



BUSCOM: RUNNING THE BUS BODY COMPANY THROUGH SWOT ANALYSIS AND BUSINESS MODEL CANVAS

Elia Resha Fatmawati^a, Sisca Dian Rahmawati^b, Febrianur Ibnu Fitroh Sukono Putra^{c,*}, Roymon Panjaitan^d, Lamidi^e, Dandy Aprilya^f

^{a,c,d,f} Fakultas Ekonomi dan Bisnis Universitas Dian Nuswantoro, Jl. Nakula I Kota Semarang 50131, Indonesia

^{b,e} Fakultas Ekonomi Universitas Slamet Riyadi Surakarta, Jl. Sumpah Pemuda Kota Surakarta 57136, Negara

^{*}fbr10@dsn.dinus.ac.id

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ABSTRACT

PT. Karoseri XX is a major company specializing in bus body manufacturing. To maintain its existence amid increasing operational pressures, effective and immediately applicable strategies are required. This study aims to analyze the company's internal and external conditions using a SWOT approach to identify key factors affecting business performance. The results of the SWOT analysis are then utilized to refine the company's strategic plan through the Business Model Canvas (BMC) framework. This research adopts a descriptive method, with data collected through interviews and direct observations of both internal and external conditions. The findings reveal that product quality is the company's main strength, while finishing quality remains its primary weakness. The most promising opportunity lies in the high market interest in PT. Karoseri XX's bus body design, whereas the intensifying industry competition poses a significant threat. These results serve as a strategic foundation for the company to respond effectively to challenges and optimize market opportunities.

Keywords: *bus body company; business model canvas; market competition; sustainable business; swot analysis.*

ABSTRAK

PT. Karoseri XX merupakan perusahaan besar yang bergerak di bidang produksi karoseri bus. Untuk mempertahankan eksistensinya di tengah tekanan operasional yang meningkat, dibutuhkan strategi yang tepat dan dapat segera diimplementasikan. Penelitian ini bertujuan untuk menganalisis kondisi internal dan eksternal perusahaan melalui pendekatan SWOT guna mengidentifikasi faktor-faktor yang memengaruhi kinerja bisnis. Hasil analisis SWOT kemudian digunakan sebagai dasar penyusunan Business Model Canvas (BMC) untuk menyempurnakan rencana strategis perusahaan. Penelitian ini menggunakan metode deskriptif dengan teknik pengumpulan data berupa wawancara dan observasi langsung terhadap kondisi internal dan eksternal perusahaan. Hasil penelitian menunjukkan bahwa kualitas produk merupakan kekuatan utama, sementara kualitas finishing menjadi kelemahan utama. Peluang terbesar datang dari tingginya minat pasar terhadap desain body karoseri PT. Karoseri XX, sedangkan persaingan industri yang semakin ketat menjadi ancaman utama. Hasil ini memberikan dasar strategis bagi perusahaan dalam menghadapi tantangan dan mengoptimalkan peluang di pasar.

Kata Kunci: perusahaan karoseri bus; model bisnis kanvas; persaingan pasar; bisnis berkelanjutan; analisis SWOT.

INTRODUCTION

PT. Karoseri XX is one of the major bus body companies. Well-known bus companies in Indonesia widely use the bus bodies made by XX bus body shop. The company was pioneered in 1973 through a home workshop that made minibus bodies, and it produced a fairly good response from the people of Malang (Mario, 2022). The company has a bus body that is widely respected and respected by the community, in 2018 the marketing of this bus body company said that it had received more than 300 units since the end of the year until January 2018, Jimmy (2018) "We have production restrictions, due to human resource constraints in order to maintain quality." The number of transportation services is entrusted to this company because this company always provides the best service and innovations (Mario, 2022).

The innovations always provided by this company give birth to a clear corporate transformation from year to year. Innovation is essential to a company's success, and innovation aptitude has a big impact on product quality and operational effectiveness (Farida & Setiawan, 2022). To build a case for replacement, circular business models should ideally perform better for the environment than traditional alternatives (Mukoro et al., 2022). Businesses may only derive benefit from new technologies through appropriate business strategies (Chesbrough, 2010) (Müller, 2019).

