IRJEMS International Research Journal of Economics and Management Studies
ISSN: 2583 – 5238 / Volume 5 Issue 8 August 2026 / Pg. No: 137-145
Paper Id: IRJEMS-V5I8P114, Doi: 10.56472/25835238/IRJEMS-V5I8P114

Original Article

Business Development Strategy Analysis for Rajawali Sosis Baso (RSB) Frozen Food Using the Business Model Canvas (BMC)

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Received Date: 18 July 2026 Revised Date: 15 August 2026 Accepted Date: 21 August 2026 Published Date: 24 August 2026

Abstract: *This study was motivated by the rapid growth of the frozen food industry in Indonesia, driven by changing urban lifestyles and increasing consumer demand for convenient, practical, and ready-to-cook food products, supported by considerations of convenience, halal certification, and ease of food storage. Rajawali Sosis Baso (RSB) is a retail and wholesale frozen food business with 30 branches across Greater Bandung and its surrounding areas. However, persistent market competition requires RSB to continuously evaluate and develop its business model to maintain business sustainability. This study aims to analyze the development of RSB's business strategy using the Business Model Canvas (BMC) approach. A qualitative approach with a descriptive method was employed. Data were collected through interviews with branch managers and business owners, operational observations, and documentation review. The collected data were mapped onto the nine elements of the Business Model Canvas. The results indicate that RSB has established a relatively well-developed business model, with all nine BMC elements identified and interconnected. Nevertheless, opportunities for further development were identified across all nine BMC components, particularly in Key Partnerships, Key Activities, Value Propositions, Customer Relationships, Channels, and Revenue Streams. The proposed business development strategies include strengthening digital marketing and live shopping activities, expanding sales through e-commerce platforms and marketplaces, strengthening RSB's own halal-certified brand supply products, developing bulk order services for the hospitality and catering segments, and developing a tiered customer loyalty program.*

Keywords: *Business Development Strategy, Business Model Canvas, Frozen Food Business, Rajawali Sosis Baso.*

I. INTRODUCTION

The frozen food industry in Indonesia has shown increasingly significant growth in line with changes in consumer patterns. High levels of mobility and the need for food products that are easy to prepare have driven consumers to choose foods that are convenient and can be stored for relatively longer periods. Products such as meatballs, sausages, nuggets, seafood, and various frozen meat products have become part of household consumption choices as well as the needs of food business operators. These conditions indicate that the development of the frozen food industry is influenced not only by growth in demand but also by changes in consumer needs regarding the ease of obtaining and preparing food.

In terms of market growth, the value of Indonesia's frozen food industry is projected to rise from USD 3.38 billion in 2025 to approximately USD 3.61 billion in 2026. This value was forecasted to further increase, amounting to USD 5.01 billion by the year 2031 and a compound annual growth rate (CAGR) of more than 6.78% [Mordor Intelligence,2026]. These estimates suggest there will be multiple major opportunities for businesses in the frozen food industry. Urbanization, the growing number of households with multiple sources of income, and expanding retail networks drive market expansion; cold chain distribution and storage systems are quickly gaining traction for preserving product quality (IMARC Group, 2026).

These developments simultaneously create opportunities for local businesses to expand their markets and strengthen their business models. However, rising demand is accompanied by increasingly diverse competition, coming from national-scale companies, modern retail chains, and local frozen food businesses alike. Therefore, a company's ability to provide products that meet consumer needs, maintain quality, set competitive prices, and offer easily accessible sales channels is becoming increasingly important. In this context, business models must be managed adaptively so that market growth can be converted into improved business performance.

