



Business Model Design Using a Sustainable Business Model Approach to Support Petshop Business Model Development Strategies (Case Study Galaxy Petshop Bukittinggi)



Jacinta Jasmine, Agus Achmad Suhendra, Ilma Mufidah

Abstract: *Galaxy Petshop is a business that sells pet-related products and services. In the current conditions, where the culture of raising animals is growing, there are many competitors in the pet shop sector, which means business actors must be more creative in developing strategies to run their businesses. Apart from that, many business actors do not yet realize the importance of business sustainability in the future (Sustainable Business). This research aims to (1) determine the description of the Galaxy Petshop MSME business model in creating a sustainable business. (2) Knowing the position of Galaxy Petshop MSMEs in comparison to similar companies. (3) formulate strategies and find out the results of recommendations for alternative strategies for proposing sustainable business models. The research results show that 1) Determining the Galaxy Petshop MSME business model using the Sustainable Business Model approach is described based on 9 elements. 2) Based on the results of the SWOT analysis, the IFAS and EFAS values show the position of Galaxy Petshop MSMEs in quadrant I, which, under these conditions, shows a growth position. 3) Knowing the strategic value of each block in the Sustainable Business Model elements of Galaxy Petshop MSMEs. This research concludes that a new business model development strategy is needed to improve and develop Galaxy Pethops Bukittinggi*

Keywords: *MSME, Model Bisnis, Triple Layered Model Business Canvas, Analisis SWOT, Analytical Hierarchy Process*

Nomenclature:

ICT: Information and Communication Technology
BMC: Business Model Canvas
IFAS: Internal Factor Analysis Summary
EFAS: External Factor Analysis Summary
QSPM: Quantitative Strategic Planning Matrix
TAS: Total Attractive Score
KP: Key Partners
KA: Key Activities
VP: Value Proposition
CR: Customer Relationship
CS: Customer Segments
KR: Key Resources

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RS: Revenue Stream

AS: Alternatif Strategi

TQM: Total Quality Management

I. INTRODUCTION

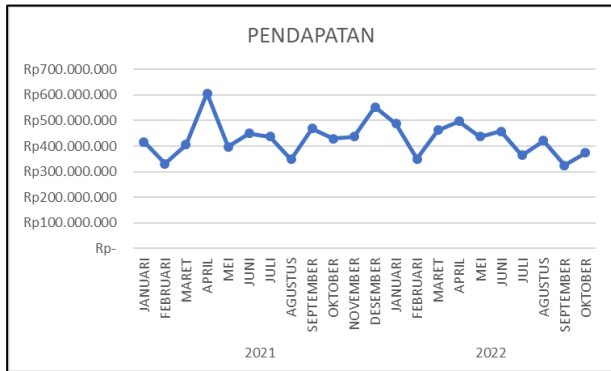
A. Pendahuluan [10 pts/Bold]

Pets are animals that are tamed and cared for by their owners. Pets form emotional bonds with their owners, fostering relationships between humans and animals. This relationship has been shown to benefit the owner in terms of physical, psychological, and social well-being. Currently, the highest rate of pet ownership is for cats, namely 37%, exceeding dog ownership, which is only 16%. Indonesian people are now increasingly considering cats as part of the family. Over time, the role of pets in Indonesian society has changed from just an accessory to an important part of everyday life (Chen X et al., 2012) [3]. Based on BPS (2020) data, the Business Tendency Index (ITB) for the fourth quarter of 2019 was 104.82, indicating improving business conditions. However, business players' optimism was lower than in the previous quarter (ITB for the third quarter of 2019 was 105, 33). In the first quarter of 2020, business conditions are estimated to continue to grow, but with lower optimism than in the fourth quarter of 2019. The ITB value for the first quarter of 2020 is estimated at 102.90. Meanwhile, judging from the development of the pet shop business, its existence is increasingly showing. The pet shop business trend has led to many pet shops being established across various locations. No longer in urban areas, this trend has spread to villages. Pet shop consumer targets also vary; this is due to the increase in the number of people keeping animals at home. Recently, this business has been very popular among businesspeople. Because it is considered capable of generating substantial profits, it also offers many advantages for pet shop owners and visitors. The development of pet shops has made business competition increasingly fierce (Karda, P. A., Suyadnya, I., & Khrisne, D., 2018) [5].

Pets will need various equipment to support their activities and to develop and interact with their owners. To fulfil various pet needs, owners need a market that provides comprehensive pet care, which is called a Petshop (Lalang Y. L., 2022) [6]. One of the pet shops that sells pet supplies is Galaxy Petshop in Bukittinggi. Galaxy Petshop is said to be the pet shop with the most comprehensive and largest selection of goods in Bukittinggi, which sells both retail and wholesale. However, Galaxy

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Petshop Bukittinggi's sales revenue fluctuated month-to-month from 2020 to 2021. In Table 1, you can see wholesale and retail sales data for Galaxy Petshop Bukittinggi from January 2021 to October 2022.



