





Business Model for Small-Scale Artisan Tea Family Business

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Abstract

Background: Tea stands as one of Indonesia's primary plantation commodities. The demand for tea in the domestic market is currently experiencing positive growth, reflecting shifts in consumer lifestyles and an increased interest in health products. Among the varieties of processed tea available, artisan tea stands out for its superior quality and distinctive characteristics. CV BMB, a family-owned small-scale enterprise, specializes in the development of various artisan tea products. This startup has received support from the startup incubation program provided by the Start Up-Business Development and Incubation Agency of Universitas Airlangga and the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia. Given its niche market and unique business management approach based on familial relationships, this company presents an intriguing case for analyzing its business model.

Objective: This research aims to analyze the business model and competitive strategies of CV BMB, to enable it to compete effectively and sustain growth in a competitive market.

Method: This research was conducted using a phenomenological approach. The analysis of CV BMB's artisan tea business model was carried out using the business model canvas. Subsequently, Porter's Five Forces analysis was conducted to obtain suitable competitive strategies for small-scale family businesses producing artisan tea.

Results: Porter's Five Forces analysis successfully identified competitive elements within the artisan tea market. Additionally, nine elements in the business canvas model have been identified, contributing to the competitive strategy and development of CV BMB as a small-scale family business producing artisan tea. Three alternative strategies for BMB's business development have been outlined: market expansion, product innovation and development, and management enhancement.

Conclusion: The uniqueness of BMB's artisanal tea products, and the market niche that is still open, is an opportunity for future development. As a family business company, the strategy implementation of business model analysis is expected to drive BMB's positive growth.

Keywords: artisan tea; family business; business model canvas.

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1. Introduction

Tea (*Camelia sinensis*) stands as one of Indonesia's pivotal plantation commodities. In 2019, Indonesia's tea exports totaled 45,265 tons, valued at USD 96.3 million (Indonesian Bureau of Statistics, 2021). The volume and value of Indonesian tea exports are depicted in Figure 1. The tea trade yielded foreign exchange of 108.5 million USD. Moreover, the tea industry plays a crucial role in employment, agricultural industry development, agro-tourism, and environmental conservation.

Most of Indonesia's tea production is exported, with only a small portion being sold domestically. The types of tea predominantly exported are black tea and green tea. These tea products have captured market shares across five continents: Asia, Africa, Australia, America, and Europe. According to data from the National Socioeconomic Survey (Susenas), Indonesia's tea consumption in 2018 was recorded at 0.29 kg per capita per year. However, despite being one of the world's major tea producers, Indonesia's average tea consumption falls below the global average. This indicates that the popularity of tea as a beverage is still relatively low compared to similar commodities like coffee.

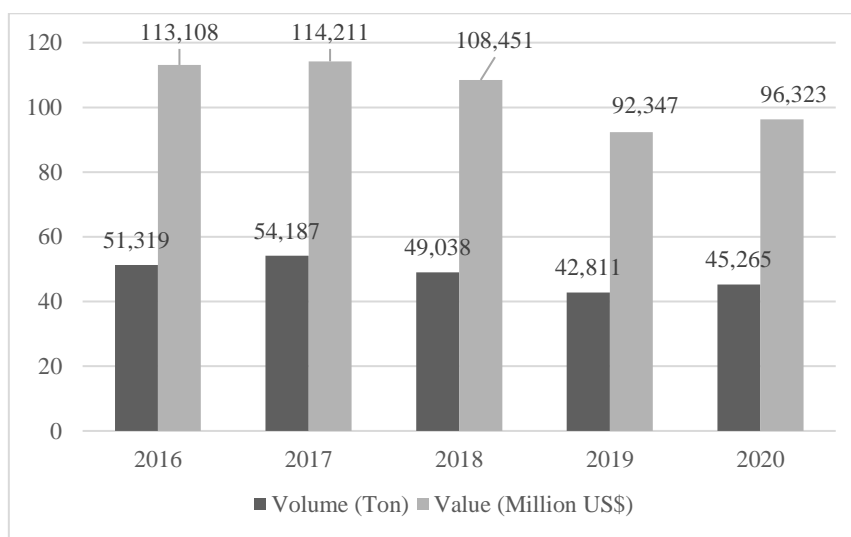


Figure 1. Total Indonesian tea export (Source: Indonesian Bureau of Statistics, 2021)

This situation presents both an opportunity and a challenge for the development of tea products within the domestic market. Tea, known for its polyphenolic compounds, serves as a recognized source of antioxidants and free radical scavengers beneficial for health. Enhancing tea quality, broadening marketing outreach, and diversifying products to align with evolving consumer preferences are essential steps for fostering growth in the domestic tea market.