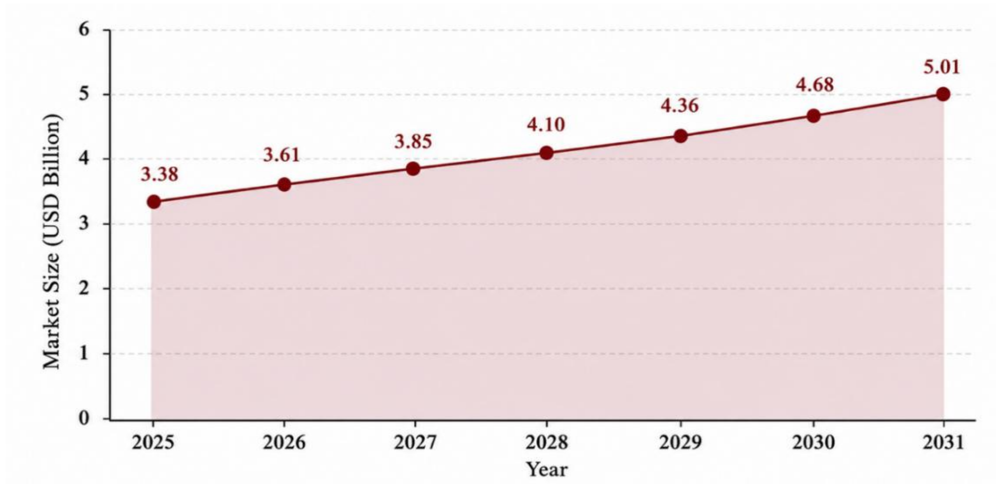

Figure 1. Forecast of the Indonesian Frozen Food Market Size, 2025-2031
Source: *Mordor Intelligence (2026); CAGR 6.78% (2026-2031)*

These conditions are relevant to Rajawali Sosis Baso (RSB), which operates a retail and wholesale frozen food business in the Greater Bandung area and its surroundings. While growing the market opens doors to serve a new audience, it also forces RSB to reassess what value they deliver and how. Hence, it is necessary to analyze RSB's Business model in order to appreciate the strengths of the current business model whilst recognizing any weaknesses given changing consumer habits and enticing new marketing channels.

Although market demand continues to rise, the availability of high-quality frozen food products with an even distribution network remains a challenge, particularly for medium-sized businesses that must compete with modern retailers and major national brands such as So Good, Fiesta, and Kanzler, which have broader distribution networks. It is this gap between high consumer demand in urban areas and the limited distribution capacity of medium-sized businesses that creates a business opportunity (market phenomenon) for local distributors like RSB Rajawali Sosis Baso to strengthen their position through a more adaptive and structured business model.

Given this competitive pressure, business strategy becomes the compass that sets a company's direction and objectives. It comprises the deliberate choices and actions a firm makes to build competitive advantage and lift overall business performance. Business strategy is closely linked to the business model; without a fitting business model behind it, a strategy struggles to deliver its full potential (Chesbrough, 2006). A business model is a conceptual framework of a business that outlines the strategies for achieving the company's objectives (Cavalcante et al., 2011).

Rajawali Sosis Baso (RSB) is a retail and wholesale frozen food business that has been in operation since 2003 and now has more than 30 branches spread across the Greater Bandung area and its surroundings. RSB is the third-largest distributor and wholesaler of hot-selling frozen foods in terms of local manufacturing; it offers a product range from several proven and trusted frozen food brands under one umbrella business model, continuing to offer competitive wholesale prices to a huge network. RSB positioning and competitiveness. Although RSB has a well-established business model, competition from newer modern retailers and equivalent frozen food companies affects how much innovation is required for the company to thrive in terms of its overall sustainability success.

This competition, in combination with fast-evolving preferences of customers towards digital sales channels, creates a need for RSB to periodically review its business model. The Business Model Canvas application is required because it will map the causal interconnectivity among 9 (nine) business elements and pinpoint what needs to be developed for RSB in order to stay competitive with other companies that redefine their strategies under these dynamic changes in the frozen food market. This study differs from the existing two because, instead of focusing on general business feasibility analysis (Maharani, 2023) or applying BMC in the non-food retail sector only (Wirawan, 2024), studies that highlight the application and development of BMC share a medium-scale frozen food distribution business that combines both retail and wholesale models.

