Uncovering es teh indonesia's business model: BMC study and recommendations for growth

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A R T I C L E I N F O	ABSTRACT
	Ice Tea Indonesia belongs to the category of well-known beverages consumers. Like business in general, The Indonesia is facing many challenges. The aim of this study is to give recommendations for the correct strategy of BMC and SWOT analysis. In terms of strength, Ice Tea Indonesia has a varied product, affordable prices, extensive outlet network, and a strong brand image. However, weaknesses include dependence on foreign tea raw materials and a lack of product innovation. Opportunities are high market demand and potential expansion abroad. Threats involve tight competition and changing customer tastes. Strategic recommendations include leveraging internal powers to harness external opportunities,ining market share, and anticipating threats through risk and crisis management.

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INTRODUCTION

The Indonesian beverage industry is one of the fastest-growing industries and contributes greatly to the national economy. Indonesia's beverage industry encompasses a wide range of products, such as mineral water, soft drinks, energy drinks, health drinks, fermented drinks, traditional drinks, and soft drinks (Kemenperin, 2022).

According to data from the Central Statistical Agency (BPS), the beverage industry in Indonesia has increased from 2020 to 2021 by 2.54 percent to Rp775.1 trillion. The beverage industry also contributed 37.82 percent to the gross domestic product (GDP) of the processing industry, or 6.61 percent to the national GDP, which reached Rp16,977 quadrillion in 2021 (Kusnandar, 2022).

The development of alcoholic beverages in Indonesia is an interesting phenomenon to study, as it shows the presence of variety and innovation in beverage products that correspond to the tastes of consumers, especially the younger generation (Budiandriani et al., 2023). Factors influencing the development of soft drinks include changes in consumer lifestyle and preferences,

technological and social media developments, as well as tight competition in the beverage industry(Rifai & Mychelisda, 2023). Meanwhile, consumer behavior trends are influenced by psychological, social, and situational factors, which affect how consumers judge, choose, and consume liquor (Pramudiastuti et al., 2021). Thus, the development of liquor beverages and the trends in consumer conduct have a close relationship and influence on each other (Sihombing et al., 2023).

Indonesian tea ice is a popular traditional Kekinian drink in Indonesia that is made from a mixture of tea and sugar cooled with an ice stone. Indonesian tea ice has many flavor variants, such as jelly, lemon, leci, taro, and others (Agatha et al., 2023). Some also add milk, cheese cream, or sea salt cream to make it more tasty. Several studies have been conducted related to the Indonesian ice tea business that mainly research marketing strategies related to SWOT analysis (Silva et al., 2023; (Devi et al., 2023). However, research on the Indonesian ice tea business model using BMC (business model canvas) is still rare, so there are some gaps that can serve as opportunities for researchers. The gaps are, among others, the lack of research that studies Indonesia's business model of ice tea from the perspective of consumers, competitors, and the environment. Using BMC, researchers can analyze the Indonesian ice cream business model from various perspectives, such as value proposition, customer segments, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. Thus, researchers can make valuable contributions to the theory and practice of the liquor business and Indonesian ice tea.

The study aims to analyze the Indonesian ice tea business model using BMC and provide recommendations for improving the performance of the Indonesian ice tea model. The urgency of this research is based on the lack of research that examines Indonesia's ice tea business model from a consumer, competitor, and environmental perspective. Therefore, this study tries to answer the following questions: (1) How is the current Indonesian ice tea business model based on the nine BMC elements? (2) What are the strengths, weaknesses, opportunities, and threats of the Indonesian ice tee business model? (3) How can we improve the performance of Indonesia's ice tea model by using BMC?

In the business world, a business model is essential to be understood and applied by any company or organization (Possner & Tanaya, 2023). A business model is a reason or tool to explain how a company or organization creates, provides, and captures value (Audito et al., 2022). However, creating or changing a business model is not easy, as it requires creative and innovative thinking as well as an in-depth understanding of various aspects of business (Kusriyanti, 2020). Therefore, a method or tool is needed that can help business actors in designing, visualizing, evaluating, and changing their business models easily and effectively (Hutamy et al., 2021). One method or tool that can be used is BMC (business model canvas) (Retnowati et al., 2024). According to Oster, Wakder, and Pigneur, the BMC consists of nine basic building blocks that demonstrate the logic of how a company or organization operates. These nine blocks consist of customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Siregar et al., 2020).

