

Business Model Canvas and Digital Marketing Approach to Increase Market Share: A Case Study of View Point Resto Lahangan, Karangasem

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Four keywords

Abstract

This study aims to analyze the application of the Business Model Canvas (BMC) approach and digital marketing strategies in an effort to increase the market share of View Point Resto Lahangan, Karangasem. Amidst increasingly fierce competition in the culinary industry, the use of a structured business model and digital-based marketing strategies are key factors in attracting customers and expanding market reach. The research method used is a case study with a qualitative approach, through in-depth interviews, direct observation, and secondary data analysis. Based on the comprehensive research and discussion, it can be concluded that the internal strategy factor analysis (IFAS) showed a total score of 3.34, indicating that this restaurant has a strong internal strategy to address its weaknesses. Meanwhile, the external strategy factor analysis (EFAS) obtained a total score of 3.18, indicating the restaurant's ability to respond well to external factors and utilize existing opportunities to overcome threats. Furthermore, from the Business Model Canvas analysis review, this business demonstrates a strong foundation. This restaurant targets all age groups and offers attractive value propositions, such as friendly service, fresh products, prices commensurate with quality, and environmentally friendly packaging. Customer relationships are built through the website and educational content, while revenue streams are supported by varied product prices and various payment systems. Other key aspects, ranging from key resources (production equipment, human resources), partnerships (offline suppliers), to cost structures, are all well-managed to support

effective business operations. The integration of these two approaches has been proven to gradually increase restaurant competitiveness and market share. This study recommends optimizing digital content and developing sustainable customer relationships to achieve more stable business growth.

INTRODUCTION

As a pillar of the economy, MSMEs play a vital role in creating jobs, stimulating local economic activity, and improving income distribution. However, despite their significant contribution, MSMEs in Indonesia face various challenges. These challenges include innovation and technology, productivity, digital literacy, financing, licensing, human resources (HR), branding and marketing, equitable development, standardization and certification, training, facilities, and single database management (Lisnawati, 2023). In the era of digital transformation and increasingly fierce business competition, business actors are required to focus not only on product or service quality but also on adaptive business and marketing strategies. One strategic approach widely used in designing and analyzing business models is the Business Model Canvas (BMC) (Selvi et al, 2022). The BMC provides a visual framework that helps business owners understand how their business creates, delivers, and captures value. However, to achieve significant growth, especially in terms of increasing market share, this business model needs to be integrated with a targeted digital marketing strategy (Priantari et al, 2022).

View Point Resto Lahangan is a MSME in Karangasem Regency, a restaurant located in the Lahangan Sweet natural tourist area, Bunutan Village, Abang District, Karangasem Regency, Bali. Known for its stunning natural panorama, especially the direct view of Mount Agung and the open sea, this restaurant combines the concepts of nature tourism and culinary. This makes View Point Resto a favorite destination for local and international tourists. Established in 2021, this restaurant carries the concept of eco-restaurant with view dining—providing culinary delights in an open, cool, and Instagrammable atmosphere. This place is not only a place to eat, but also a location for photos, relaxation, and community gatherings. In managing its business, View Point Resto Lahangan has begun implementing digital marketing strategies by utilizing social media such as the Pekenan Instagram application, TikTok, and Google

Maps Review. However, digital marketing management is still simple and has not been fully optimized in terms of content strategy, paid ads, and interaction with customers.

Fierce business competition demands that business owners develop more effective business strategies. The Business Model Canvas (BMC) is a widely used tool in designing business strategies, helping companies systematically and comprehensively visualize, design, and modify their business models. The BMC allows companies to evaluate various aspects of their business models, including market segments, value propositions, distribution channels, customer relationships, key resources, key activities, key partners, and cost structures. (Putri et al, 2023).

Researchers explained the current problems at View Point Resto Lahangan, Karangasem, are the first lack of consistency in digital marketing activities. Second, a low understanding of digital market targets and not optimizing SEO and Google Maps. View Point Resto Lahangan, Karangasem relies on offline promotions or word of mouth. Where there are still many restaurants in the Karangasem area that rely on conventional promotions and have not utilized the great potential of digital ads such as Facebook/Instagram Ads, Google Ads, or collaboration with Travel Influencers. Other problems found by researchers are limited human resources and technological resources and a lack of evaluation and analysis of digital performance. Through this research, it is hoped that strategic insights can be obtained regarding how View Point Resto Lahangan can optimize its business model and implement a digital marketing approach effectively (Ratniati et al, 2023).