[Fig.1: Data Penjualan Galaxy Petshop Tahun 2021-2022]

Table 1 shows data on Galaxy Petshop MSME soy sauce sales from 2021 to 2022, which are unstable and fluctuating. The decline in sales affects revenue from the Galaxy Petshop business, so Galaxy Petshop's total income is not fixed. Table 1 Total Pendapatan UMKM Galaxy Petshop Tahun 2020-2022

Table I: Total Pendapatan Tahun 2020-2022 Dari Penjualan UMKM Galaxy Petshop

No	Tahun	Total Pendapatan
1	2020	Rp 13.747.163.700,-
2	2021	Rp 15.946.110.000,-
3	2022	Rp 15.347.990.000,-

Apart from that, in marketing, Galaxy Petshop Bukittinggi MSMEs still market via Instagram, which is only done occasionally, and have not yet optimised the marketing system through information technology, so information on the availability of new and old goods is not conveyed properly to customers. Based on research conducted by iPrice Insight, reinforced by survey data from Jet Commerce, pet food sales increased by up to 503% on several e-commerce platforms during the pandemic. The low use of information technology among Galaxy Petshop MSMEs makes it difficult for the market segment to expand. This is because marketing technology currently plays a significant role in business success. The use of internet technology as a promotional medium to increase product sales, and the use of the web as a development to increase sales and product promotion, based on research. (Qodri, R. A, Payangan, O. R., & Baumassepe, A. N, 2019) [11] also by utilizing information and communication technology (ICT) it can increase the productivity and efficiency of MSMEs, it can have a direct effect on MSMEs where MSMEs can communicate quickly, increase productivity, build new business opportunities and can be connected to global networks and have international reach. . Apart from that, it can also be done by using websites and email to improve service quality and expand customer networks and also use the internet, which refers to electronic business activities (e-commerce or e-business) as media, markets and supporting infrastructure, based on research from (Asril, B., & Sari, E. M, 2018) [1].

Apart from that, the pet shop business is currently busy

and growing rapidly. The development of pet shops makes business competition increasingly fierce. In fact, in the city of Bukittinggi, more and more new pet shops are being opened. Initially, around 2016, there were only 4 pet shops; now, in 2021, there are around 70, so competition between pet shops is getting tighter. This is because people's interest in adopting pets is increasing rapidly, as can be seen in Euromonitor 2021 data, where the number of cats and dogs kept in Indonesia increased by 129% from 2017 to 2021 and is expected to continue rising. (Manullang, K. S & Junita, I, 2024) [8]. Berdasarkan data Future Marketing Insight, pet care valuation in Indonesia has increased from US\$1,909.1 million in 2019 to US\$ 2,298.4 million in 2021 (Riyandi, 2022) [13]. However, not all pet shops look busy or have many customers. Only certain pet shops interest customers. Therefore, business actors must gain an understanding of customer loyalty from a broader perspective and use it to design stimuli that promote customer satisfaction (Setyana, 2017) [15]. This aims to make customers more satisfied and loyal, thereby achieving the goals of MSMEs (Madja, Tumbuan, & Pandowo, 2017) [7]. With so many competitors in the pet shop business, business actors must be more creative in developing strategies to run their businesses.

The Business Model Canvas (BMC) is a tool that helps more accurately understand how a business model operates within a company or organisation. (Ostewalder, A & Pigneur, Y, 2010) [10] BMC can see the big picture of a company's business model, including key interconnected elements, and ultimately take steps to improve it. The Business Model Canvas is also undergoing development which can be used to implement a sustainable business model for a company or organization, namely the Sustainable Business Model. In this research, the author designed a Sustainable Business Model for a pet shop, combined with a SWOT analysis, to determine internal and external factors for Galaxy Petshop Bukittinggi UMKM as determinants of the company's position, and to suggest new strategies.

A Sustainable Business Model can help businesses survive for a long time and generate consistent profits. Apart from that, this business concept offers sustainable benefits in the short and long term. The benefits in question are not limited to material benefits or profits but also include social and environmental benefits. In other words, this concept exists to address the threat posed by change to the survival of humanity and the environment. Based on research (Wanniarachchi, H. E, Jayakody, J. A. S, & Jayawardana, A. K. L, 2020) [16] that the use of the Sustainable Business Model can identify opportunities for sustainable innovation that support new markets, development and growth of MSMEs in the crafts sector based on a combination of analytical strategies from an economic perspective, environmental analysis that has impacts and benefits related to the production process, as well as analysis of the social environment. a community that is a driving force in supporting business innovation. Meanwhile, in research (Qodri, R. A., Payangan, O. R., & Baumassepe, A. N., 2019), external and internal factors, in this case using the Sustainable Business Model,



can create a more sustainable business model. It is also stated that employee factors are quite influential for business sustainability, as increasing skills and knowledge of technology can help reduce costs and increase profits, thereby increasing related value as the worker element grows. The use of SWOT Analysis also strengthens this step of completion. SWOT analysis is a systematic approach to comparing a company's internal and external conditions and identifying key factors to formulate its strategy. This analysis is based on a logic that maximises strengths and opportunities and minimises weaknesses and threats (Rangkuti, 2006) [12]. SWOT analysis is a widely used tool in the business world and is a fairly effective and efficient way to identify opportunities for innovation and new strategies. This research was conducted with the involvement of a collaborative process with the company (owners to employees) as supporters in business success to improve the company's business model regarding costs and income related to revenue streams and cost structure components in the Galaxy Petshop business process, infrastructure aspects that support the running of the business related to key resource factors are analyzed to improve resources that influence business processes, key activities related to the main activities carried out for the sustainability of the business and activities that have impacts and benefits on the environment and social, and key partnerships related to cooperation between suppliers, and stakeholders related to the Galaxy Petshop business, also based on the influence of relationships with customers, including channels and customer relationship elements on the business. The existence of a company must have more impact, not just an economic impact for the company, but

also an impact on the environment and surrounding communities related to a sustainable business model.