This study utilises the Business Model Canvas (BMC) as an approach to identifying and developing a business model in nine interconnected key components. Optimizing this business model extends far beyond day-to-day operations; it transforms customer segmentation, value and channel proposition, relationships with customers, as well as the firm's cost structure and revenue streams. So we need a complete view of the interrelations between elements. RSB Rajawali Sosis Baso's business strategy is the focus here, mapped and refined through the BMC lens. In practice, RSB can draw on these findings when shaping steps to boost performance and hit its sales goals.

II. LITERATURE REVIEW

A) Business Models and the Business Model Canvas

At its core, a business model shows how a company creates value, delivers it, and turns that into revenue. It goes beyond just the product, touching customers, partners, operations, channels, costs, and how money flows in. And because markets keep shifting, the model itself has to stay adaptable (Osterwalder & Pigneur, 2010; Cavalcante et al., 2011).

One tool that can be used to systematically describe a business model is the Business Model Canvas (BMC). The BMC maps a business model into nine interconnected elements: *Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships,* and *Cost Structure*. Using these nine elements allows companies to see the connection between customer needs and the internal activities and resources required to meet those needs.

In the food and *frozen food* industry, the BMC is relevant because the nature of the business involves various parties and activities, ranging from suppliers, product storage, distribution, and sales to relationships with consumers. Changes in sales channels, particularly the use of digital media and *marketplaces,* can also affect more than one BMC element simultaneously. Therefore, the BMC in this study is used not only to describe RSB's business conditions but also to identify parts of the business model that present opportunities for development.

Operationally, the nine BMC elements in this study are defined as follows. In this study, the nine BMC building blocks are understood as follows. A firm's Customer Segments mark out the distinct groups it serves, while its Value Propositions capture what sets its offering apart in meeting their needs. Channels refers to the means through which information, orders and products62 63 get into customers hands while Customer Relationships are the dialogue channels used in an effort to generate sales80 Revenue Streams follow the source of income generation from these customer relationships, and Key Resources identify human-, technology- or physical-type assets that support keeping the model continuing to work. Key Activities are the key actions needed to deliver a value proposition, supported by Key Partnerships with outside suppliers and distributors, all set in the context of Cost Structure that accounts for expenses related to operating and maintaining your business.

These nine components are not entirely discrete. An alteration of one variable can impact on the others. RSB has decided to expand sales through marketplaces which is not only related to Channels, but also requires investment in digital marketing activities, human resources & payment system management with inventory control and promotional costs involved leading at times into new revenue streams.

B) Previous Research

Previous research indicates that the BMC has been used across various types of businesses to map business conditions and formulate development strategies. Rosyad, et al. (2022) Business model journey of frozen food microenterprise CV XYZ: Combination BMC, SWOT, IFE and EFE with 360 ° business model innovation framework. The results of the study show that in light of changing consumer behaviour and limitations on sales channels, it is necessary to build a business model based on market opportunities along with the weaknesses the company has. These findings concern RSB, which also needs to expand its channels and adaptively develop in line with a different business model.

Dora et al. (2020) have examined the design of the business model of a frozen food distributor in Bandung during the pandemic era with mechanism BMC (Business Model Canvas). This research showed that BMC was able to systematically track and map nine interrelated business elements, such as customer segments, value propositions, channels (Channels), Customer Relationships, Key Resources, key activities (Key Activities), key partnerships, Cost Structure and Revenue Streams. The conclusions stressed the need to focus on retailers, MSMEs (micro, small and medium enterprises), restaurants, cafes and homes, in addition to bolstering value propositions through product diversity and easy purchasing opportunities from delivery services/online platforms/websites/social media. ICG emphasises the significance of customer relationships, supplier partnerships, digital channels and multiple sources of revenue in maintaining business sustainability. The implication of these results is the same for RSB as was in the frozen food distributor study conducted by Dora et al. (2020). In a competitive frozen food market, business development for RSB requires an understanding of customer segmentation covering digital channels, partnerships and value creation.