Based on the background description above, the author attempts to formulate several problem formulations. The first problem formulation is How is the analysis of internal strategic factors (IFAS) and external strategic factors (EFAS) of the restaurant at View Point Resto Lahangan? While the second problem formulation is How is the analysis of the Business Model Canvas at View Point Resto Lahangan reviewed from?

METHODS

The approach used in this study is a qualitative approach to find out or describe the reality of the event being studied so that it is easier to obtain

objective data through in-depth interviews, direct observation, and secondary data analysis. (Sugiyono, 2021: 15). The subject studied in this study is View Point Resto Lahangan. The object of research is a research target in the form of a person, character or value and can also be an institution (organization) that becomes something that is studied by the researcher in order to complete a research that will be carried out. The object of this research is an analysis of the ifas efas strategy and canvas business methods along with a financial analysis of the View Point Resto Restaurant Lahangan Karangasem, where this research is to see the Business Model Canvas Approach and Digital Marketing to Increase Market Share: A Case Study of View Point Resto Lahangan, Karangasem.

RESULTS AND DISCUSSION

1) Marketing Strategy with IFAS and EFAS Analysis

a) Internal Environmental Analysis

The results of the IFAS Matrix Analysis at View Point Resto Lahangan, the calculation of the total weight and rating on the IFAS matrix obtained a total score of 3.34, which means that View Point Resto Lahangan already has a strong strategy in dealing with the weaknesses of the restaurant. There are three main strengths at View Point Resto Lahangan because they produce the same highest score of 0.55, including trained workers, innovative products produced and menu variations with distinctive and unique flavors. Then, the most influential weakness at View Point Resto Lahangan based on the average rating is less than optimal promotional activities with a value of 2.

b) External Environment Analysis

The results of the EFAS Matrix Analysis at View Point Resto Lahangan, the calculation of the total weight and rating on the EFAS matrix, obtained a total score of 3.18, which means that View Point Resto Lahangan is able to respond well to external factors in overcoming threats that will impact the restaurant by taking advantage of existing opportunities.

The main opportunities at View Point Resto Lahangan based on the highest average rating obtained a value of 4 with a total score of 0.13 obtained two opportunity factors, namely a broad market segment and increasing business growth in the culinary field. Threats at View Point Resto Lahangan based on the average rating that have a strong influence are similar competitor

products with cheaper prices and customer switching to competitors with a value of 2.

2) SWOT and IE Matrix

a) Internal External (IE) Matrix

Table 1. IE Matrix Results (Internal External)

		IFE		
EFE		Strong 3,0 – 4,0	Currently 2,0 – 2,99	Weak 1,0 – 1,99
	Strong 3,0 – 4,0	I	II	III
	Currently 2,0 - 2,99	IV	V	VI
	Weak 1,0 – 1,99	VII	VIII	IX

Source: Researcher Processed Data, 2025

Based on Table 1, it shows that View Point Resto Lahangan's position is in quadrant I Growth and Build using an intensive strategy, meaning that the restaurant requires better intensive efforts to face market competition. The intensive strategy with the type of strategy used for View Point Resto Lahangan is a market penetration strategy and a product development strategy.

b) SWOT Matrix

Table 2. Matriks Strengths, Weakness, Opportunities, Threats (SWOT)

	Strength (S)	Weakness (W)
	<ol style="list-style-type: none"> 1. Trained workforce 2. Strategic Location 3. Availability of raw materials is easy to obtain 4. Innovative products produced 5. Has a variety of menus with distinctive and unique flavors 	<ol style="list-style-type: none"> 1. Parking area availability is inadequate 2. Limited human resources 3. Financial management is done manually (non-computerized) 4. Less than optimal promotional activities