Based on the explanation of the phenomenon of business problems related to sustainable business models to improve the company's business model when each element is given improvements aimed at creating new value for consumers as well as by improving good relationships with stakeholders, improving the quality of workers, good relationships with customers, resellers and also suppliers as well as increasing company efforts in product promotion which will affect revenue streams in increasing profits. To face competition and maintain and develop the company's business, it must have an appropriate and effective strategy and business model.

II. STUDI TERKAIT

A. Business Model Canvas

- i. Wheelen & Hunger define a business model as the method used by a company to run its business, which allows the company to survive. When linked to a strategy, this business model describes the relationship between the advantages and resources owned by the company and the activities carried out to acquire and create value, which enable the company to generate profits. There are 9 blocks in the Business Model Canvas, namely Key Partners and Key Activities. Key Resources, Value Propositions, Customer Relationships, Channels, Customer Segments, Cost Structure, Revenue Stream.

Table II: Diagram Matriks Internal Dan Eksternal SWOT

Skor Terbobot Total IFAS	Skor Terbobot Total IFAS			
	4.0	Kuat 3.0-4.0	3.0 Rata-rata 2.00-2.99	2.0 Lemah 1,0-1,99
Kuat 3.0-4.0	4	I GROWTH Konsentrasi melalui integrasi vertikal	II GROWTH Konsentrasi melalui Horizontal	III RETRENCHMENT Turnaround
Rata-rata 2.00-2.99	3.0	IV STABILITY Hati-hati	V GROWTH Konsentrasi melalui integrasi horizontal STABILITY Tak ada perubahan profit strategi	VI RETRENCHMENT Captive Company Atau Divestment
Lemah 1,0-1,99	2.0	VII GROWTH Diversifikasi	VIII GROWTH Diversifikasi Konglomerat	IX RETRENCHMENT Bangkrut atau Likuidasi
	1.0	Konsentrik		

Table III: Diagram Business Model Canvas

Key Partnerships 1. Stakeholders 2. Local Governance 3. Startup Company 4. Tenant 5. Shareholders 6. Supplier 7. Media	Key Activities 1. Service operation 2. Promotion 3. Training 4. Production 5. Distribution	Value Proposition 1. Physical Asset 2. Organizational Culture 3. Service Quality 4. To expand or increase the Value Proposition (something new)	Customer Relationships 1. Personal Assistance 2. Flexible 3. Automation	Customer Segments 1. New Entrepreneur 2. Star-Up Company 3. Business Community 4. SMEs
	Key Resources 1. Human Resources 2. Physical Resources 3. Marketing Tim 4. Trainer	Channels 1. Offline 2. Online		
Cost Structure 1. Human Resources, Payroll, Training, Supporting Cost 2. Operational cost 3. Promotion 4. Main Asset 5. Maintenance		Revenue Streams 1. Services charges 2. Royalty 3. Equity 4. New Revenue Streams from Additional Value Proposition		



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ii. Analisis SWOT

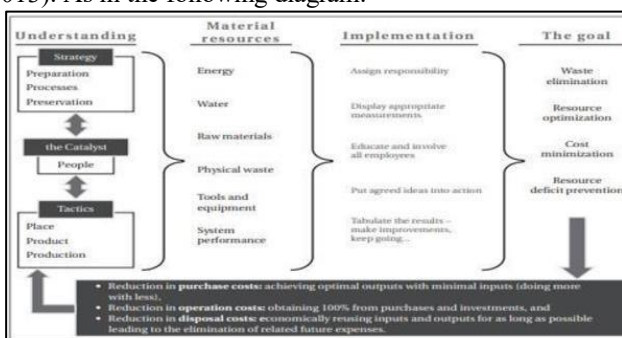
SWOT analysis is a systematic approach to identifying internal and external factors and formulating a company's strategy. SWOT analysis is based on internal (strengths and weaknesses) and external (opportunities and threats) factors to maximise strengths and opportunities while minimising weaknesses and threats. (Rangkuti, 2016).

SWOT analysis is carried out through a series of calculations and steps as follows:

- Calculation and analysis of IFAS (Internal Factor Analysis Strategy) values,
- Calculation and analysis of EFAS (External Factor Analysis Strategy) and SFAS (Strategy Factor Analysis Strategy) values by taking into account the weight values and rating values.
- Preparation of Internal and External Matrix (IE) to determine the company's position and SWOT diagram.

iii. Sustainable

Sustainable has the word "Green" attached to it. To be sure, some definitions of sustainability describe the following: long-term sustainability processes or actions; causing or allowing something to continue; a process or action that maintains or preserves something. It is therefore easy to conclude that in a business context, sustainability involves processes and actions that sustain a company over time (Scott, 2013) [14]. From a business perspective, sustainability is about reducing current and future costs in any form to facilitate profitability, competitiveness, and business longevity. In 1994, business consultant John Elkington grouped these areas into three categories, calling it the triple bottom line: financial, environmental, and human aspects of business. In short, these are the three pillars that measure the value of a company's success across three criteria: economic, social, and environmental. To better understand sustainability, you must first understand the fundamentals of success. The basic model for sustainability is known as the 7-P. The 7-P model itself comprises preparation, process, preservation, people, place, product, and production (Scott, 2013). As in the following diagram:



B. Research Methods [10 pts/Bold]

The following is the systematics carried out in this research:

i. Current Business Model Design for Galaxy Petshop MSMEs

Using observation and interview methods, a question design is needed for the Galaxy Petshop UMKM business process model. This data is needed to build the current business model using the Sustainable Business Model.

ii. Consumer Data and Customer Profiling

This step is carried out to map and better understand consumer profiles. So that, in the future, customer desires and needs can be processed, enabling the company to determine future steps.

iii. SWOT Analysis and Business Strategy Design

The SWOT analysis aims to determine the extent of the strengths, weaknesses, opportunities and threats of the Galaxy Petshop MSME business. This analysis was carried out by observing and administering questionnaires to the stakeholders of the MSME Galaxy Petshop business, namely the owners, managers, and employees. The calculation results obtained can determine the company's position based on the quadrant values. From these quadrant values, a proposed business development strategy can be determined.

iv. Priority Strategy Using QSPM

This step is carried out to determine the priority level of the proposed strategy, which must be implemented by Galaxy Petshop MSMEs first.

v. Designing the Proposed Business Model for Galaxy Petshop MSMEs

Based on the assessment of the business design using the Sustainable Business Model at Galaxy Petshop MSMEs, several improvements are needed. Things that need to be done include increasing, creating, maintaining or reducing.

vi. Conclusion and Suggestions

This stage is the final stage, which contains a summary of the research objectives related to obtaining the Galaxy Petshop MSME business model, an effort to determine the company's position and to develop the existing business. At the moment. So that the conclusions and suggestions can be useful for future researchers.

III. RESULT AND DISCUSSION [10 PTS/BOLD] RESPONDENT PROFILE

The object of this research is the Galaxy Petshop Bukittinggi business. The following is an explanation of the canvas business model currently being implemented by Galaxy Petshop Bukittinggi, which is presented in each section of the nine canvas model business blocks. Starting from key partners, key activities, value proposition, customer relationships, customer segments, key resources, channels, cost structure, revenue stream. The following is the condition of the Existing Business Model Canvas for UMKM Galaxy Petshop Bukittinggi. In this research, the results of interviews and questionnaires were carried out from company respondents consisting of 30 people, namely company owners, company managers, employees who were assessed as being able to provide information related to information and the ability to identify the company's business model and the elements contained in the Sustainable Business Model.

A. Sustainable Business Model Identification

The results of interviews and the distribution of questionnaires from business



actors can identify the current Business Model Canvas for the Galaxy Petshop business, comprising nine blocks.

The results of the identification of each element of the Galaxy Petshop MSME are shown in the table below.

<p>8. Key Partners - Suplier makanan dan perlengkapan hewan</p>	<p>7. Key Activities - Proses jual beli dan grooming dari jam 10.00-21.00</p>	<p>2. Value Proposition - MENEMUKAN diferensiasi inovasi yang menjadi daya tarik khas yang diyakini mampu pelanggan</p>	<p>4. Customer Relationship - Garansi grooming</p>	<p>1. Customer Segments - Pria dan Wanita</p>
<p>6. Key Resources - SDM Galaxy Petshop</p>			<p>3. Channels - Grup usaha Galaxy Petshop</p>	
<p>9. Costs - Investasi awal - Biaya operasional - Aliran pendapatan yang masuk dan keluar - Analisis biaya dan keuntungan</p>		<p>Revenue Streams - Margin keuntungan</p>		

[Fig.2: Business Model Canvas UMKM Galaxy Petshop Saat Ini]

In the picture, you can see that for block 1) customer segment, Galaxy Petshop is one of the largest distributors selling pet supplies in West Sumatra. Galaxy Petshop sells products to resellers, who will later sell them to local communities as end users. Resellers who buy products from Galaxy Petshop will spread throughout West Sumatra. 2) Value Proposition describes the combination of products and services that create value for customer segments. Value propositions are the reasons that make customers switch from one company to another. A value proposition can solve a customer problem or satisfy a customer need. Each value proposition contains a specific combination of products and/or services that serve the needs of a specific customer segment. Therefore, the value proposition is the unity or combination of benefits that a company offers to customers. Some value propositions are innovative and represent a new offering or actually change an existing offering. A value proposition creates value for a customer segment by blending elements that meet that segment's needs. Value can be quantitative (e.g., price and service speed) or qualitative (e.g., design and customer experience). The business carried out by Galaxy Petshop is to emphasize the value given to customers, namely having differentiation which is a distinctive attraction which is believed to be able to attract customers, maintain emotional relationships with customers, thereby creating loyal customers, reliable groomers and prices that compete with competitors. 3) Channels describe how a company communicates with its customer segments and reaches them to provide a value proposition. This channel is used to deliver a product or service's value proposition in various ways. The purpose of this channel is to connect customers to make it easier to use the products and services offered. Companies can effectively communicate their value proposition to predetermined customers. In terms of distribution to customers, Galaxy Petshop uses its Galaxy Petshop business outlet to sell products and conduct business, as well as social networking services such as WhatsApp and Instagram, and partnerships with veterinary practices and health centres. 4) Customer Relationship, Relationships with customers are the company's way of building relationships with customers to maintain customer loyalty and commitment to continue using the company's

