMC by evaluating 20 MSME actors in Dumai City so that a more representative pattern of strengths, weaknesses, and development needs can be found.

### ***Value Proposition and Customer Relationships***

Value proposition describes the benefits, quality, uniqueness, price, convenience, or experience that a business offers to customers. Meanwhile, customer relationships describe how businesses acquire new customers, retain existing ones, and build communication and loyalty on an ongoing basis. These two elements have a close relationship because the value offered will only have an impact if it is in accordance with the characteristics and needs of the intended customer segment.

Jamira and Asmas (2024) found that strengthening customer relationships and partnerships can form new value propositions, maintain existing advantages, and support increased revenue. Fathara et al. (2021) also show that MSMEs can maintain their businesses by adapting products and services to changing consumer needs. The findings are in line with the results of the evaluation of Dumai City MSMEs which show that the value proposition and customer relationship are relatively strengths. However, both elements need to be supported by broader marketing channels, strong partnerships, and a sustainable revenue system to drive business growth.

#### ***Marketing and Digital Transformation Channels***

Marketing channels are media used by MSMEs to convey information, offer products, make transactions, distribute products, and provide services to customers. These channels can be in the form of direct sales, physical stores, agents, distributors, social media, marketplaces, or digital applications. Choosing the right channel determines the ability of MSMEs to reach the market, build communication with customers, and turn consumer interest into transactions.

Erwandi et al. (2023) explained that the use of BMC applications and training can increase MSMEs' understanding of business models and support business development. Fang et al. (2024) found that digital capabilities can drive business model innovation in the creation, delivery, and acquisition of value. However, the existence of social media or digital platforms does not automatically show the effectiveness of marketing channels. In the context of Dumai City MSMEs, strengthening channels needs to be done through increasing digital literacy, promotion consistency, integration of online and offline sales, and the use of customer information to support marketing decisions.

#### ***Partnerships, Revenue Streams, and Business Model Sustainability***

The main partnership is a cooperative relationship built by MSMEs with suppliers, distributors, governments, financing institutions, private companies, communities, and other business actors. Partnerships can provide access to raw materials, funding sources, knowledge, technology, distribution networks, and broader markets. Meanwhile, revenue streams describe the source of revenue that the business obtains from the sale of products, services, subscriptions, commissions, or other forms of revenue.

Ningrum and Pahlevi (2024) show that BMC and SWOT evaluations can be used to improve the relationship between elements of the business model and formulate business development strategies. Merín-Rodrigáñez et al. (2024) also found that business model innovation mediates the influence of digital transformation on the performance of MSMEs. Based on this synthesis, the main weaknesses of partnerships and income streams of MSMEs in Dumai City can be related to the limitations of business networks, dependence on one type of sales, and the lack of optimal use of digital channels. This research provides the basis for the formulation of strategies in the form of expanding partnerships, diversifying revenues, strengthening marketing, and improving business sustainability.

## **METHODOLOGY**

### ***Types of Research***

This study uses a qualitative descriptive approach. The approach was chosen to evaluate the condition of the business model of Dumai City MSMEs in depth based on the nine elements of the Business Model Canvas (BMC), namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, main activities, key partnerships, and cost structure. Qualitative research is appropriate to understand business experiences, conditions, and problems based on the perspective of MSME actors (Fadli, 2021; Waruwu, 2023).

### ***Population and Sample***

The research population is MSME actors who run businesses in Dumai City. Participants totaled 20 MSME owners or managers who were selected using the purposive sampling technique. Participant criteria include running a business in Dumai City, being directly involved in business management and decision-making, and understanding its operational, marketing, and business income activities. Purposive selection is carried out so that data is obtained from informants who are in accordance with the research objectives (Hennink & Kaiser, 2022).

### ***Research Instruments***

The main instrument of the study is the researcher with the help of semi-structured interview guidelines. The interview questions are prepared based on the nine elements of the BMC and include business conditions, strengths, weaknesses, and development needs. The validity of the instrument is carried out through the study of the content of the questions to suit the purpose of the research. The validity of the data is maintained through the consistency of questions, confirmation of answers to participants, and comparison of information between participants (Adlini et al., 2022; Braun & Clarke, 2021).

### ***Data Collection Procedure***

Data collection was carried out through interviews with 20 MSME actors. The research stage begins with determining participants, developing interview guidelines, explaining the purpose of the research, and obtaining participant consent. The interview is then conducted in person or online and recorded or recorded with the consent of the participants. The results of the interviews were transcribed and grouped based on the nine elements of the BMC. This study does not use observation or documentation as a data collection technique.