Customer segments at BMC help to understand the needs, preferences, and behavior of customers so that they can offer a product or service that suits and satisfies them (Cahyono et al., 2024). While a value proposition describes the value or benefit that a business offers to customers (Sadikin et al., 2023). The BMC channels describe how a business conveys value or benefits that are offered to its customers (Majeed et al., 2023; Izwan Sepriyadi et al., 2023). While key resources describe the most important resources or assets to run a business (Hussein & Hapsari, 2023), key activities are elements that describe activities or processes that are most important to running a business, and key partnerships are parties that work with a business to support operational and business performance. (Kumar & Daga, 2023). The last block, the cost structure, is an explanation of the costs involved in running a business (Muhamad & Triono, 2023).

In addition to BMC, SWOT analysis is also essential in determining a business strategy (Shinde et al., 2023). This analysis is a strategic planning method used to evaluate strengths, weaknesses, opportunities, and threats that occur in a project or business (Farrokhnia et al., 2023) and helps in identifying internal and external factors that affect the performance and growth of a business that are used to determine the best strategy for a business (Hayati et al., 2023).

RESEARCH METHOD

This research uses qualitative research methods with descriptive qualitative data analysis. Qualitative research methods are methods that focus on collecting and processing non-numerical data, such as words, images, or sounds (Sugiyono, 2019). Descriptive qualitative data analysis is an analysis that attempts to describe and explain the phenomenon being studied using qualitative data that has been collected (Sudaryana, 2018). This research aims to get an in-depth picture of the Indonesian iced tea business model using BMC.

The population in this study is the entire number of Indonesian ice tea stores that exist in Indonesia, which is 643 stores. Respondents in the study consist of two groups, namely, internal respondents and external respondents. Internal respondents are owners of Indonesian tea ice stores, which amounts to 40 people. The external respondent is the customer of an Indonesian ice tea store, which totals 100 people. Respondents are selected using the purposive sampling technique, that is, the technique of determining samples based on certain criteria that correspond to the purpose of the research.

RESULTS AND DISCUSSIONS

All the things that we're going through must have different challenges for each other. The Indonesian ice tea business also faces a number of challenges and controversies, such as consumer criticism of the high sugar content in its beverages and the decline in the growth of Indonesia's beverage industry as a result of the COVID-19 pandemic. Therefore, a proper marketing strategy is needed to face such challenges, one of which is to analyze using BMC and SWOT analysis.

Indonesian Ice Tea, as a player in the beverage market, faces the challenge ofining its appeal in the eyes of consumers. One of the marketing strategies is to use BMC. Here's the BMC recommendations based on data collected from both internal and external respondents.

Table 1. External Respondent Characteristics

Characteristics	Percentage
Age:	
< 19 years	42 %
20 – 29 years	27 %
30 – 39 years	21 %
>39 years	10 %
Income	
< Rp3.000.000	53%
Rp3.000.001 – Rp7.000.000	26%
>Rp7.000.001	21%

The external respondents used in this study were dominated by adolescents under the age of 19, while the income of the external respondents was the highest at < Rp3.000.000. As for the internal respondents who provided the data from the survey of 40 people, these respondents were Indonesian voters spread across Jakarta, Bogor, and Depok, Indonesia.

Key Partners	Key Activities	Value Propositions	Customer Relationship	Customer Segments
Suplier; Online merchant; Mitra business	meet the needs and expectations of customers; improve the efficiency and effectiveness of the production, distribution, and marketing processes of its products; build a strong network; make sales and marketing of its products effectively and attractively	Tea and beverage products vary in flavors to suit the tastes of the Indonesian people; Affordable prices; Access to the sales location is easy to find.	Personal assistance; Communities; Co-creation	B2C (Business to Customer): Millennial generation; Tea lovers B2B (business-to-business): Event organizer; Beverage entrepreneur
	Key Resources Physical resources; Intellectual resources; Human resources		**Channels** Social Media; Online Food Apps ; Offline Devices	
Cost Structure Purchases of raw materials and equipment for tea products. Costs of renting Esteh Indonesia outlets; Marketing costs carried out by Esteh Indonesia consist of promotions such as opening outlets, festivals, and cooperation offers; Payment of employees' salaries and payment of employee insurance.			**Revenue Streams** Sale of Esteh Indonesia products; Payment of rent and royalty income from franchise branches across Indonesia.	