<p>Opportunity (O)</p> <ol style="list-style-type: none"> 1. Have a wide market segment 2. Utilization of technology training to simplify business operations. 3. Business growth in the culinary sector can increase restaurant development. 4. Technological developments help digital marketing 5. Karangasem district government support for restaurants. 	<p>SO Strategy</p> <ol style="list-style-type: none"> 1. Optimizing the use of technology, service and product quality to meet the target demand of a wide market segment (S1, S2, S3, S4, S5, O2, O3, O5). 2. Participate in UKM activities held by the government to promote innovative products produced (S4, S5, O5). 	<p>WO Strategy</p> <ol style="list-style-type: none"> 1. Expanding market reach by updating products and promotions on Instagram social media and food delivery service applications (W4, O1, O3, O4, O5). 2. Providing human resource training and computerized financial management (W2, W3).
<p>Threat (T)</p> <ol style="list-style-type: none"> 1. Increase in raw material prices 2. More innovative competitor products 3. Competitors with similar products that offer lower prices 4. More attractive competitor facilities and services 5. Customers switching to competitors 	<p>ST Strategy</p> <ol style="list-style-type: none"> 1. Creating product innovations with quality raw materials and low prices (S2, S4, S5, T2, T3, T5). 	<p>WT Strategy</p> <ol style="list-style-type: none"> 1. Improve facilities and create attractive product promotions to influence consumer loyalty (W2, W4, T4, T5).

Source: Researcher Processed Data, 2025

c) Analisis Quantitative Strategic Planning Matrix (QSPM)

Table 3. QSPM Table View Point Resto Lahangan

Strategy	Alternative Strategy	Total STAS	Strategic Priorities
I	Optimizing the use of technology, service and product quality to meet the target demands of a wide market segment.	6,464	2
II	Participate in MSME activities held by the government to promote innovative products produced.	5,613	5
III	Expanding market reach by updating products and promotions on Instagram social media and food delivery service applications.	5,783	3
IV	Creating product innovations with quality raw materials and low prices.	6,365	4

Strategy	Alternative Strategy	Total STAS	Strategic Priorities
V	Improve facilities and create attractive product promotions to influence consumer loyalty.	6,773	1

Source: Researcher Processed Data, 2025

d) Financial Analysis

Table 4. Results of Financial Feasibility Analysis at View Point Resto Tanah

No	Analysis Tools	Analysis Results	Criteria	Information
1	Discounted Payback Period (DPP)	1 Year 2 Months	DPP < age criteria (5 year)	ELIGIBLE
2	Net Present Value (NPV)	Rp. 2,229,291,329	NPV > 0	ELIGIBLE
3	Internal Rate of Return (IRR)	11.85%	IRR > rate	ELIGIBLE
4	Profitability Index (PI)	5,51		ELIGIBLE

Data source: processed data (2025)

The results of the business feasibility study analysis based on financial aspects, as shown in Table 4, can be concluded that the View Point Resto Lahangan business is feasible to run because it meets all investment feasibility criteria from several investment feasibility research methods reviewed from a financial aspect. Therefore, it can be concluded that the View Point Resto Lahangan business is feasible (Ramadhanty et al, 2020; Purwaningsih et al, 2018).

e) Business Model Canvas Analysis

From the interview results indepth interview conducted, researchers mapped the elements into seven building blocks contained in Business Model Canvas.

a. Customer Segments

According to an interview with Mr. I Ketut Winata, the owner of View Point Resto Lahangan, View Point Resto Lahangan focuses its customer segment on Indonesian cuisine, with a specialty seafood menu that can be enjoyed by all ages.

b. Value Propositions Channels

From the interview results, the value proposition offered by View Point Resto Lahangan to customers is: Friendly and responsive service, Fresh products every day, Product prices equal to quality, and environmentally

friendly food packaging materials. Therefore, the channels that exist in View Point Resto Lahangan are: View Point Resto Lahangan also makes sales through media.online by using the website www.lahanganviewresto.com., Along with the View Point Resto Lahangan channel too Word of Mouth from customers who have come to the restaurant

c. Customer Relationships

View Point Resto Lahangan certainly has ways to ensure that the relationships built with customers are always better, such as: Providing complete information through...website, and build relationships through educational content related to products and also SDGs points that are carried through product themes.

d. Revenue Streams

From the results of the interview, the income obtained from View Point Resto Lahangan comes from: First, product prices start from twenty thousand rupiah to one hundred thousand rupiah, and second, various payment systems to make it easier for customers.

