

Komponen Penilaian MK Kewirausahaan

- Di sepakati...
- Tidak ada Kuis, MID atau UAS
- Ganti dengan →
 - ✓ Tugas Mandiri, dan Kelompok
 - ✓ Produk /Jasa yang dikerjakan selama proses perkuliahan,
 - ✓ Membuat Proposal Bisnis
 - ✓ Bazar Competition (Jika masih memungkinkan dilakukan saat pandemik),
 - ✓ Seminar Kewirausahaan dan Kompetensi Proposal Rencana Bisnis (Business Plan Competitio).
- Jika seluruh komponen terpenuhi semua dan Kelompoknya masuk dalam daftar penilaian untuk di ikutkan dalam Business Plan Competition, maka Nilai A.
- Jika seluruh komponen terpenuhi, dan tidak masuk dalam Business Plan Competitio, maka nilai minimal B.
- Jika ada yang kurang misal pada komponen Tugas Mandiri dan Kelompok tapi ikut Bazar dan Seminar, Nilai Minimal C.
- Jika Tidak ikut Bazar dan Seminar, maka nilai D
- Jika komponen tidak lengkap semuanya, Nilai E.

Business Model Canvas

BMC

Entrepreneur Task

- **Entrepreneurial marketing**; memulai bisnis secara individual dengan mengedepankan *sense of business* dan jiwa wiraswasta.
- **Formulated marketing**; memperbesar skala bisnis yang telah sukses saat ini.
- **Intrepreneurial marketing**; peningkatan interaksi perusahaan dengan konsumen (CRM & CSR).

Key Success factor

- Peduli terhadap lingkungan, moment, atau event.
- Mampu menciptakan dan memenuhi peluang (SWOT Analyze).
- Berani mengeksekusi ide.
- Extrovert behaviour, inovatif, dan kreatif (ATM Begin).
- Berani memulai, tidak takut resiko, dan tidak mudah putus asa (SWOT Analyze).
- Self Continuous Improvement (Mindset).

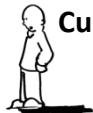
Business Model Canvas (BMC)

- Suatu **template** yang digunakan untuk menggambarkan seperti apa bisnis yang ingin kita bangun atau bisnis apa sedang kita jalani sekarang secara menyeluruh dan dari berbagai aspek.

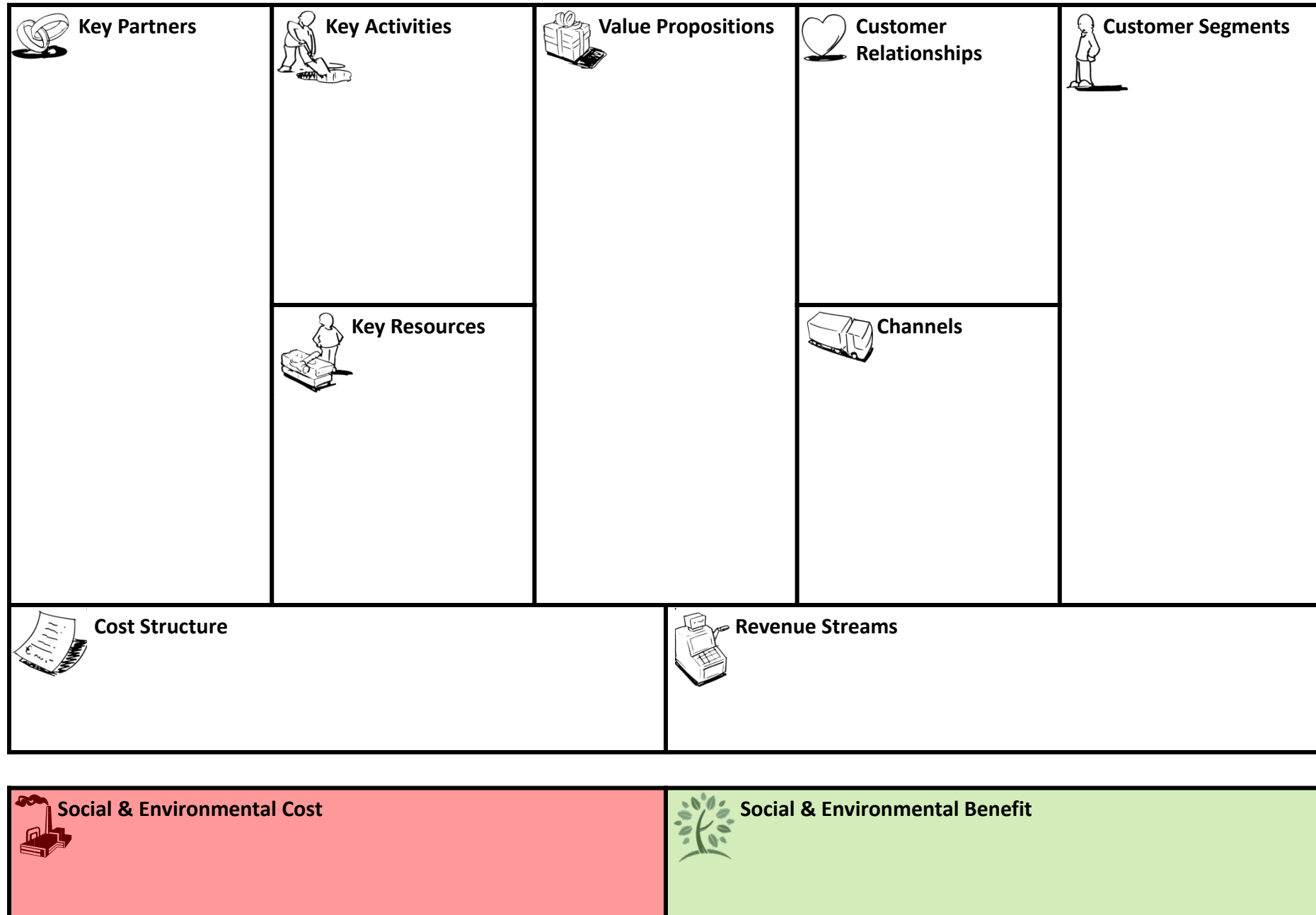
Business Model Canvas (BMC)

- Konsep ini dikembangkan oleh Alexander Osterwalder & Yves Pigneur.
- Konsep ini sangat sederhana, ditampilkan dalam satu lembar kanvas, dan berisi peta sembilan elemen (kotak).
- Karyawan dapat terlibat dengan mudah dan aktif.

Business Model Canvas -

 Key Partners	 Key Activities	 Value Propositions	 Customer Relationships	 Customer Segments
	 Key Resources		 Channels	
 Cost Structure			 Revenue Streams	

Business Model Canvas -



How to Fill in a Lean Canvas?

Uber Example

Based on Lean Canvas by Ash Maurya, adapted from the Business Model Canvas by Alex Osterwalder, licensed under CC BY SA 3.0.



PROBLEM

List your customer's top 3 problems



SOLUTION

Outline a possible solution for each problem



UNIQUE VALUE PROPOSITION

Single, clear, compelling message that turns an unaware visitor into an interested prospect



UNFAIR ADVANTAGE

Something that can not be easily copied or bought



CUSTOMER SEGMENTS

List your target customers and users

EXISTING ALTERNATIVES

List how these problems are solved today



KEY METRICS

List the key numbers that tell you how your business is doing

HIGH-LEVEL CONCEPT

List your X for Y analogy (e.g. YouTube = Flickr for videos)