The BMC and the SWOT analysis were used by Basuki (2023) to analyze Pempek Palembang Kukuinutri's frozen food business. This study shows the practicality of using BMC to design new business models according to changes in the industry environment by evaluating business conditions. Meanwhile, Latif et al. (2024) studied the JITW of the Queenbeef frozen food SME in her dissertation. They proposed a new approach to help SMEs overcome their growth constraints but found that even existing business models are not free from those barriers. Provide Development Options for Businesses: Enhance Marketing, collaborate with suppliers, provide similar services on promotions and packaging, use digital technology and enhance production capacity.

A different approach was taken by Budiono, Hartoyo, and Ali (2024), who used the BMC in its consumer value frames to find out preferences regarding meatballs that were packaged in Bandung. The results show that value perceptions influence consumers' purchase behaviour but not consumer preferences. This points to the importance that businesses in frozen foods should pay attention, when developing their value proposition attributes, to whether what they are putting on offer is indeed worth anything for a consumer or not. Quality, price, taste, product characteristics and facilitated access to the product.

Another study about the development of frozen lamb products (roasted lamb) at ABA Farm in Bandung, which used BMC and financial feasibility analysis. Results indicated that product development could be charted through the nine elements of the BMC and received favorable response from consumers on several components, specifically Value Propositions, Customer Relationships, Channels and Revenue Streams. This study showed that the BMC can provide valuable inputs for financial analysis when new products are developed by the companies.

Using Business Model Canvas (BMC) and gap analysis, Ridlo in 2022 analyzed the business model of frozen dim sum from CV Indomitra Cipta Pangan. The objective of the study is to assess the present business model and investigate a new BMC for facing forwards. Results showed that the BMC can be used as a tool to uncover gaps between current business conditions and the targeted Business Model.

Indriyani Maharany, Luthfi Alamsyah M.Si (2025) Making a Business Plan of the Redbox Frozen Food as Start-Up Company Based on BMC and Value Proposition Canvas. This approach demonstrated that business model mapping can be strengthened through an analysis of customer needs and value, ensuring that the formulated strategy is not solely focused on the company's internal activities.

Hasanah, Hapsari, and Arifi examined the business strategy of UD Fresh Frozen Food using the BMC and ten types of innovation. The study was prompted by a decline in transactions at the research subject, even though the *frozen food* market as a whole was growing. This indicates that industry growth does not automatically translate into growth for every company, making business model innovation necessary to align the company with market conditions.

In the paper by Anggundari et al. (2023), the authors researched business model post-pandemic among culinary business owners by examining the BMC and internal and external environmental analysis, as well as SWOTs. These results emphasize the need to enhance customer relationships and communication, improve digital marketing performance, and enhance product/service quality enhancement efforts through partnerships as well as human resources development. So, these results reflect the significance of having Customer Relationships with Channels, Key Partnerships and key resources within Business Models.

Rahayu et al. (2022) used SWOT and BMC to formulate a development strategy for a culinary business. The study showed that BMC can serve as the basis for mapping a business model, while SWOT helps determine the strategic direction based on the company's internal and external conditions. A similar approach was also used by Kartika (2023) for a home-based culinary business in Denpasar to identify business conditions and determine a development strategy.

From these studies, a few trends emerge that can act as a basis for RSB research. The BMC was found to be relevant for both the frozen food and culinary industries in mapping out and evaluating business models. Secondly, digitization of channels, customer relationships and partnerships or value propositions are domains that score for improvement. Third, studies on the frozen food sector suggest that product attributes, customer behaviour and distribution as well as operational capabilities must be integrated into developmental strategies.