e. Key Resources and Key Activities

According to the results of the researcher's interview with the owner of View Point Resto Lahangan, it can be seen that View Point Resto Lahangan has the main resources so that the business it runs can function well, such as: Production equipment, Production kitchen, Raw materials, Human Resources, Transportation, and Packaging. View Point Resto Lahangan has key activities that can support business success, such as: First, production preparation, product production, packaging, and sales, second, distributing products to consumers, and third, maintaining good relationships and communication.

f. Key Partnerships (Main Partnership)

In running its business, View Point Resto Lahangan carries out various collaborations to support sales so that the business run by View Point Resto Lahangan can run well. The following are the collaboration partners carried out by View Point Resto Lahangan, namely: Suppliers offline Raw Materials and Sales offline directly.

g. Cost Structure

The costs incurred by View Point Resto Lahangan for the smooth running of the business are: first, the cost of raw materials, second, the cost of production equipment, third, the promotional costs incurred by View Point Resto Lahangan to support business activities. While the fourth cost structure is packaging costs and the fifth is other costs outside of production.

h. Description Business Model Canvas View Point Resto Lahangan

From the results of interviews conducted by researchers with the two owners of View Point Resto Lahangan, a picture was obtained. Business Model Canvas which is currently being carried out by View Point Resto Lahangan.

Table 5. Analysis Business Model Canvas (BMC) at View Point Resto Lahangan

Key Partners 1. Offline Supplier of Raw Materials 2. Direct offline sales	Key Activities 1. Production preparation, product production, packaging, and sales. 2. Distributing products to consumers 3. Maintaining good relationships and communication	Customer Relationships 1. Provider of complete information through Instagram and WhatsApp as well as via the website. 2. Building relationships through educational content related to products and also SDGs points that are carried through product themes.	Value Proposition 1. Friendly and responsive service 2. Fresh products every day. 3. Product price equals quality. 4. Environmentally friendly food packaging materials	Customer Segments All ages
	Key Resources 1. Production equipment 2. Production kitchen 3. Raw material 4. Human Resources 5. Transportation 6. Packaging		Channels 1. Sales via Whatsapp and website 2. Word of Mouth from customers who have come to the restaurant	

<p>Cost Structure</p> <ol style="list-style-type: none"> 1. Raw material costs. 2. Production equipment costs. 3. Promotion costs incurred by View Point Resto Lahangan to support business activities. 4. Packaging costs. 5. Other costs outside of production 	<p>Revenue Streams</p> <ol style="list-style-type: none"> 1. Product prices start from twenty thousand rupiah to one hundred thousand rupiah. 2. Various payment systems to make it easier for customers
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CONCLUSION

Based on the results of comprehensive research and discussion, it can be concluded that the digital marketing strategy and business feasibility at View Point Resto Lahangan are very prospective for increasing market share. The internal strategy factor analysis (IFAS) showed a total score of 3.34, indicating that the restaurant has a strong internal strategy to address its weaknesses. Meanwhile, the external strategy factor analysis (EFAS) obtained a total score of 3.18, indicating the restaurant's ability to respond well to external factors and capitalize on existing opportunities to overcome threats (Astari et al, 2021; Cahyani et al, 2025). Furthermore, from the analysis review Business Model Canvas This business demonstrates a strong foundation. The restaurant targets all age groups and offers an attractive value proposition, including friendly service, fresh produce, quality-compared prices, and eco-friendly packaging. Customer relationships are built through a website and educational content, while revenue streams are supported by varied product prices and a variety of payment systems (Saputra et al, 2022). Other key aspects, from key resources (production equipment, human resources), partnerships (offline suppliers), to cost structures, are all well-managed to support effective business operations (Sudiartini et al, 2020).

Financially, all analysed investment feasibility criteria proved feasible. The Discounted Payback Period (DPP) calculation showed a very fast payback period of 1 year and 2 months, significantly shorter than the project's lifespan criteria. Net Present Value A positive NPV of Rp. 2,229,291,329.00 confirms that this business will provide profits exceeding the required rate of return. In addition, the Internal Rate of Return (IRR) of 11.85%, which is higher than the required interest rate (7.10%), and the Profitability Index (PI) reaching 5.51 (more than 1), further strengthen the conclusion that the View Point Resto Lahangan business is very profitable and feasible to run.

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