### ***Data Analysis Techniques***

The data was analyzed through four stages, namely data reduction, data presentation, conclusion drawn, and BMC mapping. The reduction was carried out by selecting relevant information from the interview results. The data was then presented in the form of a description and matrix based on the nine elements of the BMC. Next, the data is compared to identify elements that are relatively strong and elements that still need improvement. Analysis assisted using Microsoft Excel to group data and compile BMC mappings. The final results are used as the basis for the formulation of the development strategy for MSMEs in Dumai City.

## RESEARCH RESULT

### *Characteristics of Research Participants*

Data collection was carried out on May 12–June 4, 2026 through semi-structured interviews with 20 MSME owners or managers in Dumai City. Participants consisted of business actors in the fields of culinary, trade, fashion, handicrafts, and services. All participants are directly involved in decision-making, operational management, marketing, and business income management.

Table 1. Characteristics of Research Participants

| Features            | Category                                       | Quantity |
|---------------------|------------------------------------------------|----------|
| Business field      | Culinary                                       | 8        |
|                     | Retail trading                                 | 3        |
|                     | Fashion                                        | 3        |
|                     | Crafts                                         | 3        |
|                     | Services                                       | 3        |
| Length of effort    | 2–4 years                                      | 7        |
|                     | 5–7 years                                      | 8        |
|                     | More than 7 years                              | 5        |
| Participant ranking | Business owners                                | 17       |
|                     | Business manager                               | 3        |
| Sales channel       | Offline only                                   | 6        |
|                     | Offline and social media                       | 11       |
|                     | Offline, social media, and <i>marketplaces</i> | 3        |

The results of the interviews show that most MSMEs have survived for more than four years. However, the management of the business model still depends on the owner's experience and has not been fully outlined in the written plan. A total of 14 participants stated that they had never prepared a structured business model mapping before the research was conducted.

### *Customer Segments*

The customer segment of MSMEs in Dumai City is dominated by local people who are around the business location. A total of 17 participants mentioned households and individual consumers as the main customers. Eight participants also serve office employees, students, or the community, while four participants have received orders from outside Dumai City. Customer grouping is generally still carried out based on location and purchasing power, not based on behavior, needs, or purchasing patterns in detail.

Some business actors have recognized the characteristics of repeat customers through daily interactions. However, the recording of customer data has not been carried out systematically. Informant U04 explains:

*"Our customers are mostly local people and office employees. We know their orders because we have bought frequently, but no customer data has been specifically recorded yet."* (U04, interview, May 15, 2026)

The findings show that MSMEs already have a relatively clear target market, but the mapping of customer segments is still general and informal.

### ***Value Proposition***

The value proposition is one of the relatively strong elements. A total of 16 participants emphasized product quality, taste, durability, or neatness of results as the main values. Fourteen participants offered prices that were considered affordable, while 11 participants provided flexibility in the form of product variations, custom orders, sizes, designs, or turnaround times.

In the culinary sector, taste consistency, fresh ingredients, and affordable prices are the most often conveyed values. In the field of fashion and crafts, the main value is the ability to adapt the design to customer demand. Informant U03 stated:

*"What we maintain is the taste and quality of the ingredients. Customers come back to buy because the taste has not changed and the order can be adjusted."* (U03, interview, May 14, 2026)

Although the value proposition has been recognized by business actors, only six participants consistently list these advantages in promotional materials. Thus, the strength of product value has not been fully communicated optimally through marketing channels.

### ***Customer Relations***

Customer relationships were also identified as relatively strong elements. A total of 15 participants built personal relationships through direct communication and WhatsApp. Twelve participants provide discounts, bonuses, or special services to regular customers. Eight participants actively asked for feedback after the transaction.

Personal relationships resulted in a rate of repurchase that was rated quite well by participants. Existing customers are also a source of word-of-mouth promotion. Informant U07 explained:

*"Existing customers usually contact directly via WhatsApp. If there are complaints, we quickly replace or fix them so that they still trust."* (U07, interview, May 19, 2026)

While communication with customers has been going well, customer relationship management has not been supported by a database, transaction history logging, or a structured loyalty program. Customer relationships still depend on personal closeness with business owners.

### ***Marketing and Distribution Channels***

The results of the study show that the marketing channel is one of the elements that is still weak. A total of 18 participants used WhatsApp as a medium of communication and sales, while 14 participants used Instagram or Facebook. However, only six participants used *the marketplace*, and only four participants had a regular digital promotion schedule.