Most past research has, however, centred on production businesses or SMEs that were much smaller. The study by Budiono et al. (2024) examined the consumer perception of packaged meatballs, while Rosyad et al. (2022) examined micro enterprises producing frozen food. Queenbeef's research also focused on SMEs producing ready-to-eat steaks. Therefore, this study takes a distinct approach by examining RSB as a retail and wholesale frozen food business with an extensive branch network; consequently, the research focuses not only on the product but also on supplier integration, store networks, resellers, distribution, retail customers, wholesale customers, and digital channel opportunities.

Consequently, this study uses the BMC to map RSB's current business model and identify elements that need development. Findings from previous studies are used as a benchmark and basis for formulating development alternatives, particularly regarding value propositions, customer relationships, sales channels, partnerships, resources, and revenue streams.

Table 1: Summary of Previous Studies and Research Gaps

No.	Researcher	Subject/Focus	Key Findings	Relevance to RSB
1	Rosyad et al. (2022).	CV XYZ Frozen Foods	This work points to innovation and cross-framework analysis as levers for coping with shifting markets and constrained distribution.	Highly relevant to the development of the RSB business model.
2	Dora et al. (2020)	Frozen food distributor in Bandung	Here, BMC was used to build a frozen food business model from scratch, with a strong focus on customer segments and reach. The study looked at how customer segments, value propositions, distribution channels, relationships, resources, partnerships, costs, and revenue all work together to keep the business sustainable.	Supports the use of BMC for analyzing and developing RSB's frozen food business model, particularly in customer segmentation, digital channels, partnerships, and revenue development.
3	Basuki (2023)	Kukuinutri frozen pempek	The pairing of BMC with SWOT served mainly as a diagnostic step before reshaping the business model.	Supports the use of the BMC in the frozen food business.
4	Budiono, Hartoyo & Ali (2024)	Packaged Bandung Meatballs	Findings here tie purchase behavior to perceived value, with BMC brought in to translate that link into management action.	Strengthening the analysis of RSB's value propositions.
5	Latif et al. (2024)	Queenbeef Frozen Food SMEs	Strategies include digital marketing, bundling, suppliers, promotions, and production technology.	Relevant to RSB's marketing strategy and partnership strengthening.
6	Ridlo (2022)	CV Indomitra Frozen Dim Sum	The BMC is used to analyze the current situation and design a new business model.	Supports the analysis of current conditions and the design of a new BMC.
7	Nurhanifah et al. (2024)	Development of roast lamb as a frozen food product	The BMC identifies nine elements, and financial analysis demonstrates the feasibility of the development.	Supports product development and revenue streams.
8	Hasanah et al. (2024)	UD Fresh Frozen Food	BMC combined with 10 types of innovation to address a decline in transactions.	Demonstrates the importance of innovation when business performance weakens.
9	Anggundari et al. (2023)	XYZ Restaurant	Digital outreach, partner ties, and internal capability building emerge as the priority areas for improvement.	Relevant to Customer Relationships, Channels, and Key Resources.
10	Rahayu et al. (2022)	Food business	The BMC and SWOT analyses are used to determine business development strategies.	Supports the integration of BMC mapping and strategy.

Source: *Compiled by the authors based on the reviewed literature.*

III. RESEARCH METHODOLOGY

This research adopts a descriptive qualitative design to examine and assess the business model of Rajawali Sosis Baso (RSB), a retail wholesale frozen food business in the Greater Bandung area. The research informants consisted of RSB business owners and branch managers. Data were obtained through **interviews, observations, and documentation** covering operational activities, business strategies, and available sales data.

Data analysis was conducted in stages through three processes. First, data from interviews, observations, and documentation were classified into the nine elements of the Business Model Canvas (BMC). Second, each element was analyzed to identify strengths, weaknesses, and opportunities for development. Third, the analysis results were used to formulate alternative business model developments and remap them into the nine BMC elements. These stages served as the basis for formulating strategic recommendations for RSB to enhance its competitiveness and business development.