This company transformation has a new vision. Indeed, doing business is required to always transform according to the needs that are much needed in the development of the era. Nasution (2005:44) defines innovation as the introduction of a new good or service to satisfy a market demand. Business strategy is a helpful summary indicator for assessing a company's internal control strength, a crucial area for improving audit quality among prospector-like client

(Valdez-Juárez et al., 2022). Every product and company have unique product packaging. Every business has the ability to comprehend every stage of the product's life cycle in order to develop suitable penetrating strategies. (Dwi Letari et al., 2020).

The vision of this bus body company from Malang is to become a car body company that is always at the forefront and superior in quality and quantity. To realize this vision, the bus body company has the following: a. provide high-quality products for customer needs, b. develop competent employees by creating a good working environment, c. run a healthy company business process (Mario, 2022). While there are significantly fewer prospective clients in a niche market than in a mass market, the requirements and expectations of the customers are higher (Brunner & Wolfartsberger, 2020).

In recent years, Karoseri XX has faced significant challenges in maintaining its dominance in the Indonesian bodywork industry. Although known as the pioneer of the Jetbus design and premium bus body quality, the company has started to feel pressure from competitors such as Laksana and Tentrem, who offer more competitive prices with similar quality (Nugroho, 2022). On the other hand, criticism of finishing quality and reliance on manual labor have become particular challenges in the era of manufacturing industry digitalization (Industri.co.id, 2021). These phenomena highlight the need for more adaptive business strategies to sustain the company's competitive advantage (Kementerian Perindustrian Republik Indonesia, 2018).

This essay tries to explore many elements of the business model canvas (BMC), from its current state to its ideal future scenario. Business models are formulas that specify how a specific company conducts its operations (Turoń, 2022). They have SWOT analysis to back them up.

A business model explains how an organization develops, delivers, and encapsulates a business's principles. The Osterwalder and Pigneur (2010) BM Canvas is a widely used paradigm in the BM discourse and offers a recognizable framework for visualizing the elements of an organization's BM. There are nine interconn (Pollard et al., 2023). Lean capacity for innovation assists start-ups in anticipating unmet consumer needs, visualizing enticing niche products and services early on, actively validating their assumptions, and learning how to build business models through feedback mechanisms (Moshood et al., 2022).

A business model should not attempt to oversimplify the operations of a complicated organization; instead, it should be concise, pertinent, and intuitively straightforward to understand (Osterwalder & Pigneur, 2010). Business Model Canvas (BMC) has an advantage in business model analysis because it can thoroughly and precisely describe a company's situation based on market segmentation, the value offered, the value offering path, customer relationships, revenue streams, crucial assets, cooperation partners, and cost structures owned (Rainaldo et al., 2017).

In the planning and concept phase, the Business Model Canvas (BMC) enables understanding of the essential components of the proposed project (Strulak-Wójcikiewicz et al., 2020). The Business Model Canvas is a methodology that makes it easier to grasp what will be supplied to the client and how it will be carried out. It is a visual tool for capturing a company's business model (Montenegro et al., 2021). Nine architectural blocks—the client group, value proposition, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure—can be used to effectively explain this business model canvas.

While key resources, key activities, important partnerships, and cost structure are related to internal efficiency, customer segment, value proposition, channels, customer relationships, and revenue streams are related to value generation. An application example in which a communication module is to be optimized was used to test the canvas and how to use it (Panzner et al., 2022). In Figure 1, the nine building blocks are displayed. We'll go over every component in considerable depth.