products, so that they can interact directly with customers and the type of communication that the company will build with customers. The point is to build customer loyalty towards the products made or the services offered, to continue motivating customers, and to minimise the perception that the company is no longer product-oriented but customer-oriented. The method used by Galaxy Petshop to try to build good relationships with customers to steal customers' hearts is by promising a grooming guarantee, lower prices compared to other pet shops, punctuality, and providing

better service. For example, by offering a discount voucher of IDR 10,000 for purchases of at least two products, member cards for grooming, gift sets for frequent shoppers, free Wi-Fi, and Eid hampers for loyal customers, etc. In other words, Galaxy Petshop must deliver greater value to its customers than its competitors and always serve as an agent of maintenance. 5) Revenue Streams are income streams resulting from successful value propositions offered to customers. The income earned by Galaxy Petshop in the pet shop retail comes from the sale of pet food products, pet accessories, and grooming services for cats.

6) Key Resources: Key resources are the main resources. This block describes the most important assets needed for a business model to function. Important assets or resources owned by an organisation or company that are needed for the business to run smoothly can include physical assets, infrastructure, money, intellectual human resources, and culture/values, which can be owned by the organisation/company itself or provided by Key Partners (partners). Key resources are the main drivers of a business's success. With key resources in place, a business can carry out these activities, thereby conveying the business's value to customers. 7) Key Activities: Describe the important things that an organisation must do so that its business model can run well. This block is defined as the most important part of the company's activities for delivering the previously determined value proposition. There are several main types of activities carried out by companies to run their business, namely selling services and products. In accordance with the objects currently observed, the main activity carried out at the Galaxy Petshop business is cat grooming. Where the process starts at 10.00 and closes at 21.00, apart from that, Galaxy Petshop also sells food and other animal accessories to increase Galaxy Petshop's income. 8) Key Partnerships are external parties who can become partners to collaborate in business. Partnership cooperation aims to make it easier to carry out business activities, such as optimising resource allocation, reducing risk and uncertainty in a competitive environment, and improving company performance. There are several types of partnerships, including collaborating with dissimilar companies, collaborating with competitor companies, collaborating to form new businesses, and relationships limited to buyer-seller roles. The Galaxy Petshop business has partnerships with suppliers of grooming equipment and animal supplies. In this case, the providers of grooming equipment and animal supplies commonly used by Galaxy Petshop include Hagen & Logan, Royal Canin, Nestle,



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Happycat, Amazon Petshop, CV Petindo, Rainbow, and Kedaung. This collaboration with the provider aims to make it easier for Galaxy Petshop to equip its business by enabling the shop owner to send transactions, thereby cutting shipping costs. However, if any items are empty, Galaxy Petshop will process a transaction with Onlineshop.

9) Cost Structure, Cost structure is a building block that describes all costs incurred to operate a business model. Cost Structure describes all types and amounts of costs incurred. The cost structure is a record or explanation of the details of expenses incurred by a company related to funds in carrying out business activities

A. SWOT Analysis

After collecting data through interviews and questionnaires with the company to obtain internal and external data, questionnaires were distributed to assess the values of internal and external factors related to the elements of the Sustainable Business Model and determine the position of Galaxy Petshop MSMEs.

The identification results yielded the Internal Factor Analysis Summary (IFAS) value, which comprises both strengths and weaknesses. In contrast, the External Factor Analysis Summary (EFAS) comprises opportunity and threat factors based on the Sustainable Business Model indicators. The stages in compiling the IFAS and EFAS scores are 1) determining the strengths, weaknesses, opportunities and threats of the Galaxy Petshop MSME business 2) Giving weight to each factor on a scale of 0.0 (not important) to 1.0 (very important) 3) Next, calculate the rating value for each factor on a scale of 1 (very poor) to 5 (very good). 4) Calculating the score value by multiplying the weight by the rating. 5) Making a SWOT diagram and determining the Internal External Matrix. Multiplying the factors yields a result that combines the strengths and weaknesses of internal factors with the opportunities and threats of external factors. Based on the identification of the results of the IFAS (Strengths and Weaknesses) and EFAS (Opportunities and Threats) factors values