IV. RESULTS AND DISCUSSION

A) Company Overview

Figure 2. Documentation of the Company's Operational Conditions and Activities

Rajawali Sosis Baso (RSB) is a company engaged in the retail and wholesale of frozen processed foods since 2003. The business serves as a distributor and primary supplier, marketing processed meat products such as meatballs, sausages, nuggets, seafood, seasonings, and other frozen products from various partner brands. RSB's core strengths lie in its comprehensive product range and competitive wholesale pricing, supported by an extensive network of brick-and-mortar stores in easily accessible locations and a partnership system with resellers to ensure high sales volume and broad market reach. Currently, RSB operates more than 30 branches spread across the Greater Bandung and East Priangan regions.

B) Business Model Canvas for RSB Rajawali Sosis Baso

The mapping of the nine business model elements onto the Business Model Canvas is illustrated in Figure 3, while Table 2 provides a detailed description of each element.

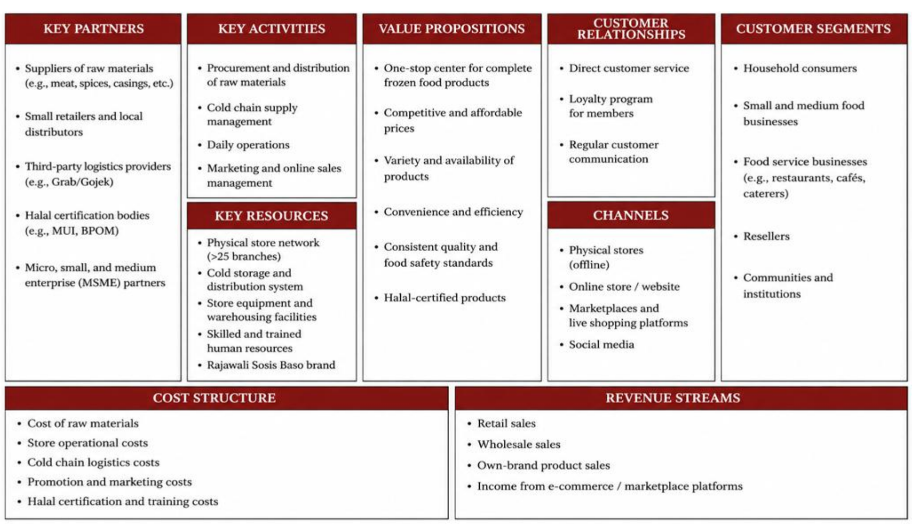

Figure 3. Business Model Canvas for RSB Rajawali Sosis Baso

Source: *Developed by the authors based on data analysis*

Table 2: Business Model Canvas for RSB Rajawali Sosis Baso (Current Status)

<table>
<tr><th>Key Partnerships</th><th colspan="2">Key Activities</th><th>Value Propositions</th><th>Customer Relationships</th><th>Customer Segments</th></tr>
<tr><td>● Product suppliers (Salam, Suri, Champ, etc.)
● Resellers & small retailers
● Logistics service providers (Grab/Gojek)</td><td colspan="2">● Procurement and purchasing
● Cold chain management
● Retail operations
● Marketing</td><td>● The most comprehensive frozen food center, with a wide variety of products
● Affordable/wholesale prices
● Convenience & practicality
● Guaranteed quality & meets standards</td><td>● Direct customer service
● Membership (loyalty program)
● Reseller partnerships
● General market</td><td>● Household consumers
● Small and large food businesses
● Resellers
● Businesses for catering or bulk orders</td></tr>
<tr><th colspan="3">Key Resources</th><th colspan="3">Channels</th></tr>
<tr><td colspan="3">● Store network (30 branches)
● Logistics/distribution system (cold chain)
● Human resources (stores, warehouses, delivery)
● Rajawali Sosis Baso (RSB) brand</td><td colspan="3">● Physical stores (branch stores)
● Digital/online shops (marketplaces)
● Food delivery apps (instant)</td></tr>
<tr><th colspan="3">Cost Structure</th><th colspan="3">Revenue Streams</th></tr>
<tr><td colspan="3">● Cost of goods purchased
● Store operating costs (salaries, rent, electricity)
● Logistics/cold chain costs
● Store promotion costs</td><td colspan="3">● Retail sales
● Wholesale sales
● Sales of private label products</td></tr>
</table>