CHANNELS

List your path to customers

EARLY ADOPTERS

List the characteristics of your ideal customers



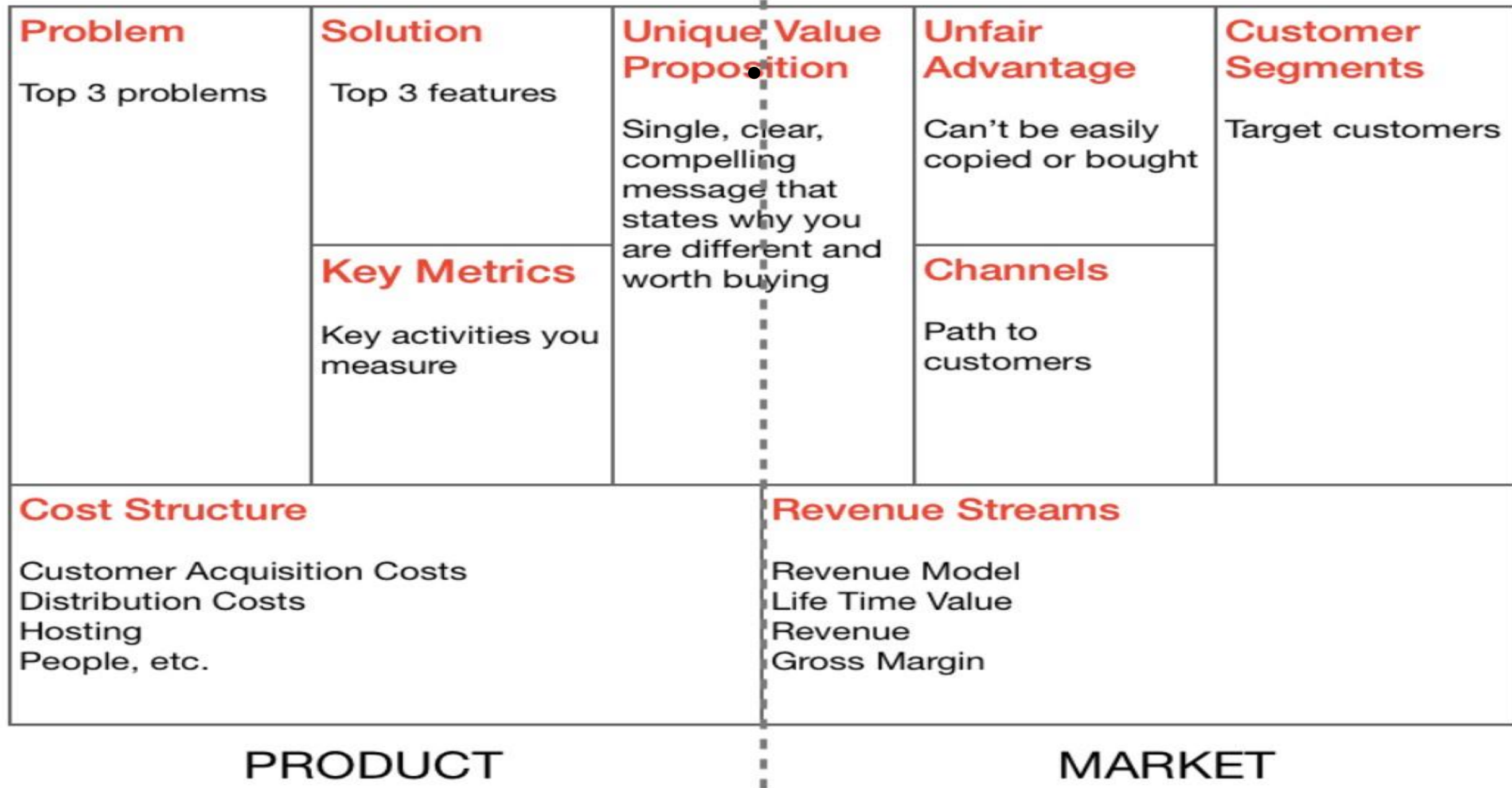
COST STRUCTURE

List your fixed and variable costs

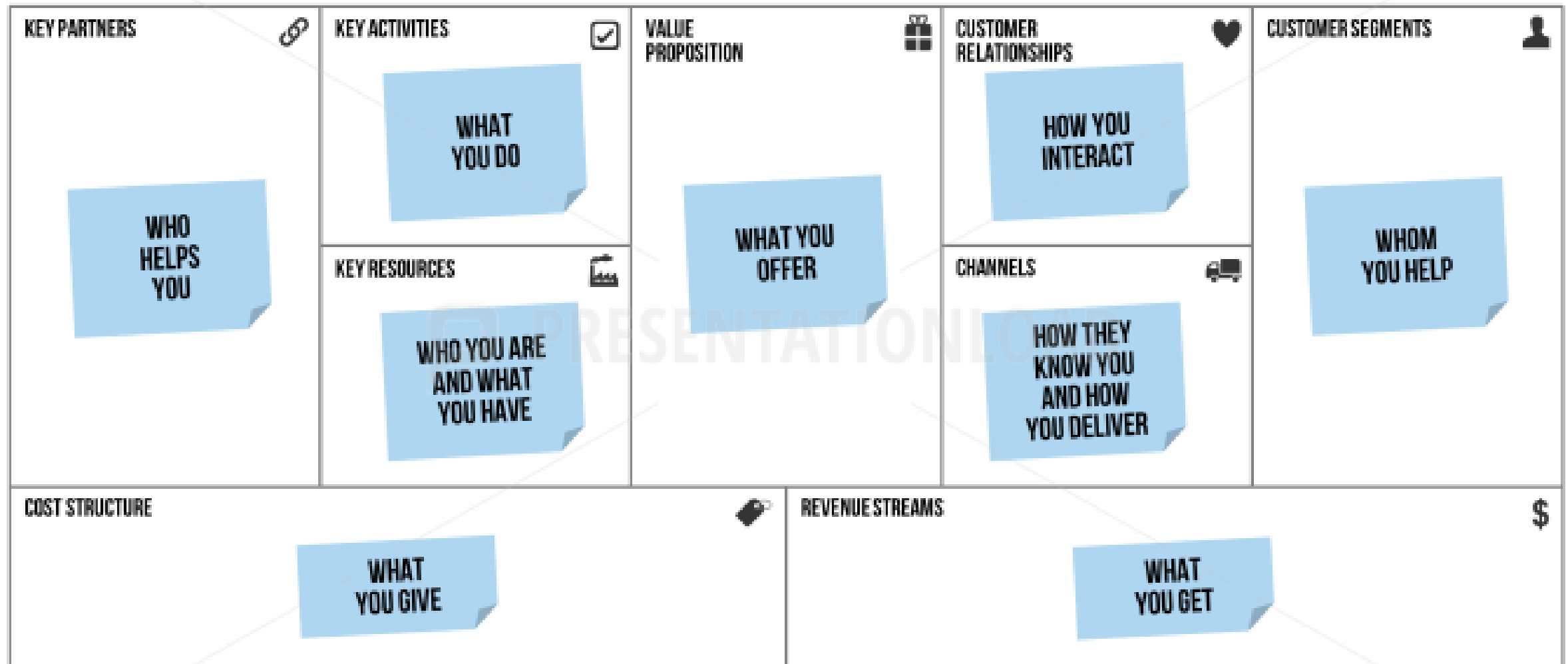


REVENUE STREAMS

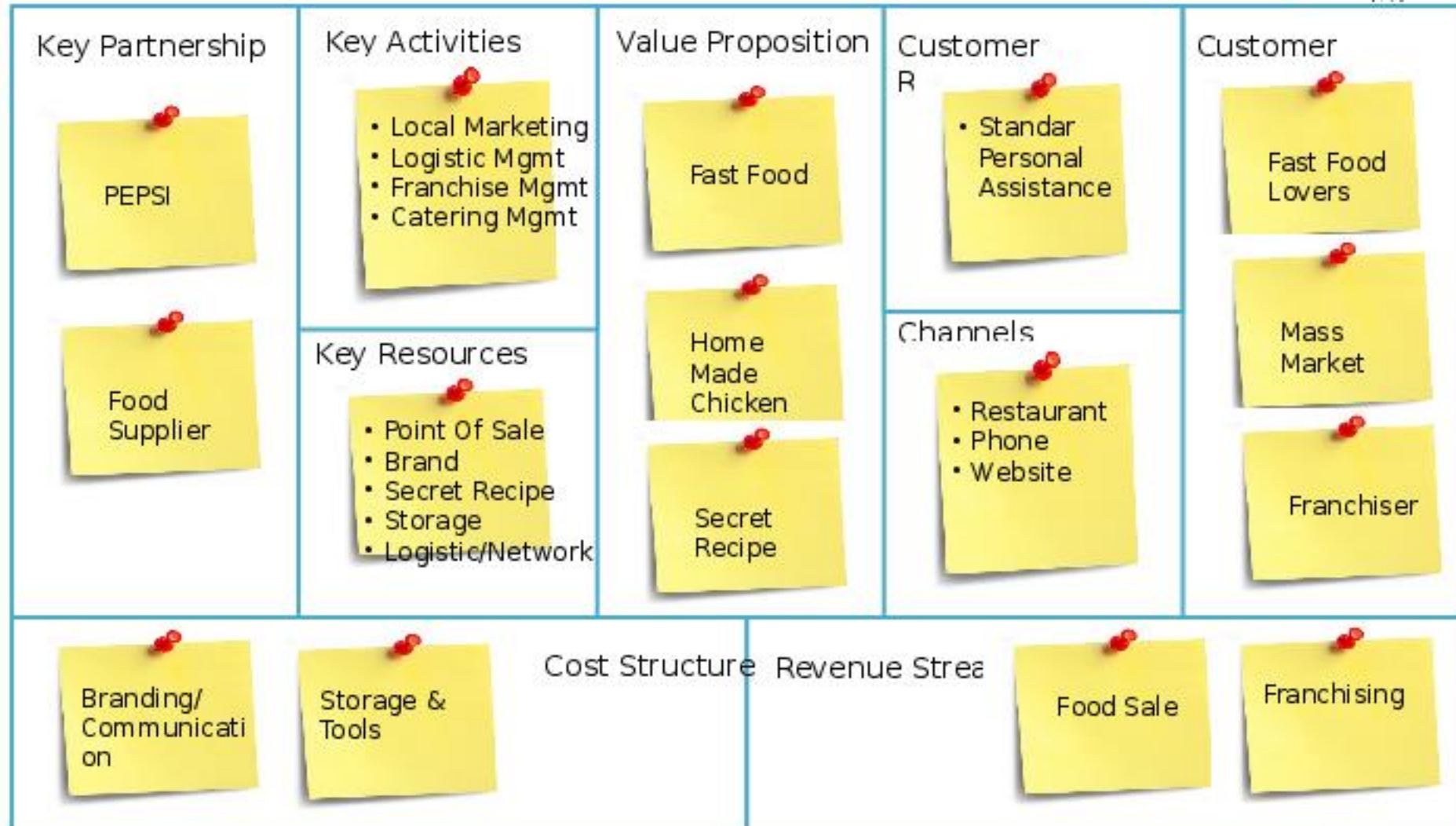
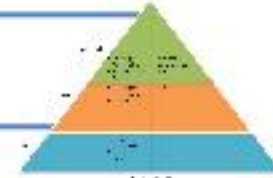
List your sources of revenue