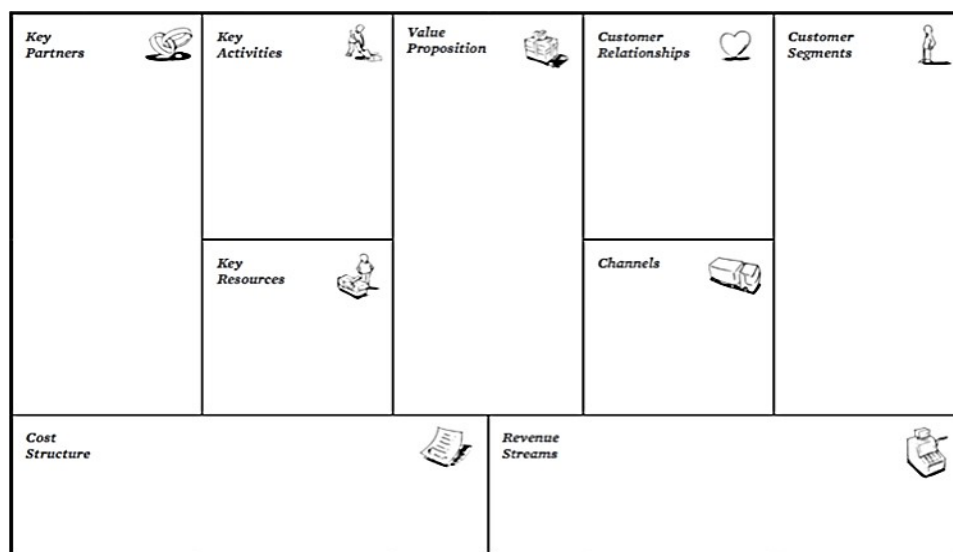


Figure 1. Template for a business model canvas (Osterwalder & Pigneur, 2010)

Customer Segments

In many business models, customers are at the core, claim Osterwalder and Pigneur (2010). No business, no matter how much time it has established, can function without customers. Companies may group them into different segments to better satisfy customers according to their needs, behaviors, or other attributes. Businesses must proactively choose which market niches to service or avoid serving. By making these decisions, the business model may very well be carefully constructed to completely comprehend client needs.

Customer segments consist of several types, including (1) A business strategy known as "mass market" does not distinguish between distinct stakeholders. (2) The niche market is a business model that serves a specific customer segment. (3) This business model, which seems segmented, recognizes the various demands and issues that clients could have. (4) Diversified, a company strategy that meets many client needs. (5) A business model that serves two or more interdependent client segments consists of one that uses multi-sided platforms or multi-sided markets.

Value Propositions

Value propositions are different goods and services that add value for specific clientele, (Osterwalder and Pigneur, 2010). Customer can select goods and services from one business over another because they believe it offers benefits in problem-solving and catering to their needs. This is value.

Channels

In order to relay its value proposition, a company connects with its customers through channels, claim Osterwalder and Pigneur (2010).

Customer Relationships

Customer relationships describe preserving connections between businesses and customers. The business must describe the kind of relationship each client segment seeks to establish. partnerships ranging from

offering each consumer individualized attention, employing communities, or even "self-service" (Osterwalder & Pigneur, 2010). What kind of relationship do the various client segments hope to create and keep? Which have ports already been established? How are they incorporated into the port's overall business plan? (Garrido Salsas et al., 2022)

Revenue Streams

Revenue streams, according to Osterwalder and Pigneur (2010), are payments that a business receives from its clients in exchange for the value proposition that it offers those clients.

Key Resources

The term "Key Resources" refers to the key components that a business model needs to succeed. Each business model requires essential resources. These crucial assets help the business reach the market, develop and give value propositions, keep up customer connections, and produce money (Osterwalder & Pigneur, 2010). Key Activities list the most crucial actions a business must take to implement its business strategy (Osterwalder & Pigneur, 2010).

Key Partnership

A company model's supply chain and network of partners are referred to as key partnerships. Partnerships are the foundation of many business models, and businesses enter into them for a variety of reasons. Companies form alliances to improve their business strategy, lower risk, or obtain resources (Osterwalder & Pigneur, 2010).

Cost Structure

A company model's cost structure outlines all expenses incurred during operation. The most significant expenditures involved in a specific company model are described by the cost structure. Costs are incurred in the processes of value creation and delivery, customer relationship management, and revenue generation (Osterwalder & Pigneur, 2010).

Organizations can begin by

documenting the present situation before conducting a SWOT analysis to create a BMC (Strength, Weakness, Opportunity, Threat). The need for another strategic analysis that can help business actors clarify market reach is called SWOT analysis (Syah et al., 2021). Andrew popularized SWOT analysis in 1965. Many SWOT definitions have developed over the past few decades, contributing to the development of this tool's reputation and usefulness in managing a business (Pereira et al., 2021).