As Table 2 illustrates, RSB's application of the Business Model Canvas is already reasonably solid. The value proposition comprising product variety and competitive wholesale prices is supported by an extensive network of physical stores (Key Resources and Channels) as well as partnerships with suppliers and resellers (Key Partnerships). However, the current business model still tends to rely on conventional sales channels (physical stores) and has not yet fully optimized the potential of digital channels, private-label product differentiation, and market segmentation, particularly in the hospitality and institutional sectors.

C) Development of the Business Model Canvas for RSB Rajawali Sosis Baso

Drawing on how the nine BMC elements were identified in Table 2, a development strategy can be drawn up to strengthen and grow the profitability of RSB Rajawali Sosis Baso. The intent is to sharpen these nine existing elements so they provide clearer direction for the company's future growth. By adding several new strategies, the RSB business model will undergo changes, as shown in Table 3.

Table 3: Development of the Business Model Canvas for the RSB Rajawali Sosis Baso Business

Key Partnerships	Key Activities	Value Propositions	Customer Relationships	Customer Segments
● Product suppliers (Salam, Suri, Champ, etc.) ● Resellers & small retailers ● Logistics service providers (Grab/Gojek) ● Halal certification bodies (MUI & BPOM) ● *Local food and beverage business partners (cafes/restaurants)* ● *Digital payment platform providers (QRIS/e-wallet)*	● Procurement and Purchase of Goods ● Cold chain management ● Retail operations ● Marketing ● *Digital marketing & live shopping* ● *Quality control & periodic certification of partner products* ● *Branch staff training*	● The most comprehensive frozen food center, with a wide variety of products ● Affordable/wholesale prices ● Convenience & practicality ● Guaranteed quality & compliance with standards ● *Our own "Rajawali" brand products are halal-certified as a point of differentiation.* ● *Bulk order service for catering and institutions* ● *Convenient digital payment options (QRIS, e-wallet)*	● Direct customer service ● Membership (loyalty program) ● Reseller partnerships ● General market ● *Tiered reward program (Bronze/Silver/Gold) for loyal customers* ● *Customer service via WhatsApp Business/chatbot* ● *Community & educational content on frozen food recipes*	● Household consumers ● Small and large food businesses ● Resellers ● Businesses for catering or bulk orders ● *The hospitality and institutional sector (cafes, restaurants, catering) specifically* ● *Out-of-town customers via e-commerce*

				● *Young, urban consumers active on social media*
Key Resosurces		**Channels**		
● Store network (30 branches) ● Logistics/distribution system (cold chain) ● Human resources (stores, warehouses, delivery) ● Rajawali Sosis Baso (RSB) brand ● *Quality control & certification team* ● *Digital marketing team* ● *Additional cold storage warehouse for branch expansion*		● Physical stores (branch stores) ● Digital/online store (marketplace) ● Food delivery app (instant) ● *E-commerce/marketplaces (Shopee, Tokopedia, Blibli)* ● *Official website & digital catalog WhatsApp Business* ● *Live shopping on TikTok/Instagram*		
Cost Structure		**Revenue Streams**		
● Cost of purchasing inventory ● Store operating costs (salaries, rent, electricity) ● Logistics/cold chain costs ● Store promotion costs ● *Product certification and licensing costs* ● *Employee training costs* ● *Digital platform development costs*		● Retail sales ● Wholesale sales ● Sales of private label products ● *Sales revenue through e-commerce/marketplaces* ● *Revenue from bulk orders/catering services*		

Note: *Items in italics are new proposals/strategies resulting from the analysis.*

Each of these additions plays out differently across the nine BMC elements, as outlined below:

- Key Partnerships. In addition to existing product suppliers and resellers, RSB is advised to establish formal partnerships with the MUI halal certification body and the BPOM to ensure the ongoing legal compliance of partner products, expand collaboration with local food and beverage businesses (cafes/restaurants), and partner with digital payment platform providers to facilitate customer transactions.
- Key Activities. The key activities that are already performing well can be supplemented with digital marketing and live shopping to increase product exposure, regular quality control and certification of partner products, and staff training at the branch level.
- Value Propositions. RSB can strengthen its differentiation by promoting its halal-certified "Rajawali" private label products, offering specialized bulk order services for the catering and institutional segments, and providing convenient digital payment options (QRIS, e-wallets).
- Customer Relationships. Building on the existing membership scheme, RSB could roll out a Bronze/Silver/Gold loyalty tier for its most consistent customers, add customer service through WhatsApp Business or chatbot channels, and build an online community with recipe-based content around frozen food to strengthen relationships with customers.
- Customer Segments. RSB's customer segmentation can be expanded by targeting the hospitality and institutional sectors (cafés, restaurants, catering) more specifically, out-of-town customers through e-commerce channels, and young urban consumers who are active on social media.
- Channels. In addition to physical stores, RSB is advised to expand its sales channels through e-commerce platforms and marketplaces such as Shopee, Tokopedia, and Blibli; build an official website and digital catalog via WhatsApp Business; and leverage live shopping on TikTok and Instagram.
- Key Resources. To back up branch expansion, RSB would need to bring in a quality control and certification team, build out a digital marketing function, and add cold storage capacity.
- Cost Structure. The cost structure needs to account for product certification and licensing fees, employee training costs, and digital platform development costs.
- Revenue Streams. In addition to existing retail, wholesale, and private label product sales, RSB has the potential to generate additional revenue from sales via e-commerce/marketplaces as well as from bulk order and catering services.

V. CONCLUSION

Theoretically, Rajawali Sosis Baso (RSB) business model is supported by nine interrelated elements that are based on the results of Business Model Canvas (BMC) analysis in which they have strengths especially found in four key factors such as a wide range product offered from frozen food line, cheap wholesale prices offered to their clients or retailers and good networks consist between them with physical stores along moon gates Jakarta area or surrounding region; best engagement towards both consumers & Suppliers. However, a business model is required to increase the reach of your marketplace and improve its operational efficiency, along with increasing revenue. This analysis shows that RSB's main development priorities are in the Key Partnerships, Key Activities, Value Propositions, as well as Customer Relationships, Channels and Revenue Streams.

Recommended strategies are: strengthen digital marketing, such as through social media and live shopping; expand distribution channels to e-commerce platforms and marketplaces; develop halal-certified private label products and own-brand products; increase bulk order services for the HORECA segment and institutional customers. On top of that, a customer loyalty program can be created with multiple points to help retain purchasing customers.

In addition, in terms of operations, RSB must fortify its capacity for quality assurance and digital marketing to further bolster growth with an increase in space held by the firm for refrigeration. These enhancements are significant in maintaining product quality while enabling broader distribution of the products. The gradual development of these strategic initiatives could enable RSB to expand its market reach beyond brick-and-mortar stores toward an omnichannel distribution model, diversify its revenue sources, and strengthen its competitiveness as a local frozen food distributor. Therefore, BMC development should not be viewed solely as an effort to increase sales, but also as a means of strengthening the business structure, improving operational efficiency, building customer loyalty, and supporting the long-term sustainability of RSB's growth.

Interest Conflicts

The author declares that there is no conflict of interest concerning the publication of this paper.

Funding Statement

This research received no specific financial support from any public, commercial, or non-profit funding agency.

Acknowledgments

The author would like to express sincere gratitude to the management and staff of Rajawali Sosis Baso (RSB) for their support, cooperation, and willingness to provide the information and access required during the data collection process. Their contribution was valuable to the completion of this research.

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