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Analysis of the Application of the Canvas Business Model to Generation Z Micro Entrepreneurs (Analysis of the Application of the Canvas Model to Generation Z Micro Entrepreneurs)

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Abstract: *This study aims to analyze the application of the Business Model Canvas (BMC) among Generation Z micro-entrepreneurs engaged in online businesses. The study employed a descriptive survey approach, with data collected through an online questionnaire from 10 Generation Z micro-entrepreneurs. The data were analyzed descriptively to identify the application of the nine BMC components, namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. The findings indicate that the respondents demonstrated a positive perception of the BMC, with an overall effectiveness score of 83%. The application of the BMC helped respondents identify their target customers, clarify their value propositions, organize marketing and operational activities, establish relevant business partnerships, and manage business costs and revenue streams more systematically. These findings suggest that the BMC provides a practical framework for helping Generation Z micro-entrepreneurs structure and evaluate their online business models. The study contributes to the literature on entrepreneurship by highlighting the relevance of the BMC as a strategic planning tool for young entrepreneurs operating in digital business environments. However, the findings are limited by the small sample size and descriptive nature of the study. Future research should involve larger samples and longitudinal approaches to examine the long-term impact of BMC adoption on micro-business performance.*

Introduction

Generation Z, individuals born between 1996 and 2010, is widely recognized for its strong association with technology and digital culture. With exposure to the internet and social media from a young age, many Gen Z individuals prefer entrepreneurship over traditional employment models. One prevalent form of business among Gen Z is micro-enterprises, especially those operating in the online space. These ventures are increasingly significant to Indonesia's economy but often face structural challenges such as limited market access, capital constraints, and lack of strategic tools.

The Business Model Canvas (BMC) by Osterwalder and Pigneur provides a structured, visual approach to designing and analyzing business models. It includes nine elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures. BMC offers a concise yet comprehensive framework that can guide entrepreneurs in mapping and refining their business models to achieve competitive advantage. This study aims to analyze how Gen Z entrepreneurs implement BMC in their micro-businesses and evaluate its strategic benefits.

Research Methods

The research employed a descriptive survey method to explore BMC application among micro-businesses operated by Gen Z entrepreneurs. Data were gathered using a structured questionnaire distributed online via Google Forms. Respondents consisted of ten young entrepreneurs engaged in digital or online commerce. The study analyzed the data using Miles and Huberman's framework—comprising data reduction, data display, and conclusion drawing. Tools included basic office software for documentation and processing.

Results and Discussion

The application of BMC was assessed using nine elements. Customer segments included all internet users inclined to shop online. Value propositions highlighted product variety, pre-order options, free shipping, return guarantees, and user convenience. Channels comprised social media, advertising platforms, and online communities. Customer relationships were fostered through community building, promotions, customer service, and feedback mechanisms.

Revenue was primarily derived from product sales and reseller partnerships. Key resources involved human capital, inventory, and technology (gadgets, internet). Key activities included inventory updates, content creation, and marketing. Partnerships were established with suppliers, logistics providers, and marketplaces. Cost structures consisted of promotional, operational, and delivery costs.

Survey results showed that respondents rated BMC's effectiveness at 83%. It facilitated clearer business goals, improved team coordination, and motivated ongoing enterprise development. These findings support prior studies indicating that BMC enhances focus, strategic clarity, and business sustainability for micro-enterprises, especially in fast-evolving digital markets.

Table 1. Online Business Canvas Business Model

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<table>
<tr>
<td rowspan="3">Key Partnerships
• Ekspedisi
• Supplier
• Market place
• Reseller
• Dropship
• Pelanggan</td>
<td>Key Activities
• Konsisten update stok
• Membuat konten yang menarik
• Pemasaran online
• Meningkatkan kualitas manajemen
• Distribusi</td>
<td rowspan="3">Value Propositions
• Produk bervariasi
• Fitur pre- order
• Free ongkir
• Garansi
• Retur barang
• Fast respon
• Kenyamanan, kecepatan dan kemudahan dalam berbelanja.</td>
<td>Customer Relationships
• Komunitas
• Free tips
• Kemudahan pelanggan dalam berbelanja
• Memberikan promosi kepada pelanggan
• Cross selling
• Kegiatan sosial</td>
<td rowspan="3">Customer Segments
• Seluruh masyarakat yang menggunakan internet
• Masyarakat yang gemar berbelanja online</td>
</tr>
<tr>
<td rowspan="2">Key Resources
• SDM
• Stok barang
• Gadget, internet</td>
<td rowspan="2">Channels
• Media social marketing
• Komunitas
• Advertising website
• Marketplace</td>
</tr>
<tr></tr>
<tr>
<td colspan="3">Cost Structure
• Biaya promosi dan iklan
• Biaya operasional
• Kemitraan dengan ekspedisi</td>
<td colspan="2">Revenue Streams
• Profit penjualan</td>
</tr>
</table>

Source: 2021 Data Processing Results

Business model canvas is a business framework needed by a business actor before starting his business, so that the desired vision and mission can be achieved in the future (Herawati et al., 2019). There are 9 main things in mapping the business model canvas, namely customer segments, value propositions, channels, customer relationships, revenue streams, key activities, key resources, key partners and cost structure.

1) Customer Segments

Online business is an activity of buying and selling goods or services via the internet so that the targeted customers can be anyone who likes to shop online, individuals or companies, and from various groups, statuses, genders, and ages and all people who use the internet. Through online business, purchases can be made without being limited by place.

2) Value Propositions

Value propositions contain added value that will make online businesses look attractive

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and different from other businesses that determine why the online business is worthy of being chosen by customers. Online businesses provide various services to help meet consumer needs, namely a variety of category choices, pre-order features, free shipping, goods return guarantee, speed of response from shop owners if customers want to order, comfort, speed, and ease of shopping.

3) Channels

The channels used in online businesses are advertising websites, online forums, social media, and marketplaces. Meanwhile, the means used by Online Businesses to interact with their members include creating a WhatsApp Group (WAG) so that they can socialize among online business resellers, this will make it easier to spread information about each product, especially the latest products in the online business that is being run.

4) Customer Relationships

The way to connect and maintain good relationships with online business customers is to provide convenience for customers in shopping, provide promotions to customers, provide fast service and response to customers, social activities, cross-selling, and communities. Online businesses also provide advice and criticism services as feedback that can be delivered directly through the WhatsApp application to business actors. Online businesses continue to strive to provide the best service and information for their consumers.

5) Revenue Streams

The income that online businesses currently receive comes from the sale of products produced as the main source, so that the company's turnover is highly dependent on the number of sales and from partners who have collaborated to sell products.

6) Key Resources

The main resources owned by online businesses to be able to continue running include human resources, servers/gadgets, stock of goods and internet connections.

7) Key Activities

To create a value proposition, key activities of online businesses include consistently updating stock, creating interesting content, online marketing, improving management quality, and distribution.

8) Key Partnerships

Online businesses have cooperative ties with other companies including expeditions, product suppliers, marketplaces, customers, resellers, and dropshippers.

9) Cost Structure

Cost structure describes the total costs that arise to operate a business model. The expenses required by online businesses are promotion and advertising costs, operational costs and partnership costs with expeditions.

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Conclusion and Recommendation

The study concludes that Business Model Canvas is a valuable strategic tool for Gen Z micro-entrepreneurs. With 83% positive responses, BMC proves effective in streamlining business models, improving coordination, and boosting motivation. Future studies should include larger samples and longitudinal tracking to better capture long-term impacts. Entrepreneurs are encouraged to adopt BMC systematically to navigate market complexity and sustain business growth.

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