Most marketing content is created when there is a new product or sales are declining. Social media use has not been supported by content planning, reach evaluation, or customer response analysis. The U12 informant said:

*"We have Instagram and Facebook, but the uploads are not routine. When production is busy, online marketing usually stops."* (U12, interview, May 25, 2026)



Product distribution is still dominated by direct pickup at the business location. A total of 11 participants used local courier services, but only three participants had packaging and delivery procedures for out-of-town consumers. This condition limits the expansion of the market even though some products have the potential to be marketed outside the Dumai area.

#### ***Key Resources and Activities***

The main resources of MSMEs consist of owner skills, family labor, production equipment, business premises, working capital, and customer networks. All participants stated that the owner's knowledge and skills are the most important resource. A total of 16 MSMEs involve family members in the production or service process, while only seven MSMEs employ permanent workers outside the family.

The main activities include material procurement, production, service, sales, delivery, and promotion. All participants carried out production or service activities directly, but only nine participants actively carried out digital promotions. Administrative records are also still limited. Only six participants routinely separated personal and business finances, while five participants had relatively complete sales and expense records.

Informant U10 stated:

*"I still handle production and sales myself. Recording is only done for large income, while small expenses are sometimes not recorded."* (U10, interview, May 23, 2026)

The findings show that the technical capabilities and experience of the owners are quite adequate, but the management of administration, division of tasks, and the use of digital resources are still limited.

#### ***Key Partnerships***

The main partnership is a weak element. A total of 12 participants have relationships with suppliers, but the cooperation is generally routine transactions without long-term agreements. Five participants worked with resellers or local communities, four participants had participated in government training programs, and two participants had received financing support from financial institutions.

Partnerships with private companies, large distributors, colleges, and companion institutions have not developed widely. Most participants rely on personal relationships when they need raw materials, promotions, or additional capital. The U15 informant explained:

*"We buy materials from the same supplier, but there is no price cooperation or supply guarantee yet. If the price goes up, we will continue to follow the market price."* (U15, interview, 29 May 2026)

Limited partnerships cause business actors to not gain benefits in the form of supply stability, distribution expansion, product development, and increased access to financing.

#### ***Fee Structure***

The main cost components consist of raw materials, packaging, labor, transportation, rent, electricity, and promotion. All participants put raw materials as the biggest cost. A total of 17 participants cited packaging costs as

an ever-increasing component, while 12 participants faced fluctuating transportation and shipping costs.

Most business actors determine the selling price by adding a margin to the cost of raw materials. However, family labor costs, equipment depreciation, electricity, and production time have not always been included in the calculation. This condition causes the profit calculation to not fully describe the net profit of the business. A total of 14 participants did not have a detailed calculation of production costs for each product.

#### ***Income Stream***

Income flows are another element that is still weak. A total of 18 participants earned the main income from direct sales of products or services. Five participants had additional revenue through resellers, three participants received event or catering orders, and two participants offered support services outside of the main product.

A total of 14 MSMEs still depend on one product or one type of transaction as the main source of income. Revenues decline when demand for key products weakens, raw material prices increase, or community activity decreases. The U18 informant stated:

*"The biggest revenue is only from the sale of the main product. If orders decrease, there are no other products or services that can make up for the shortage."* (U18, interview, June 2, 2026)

These results show that product diversification, subscription systems, business packages, resellers, and cross-regional sales have not been utilized optimally.

#### ***Summary of Strengths and Improvement Priorities***

Based on the grouping of data from 20 participants, the value proposition and customer relationships are the two elements with the strongest conditions. MSME actors are able to maintain product quality, offer prices that are in accordance with the local market, provide personalized service, and build customer trust.

Marketing channels, key partnerships, and revenue streams are the elements that are most stated to be in need of improvement. A total of 16 participants needed to strengthen digital marketing and expand distribution, 15 participants needed a wider partnership network, and 14 participants needed diversification of revenue sources.

Table 2. BMC Element Evaluation Summary

| <b>BMC Elements</b> | <b>Key Findings</b>                                           | <b>Conditions</b> |
|---------------------|---------------------------------------------------------------|-------------------|
| Customer segments   | Dominated by local consumers; has not been mapped in detail   | Enough            |
| Value proposition   | Quality, affordable price, flexibility, and service           | Strong            |
| Channels            | Rely on WhatsApp and direct sales; <i>Marketplace Limited</i> | Weak              |
| Customer relations  | Personalized, responsive, and supported by regular customers  | Strong            |

|                  |                                                                        |        |
|------------------|------------------------------------------------------------------------|--------|
| Revenue streams  | Depending on the main sale; Limited Diversification                    | Weak   |
| Key resources    | Dominant owner and family skills                                       | Enough |
| Main activities  | Production and sales are going well; Promotions and limited listings   | Enough |
| Key partnerships | Informal supplier relationships and limited market collaboration       | Weak   |
| Fee structure    | The main cost was identified, but the calculation was not yet detailed | Enough |