Table IV: Perhitungan Skor IFAS Dan EFAS

Kode	Bobot	Rating	Skor	Kode	Bobot	Rating	Skor
S1	0,0313	3	0,0938	O1	0,0638	3	0,1915
S2	0,0469	4	0,1875	O2	0,0638	5	0,3191
S3	0,0469	5	0,2344	O3	0,0426	5	0,2128
S4	0,0469	3	0,1406	O4	0,0213	4	0,0851
S5	0,0313	4	0,1250	O5	0,0426	3	0,1277
S6	0,0313	5	0,1563	O6	0,0213	3	0,0638
S7	0,0313	4	0,1250	O7	0,0426	4	0,1702
S8	0,0156	5	0,0781	O8	0,0426	4	0,1702
S9	0,0469	5	0,2344	O9	0,0638	4	0,2553
S10	0,0156	5	0,0781	O10	0,0426	4	0,1702
S11	0,0313	3	0,0938	O11	0,0638	3	0,1915
S12	0,0313	4	0,1250	O12	0,0638	5	0,3191
S13	0,0469	5	0,2344				
S14	0,0469	4	0,1875				
S15	0,0313	5	0,1563				
S16	0,0469	3	0,1406				
S17	0,0156	3	0,0469				
Total			2,4375	Total			2.276596
Kode	Bobot	Rating	Skor	Kode	Bobot	Rating	Skor
W1	0,0313	3	0,0938	T1	0,04255	3	0,1277
W2	0,0469	3	0,1406	T2	0,04255	2	0,0851
W3	0,0469	2	0,0938	T3	0,02128	1	0,0213
W4	0,0313	2	0,0625	T4	0,06383	1	0,0638
W5	0,0313	3	0,0938	T5	0,04255	2	0,0851
W6	0,0156	2	0,0313	T6	0,04255	2	0,0851
W7	0,0313	3	0,0938	T7	0,06383	2	0,1277
W8	0,0313	3	0,0938	T8	0,02128	3	0,0638
W9	0,0156	2	0,0313	T9	0,04255	3	0,1277
W10	0,0313	3	0,0938	T10	0,04255	2	0,0851
W11	0,0313	3	0,0938				
W12	0,0156	3	0,0469				
W13	0,0313	2	0,0625				
W14	0,0156	2	0,0313				
Total			10,625	Total			0.87234

answers to questions are consistent or stable over time (Ghozali, 2011) [4]. Moreover, in this research, the author took the level of a research construct/variable to measure reliability with the Cronbach's Alpha (α) statistical test. A construct or variable is said to be a reliable conclusion if it provides a Cronbach Alpha value > 0.70 (Nunnally, 1994) [9]. The following are the results of reliability tests on all satisfaction factors.

Table X: Hasil Uji Reliabilitas

Variabel	Cronbach's Alpha	N of Item	Kriteria (Nunnally)	Keterangan
Strength	0.844	17	0,70	Reliabel
Weakness	0.894	14		Reliabel
Opportunities	0.772	12		Reliabel
Threats	0.816	10		Reliabel

The results of the reliability test on consumer satisfaction factors at Galaxy Pethsop, as shown in Table IV.3, indicate that all questionnaire statements are reliable, as the Cronbach's Alpha based on the standardised item values for all variables exceeds 0.70. Therefore, consumer satisfaction factors consist of Strengths, Weaknesses, Opportunities and Threats with reliable results.

D. Quantitative Strategic Planning Matrix (QSPM) results

Strategic priority assessment is carried out using the QSPM matrix method by multiplying the weights in the IFE and EFE matrices by the strategy's attractiveness (attractive score) to produce the Total Attractive Score (TAS). The total number of TAS from each strategy determines the strategy priority (Determining the Attractive Score in QSPM and processing the Total Attractive Score QSPM can be seen in the attachment). The following are the results of the Quantitative Strategic Planning Matrix (QSPM) assessment.

Table XI: Hasil QSPM

Alternative Strategi	TAS	Ranking
AS1 Pemanfaatan lokasi	7,757	7
AS2 Peningkatan kualitas produk	7,678	10
AS3 Penggunaan media promosi internet murah	9,023	1
AS4 Program harga termurah kualitas terbaik	7,580	11
AS5 Pengembangan skill karyawan	7,828	5
AS6 CSR berskala kecil	7,827	6
AS7 Melakukan inovasi bisnis	7,885	4
AS8 Meningkatkan kerjasama dengan pebisnis lain	8,051	2
AS9 Blast Social Media Promotion	8,008	3
AS10 Program pengadaan alat dan bahan secara berkala	7,690	9
AS11 Menjalin mitra dengan komunitas atau institusi	7,735	8
AS12 Pengembangan quality control	7,141	13
AS13 Menerapkan sistem shifting dan reward	7,443	12

Based on the results of the QSPM matrix processing, it can be concluded that 1) AS3 The use of cheap internet promotional media obtained the highest score, namely 9.023. Maximising social media promotions seems to be the primary strategy for attracting consumers across segments. 2) AS8 increases collaboration with other business people, getting a score of 8.051. This can be a profitable target and a marketing channel to expand your network and customer base. 3) AS9 Blast Social Media Promotion obtained an attractive score of 8.008. Promotional media with a blast system is not only cost-effective but also efficient, as it is distributed in a focused manner within an area that attracts new consumers and increases the company's income.

E. The Relationship between Alternative Strategy and Sustainable Business Models

The business model design on the canvas, or the Business Model Canvas identification process, was obtained through discussions with the business owner and operational manager of Galaxy Pethshop Bukittinggi to fill in the elements of the Business Model Canvas, thereby combining the current business model with alternative strategies identified through the SWOT analysis. Companies can develop development strategies for the future.