Making management decisions without perfect data, a problem that frequently affects endangered species, is made easier by the SWOT method' adaptability and use of a combination of objective assessment and expert review (Chock et al., 2022). A SWOT analysis is a strategic strategy for determining internal (strengths and weaknesses) and external (opportunities and threats) variables that are helpful and harmful to achieving a particular goal or evaluating any type of business case (Schmidt & Leitner, 2021). Both academia and business frequently use SWOT analysis as a technique for strategic planning to determine a project's advantages and disadvantages (Sibtain et al., 2021).

In order for businesses to develop strategies after analyzing their internal and external aspects, Andrew developed a SWOT analysis. While external factors include opportunities and threats, internal

elements include strengths and limitations. By evaluating these factors, the strategy maximizes potential strengths and opportunities by minimizing weaknesses and threats (Sevkli et al., 2012; Aqmala & Putra, 2024). SWOT analysis is a frequently used tool for strategic planning, however ineffective implementation frequently results in lengthy lists of generic, perhaps nonsensical, reported components. In this situation, the subsequent strategy formulation process frequently has little connection to the SWOT output (Rauch et al., 2015; Wibowo et al. 2022).

Though initially created for businesses, SWOT is currently utilized by a variety of organizations, including those in education (Nasreen & Afzal, 2020). SWOT analysis is used to evaluate a company's resources' strengths and weaknesses as well as the possibilities and challenges it faces from the outside world (Jogiyanto, 2005; Putra et al., 2023). Since strategic planning became the cornerstone for making decisions in a firm, the number of instruments for strategic analysis has increased (Heiets et al., 2020).

The foundation for establishing goals and strategies is a clear purpose statement, internal strengths and weaknesses, external opportunities and threats, etc. To build on internal strengths and address flaws, goals and strategies are developed. SWOT analysis explanation (David, Fred R., 2011):

1. Strengths are assets, aptitudes, or other advantages in relation to the firm's rivals and the demands of the market that can be met by the company. Strengths are particular rivalries that provide the business a competitive edge.
2. Weakness are restrictions or weaknesses in the company's capabilities, resources, and talents that seriously impair its performance. The company's deficiencies may be caused by these constraints in the form of available facilities, funds, management skills, and marketing expertise.
3. Opportunities are significant advantageous circumstances that exist in the business environment. The growing interaction between the company and buyers or suppliers is a description of opportunities for the company. Important trends are sources of opportunities, such as technical changes.
4. Threats are significant negative circumstances in the surroundings of the firm. The current or desired position of the company is seriously disrupted by threats (Suttels et al., 2022). In order to ensure that the technology's promise

may be fully realized, careful consideration must be paid to its many flaws and external dangers (Schmidt & Leitner, 2021) New or revised government regulations can threaten the company's success. SWOT analysis has been used in the past to study the sustainability of the energy industry, and SWOT models are steadily growing in significance (Chock et al., 2022).

METHODS

This study used a descriptive methodology and a qualitative research strategy. The case study and literature review that were performed, which is an exploratory strategy, further support this approach (Karlsson, 2008). The marketing and HR management teams at the body shop company were extensively questioned to gather primary data.

RESULT AND DISCUSSION

Two analyses—a SWOT analysis and a Business Model Canvas study—were

produced as a result of the investigation.

1. Business Model Canvas Analysis

The business model is discussed first as a method, then from the perspective of its elements, and finally as a company strategy. The Customer Segment, Value Proposition, Channel, Customer Relationship, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure are all components of the Business Model Canvas (BMC). All elements that describe how the company creates benefits and profits from its customers can be obtained from each component (Sholahuddin & Lestari, 2017). With this method, the customer segment comes first, then the value proposition, the channel, the customer relationship, the revenue streams, the key resources, the key activities, the key partners, and the cost structure. The vehicle body services business model canvas (BMC) is detailed in **Figure 2** at the moment.