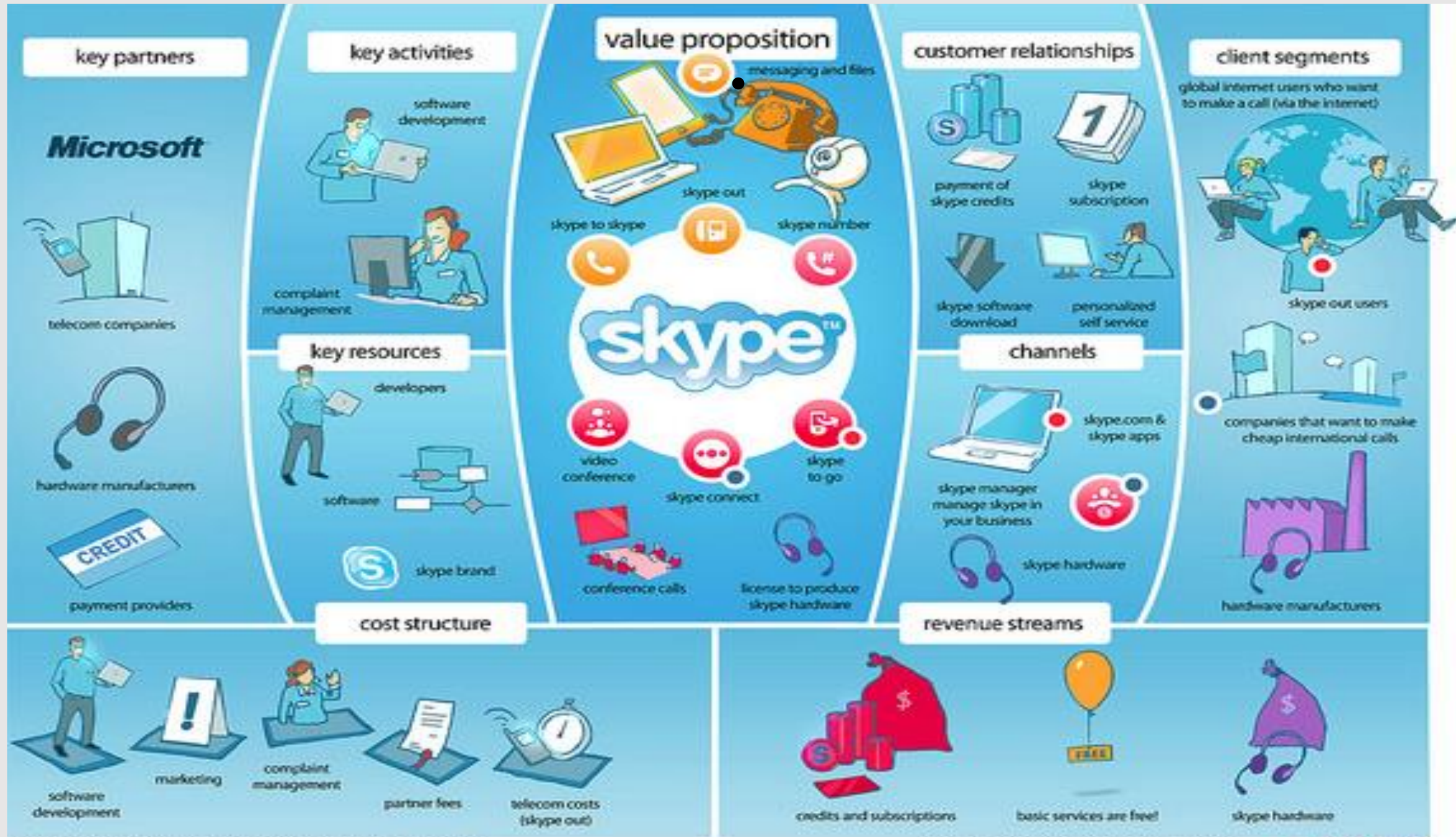


BUSINESS MODEL CANVAS

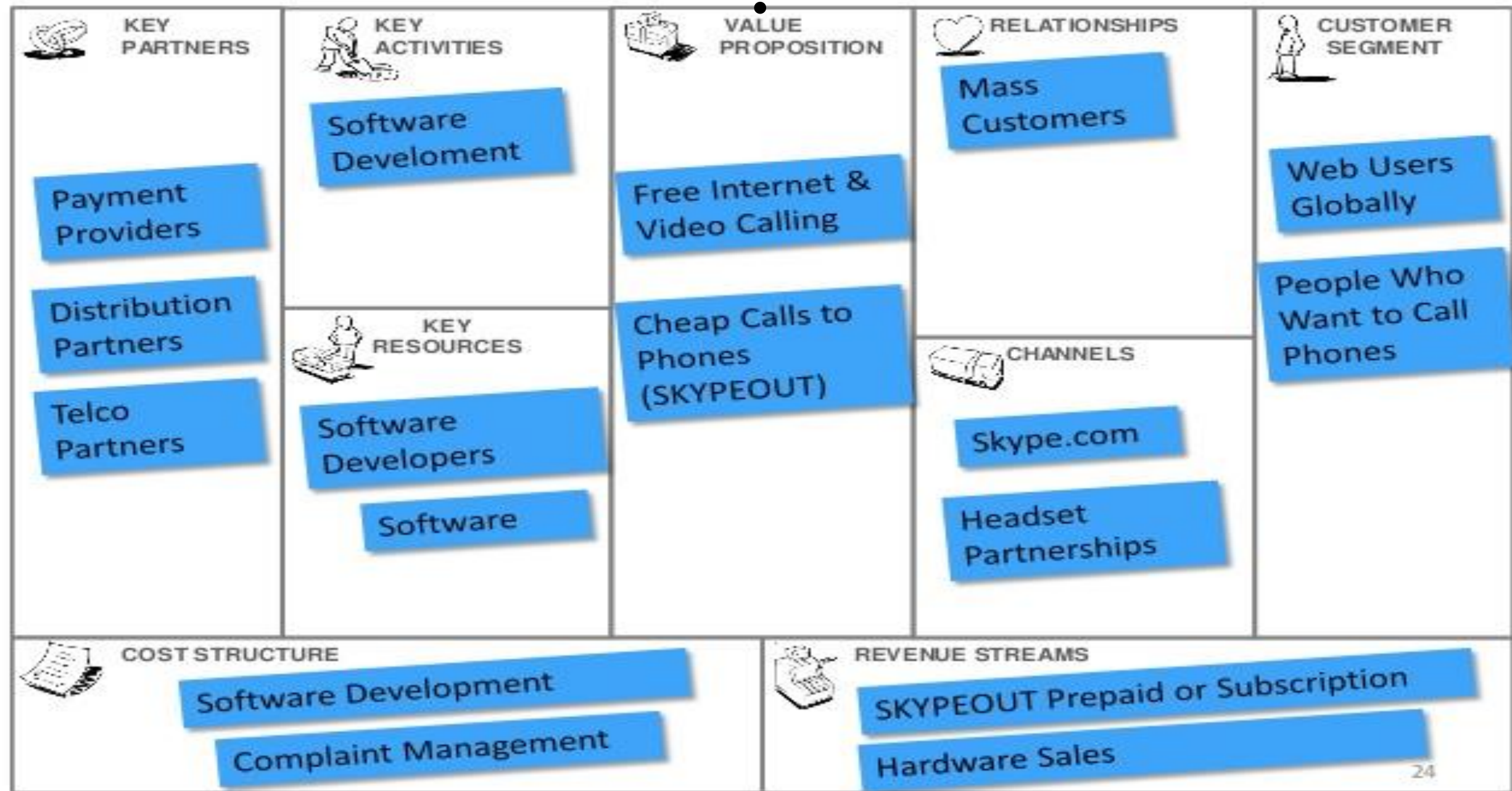


KFC - BUSINESS MODEL CANVAS





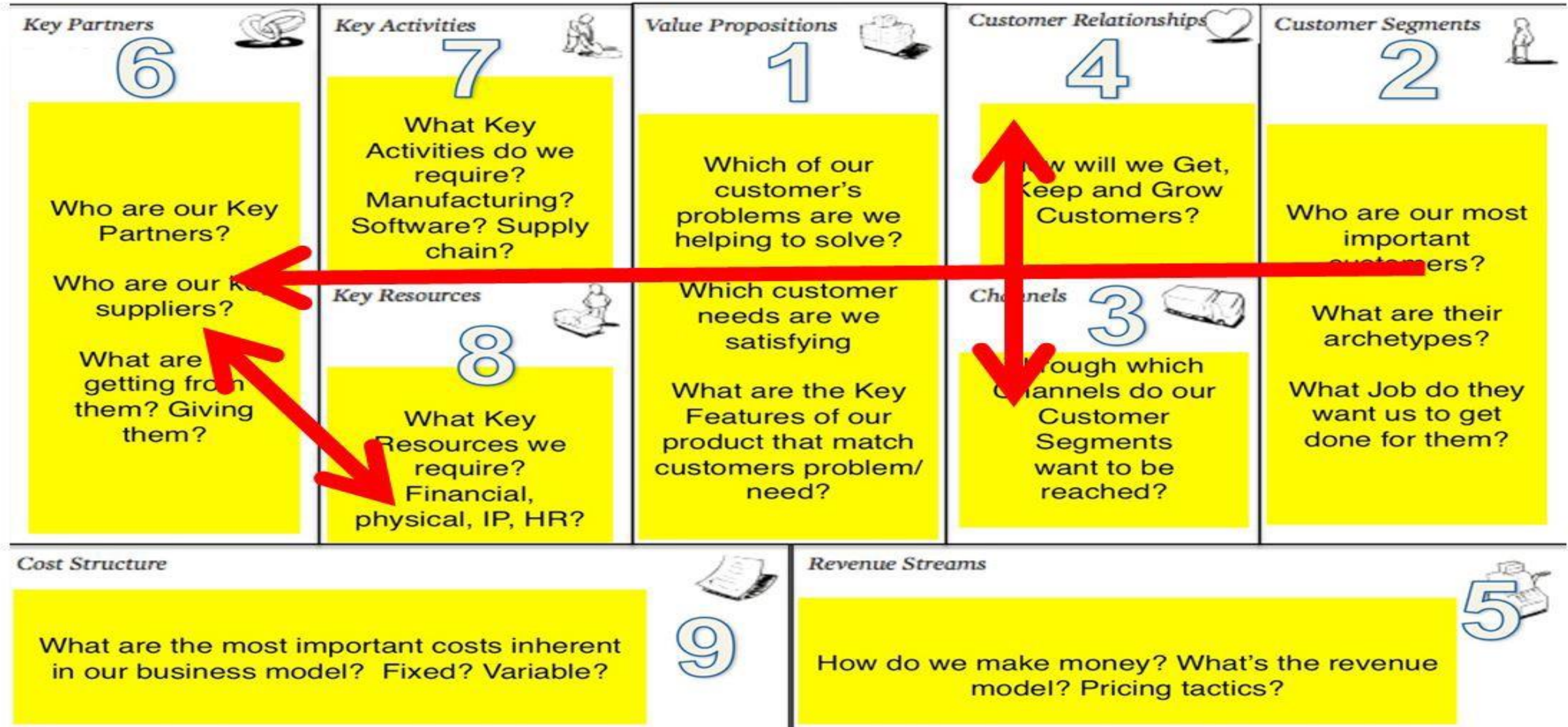
Skype



Elemen Business Model Canvas

- 1. Value Propositions**
- 2. Customer Segments**
- 3. Channels**
- 4. Customer Relationships**
- 5. Revenue Streams**
- 6. Key Partners**
- 7. Key Activities**
- 8. Key Resources**
- 9. Cost Structure**

Business Model Canvas



1. Value Proposition

- Manfaat yang ditawarkan bagi konsumen, akan menentukan segmen pelanggan yang dipilih atau sebaliknya.
- Value proposition juga akan mempengaruhi komponen lain, seperti; channel dan customer relationship.
- Contohnya; fast food, home made chicken, secret recipe.

2. Customer Segment

- Bisnis harus menetapkan siapa yang harus dilayani. Perusahaan dapat menetapkan untuk melayani satu segmen atau lebih.
- Contoh; fast food lovers, mass market, franchiser.

3. Channels

- Media promosi untuk menyampaikan value proposition (konvensional & online channels), dari kesadaran pelanggan sampai layanan purna jual.
- Dua elemen lain yang harus diperhitungkan dalam channels adalah value proposition dan customer segment.
- Contoh; restaurant, phone, website, social media.

4. Customer Relationship

- Strategi bisnis menjalin ikatan dengan pelanggannya.
- Pelanggan tidak hanya didapatkan, akan tetapi juga harus dipertahankan dengan metode CRM.
- Contoh; Standar personal assistance, sticker, application member.

5. Revenue Stream

- Komponen paling vital karena dalam memperoleh pendapatan (cash in flow).
- Investasi bisnis dan pertumbuhan perusahaan akan sangat ditentukan revenue stream.
- Contoh; food sale, franchising.

6. Key Partners

- Sumber daya yang diperlukan untuk mewujudkan proposisi nilai, tetapi tidak dimiliki oleh perusahaan.
- Key Partners; outsourcing, joint venture, joint operation, aliansi strategis.
- Contoh; Pepsi/Coca Cola, food supplier.

7. Key Activities

- Aktivitas bisnis yang bertujuan menciptakan proposisi nilai.
- Key activities dapat dengan cara resources based atau market based.
- Contoh; local marketing, Management of logistic, franchise & catering.

8. Key resources

- Sumber daya milik perusahaan untuk mewujudkan proposisi nilai.
- Sumber daya berupa manusia, skills, teknologi, peralatan, channel, brand.
- Contoh; point of sale, brand, secret recipe, storage, logistic network.

9. Cost Structure

- Komposisi biaya untuk mengoperasikan perusahaan dalam mewujudkan proposisi nilai bagi pelanggan.
- Struktur biaya yang efisien akan menentukan besarnya laba.
- Contoh; branding, marketing communication, storage & tools, employee.

BUSINESS MODEL CANVAS

Penerapan di Indonesia



Tim PPM Manajemen

Business Model Canvas merupakan ilustrasi model bisnis yang disajikan dalam bentuk visual berupa kanvas lukisan, terdiri atas 9 kotak yang saling berkaitan, dan berisikan elemen penting yang menggambarkan bagaimana organisasi menciptakan manfaat bagi dan mendapat manfaat dari para pelanggannya.

Event Organizer REUNI S1



The Business Model Canvas

Designed for:

kaskuser
student-preneur

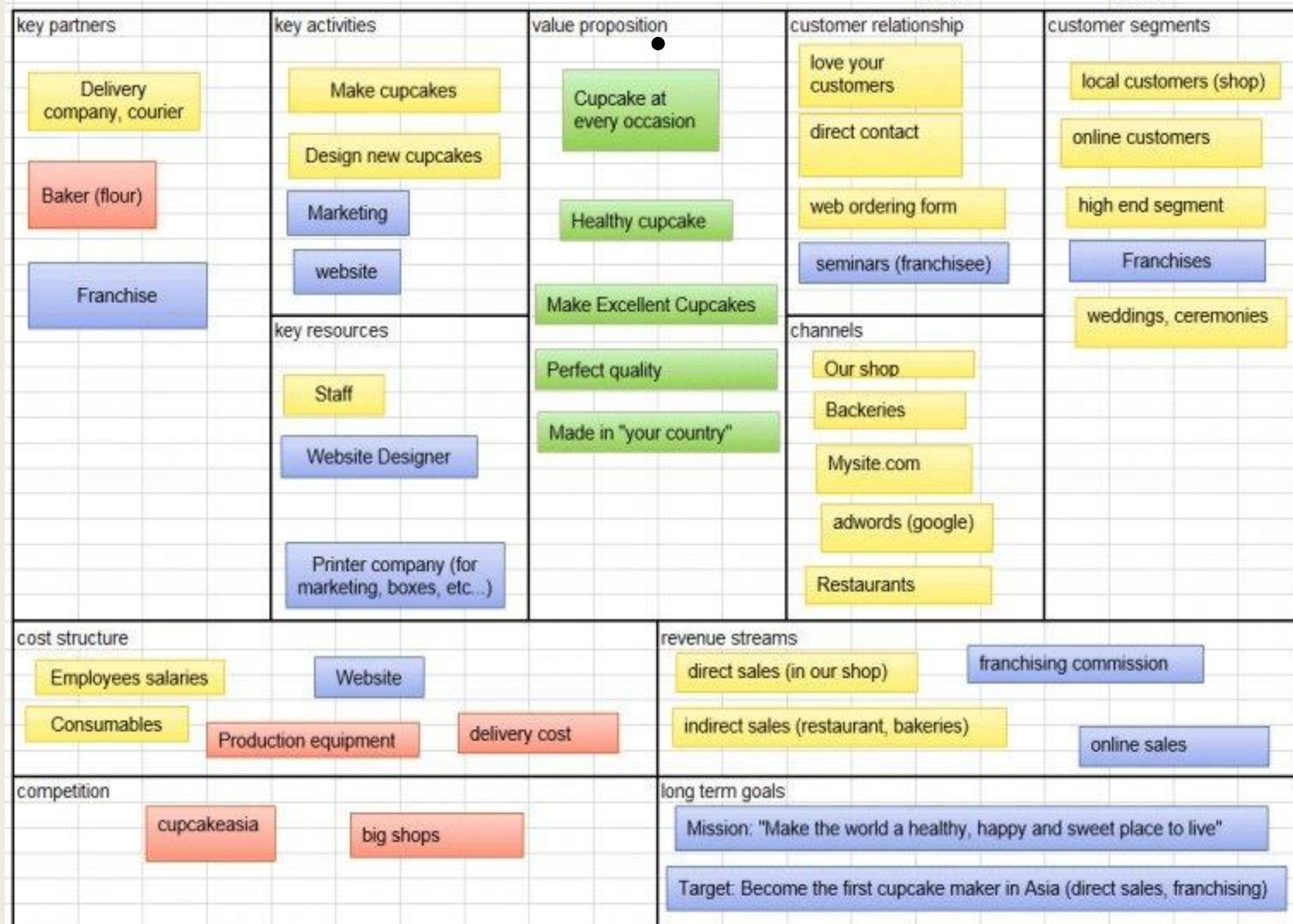
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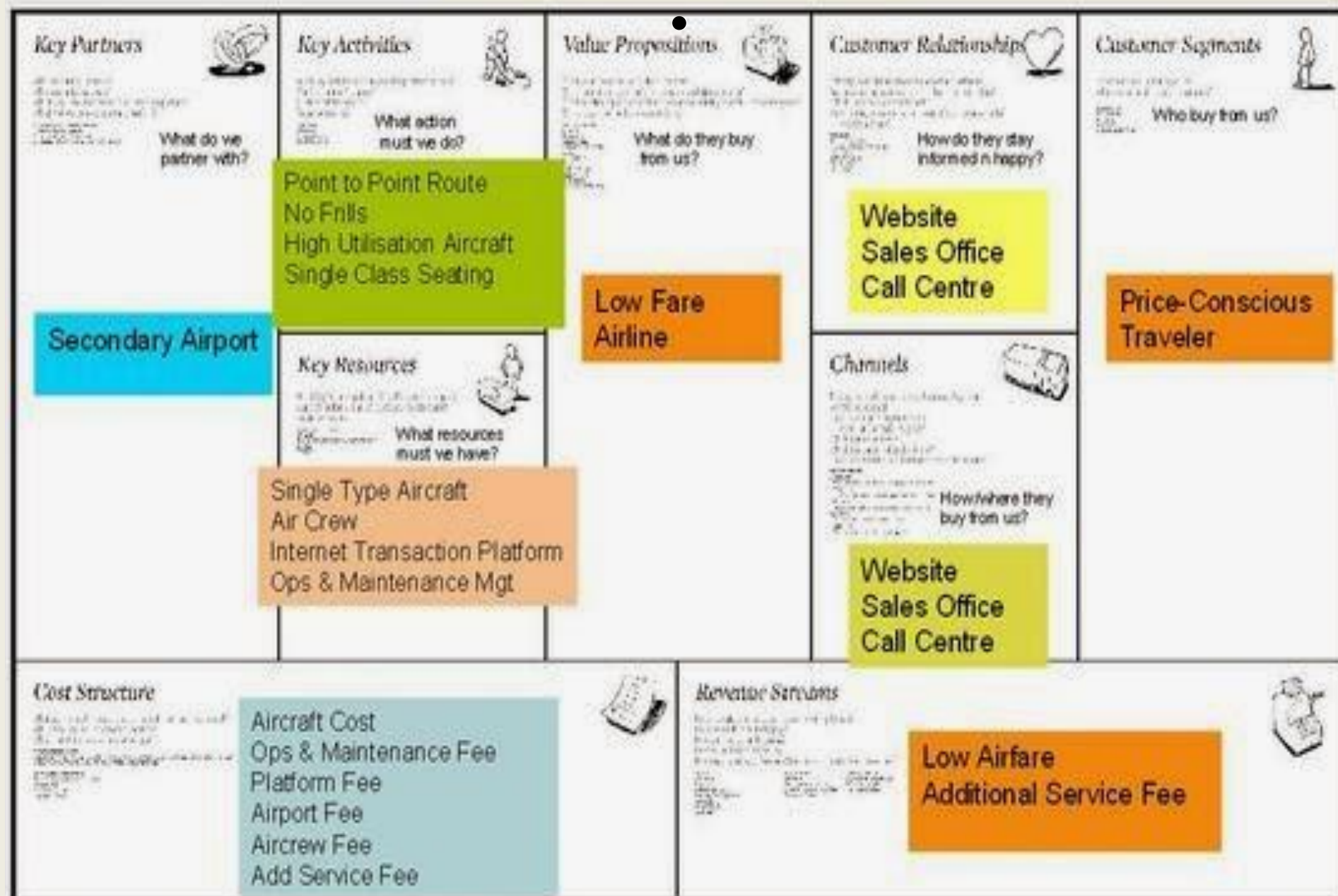
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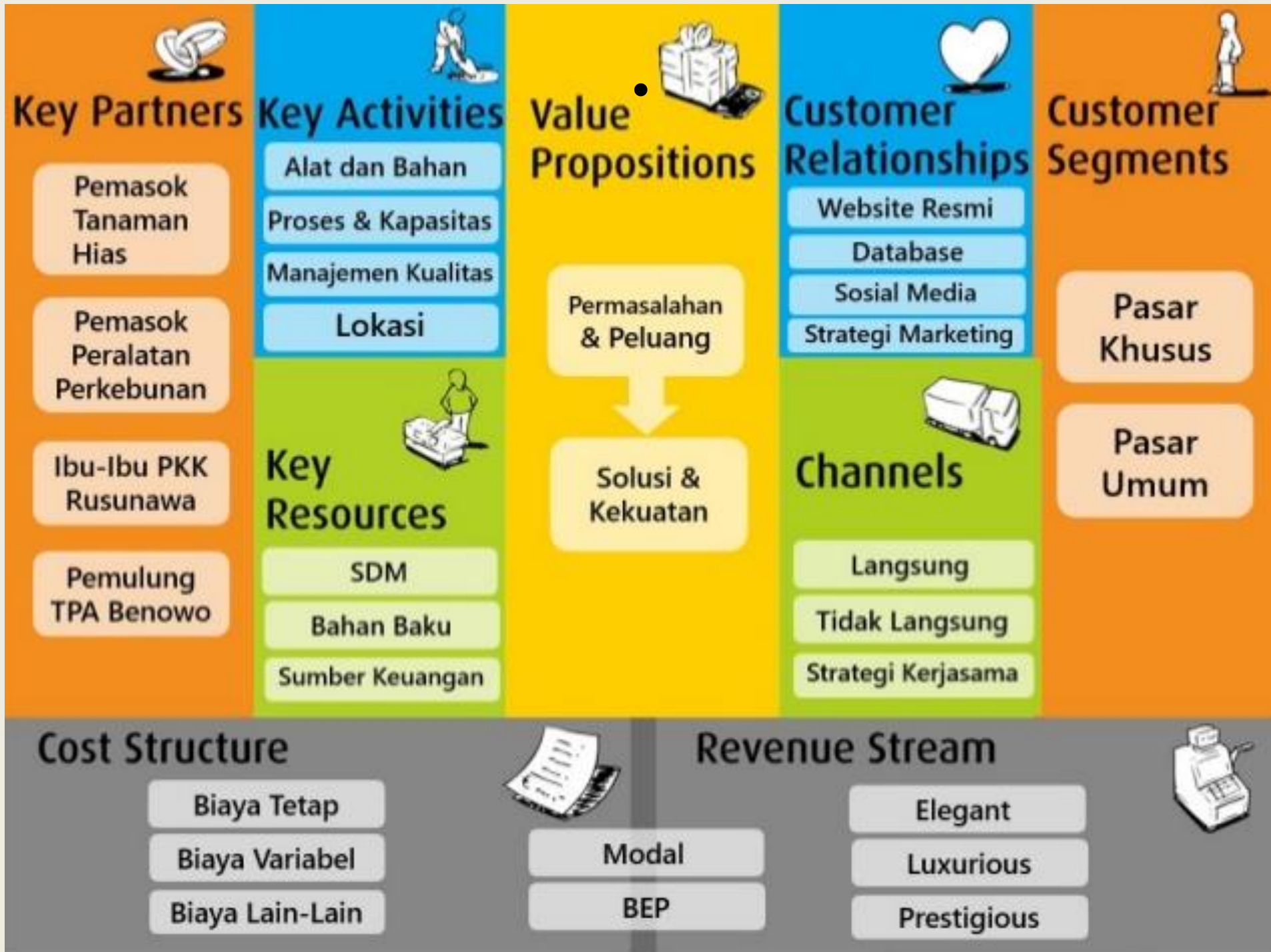






The Business Model Canvas Air Asia – Low Cost Carrier





KEY PARTNERS

- Mitra pengemudi (driver Gojek)
- Suplier atribut driver (helm, jaket)
- Penyedia infrastruktur server

KEY ACTIVITIES

- Menghubungkan driver dengan penumpang
- Manajemen data pengguna

KEY RESOURCES

- Google Maps
- Aplikasi Gojek
- Infrastruktur server

VALUE PROPOSITIONS

- Menyediakan transportasi massal yang berkualitas, mudah serta cepat diakses, dengan harga terjangkau

COSTUMER RELATIONSHIPS

- Diskon dan promo
- Email newsletter
- Aplikasi kaya fitur

CHANNELS

- Aplikasi Gojek
- Iklan billboard
- Testimoni pengguna

COSTUMER SEGMENTS

- Pelajar sekolah
- Pekerja kantoran
- Pengguna transportasi public
- Generasi melek internet

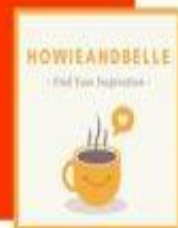
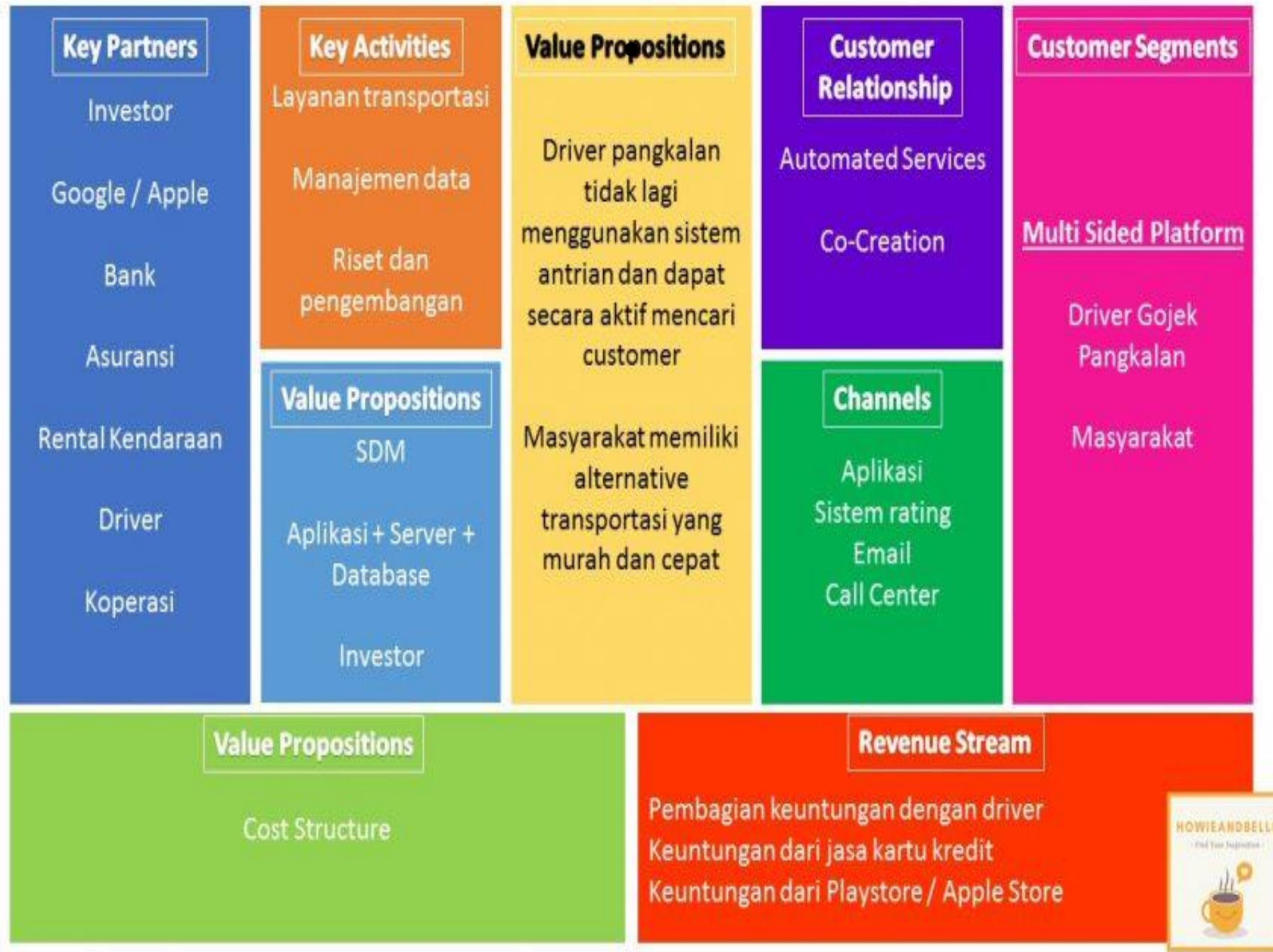
COST STRUCTURE