Table XII: Strategi Pengembangan Elemen Model Bisnis Berdasarkan Alternative Strategi

Model Bisnis	Alternatif Strategi (AS)	Keberlanjutan
Segmentasi Pelanggan	1. Pemanfaatan lokasi (AS1) 2. Program harga termurah kualitas terbaik (AS4) 3. Menjalin mitra dengan komunitas dan institusi pemerintahan (AS11)	1. Meningkatkan penjualan (profit)
Proposi Nilai	1. Peningkatan kualitas produk (AS2) 2. Program harga termurah kualitas terbaik (AS4) 3. CSR berskala kecil (AS6) 4. Pengembangan quality control (AS12)	1. Meningkatkan penjualan (profit) 2. Mensejahterakan lingkungan (environment) 3. Memberi pengetahuan kepada masyarakat (people)
Saluran Pemasaran	1. Penggunaan media promosi internet murah (AS3) 2. Blast social media promotion (AS9) 3. Menjalin mitra dengan komunitas atau institusi (AS11)	1. Meningkatkan penjualan (profit)
Hubungan Pelanggan	1. Pemanfaatan lokasi (AS1) 2. Penggunaan media promosi internet murah (AS3) 3. Melakukan inovasi bisnis (AS7)	1. Meningkatkan penjualan (profit) 2. Memberi pengetahuan kepada masyarakat (people)
Aliran Pendapatan	1. Penggunaan media promosi internet murah (AS3) 2. Program harga termurah kualitas terbaik (AS4) 3. Meningkatkan kerja sama dengan pebisnis lain (AS8) 4. Blast social media promotion (AS9)	1. Meningkatkan penjualan (profit) 2. Mensejahterakan lingkungan (environment)

The image above shows strategies that can increase profits, namely AS9, AS3, and AS8, which focus more on marketing. The three alternative recommendation strategies can develop elements of customer segmentation, marketing channels, income streams and main activities. Furthermore, AS7's

alternative strategy can focus on fostering innovation within the company.

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F. Rencana Pengembangan Model Bisnis Berkelanjutan Galaxy Petshop

Galaxy Petshop's sustainable business model development plan refers to the changes in the alternative strategy table. Development is carried out by adding and subtracting

components of each element, in line with the company's goals and strategies. The following is a picture of the design for developing a sustainable business model for Galaxy Petshop Bukittinggi.

Table XIII: Business Model Canvas Usulan

Key Partners (KP) - Supplier makanan dan perlengkapan hewan - Onlineshop - Pengusaha dan komunitas pecinta kucing	Key Activities (KA) - Proses jual beli dan grooming dari jam 10.00-21.00 - Usulan penggunaan alat grooming sekali pakai, untuk menghindari perpindahan virus - Manajemen lingkungan	Value Proposition (VP) - Memiliki diferensiasi/inovasi yang menjadi daya tarik khas yang diyakini mampu menarik pelanggan - Menjaga hubungan emosional dengan pelanggan, sehingga menciptakan pelanggan yang loyal - Groomer yang handal dan harga terjangkau - Membuka lapangan kerja - Kesejahteraan karyawan - Kerjasama pengelolaan limbah bulu - Hemat energi - Hemat air	Customer Relationship (CR) - Garansi - grooming - Ketepatan waktu grooming dan pengantaran barang - Diskon belanja buy 2 gratis 1 untuk produk tertentu - Harga terjangkau - Wifi gratis	Customer Segments (CS) - Pria dan Wanita - Mahasiswa - Pelajar - Warga perumahan sekitar - Pekerja Petshop yang berada di pulau Sumatera - Teknologi (Booking online) - Layanan panggilan ke rumah (home service)
	Key Resources (KR) - SDM Galaxy Petshop - Pelanggan - Update fasilitas	Channels (CH) - Grai usaha Galaxy Petshop - Media social: WhatsApp, Instagram - Kemitraan: praktek dokter hewan dan puskesmas		
Cost Structure (CS) - Data keuangan: - Investasi awal - Biaya operasional - Aliran pendapatan uang masuk dan keluar - Analisis biaya dan keuntungan.		Revenue Stream (RS) - Margin keuntungan - Penjualan produk - Pembayaran (purchase) - Privat khusus grooming hewan		

Based on the canvas model above, it can be explained as follows:

- i. From the results of customer segment analysis, it is known that Galaxy Petshop Bukittinggi already has a customer segment with a clear target market. However, additions were made to this element, which was initially based on demographics, namely the local population, but after development, this segment was added because it was too narrow. Based on the locations of Galaxy Petshop outlets, customer segments are developed around technological developments, namely, consumers who prefer online systems. Apart from that, the company also segments customers by lifestyle changes through online bookings and transactions—the main channels for increasing employees' knowledge of the latest grooming techniques. With additional plans in the consumer sector, adequate grooming skills are needed, as there will likely be cases of various animal conditions. As well as the addition of home call services for customers who cannot accompany their pets, with innovative home services for those who need their animals groomed without leaving the house, while still adhering to petshop operating standards, namely using hygienic tools and masks and disposable gloves to ensure the safety of animals and groomers.
- ii. From the results of the analysis regarding Value Propositions, it is known that the value the company wants to convey is appropriate and good in terms of creating good value according to customer needs. However, additional elements are needed, such as

creating employment opportunities, improving employee welfare, and cooperation in managing fur waste and saving energy and water. In essence, value propositions are the value the Galaxy Petshop business provides to customers, and changes to these elements contribute to the product innovation it offers.