Image 1. BMC Es Tea Indonesia

Figure 1 explains about 9 blocks of yanga da at BMC Ice Indonesia. In the first block, there are customer segments where Esteh Indonesia targets customers who love fresh tea-based beverages, especially the millennial generation who follow the trend and lifestyle of Kekinian. Esteh Indonesia also reaches customers from a wide range of groups, whether children, adolescents, adults, or the elderly, at affordable prices. The second block, Value Propositions, explains that Ice Tea Indonesia offers ice tea drinks with a variety of flavor variants, such as jelly, lemon, leci, taro, and others. Esteh Indonesia also adds milk, cheese cream, or sea salt cream to make the drink more tasty and rich in flavor. Esteh Indonesia also prioritizes the quality of raw materials, hygiene, and freshness of its products.

The next block, Channels Esteh Indonesia, reaches customers through both offline and online channels. Offline channels include outlets spread across Indonesia, in shopping malls, universities, schools, and on the street. Online channels include websites, apps, social media, and messaging platforms such as GoFood, GrabFood, and ShopeeFood. In addition to the customer relationships block, Esteh Indonesia builds relationships with customers through friendly, fast, and professional service. Esteh Indonesia also provides promotions, discounts, vouchers, and loyalty programs to its loyal customers. Esteh Indonesia also receives advice, criticism, and complaints from customers through social media, a website, or a call center; otherwise, with revenue streams, it generates revenue from the sale of ice tea products and snacks provided in its outlets.

In key resources explained, Esteh Indonesia needs key resources such as raw materials, ice cream makers, packaging, equipment, and outlet equipment. Esteh Indonesia also needs technologies such as websites, applications, social media, and management information systems, while Key Activities provides an explanation of the key activities that are carried out by Esteh

Indonesia, such as procurement of raw materials, production of ice tea beverages, packaging, distribution, sales, service, promotion, and product development. Esteh Indonesia is also carrying out key activities such as recruitment, training, and supervision of employees, as well as financial, administrative, and operational management of the business. Otherwise, with Key Partnerships, Esteh Indonesia works with key partners such as raw material suppliers, distributors, messaging platforms, media, and licensing and regulatory stakeholders. Esteh Indonesia is also working with business partners who opened the Esteh Indonesian outlet as a franchise.

The last block is cost structure. Esteh Indonesia issues costs for key resources, key activities, and key partnerships. The main costs of Esteh India include raw material costs, production costs, distribution costs, employee salary costs, outlet rental costs, promotion costs, franchise costs, royalty costs, advertising costs, licensing fees, and administrative costs.

Strengths	Weakness
Product variative Affordable price Wide and accessible outlet network Brand image is strong. Friendly, fast, and professional service Interesting and active promotions A profitable franchise	Raw materials depend on overseas The quality is inconsistent with each outlet. Lack of product innovation Lack of supervision and guidance for business partners Lack of competent and loyal SDMs
Opportunity	Threats
High demand by the millennial generation There's a foreign market opportunity. There's a chance to develop a new product. There's a chance of increased loyalty with discounts, vouchers, and so on.	Strong competition for alcoholic beverages Changes in consumer preferences and tastes Changes in government regulations Economic Crisis

Image 2. Matrix SWOT of Es Teh Indonesia

To create a marketing strategy, you also need a SWOT analysis. Here is the SWOT analysis of Esteh Indonesia. Strengths of Esteh Indonesia has several strengths, among others: (a) A varied, tasty, and fresh ice tea product; (b) Prices are affordable and compete with similar products; (c) An extensive and easily accessible outlet network in various parts of Indonesia; (d) A strong brand image and is recognized by the general public; (e) Friendly service, fast, and professional; (f) Active and engaging promotions through social media, websites, and messaging platforms; (g) A profitable and easy-to-operate franchise system for business partners.

Weaknesses of Esteh Indonesia has a number of shortcomings, including: (a) Dependent on foreign tea raw materials, thus vulnerable to price fluctuations and availability; (b) The product quality is inconsistent in every outlet, thereby potentially reducing customer satisfaction; (c) Lack of product innovation that meets the changing tastes and needs of customers; (d) Lack of supervision and guidance on business partners could potentially create operational, financial, or legal problems; (e) Lack of competent and loyal human resources, thereby potentially reducing business productivity and performance.

Opportunities: Esteh Indonesia has several opportunities, among others: (a) High market demand for ice tea drinks, especially among the millennials who follow the trends and lifestyle of the kidney; (b) There are opportunities to enter overseas markets, especially in Southeast Asian countries that have a tropical climate and a tea-drinking culture similar to Indonesia; (c) There is an opportunity to develop new products that are healthier, natural, and organic, in line with public awareness of health and the environment; (d) There is an opportunity to increase customer loyalty by providing loyalty programs, discounts, vouchers, and other incentives; (e) There is an

opportunity to improve business efficiency and effectiveness by using advanced and integrated information technology, such as supply chain management systems, customer management systems, financial management systems, and quality management systems.