### *Business Model Canvas Mapping of MSMEs in Dumai City*

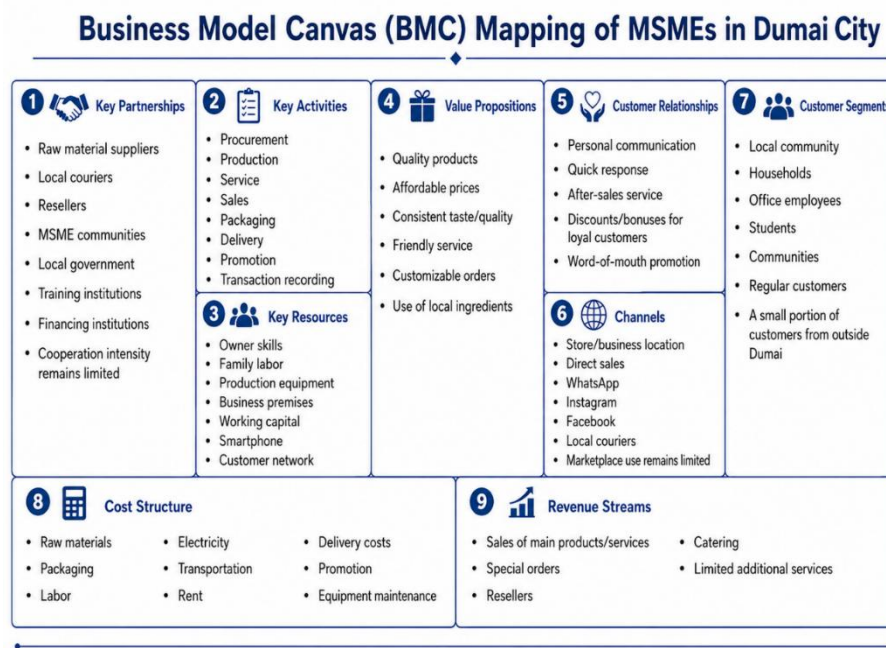


Figure 1. Business Model Canvas

Overall, BMC's mapping shows that Dumai City MSMEs have a fairly strong foundation for value creation and customer relationships. However, the business model has not been fully integrated due to limitations in marketing channels, partnership networks, revenue diversification, and recording of costs and business activities.

## DISCUSSION

The results of the study show that the development of the business model of MSMEs in Dumai City has not been evenly distributed across the nine elements of the Business Model Canvas (BMC). The value proposition and customer relationships are in relatively strong condition, while marketing channels, key partnerships, and revenue streams remain weak. Customer segments, key resources, key activities, and cost structures are in the sufficient category, but they are still informal. These findings show that the ability of

MSMEs to create value has not been fully followed by the ability to convey and obtain value optimally. These results support Ratnasari and Sunarto (2021) and Rahayu et al. (2022), who stated that BMC helps MSMEs understand the interconnectedness between business components and determine improvement priorities.

The strength of the value proposition can be seen from product quality, affordable price, consistency of taste or quality, friendly service, and the ability to customize orders. These advantages are mainly formed from the owner's experience and practical knowledge of the needs of local consumers. These findings are in line with Muktarom et al. (2022), which show that product variety, price, quality, and service are sources of excellence for MSMEs. However, most business actors have not communicated these advantages consistently through promotion. Thus, value has been created at the product level, but it has not yet fully become an identity and differentiator of the business.

Relatively strong customer relationships are built through personal communication, quick responses to complaints, bonuses, and interactions through WhatsApp. Such proximity generates trust, repurchases, and word-of-mouth promotion. These results support Anggraeni and Sanaji (2021), who show that social media can improve marketing performance when supported by innovation and brand strengthening capabilities. However, the customer relationship of Dumai City MSMEs still depends on the direct involvement of the owner and has not been supported by a customer database, transaction recording, or structured loyalty program.

The weakness of marketing channels can be seen from the inconsistent use of social media, low market utilization, and limited distribution outside Dumai City. The use of WhatsApp, Instagram, and Facebook still functions more as a communication tool, rather than as part of a unified marketing strategy. This finding is in line with Agnesia and Saputra (2022), who found that social media has an effect on the income of MSMEs in Dumai City, while the use of e-commerce has not had a significant impact. This condition shows that the existence of technology does not automatically improve performance if it is not accompanied by digital skills, content planning, and sales process integration.