Business Model Canvas				
Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> • Tourist bus company • GIIAS • Product raw material supplier 	<ul style="list-style-type: none"> • Chassis Disassembly • Chassis Drilling • Frame making and installation • Base painting, caulking • Stage 2 painting • Installation of bus panels and instruments • Cleaning, • Controlling • SOP checking and standardization 	<ul style="list-style-type: none"> • Quality • Price • Product variety 	<ul style="list-style-type: none"> • Direct sales (online/outlet) • Good service • Showing the best product quality 	<ul style="list-style-type: none"> • Tourist bus company • Collector bus • Local government/country people with business/interest in transportation
Key Resources		Channels		
<ul style="list-style-type: none"> • Labor force • Production material 		<ul style="list-style-type: none"> • Exhibition • Online Media 		

suppliers • Production equipment/machinery	
Cost Structure	Revenue Streams
<ul style="list-style-type: none"> • Production material costs • Employee costs • Cost of water, electricity • Machine service fee • Promotion costs 	<ul style="list-style-type: none"> • Bus/minibus product sales • Training and visits for the general public, students, and students

Figure 2. Business Model Canvas of Bus Body Company

1. Key Activities

Key activities, according to Osterwalder and Pigneur (2010), characterize the most crucial tasks that must be completed within the organization in order to implement this business model. The key activities of this poor car body company include chassis disassembly, chassis drilling, frame-making and installation, base painting and caulking, stage 2 painting, panel installation, and bus instrumentation; these 6 activities take place in the disassembly department, continued to the mechanical department, continued to the frame and panel department, then the putty department, painting department, trimming department.

2. Customer Segment

The client segment is a crucial component of the business model; with the right consumer identification, a business may operate successfully. The customer segment division in this body shop company is included in the mass market category: people over 21 years old. Based on the type of work, the customer segment of this body shop company is someone who works as a businessman in the transportation sector as well as local and state government. Based on interest, the customer segment of this body shop company is bus collectors.

3. Value Proposition

The value the business offers consumers through the products/services it provides is

known as the value proposition. The vehicle body company offers the following value proposition:

a. Quality

The product quality of this car body company is good. The good quality of the car body company is due to the selection of assembly materials from reputable suppliers. Good quality is also determined in the product manufacturing process. The product manufacturing process is carried out by an experienced production team and through a long training process.

b. Price

The price offered by this car body company in Malang is very competitive with competitors.

c. Product Variety

Currently, the company has several products, such as the dream coach (sleeper bus model), a new variant of the jetbus that was released in December 2020. In addition, this car body company also has products with jet bus types.

4. Channels

The delivery of a value offer and how businesses engage with their clients are described by channels. Communication, sales, and distribution are the connecting tools between the company and the customer. This car body company has a few regional marketing offices to convey the value proposition. The company utilizes exhibitions or exhibition events to attract consumer

interest and awareness. In addition, this car body company also utilizes technological advances by using social media professionally and attracting public attention.

5. Customer Relationship

The kinds of interactions that businesses have with different client segments are represented by customer relationships on the business model canvas. The companies related to their customers through personal assistance in the car body business. The application of personal assistance to consumers is that customers can communicate with company representatives to get help during the sales process. So the customers of the car body company have a direct relationship with the company.

6. Revenue Streams

The sale of the company's product manufacturing services is the primary source of revenue streams or the manner the company generates income from the vehicle body business.

7. Key Resources

The primary resource that lists the crucial components required for the operation of the business model is known as the Key Resource. Labor, suppliers of manufacturing materials, and production machinery/equipment are the primary resources of the vehicle body industry.

8. Key Partnership

Key partnerships identify the business

associates who support the operation of the company model. In the car body company, the partnership is a buyer- supplier relationship. This relationship is between sellers and buyers, where PT XX establishes long-term relationships with loyal suppliers.

9. Cost Structure

The vehicle body industry incurs fixed expenses and variable costs to manufacture quality products. Employee pay costs are considered fixed costs. Variable costs are described as follows:

- a. Production Costs
- b. Cost of Water, Electricity
- c. Promotion Costs

10. SWOT Analysis

Based on the previously developed Business Model Canvas (BMC), a Strength–Weakness–Opportunity–Threat (SWOT) list was compiled as a further step in the strategic analysis. Various BMC elements—such as customer segments, value propositions, distribution channels, and key resources—were examined in greater depth to identify the strengths, weaknesses, opportunities, and threats facing PT Karoseri XX. The results of this SWOT analysis were then mapped into four quadrants, illustrating the relationships between the company's internal and external factors.