- Bagi hasil dengan mitra driver
- Gaji pegawai kantor
- Penyewaan infrastruktur server
- Biaya pemeliharaan dan perbaikan sistem
- Biaya API Google Maps

REVENUE STREAMS

- Pengguna jasa transportasi Gojek
- Pengisian dompet elektronik (Gopay)

Larinov



Bisnis Model Canvas

GAPOKTAN BAKTI BERSAMA
DESA TANAH TINGGI

Rencana Bisnis:
Olahan Pisang Aneka Rasa

Key Partner (Mitra Utama) 8 • Minimarket/Toko • Hotel • DKP/Perindag • Gofood/Tiki • Rumah Kemasan • Pengusaha Catering • BUMDes.	Key Activities (Aktivitas Utama) 7 • Budidaya Pisang • Pengolahan Pisang menjadi keripik aneka rasa • Pengolahan Pembuatan Cake Pisang • Pemasaran	Value Propositions (Proposisi Nilai) 2 • Kripik Pisang Anek Rasa (asin, gurih, coklat, barbeque, strobery, dll) • Kripik pisang kemasan oleh-oleh, kemasan praktis dan menarik sebagai teman kumpul-kumpul. • Keripik tahan lama, tidak mudah melempem • Aneka Cake dengan berbahan dasar pisang. • Menerima pesanan antar alamat (On line). • Halal dan Sehat (POM, PIRT, MUI). • Tempat belajar petani dan pelajar untuk budidaya pisang dan pengolahan hasilnya	Customer Relationship (Kemitraan Pelanggan) 4 • Penjualan langsung (Online / Outlet) • Reseller pada Minimarket/Toko	Customer Segment (Segmen Pelanggan) 1 • Keluarga (untuk oleh-oleh) • Remaja dan mahasiswa (kemasan dan rasa) • Anak-anak.
Cost Structure (Struktur Biaya) 9 • Biaya Budidaya Pisang (Biaya Usaha Tani) • Biaya Panen dan pasca panen. • Biaya pembuatan kripik pisang aneka rasa • Biaya pembuatan cake pisang • Biaya kemasan dan pemasaran • Biaya air dan listrik • Biaya sosialisasi, promosi pajak dan perijinan	Key Resources (Sumberdaya Utama) 6 • Lahan Budidaya pisang • Peralatan perajang kripik • Alat penggoreng yang baik • Alat pembuatan Cake pisang.		Channel (Saluran) 3 • Brosur. • Pameran/Eksibisi • Media Online	
	Revenue Streams (Arus Pendapatan) 5 • Penjualan kripik pisang • Penjualan cake pisang • Penjualan daun pisang • Jasa memberikan pelatihan bagi petani/masyarakat umum, mahasiswa dan pelajar.			



**Key
partners**

Supplier

Bohlam Lampu
Lavender

Distribusi

Tokopedia



**Key
activities**

Pembelian Bahan
Proses Produksi
Pengemasan
Pendistribusian
Promosi



Key resources

Men
Money
Method
Machine
Materials



**Value
proposition**

- ✓ Cahaya lampu warna
- ✓ Aroma terapi
- ✓ Pencegah nyamuk
- ✓ Penghias ruangan



**Customer
relationships**

Bonus gratis refill
aroma terapi
lavender untuk 50
pembeli pertama



Channels

**Online:
Social Media
e-Commerce
Off-Line**

**Customer
segments**



Ibu Rumah Tangga
Pelajar/Mahasiswa

Laki-laki dan
Perempuan

Middle Up



Cost structure

Variable Cost:
Bohlam lampu
warna
Lavender

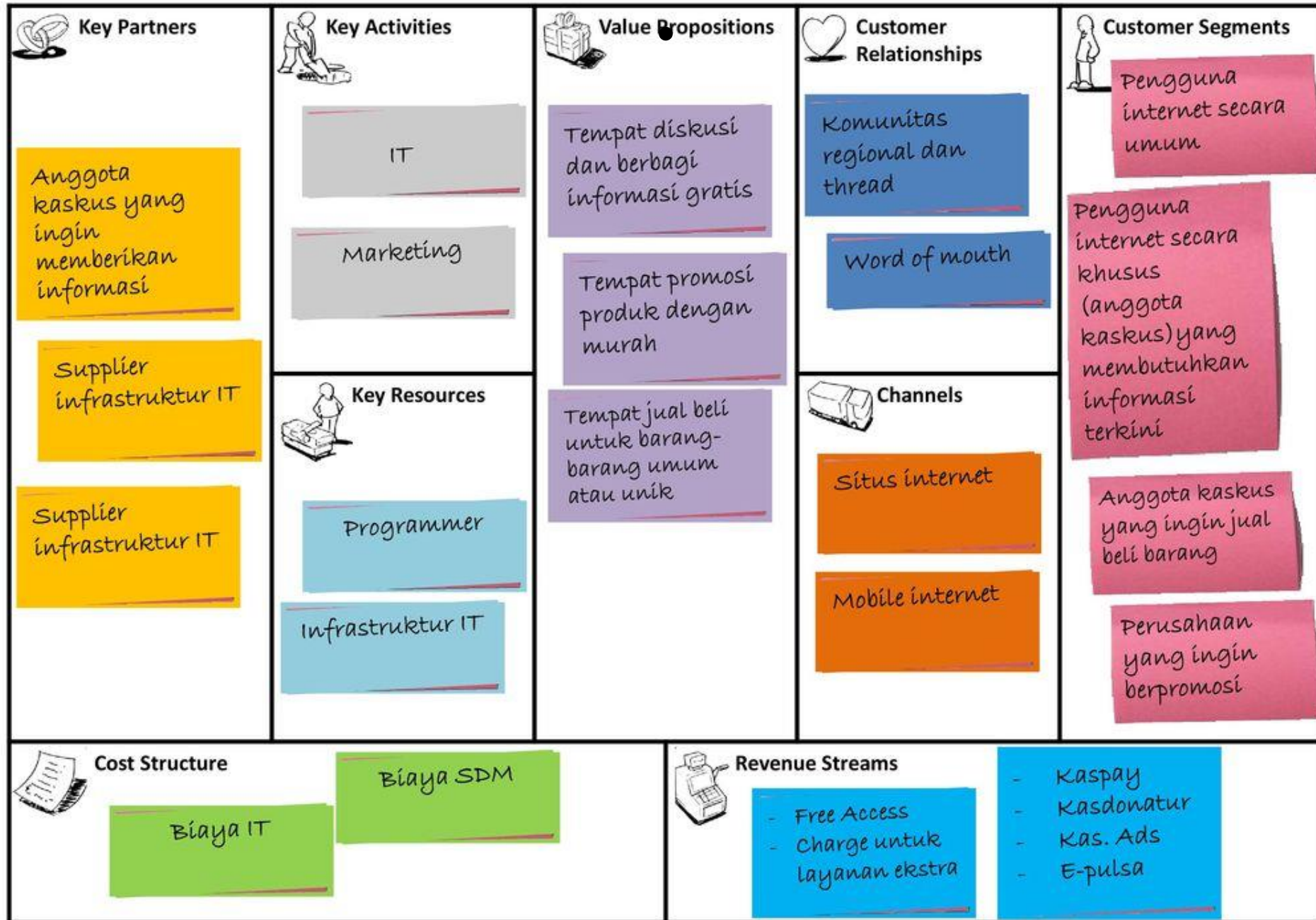
Manufaktur
Distribusi
Packaging



Revenue streams

**Penjualan Produk Lampu
Multifungsi "Sweet Lamp"**

Business Model Canvas: KASKUS



Business Model Canvas Expedia

Key partners

- Hotels
- Property owners
- Airlines
- Rental car companies
- Activities providers
- Travel agents / affiliates
- Corporate travel managers
- Technology partners
- Meta search engines
- Lobbyists
- Other

Key activities

- Manage network effects
- Customer experience
- Customer support
- Grow the platform
- Observe external factors
- Enhance technology
- Guide customer journey

Key resources

- Number of hotels
- Number of locations
- Great content
- User data/algorithms
- User experience
- Global network
- Skilled staff

Value proposition

For travellers:

- Cheapest prices
- Amount of choice
- Reduction of risk
- Customer service
- Useful app
- Useful travel content

For hotels:

- Incremental revenue
- Ability to react
- Global reach
- Risk reduction
- Additional web traffic
- Market intelligence

Customer relationships

Hotels:

- Commissions
- Ease of joining
- No booking, no pay

Travellers:

- Customer service
- Accuracy

Channels

- Website (mobile, desktop)
- App
- Partner channels
- Ad channels (meta search engines, etc)
- Comms channels

Customer segments

Hotels:

- Property types
- Room types
- Star & user ratings
- Amenities, facilities
- Proximity
- Type of hotel
- Locations
- Type of infrastructure

Travellers:

- Travel motivation
- Demographics
- Booking details
- Employment
- Spending behaviours
- micro segments

Cost structure (FY 16)

Operational

- Performance advertising: \$3.5b
- Cost of revenue: \$1.6b
- Tech & content: \$1.25b

- capitalised costs: \$1.6b

Balance sheet:

- Property & equipment: \$1.4b
- Intangible assets: \$2.4b
- Goodwill: \$7.9b

Revenues (FY 16)

- Merchant business model: \$4.85b / \$8.8b = 55%
- Agency business model: \$2.4b / \$8.8b = 27%
- Advertising and other revenues: \$0.8b / \$8.8b = 9%
- HomeAway (subscription): \$0.69b / \$8.8b = 8%

BUSINESS MODEL CANVAS LinkedIn

Key Partners



- Companies
- Universities
- Content Providers
- Influencers
- Marketing & Sales application partners

Key Activities



- Platform Development
- Hire and retain
- Protect
- Develop

Key Resources



- Platform
- Network Effects

Value Propositions



For Professionals (Users):

- build new contacts
- build their own brands
- free of charge
- SlideShare

For Recruiters:

- effective tool
- resumes with references
- more convenient

For Third-party developers:

- software tools and solutions by leveraging LinkedIn APIs
- support customers

Customer Relationships



- Direct Network Effect
- Indirect Network Effect

Channels



- Self-Serve Platform
- Offline Field based Sales

Customer Segments



- Professionals (Users)
- Recruiters
- Advertisers and Marketers
- Third-party developers

Cost Structure



- Product Development
- Sales and Marketing
- General and Administrative
- Cost of Revenue
- Depreciation