These results are in contrast to Xie et al. (2022), who found that digital platforms can drive business model innovation through reconfiguration of business capabilities. These differences can be caused by variations in digital readiness, management capabilities, and business scale. Dumai City MSMEs tend to use technology in addition to conventional sales, while greater digital benefits require changes to resources, activities, channels, customer relationships, and revenue systems simultaneously. This shows that the main problem is not only access to technology, but the ability to integrate it into business models.

The main resources and activities are still centered on the skills of the owner and the family's workforce. This structure provides flexibility, but it also increases the dependence of the business on the owner. Production, sales, promotion, and record-keeping activities are often carried out by the same person so that the administrative and marketing functions are less developed. Liu et al. (2024) explained that dynamic capabilities are needed so that MSMEs

are able to reorganize resources and business processes in the face of change. Therefore, MSMEs in Dumai City need the division of tasks, more regular recording, and improved managerial skills.

The main partnership is also still limited to transactional relationships with suppliers and has not yet developed into a strategic partnership. These findings are in line with Rosita and Simanjuntak (2021), who show that the empowerment of MSMEs in Dumai City still requires increased socialization and involvement of local companies. Weak partnerships limit access to raw materials, financing, training, technology, and wider markets. In addition, revenue streams still depend on sales of the main product. Putra and Prabawani (2021) explained that business model development can be carried out through channel expansion, product innovation, resellers, and the creation of new sources of income. This diversification needs to be adjusted to business capacity so as not to reduce product quality.

Overall, this study shows that the main problem of MSMEs in Dumai City lies in the imbalance between creation, delivery, and value acquisition. This study did not test the statistical hypothesis because it used a qualitative descriptive approach. Factors that support business development include owner skills, product flexibility, market-appropriate prices, and customer proximity. The inhibiting factors include low digital literacy, financial record-keeping, task sharing, partnerships, distribution, and income diversification. Merín-Rodrigáñez et al. (2024) emphasized that technology can improve the performance of MSMEs if followed by business model innovation.

The contribution of this research lies in the use of BMC to evaluate 20 cross-sector MSMEs in Dumai City. Previous research has mostly analyzed one business or one specific sector, while this study found a collective pattern in the form of strong value propositions and customer relationships as well as weak channels, partnerships, and revenue streams. Thus, the research gap filled is the limited thorough evaluation of the connectivity of the nine elements of BMC in a number of MSMEs in the context of the local economy of Dumai City.

This study was limited to 20 participants who were selected purposively and used interviews as the only source of data so the results could not be generalized. The data has also not been verified through observations, financial statements, or transaction records. The next study is suggested using a mixed method, involving larger respondents, comparing business sectors, and adding sales and cost data. Longitudinal research is also needed to measure changes in business models before and after training or mentoring.

## CONCLUSIONS AND RECOMMENDATIONS

This study concludes that the development of the business model of MSMEs in Dumai City has not run in a balanced manner on the nine elements of the Business Model Canvas. The value proposition and customer relationship are relatively strong elements, as shown by product quality, affordable prices, order flexibility, personal service, and proximity to customers. On the other hand, marketing channels, key partnerships, and revenue streams are still major weaknesses because the use of digital media and marketplaces is not optimal,

business cooperation is still informal, and revenue is mostly dependent on the sale of key products or services. Customer segments, resources, key activities, and cost structures are in sufficient condition, but they are still managed based on the owner's experience and have not been supported by systematic recording and planning. Thus, BMC has proven to be used as an evaluation instrument to identify strengths, weaknesses, and priorities for MSME development in an integrated manner.

MSME actors are advised to increase the consistent use of social media and marketplaces, expand distribution, build customer databases, separate personal and business finances, and record costs and income regularly. Revenue diversification can be developed through new products, sales packages, custom orders, resellers, catering, or additional services that are appropriate to the business capacity. The Dumai City Government and accompanying institutions need to strengthen digital marketing training, financial management, BMC preparation, financing facilitation, and partnerships with suppliers, companies, universities, and the business community. Further research is suggested to involve a larger number of participants, compare various MSME sectors, use mixed methods, and add transaction data, financial statements, or observations so that the results of the research are more objective and generalizable.

## ADVANCED RESEARCH

The next study is recommended to use a mixed method with a larger number of participants, compare MSMEs by business sector, and add observation data, financial statements, and sales transactions. Longitudinal research is also needed to measure changes in business models before and after the implementation of Business Model Canvas-based development strategies.

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