Strength <ul style="list-style-type: none"> Variety of products Has a good after sales program and system Quality products 	Opportunity <p>Many customers or people like the body of the XX car body company's assembled products compared to competing companies. So that many POs are interested in assembling at XX car body company.</p>
Weakness <ul style="list-style-type: none"> Fee / price range is higher than competitors Finishing quality that is still in the optimization stage 	Threat <p>Competition from competitors is getting tougher.</p>

Table 1. SWOT Bus Body Company

The SWOT analysis was then integrated by aligning internal factors (strengths and weaknesses) with external factors (opportunities and threats), resulting in four main strategic types: SO,

ST, WO, and WT strategies. These four strategies outline tactical steps recommended for PT Karoseri XX as a reference in its future business development efforts.

	Strength <ul style="list-style-type: none"> • Variety of products • Has a good after sales program and system • Quality products 	Weakness <ul style="list-style-type: none"> • Fee / price range is higher than competitors • Finishing quality that is still in the optimization stage
Opportunity Many customers or people like the body of the XX car body company's assembled products compared to competing companies. So that many POs are interested in assembling at XX car body company.	SO Strategy <ul style="list-style-type: none"> • Expanding market share • Improve product quality 	WO Strategy Set prices that are competitive with competitors
Threat Competition from competitors is getting tougher.	ST Strategy <ul style="list-style-type: none"> • Maintaining good relationships with consumers • Develop products 	WT Strategy <ul style="list-style-type: none"> • Work with partners regarding supporting tools in the finishing department • Cooperate with vocational high schools to project labor human resources

Table 2. SWOT Analysis of Bus Body Company

From the SWOT matrix analysis results, 5 alternative strategies were obtained, as shown in Table 1. The following details each alternative:

1. SO Strategy

- Increased market share

The presence of possibilities such as the number of customers and people who like the body of the XX body shop company, opens up opportunities for the company to get many new customers. To seize these opportunities, the XX body shop company can use its strengths, such as quality products, varied products, and strengthening after-sales with consumers.

2. WO Strategy

- Setting prices that are competitive with competitor

For now, the prices offered by XX Bodybuilding Company are still considered by consumers to be relatively more expensive than competitors.

However, if the company wants to reach a wider market in the country and the path to export is open, then this price will affect the business. To overcome these problems, XX company needs to optimize prices that are competitive with competitors.

3. ST Strategy

- Maintaining good relations with consumers

Maintaining good relations with consumers is an effort to maintain the company's existence. This strategy can overcome threats, namely competition with increasingly fierce competitors.

- Developing products

By utilizing the strengths, the strategy can be used in developing products. This strategy's goal is to lessen external hazards to the business.

4. WT Strategy

- Cooperate with partners related to

supporting tools in the finishing department

Strategy to strengthen cooperative relationships with partners related to supporting tools in the finishing department to minimize threats from competitors. With the strengthening of cooperation, it will be able to minimize weaknesses.

- Cooperate with SMK / SMA to project human labor resources

The tight business competition from competitors makes the company emphasize the number of weaknesses it has. Working together to project human resources, especially in departments that consumers complain about, is a good strategy for readiness and improvement in the finishing department.

Managerial Implication

Following from the discussion in the previous chapter, the following managerial implications can be made:

1. The XX car body company can consider the proposed strategy analysis resulting from the collaboration of SWOT analysis and Business Model Canvas.
2. For further research, the population used in this study is at least two companies in line so that researchers can compare one company with another.

CONCLUSION

Technological advances have many positive and negative impacts on businesses and companies; technological advances can also make the business competition even higher. With this, companies are required to be sensitive to rapid changes and are required to continue to innovate and have strategies that are constantly updated.

PT Karoseri XX needs to make many changes to its business model before developing it, including adding six new blocks to the business model canvas, namely the Value Proposition, where a change has been made that requires more

attention to be paid to the quality of finishing; Customer segment: This aspect has undergone development, specifically the medium to upper class; Customer Relationship: This component has undergone development, specifically the community; Key Partner: In this component, there is a development, namely SMK/SMA for the company's projected human resources needs and partners with concerns for the finishing department; Key Activities: This part includes a development, essentially raising the caliber of the produced goods.

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