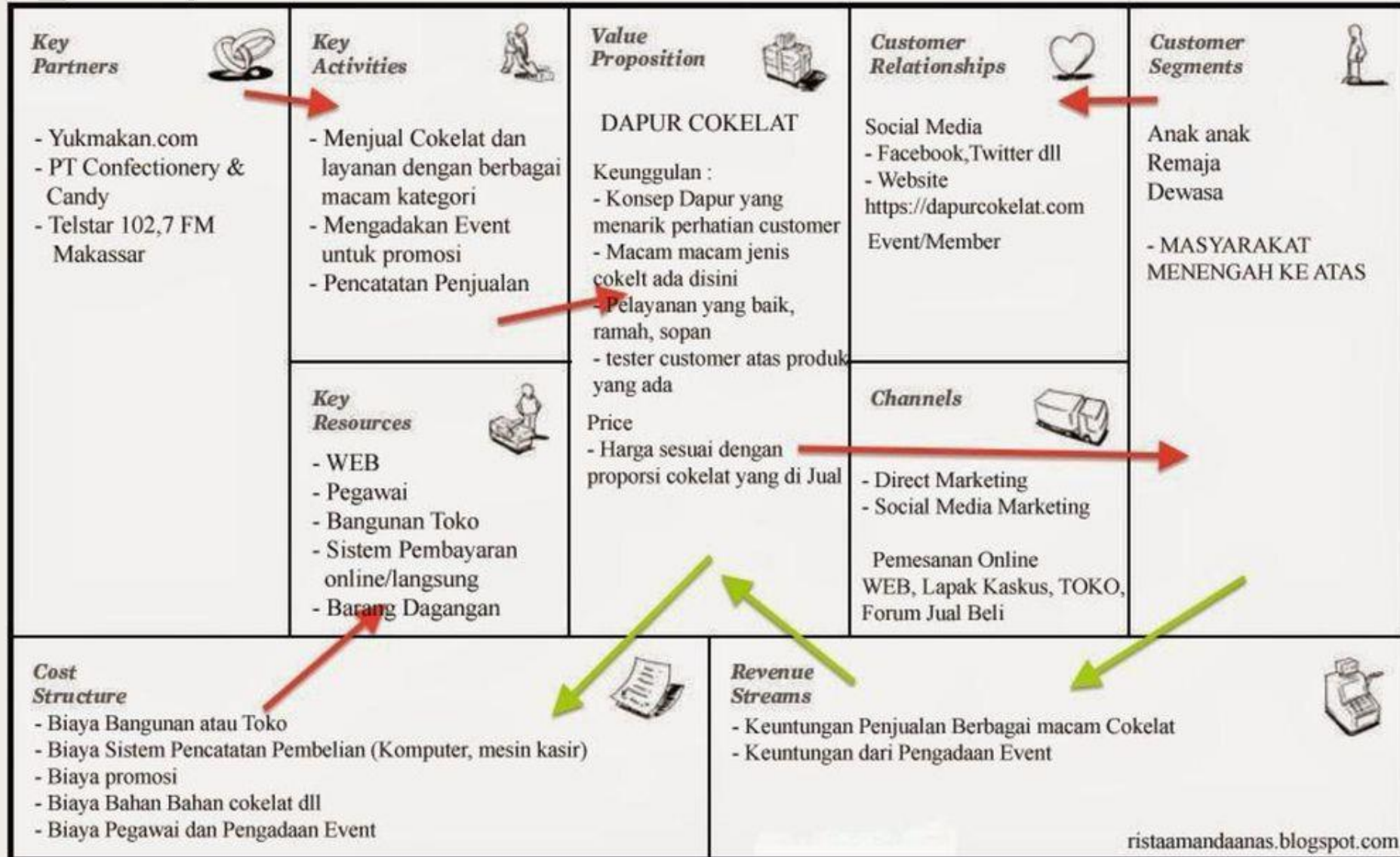
Revenue Streams



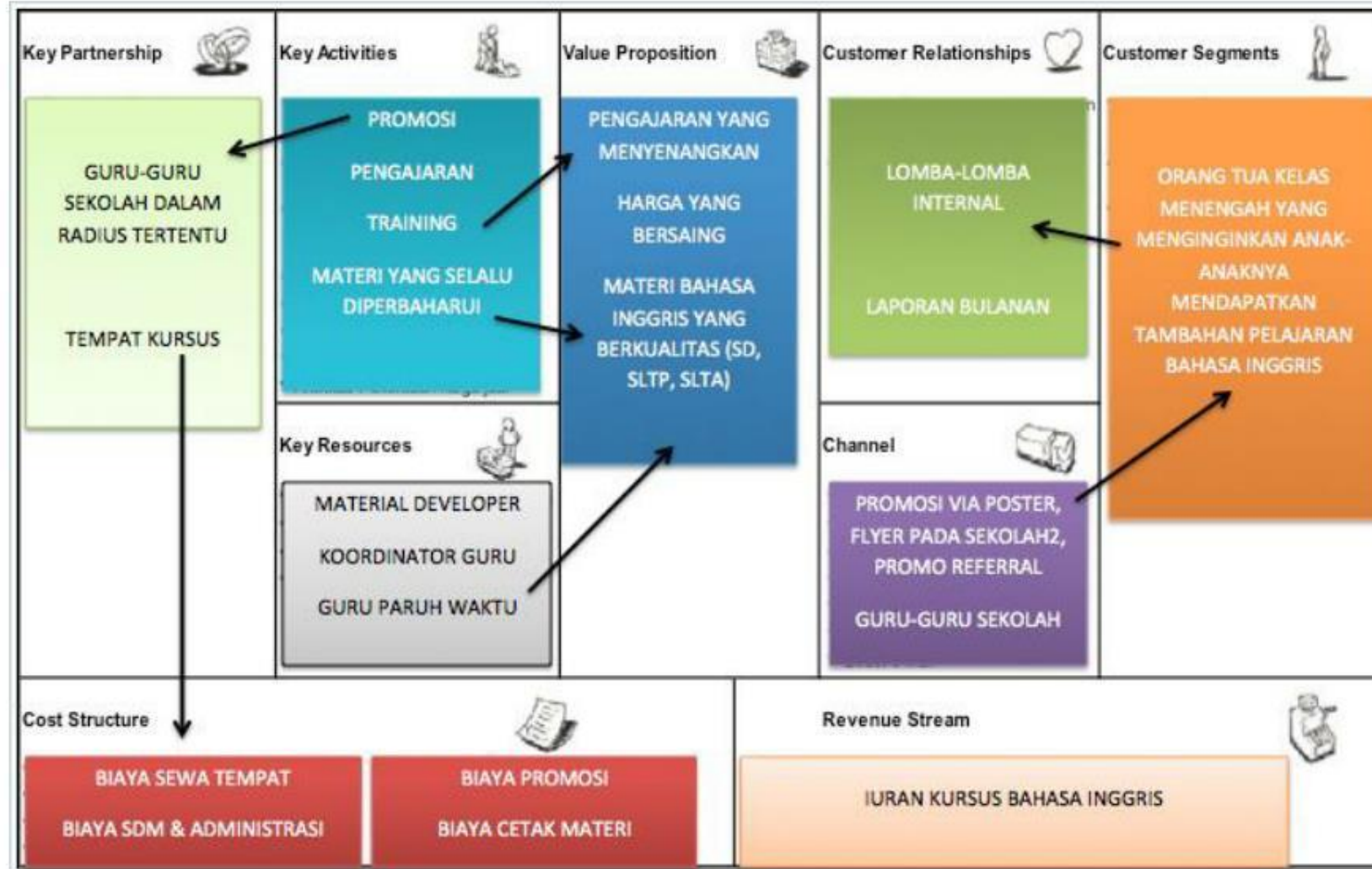
- Talent solutions
- Marketing solutions
- Premium subscriptions

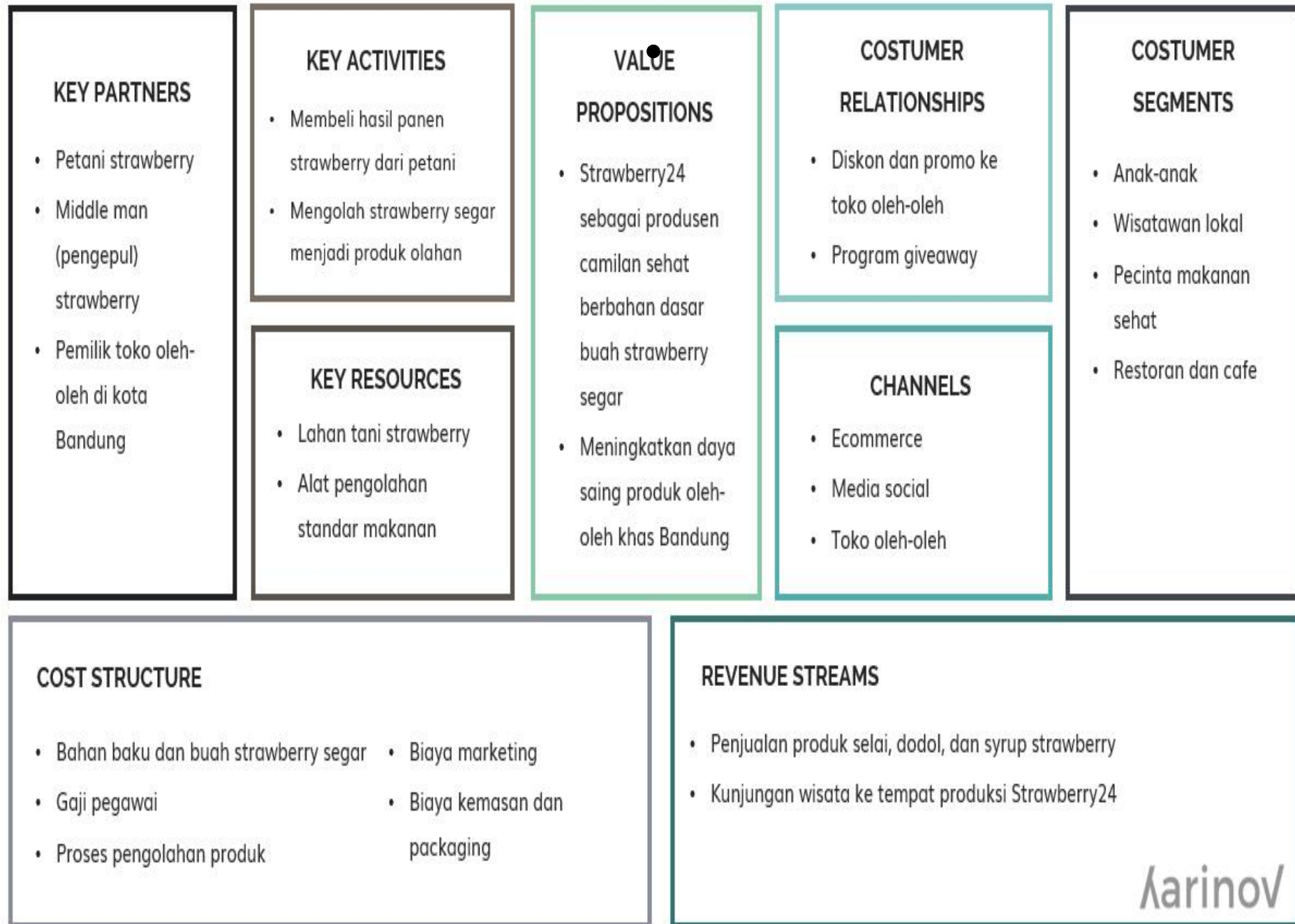


Contoh Kerangka Bisnis Model Canvas “Dapur Cokelat”



Contoh 4. Business Model Canvas





KEY PARTNERS



- ❑ TOKO ISI ULANG AIR MINERAL
- ❑ PEDAGANG SAYUR
- ❑ TOKO KELONTONG
- ❑ TOKO PLASTIK
- ❑ TEMPAT PRINT

KEY ACTIVITIES



- ❑ PRODUKSI 'TIMUNICE'
- ❑ MARKETING
- ❑ DISTRIBUSI
- ❑ PENGOLAHAN KEUANGAN

KEY RESOURCES



TENAGA KERJA, PERALATAN MASAK, PERALATAN PENYIMPANAN, KEMASAN, BRAND, KENDARAAN, ALAT-ALAT PEMELIHARAAN KEBERSIHAN, PONSSEL DAN KUOTA