- iii. The process of establishing this product channel begins with increasing brand awareness. The use of social media is an effective means for Galaxy Petshop to increase brand awareness of product and service innovation. Then you can conduct surveys of customers who have finished using the services and products, and you can also use testimonials posted on social media to build trust and a broader sense of trust among customers. Adding a payment element through flexible purchases, including cash and debit, makes it easier for customers without cash on hand.
- iv. Maintaining relationships with customers is one of the important points for long-term business sustainability. The form of customer relationship Galaxy Petshop uses to build good relationships with customers and steal customers' hearts is to promise a grooming guarantee, lower prices than other pet shops, punctuality, and better service. For example, by providing shopping discount vouchers, member cards, and gift sets to consumers who often shop at stores that offer free Wi-Fi. In other words, Galaxy Petshop must deliver value to its customers better than its competitors and



- always serve as their maintenance agent.
- v. The Petshop business requires quite a large amount of initial capital, but has quite good prospects, considering that currently animals are part of human life. The income stream is the most important block of the other nine building blocks, because in this block, a business must have income and profits to support its operations and run smoothly. There are several ways to build an income stream, namely: selling products, opening grooming courses. The revenue stream implemented by Galaxy Petshop is the sale of products and services. Galaxy Petshop generates income by selling products and services to customers. To increase income, Galaxy Petshop needs to add professional grooming course services with marketing partners at strategic points and in other areas with human resource potential, furthering the economy and creating new job opportunities.
 - vi. Main resources are the key to running a business so that it can run smoothly. There are parts of the main resources, namely human resources (groomers), Galaxy Petshop and customers. In the human resources section, the Galaxy Petshop production process is carried out to create the products and services offered, which must have a superior value proposition compared to other pet shops. In this element, it is necessary to add updates on grooming types and to improve grooming skills by consistently staying up to date on the latest grooming techniques, both online and through community forums.
 - vii. In the main production activities, the use of disposable grooming tools has been replaced by the use of tools that require regular maintenance. This condition is achieved through the implementation of Total Quality Management (TQM) and environmental management systems. Total quality is useful for reducing daily waste, and environmental management is carried out by reducing all potential waste generators in production activities, including saving water and electricity by using sterile grooming tools. In production activities, the company needs additional promotional activities. Promotional activities are developed with online marketing and the blast story feature on Instagram or Facebook. However, to increase consumer confidence, Galaxy Petshop requires quality certification fees and environmental management. Apart from that, companies require holiday allowances or joint holiday expenses to increase employee motivation and performance.
 - viii. Partnership building is a relationship made by Galaxy Petshop with outside groups to carry out the current business model. Then, to gain an advantage in the value proposition, Galaxy Petshop further develops partnerships with other entrepreneurs or the community, so that, indirectly, it can boost the product, create employment opportunities, and improve the welfare of employees and the environment. In addition to production activities, the company needs to increase promotional efforts. Promotional activities are developed with online marketing and the blast story feature on Instagram or Facebook. However, to increase consumer confidence, Galaxy Petshop requires costs for quality certification

and environmental management. Apart from that, companies require holiday allowances or joint holiday expenses to increase employee motivation and performance.

- ix. Cost structure is the arrangement and sequence of expenses incurred by Galaxy Petshop to operate its business model. Based on Galaxy Petshop's cost structure, it appears to be cost-driven. Moreover, it is quite good at managing the costs used in carrying out its main activities. However, you need to be very careful with operational and fixed costs, because if only a few customers use grooming services and buy products, the company will incur higher operational costs. Companies can minimise the use of existing resources by maximising the income and profits that Galaxy Petshop can obtain. In increasing sales value by using the minimum possible costs without reducing the quality value provided to customers, and not disappointing the salaries earned by Galaxy Petshop employees.

IV. CONCLUSION

From the results and discussion, it can be described that 1) Galaxy Petshop's position is in the first quadrant, which shows that the company is in an aggressive position. This strategy leverages all strengths to capitalise on existing opportunities. The strategies that can be implemented include being more flexible in business competition, focusing more on marketing, making the most of channels and business partners, and taking full control of service performance. 2) In designing the Business Model Canvas, which consists of a Customer Segment proposal for adding Technology (Booking Online) and home call services (Home Service), the Value Proposition block adds to the proposal to open employment opportunities for unemployed youth to be equipped with soft skills regarding pet shops, suggestions Galaxy Petshop pays attention to employee welfare, cooperation in fur waste management, energy saving in electricity and water use. In the Key Activities block, it is proposed to add suggestions for using single-use tools to prevent the spread of viruses. The Galaxy Petshop business Key Partners Block is proposed to collaborate with entrepreneurs and the Chinese cat fancier community. Key Resources proposes additional facility updates to better support groomers' performance and increase the comfort of Galaxy Petshop customers. In the Revenue Streams block, purchase payments (electronic transactions) are proposed, and to increase business income, Galaxy Petshop is proposed to open private grooming courses and sell products related to the petshop business. 3) Innovation in the company's business model requires development in 7 model blocks consisting of customer segments, value propositions, key resources, channels, key partners and key activities, revenue streams that can improve service quality, human resource competence, and support long-term achievements of the company more measurably.

DECLARATION STATEMENT

Some of the cited references are older and are noted explicitly as [2], [3], [4], [9], [10], [12] and [14]. However, these works remain significant for the current study, as they are



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pioneering in their fields.

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