Threats: Esteh Indonesia has several threats, including: (a) There is strong competition with similar products, both domestic and foreign, that offer a better or more attractive price, quality, or product variation; (b) Fast and dynamic changes in customer tastes and preferences, thereby potentially reducing customer interest and loyalty to Esteh products; (c) Changes in government regulations that affect the cost of production, distribution, or business licensing, thereby potentially reducing profits or disrupting business smoothness; (d) An economic, social, or political crisis that affects purchasing power, trust, or customer security, thereby potentially reducing product demand or sales.

Based on the results of the SWOT analysis above, Esteh Indonesia can formulate a number of strategic recommendations to improve the performance of its business, among others: SO Strategy (Strengths-Opportunities): Esteh Indonesia can harness internal strengths to harness external opportunities, such as: (a) Expand the market by opening up new outlets in potential areas, both at home and abroad, and leveraging a strong brand image and outlet network; (b) Develop new products that are healthier, more natural, and more organic, taking advantage of the quality of raw materials, the variety of flavors, and the superior freshness of products; (c) Increase customer loyalty by providing loyalty programs, discounts, vouchers, and other incentives by leveraging friendly, fast, and professional service, as well as active and engaging promotions; (d) Improve business efficiency and effectiveness by using advanced and integrated information technology and a profitable and easy-to-operate franchise system.

WO strategy: Esteh Indonesia can minimize internal weaknesses by leveraging external opportunities, such as: (a) Improve product quality consistently in every outlet, using quality and cheap domestic raw materials, as well as a standardized quality management system; (b) Improve product innovation that meets the changing tastes and needs of customers by leveraging high market demand and a responsive customer management system; (c) Enhance the supervision and guidance of business partners using a supply chain management system, a financial management system, and a transparent and accountable legal management system; (d) Increase competent and loyal human resources by using fair and attractive recruitment, training, and incentive systems.

ST Strategy (Strengths-Threats): Esteh Indonesia can use internal strengths to deal with external threats, such as: (a) Maintain market share by leveraging the differentiation of varied, tasty, and fresh products and services, as well as affordable and competitive prices; (b) Maintain customer loyalty by leveraging a strong and well-known brand image, as well as friendly, fast, and professional service; (c) Lobbying and advocacy using relationships with authorities and regulators, as well as following applicable government regulations; (d) Anticipate and respond to changes or economic, social, or political crises by using a risk management system, a crisis management system, and a ready and robust contingency management system.

WT strategy: Esteh Indonesia can minimize internal weaknesses and avoid external threats, such as: (a) Withdraw from unprofitable or high-risk markets using accurate and objective market analysis and competitor analysis; (b) Selling or transferring unproductive or inefficient assets or resources using rational and realistic cost-benefit analysis.

The results of this study are slightly different from the results of a similar study that deals with BMC coffee drinks (Firli Musfar et al., 2023). The difference is in the results of the BMC; in the customer relationship, there is a member-get-member facility, and in the value proposition, there is a special coffee menu and working space.

CONCLUSION

The results show that Indonesia's ice tea business model has nine BMC elements consisting of value propositions, customer segments, customer relationships, channels, key resources, key activities, key partnerships, cost structure, and revenue flows. This business model offers added value in terms of taste, variety, and health of ice tea products served. This business model also relies on customer loyalty, collaboration with suppliers and distributors, and efficient cost and revenue management. Moreover, the Indonesian ice tea business model has a number of strengths, weaknesses, opportunities, and threats that can affect its performance. The main strengths of this business model are quality, innovation, and market-sensitive products. The main threat to this business model is the arrival of new competitors, changing consumer preferences, and natural disasters. Based on the results of the analysis, the study gives some implications that the researchers recommend to improve the performance of the Indonesian ice tea business model by using BMC as an analysis and planning tool. Some recommendations that can be made are: improving product differentiation, expanding market segments, strengthening customer relationships, using social media as a promotion channel, optimizing key resources and activities, building strategic partnerships with others, lowering operating costs, and increasing revenue from various sources. For further research, it is recommended to undertake in-depth qualitative research to obtain a more detailed and holistic view of the business model of Indonesian ice tea. This research also has implications for society and the environment, as the ice tea products produced can provide well-being and health for consumers. For further research, it is recommended to undertake in-depth qualitative research to obtain a more detailed and holistic picture of the business model of Indonesian ice tea.

This research has contributed to the development of management science, especially in the field of business models. This research is also useful for practitioners, especially Indonesian ice tea entrepreneurs, to understand and improve their business models.

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