VALUE PROPOSITION



- ❑ MENYEHATKAN DAN MAMPU MENURUNKAN TEKANAN DARAH TINGGI
- ❑ MINUMAN TRADISIONAL DENGAN KEMASAN KEKINIAN
- ❑ HARGA TERJANGKAU
- ❑ MENJAGA KUALITAS DAN KESEHATAN PRODUK
- ❑ TANPA PEWARNA, PENGAWET DAN PEMANIS BUATAN
- ❑ BISA COD
- ❑ PELAYANAN DI SOSIAL MEDIA DENGAN RESPON CEPAT

CUSTOMER RELATIONSHIP



- ❑ LONG TERM
Menfaatkan media sosial komunikasi dan feedback terhadap customer
- ❑ TRADISIONAL
beli putus saat transaksi

CUSTOMER SEGMENTS



- ❑ PRIORITAS 1
Penggemar rujak asam manis atau minuman rasa asam yang segar

- ❑ PRIORITAS 2
Penderita Hipertensi

- ❑ PRIORITAS 3
Penyuka minuman kekinian dengan harga terjangkau

CHANNELS

- ❑ DIRECT
Sales force
Web sales

- ❑ AWARENESS
Menggunakan media sosial untuk menarik customer

COST STRUCTURE



- ❑ BIAYA PRODUKSI
- ❑ BIAYA TRANSPORTASI
- ❑ BIAYA DISTRIBUSI
- ❑ BIAYA PROMOSI

REVENUE STREAM

- ❑ ASSET SALE
Penjualan Timunice

BMC by K4:
005, 017, 035,
044, 056, 060,
078, 149, 181,
7002



UBER

BUSINESS MODEL CANVAS

KEY PARTNERS:

- ❖ Drivers with their Cars
- ❖ Payment Processors
- ❖ Map API Providers
- ❖ Investors

KEY ACTIVITIES:

- ❖ Product Development & Management
- ❖ Marketing & Customer Acquisition
- ❖ Hiring Drivers
- ❖ Managing Driver Payouts
- ❖ Customer Support

KEY RESOURCES:

- ❖ Technological Platform
- ❖ Skilled Drivers

VALUE PROPOSITION:

CUSTOMERS:

- ❖ Minimum Waiting Time.
- ❖ Prices Lesser than the Normal Taxi Fares.
- ❖ Cashless Ride.
- ❖ Can see The ETA and Track The Cab on Map.

DRIVERS:

- ❖ Additional Source of Income.
- ❖ Flexible Working Schedules and can Work Part Time.
- ❖ Easy Payment Procedure.
- ❖ Drivers get Paid to be Online, even without can Requests.

CUTOMER RELATIONSHIP:

- ❖ Social Media
- ❖ Customer Support
- ❖ Review, Rating & Feedback System

CHANNELS:

- ❖ Websites
- ❖ Mobile App for Android
- ❖ Mobile App for iOS

CUSTOMER SEGMENTS:

USERS:

- ❖ Those who do not own a Car
- ❖ Those who do not want to drive themselves to a Party or Function.
- ❖ People who like to Travel in Style and want to be Treated as a VIP.
- ❖ Those who want a Cost-Efficient Cab at their Doorstep.

DRIVERS:

- ❖ People who own a Car and want to Earn Money.
- ❖ People who Love to Drive.
- ❖ Those who Wish to be called Partners Instead of Drivers.

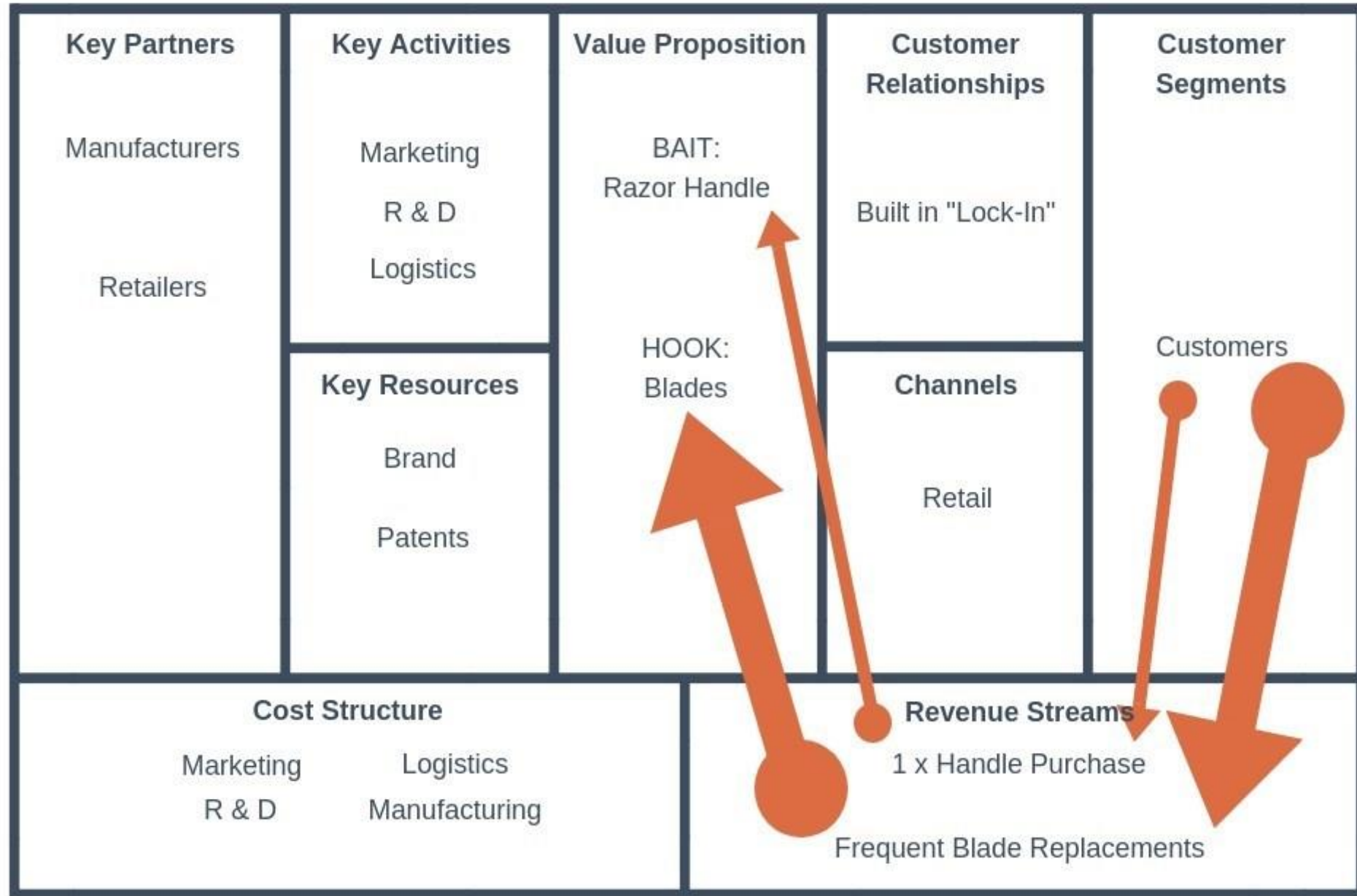
COST STRUCTURE:

- ❖ Technological Infrastructure
- ❖ Salaries to Permanent Employees
- ❖ Launch Events & Marketing Expenditure

REVENUE STREAMS:

- ❖ Car Rides on per Km/Mile basis.
- ❖ Surge Pricing
- ❖ UberX, Uber Taxi, Uber Black, Uber SUV etc.
- ❖ Uber Cargo, Uber Rideshare etc.

Business Model Canvas: Gillette



BUSINESS MODEL CANVAS – FALAFEL LACKER (SANDWICH)

 Key Partners 1. Yogya Bojongsoang 2. Pasar Kordon 3. Jl. Cibadak	 Key Activities • Produksi • Packaging • Pemasaran • Penjualan • Stock Barang	 Value Propositions 1. Produk yang innovative 2. Dibuat dengan bahan yang berkualitas 3. Harga yang terjangkau 4. Layanan delivery	 Customer Relationships 1. Diskon 50% untuk setiap pembelian 4 atau lebih di setiap itemnya. 2. Bisa bertemu langsung (COD) 3. Membuka peluang bisnis	 Customer Segments 1. Siapa? • Laki-laki dan perempuan • Usia 15-45 • Buah Batu (Telkom University) 2. Pasar Tersegmentasi • Masalahnya? A. Ingin sarapan yang praktis dan cepat. B. Harganya Terjangkau C. Bisa di makan sebelum masuk ke kelas
 Key Resources • SDM • FINANSIAL			 Channels 1. Membeli secara langsung di CFD batununggal. 2. Social Media seperti Line@	
 Cost Structure 1. Bahan baku dan Packaging 2. Transportasi 3. Internet, pulsa 4. Gaji Karyawan			 Revenue Streams Menjual produk langsung ke customer	

Netflix Business Model Canvas

Customer Segments Maas Market Fans of Blockbuster Movies Avid TV Show Watchers People that prefer convenient delivery	Key Activities * Engage with Audiences * Analyse Data * R&D * Mail Rental Operations * Customer Service Mediums * Streaming: Website Phone Application Mail Delivery Gaming Consoles	Brand Statement Netflix is an online based platform which provides diverse and customizable library of TV Shows and movies available for unlimited streaming or mail delivery at low cost and user convenience.	Customer Relationship * Manage Network Effects Public * Manage Company Image * Keep the Relationship Key Resources * License for Content * Exclusive Original Content * Top Quality Streaming Media Infrastructure	Key Features Internet Providers Television Networks Motiom Picture Studios Consumer Electronic Companies
Revenue Analysis Monthly Subscription Fee (Multiple plans available for Streaming and DVD or Blu-Ray Rental)		Cost Structure * Development Process * Legal Settlement * Cost of Customer Acquisition * Infrastructure Cost * Customer Support * Average Cost of Capital		

The Business Model Canvas

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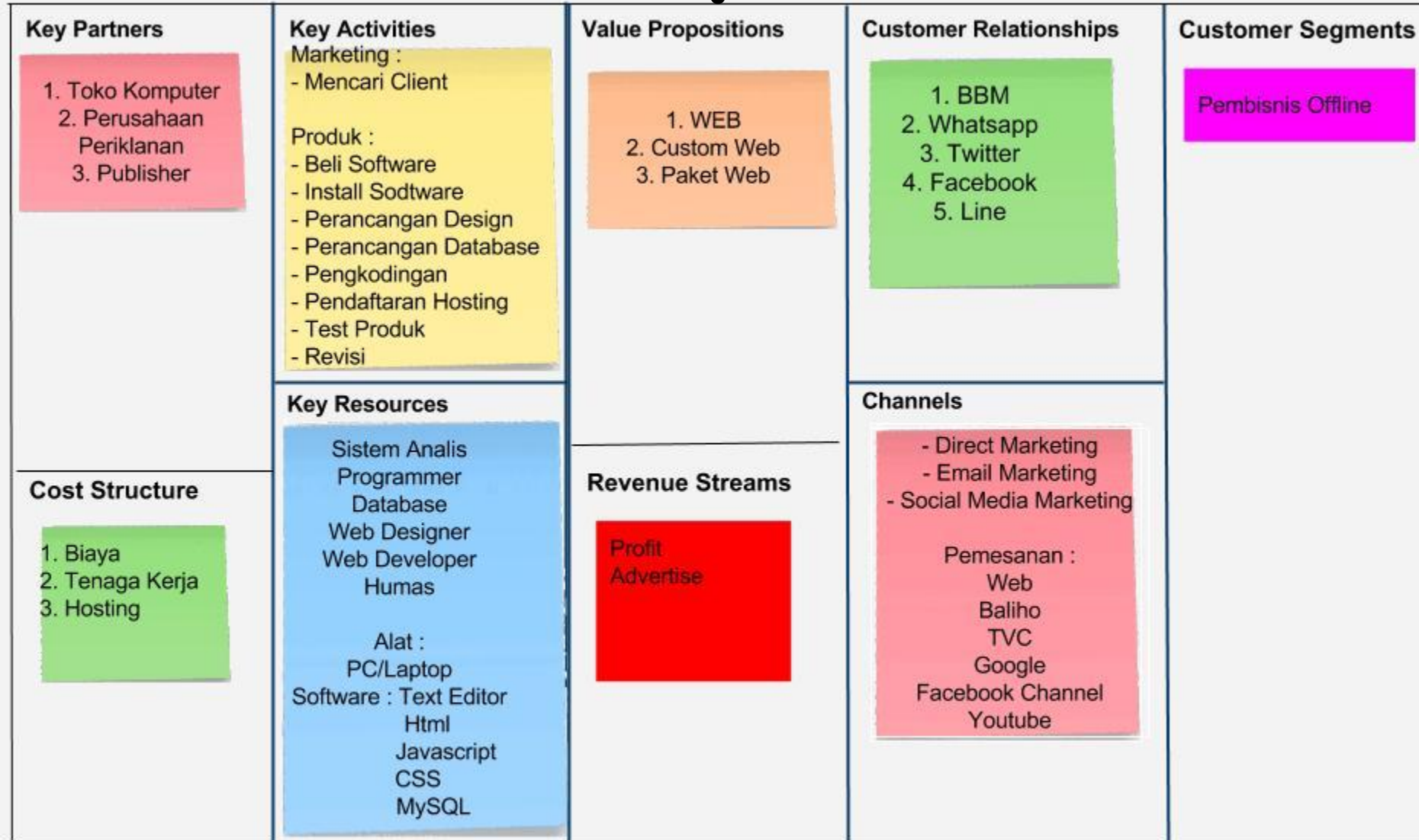
Jasa Pemuatan Web E-Commerce

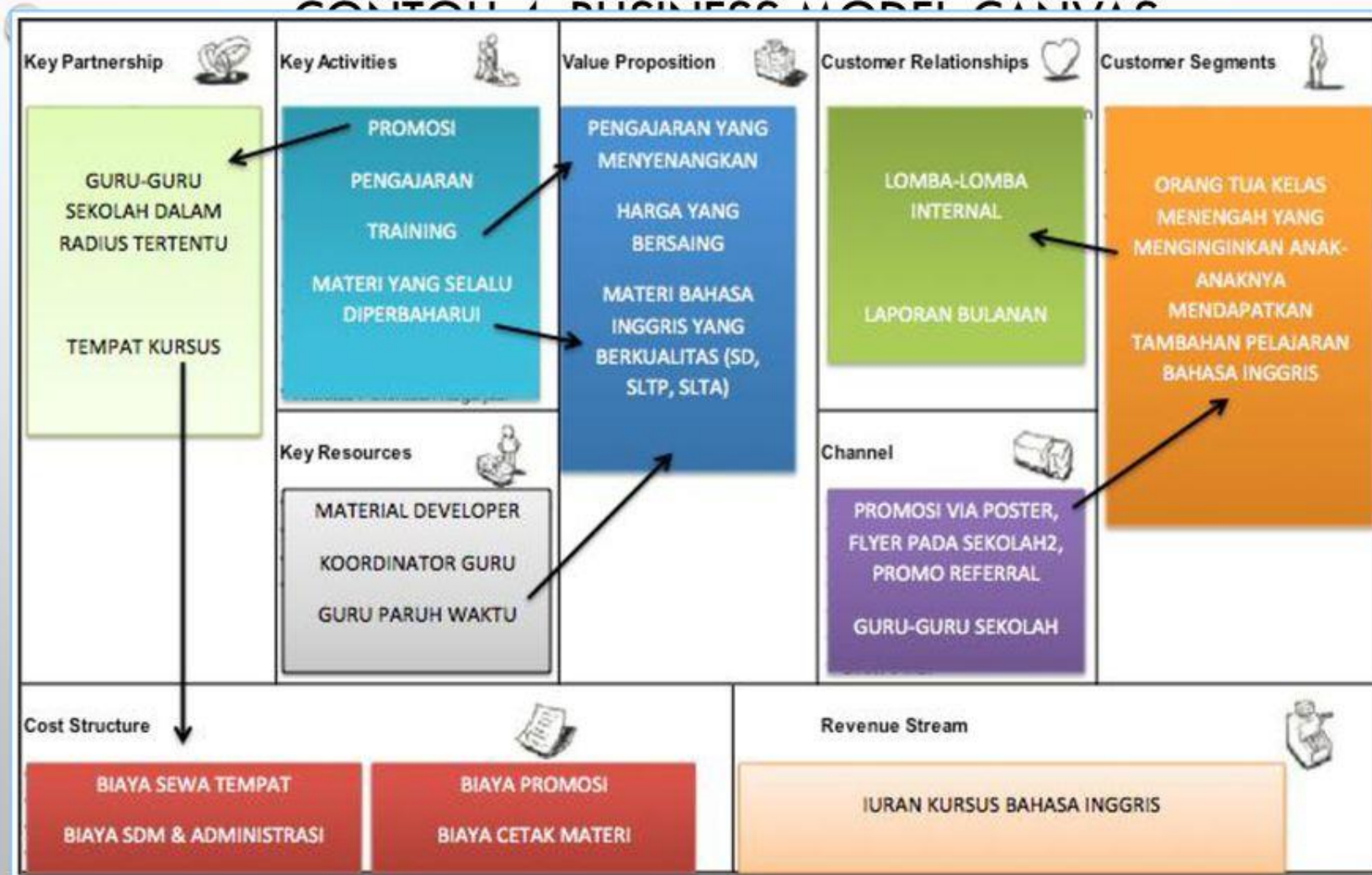
Designed by:

Erfandi, Marshal Samos, M. Al-Faaruk,
Neige Devi Samyono, Shekar Denanda
Megadyati (41A15)

On: 11/11/2015

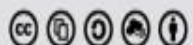
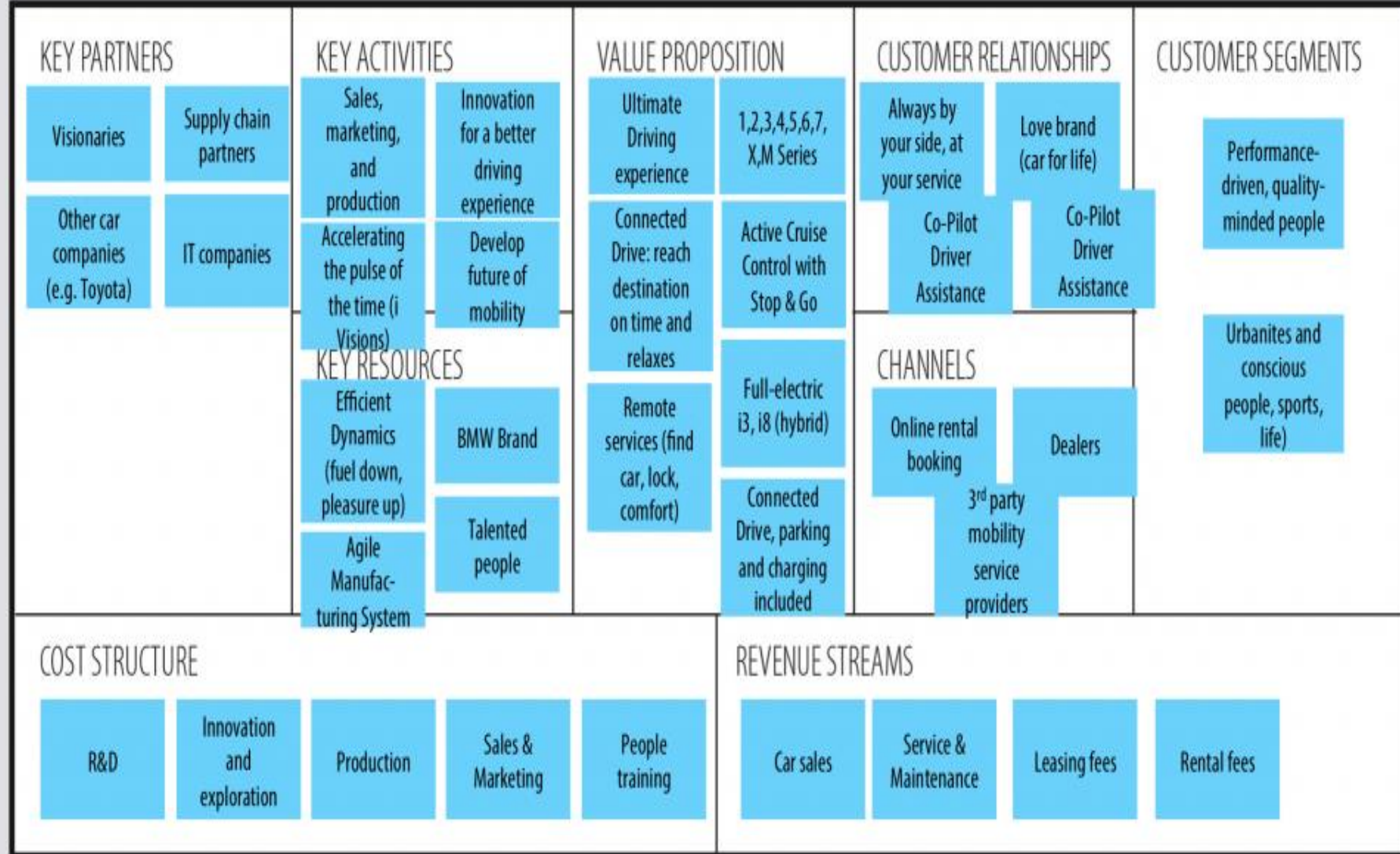
Iteration #





BUSINESS MODEL CANVAS

BMW



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Trivago Business Model Canvas

Customer Fragements Partners * Hotels * Online Travel Agencies * Media Guests * Travelers with sympathy for online booking * Business Travelers * Best deal for tourists	Key Activities * Manage Guest Networks * Manage Hotel Networks * Sales & Marketing * Product Development & Management	Value Proposition Partners * Trivago Hotel Price Index * Market Data Analysis * Global Brand * Sell at affordable price Guests *Quick Booking Process * Choose the Best Stay * Secure Payments * Hotel Price Comparison	Customer Relationship * Customer Service * Trivago Hotel Manager * Social Media * Review System	Key Features * Guests * Hotels * Media & Advertising companies * Payment Processors * Online Travel Agencies *Investors & Shareholders
	Mediums * Website * Mobile		Key Resources * Skilled Employees * Informational Database * Technological Platform	
Revenue Analysis * Cost per Click(CPC)/Cost per Acquisition(CPA) * Advertising and Media			Cost Structure * Technological Set up & Running Costs * Selling & Markeeting * Salaries to Employees	

Business Model Canvas: Rujak Cingur Achmad Jais

Business Accounting
Petra Christian University
Class of 2015

Key Partners



- Supplier Bahan Baku
Kemungkinan besar berupa Pasar Tradisional.

Key Activities



- Mengelola bahan baku dengan teknik dan resep rahasia tertentu, sehingga menghasilkan kombinasi yang enak.
- Menyiapkan makanan dengan bersih dan dilakukan di depan konsumen, untuk menumbuhkan kepercayaan konsumen.

Key Resources



- Sumber Daya Manusia
- Resep dan teknik pengolahan bahan baku

Value Propositions



- Legenda
 - Mindset orang Surabaya; makan rujak cingur hanya di Rujak Cingur Achmad Jais.
- Kualitas Cingur
 - Empuk, tidak berbau
 - Memiliki rasa istimewa dan khas.
- Tempe yang digunakan
 - Tempe crispy, berbeda dengan tempe di rujak cingur yang lain.
- Tempat
 - Tempat bagus dan mudah.

Customer Relationships



- Tidak melakukan banyak usaha
 - Karena merupakan tempat makan tradisional, dikelola keluarga.
 - Manajemen kurang terstruktur.

Channels



- Memberikan pilihan kepada pelanggan mengenai tingkat kepadasan, pilihan untuk makan di tempat, atau tidak menggunakan bahan tertentu.
- Tidak memerlukan promosi khusus karena sudah terkenal.

Customer Segments



- Keluarga
- Beragam kalangan, dari generasi ke generasi.

Cost Structure



- Biaya bahan baku
- Biaya listrik, air, dsb.
- Biaya tenaga kerja
- Biaya perawatan aset (gedung, meja-kursi, alat masak, alat makan, dsb.)

Revenue Streams



- Penjualan makanan dan minuman