One form of premium processed tea is artisan tea, which involves tea leaves mixed with various natural ingredients. Putri (2021) defines artisan tea as high-quality processed tea (specialty tea) made from pekoe tea leaves (1st, 2nd, and 3rd leaves), combined with another natural ingredient known as tisane, and then crafted with particular expertise by tea sommeliers (tea craftsmen). Various types of tea, such as white tea, green tea, oolong tea, or black tea, are typically processed into artisan teas. Despite being a tea-producing country, specialty tea is not a new variant in Indonesia. However, the presence of this high-quality tea is less recognized because it is primarily exported rather than marketed domestically. Tea-producing regions in Indonesia have the capability to produce superior tea with distinctive characteristics and this represents a potential business opportunity while also bolstering the presence of Indonesian tea in the international market.

With the evolution of trends and lifestyles regarding refreshing beverages, innovation in the development of specialty teas like artisan teas continues to expand. This is evident from the growing

number of businesses producing artisan tea in Indonesia (Soenaryo, 2020). According to data from Tokopedia (2023), one of the largest online marketplaces in Indonesia, tea product sales doubled in the first quarter of 2023 compared to the same period the previous year.

One of the startups involved in artisan tea production is CV BMB, situated in Purwokerto, Central Java. CV BMB represents a growing microenterprise in the artisan tea sector. A family-owned company established in 2020 by a married couple, it operates under a simple management structure and has been guided by the business incubator at Universitas Airlangga since 2021. Referring to Bank Indonesia (2015), microenterprises in Indonesia are often managed by families, with simple management, both in terms of human resources and finances.

Being a newcomer in the artisanal tea market, CV BMB must establish a competitive edge to navigate the competitive landscape and cope with the dynamic business environment. According to Eppler et al. (2011), in a fiercely competitive market, companies must possess a clear vision, mission, innovative ideas, and robust business models to adapt to changing circumstances. Moreover, the artisan tea industry in Indonesia has not been widely exposed and has high potential for development. Currently, there are no available data regarding the number of artisan tea producers in Indonesia; however, as of the end of 2023, the Ministry of Industry, had supported the growth of nine (9) artisan tea microenterprises scattered across Java and Bali to upscale (Ministry of Industry, 2023). According to the Indonesian Artisan Tea Association (2024), sixteen (16) tea enterprises and communities have joined the association. But while the Indonesian Artisan Tea Association also offers membership for personal entrepreneurs, but it is currently not yet published. Hence, developing a comprehensive and strategically-oriented business model for CV BMB is imperative. The aim of this research is to analyze the competitive strategies and business model of CV BMB as a family-owned microenterprise producing artisan tea.

2. Literature Review

2.1. Artisan tea

Suprihatini et al. (2021) define artisan tea as a brew that contains a mixture of tea leaves (*Camelia sinensis*) and other natural ingredients (herbs). In other literature, herbs are also referred to as tisane, which can be interpreted as a steeping ingredient that does not come from tea plant, but is often used as a beverage ingredient, either from dried flowers, fruit, or spices. Meanwhile, Priya and Veeranjanyulu (2016) define tisane as a blend of dry leaves, seeds, spices, nuts, bark, fruits, flowers, or other vegetable elements that give flavor and provide health benefits.

Artisan tea is crafted through the meticulous processing of tea and herbal ingredients, or tisane, by skilled tea artisans who carefully consider the taste, aroma, visual appeal, and health benefits of each component. Research findings indicate that artisan tea and tisane offer various health benefits (Raihan & Famiola, 2021). Artisan tea contains numerous compounds that are vital for providing nutrition to offset deficiencies in low-quality diets (Poswal et al., 2019). Moreover, according to Pacheco-Coello et al. (2020), artisan tea has higher concentrations of phenolics, flavonoids, and antioxidant capacity compared to commercially marketed green tea.

Artisan tea is formulated from a variety of premium raw materials, both tea leaves and other tisane ingredients. As a prominent tea-producing country, Indonesia cultivates several types of tea, including green tea, black tea, oolong tea, and white tea (Suprihatini et al., 2021). Tea is renowned for its rich health benefits and significant medicinal and therapeutic value, which include a high antioxidant content, the ability to inhibit cancer cell growth, reduction of fat and blood pressure, mitigation of cardiovascular risks, maintenance of skin health, and alleviation of stress and anxiety.

Meanwhile, several types of tisanes widely consumed in Indonesia include chamomile, butterfly pea, peppermint, rose buds, jasmine flowers, rosella (*hibiscus*), lavender, and lemongrass. Research indicates that these ingredients offer various health benefits. Chamomile, for instance, contains several phenolic compounds, particularly the flavonoids apigenin, quercetin, patuletin, luteolin, and glucosides, exhibiting moderate antioxidant and antimicrobial activity, as well as significant antiplatelet activity (McKay & Blumberg, 2006). Similarly, rosella/*hibiscus* (*Hibiscus sabdariffa*) is recognized for its antioxidant content. McKay et al. (2010) reported that daily consumption of hibiscus tea, in an amount

easily integrated into the diet, reduces blood pressure in pre-and mildly hypertensive adults and may be an effective dietary intervention for individuals with these conditions.

2.2 *Family business*

A family business can be defined as a business operated by family members, including spouses (Dahl et al., 2014), and involving multiple family members who collaborate in work and share responsibilities (Greenhaus & Callanan, 2006). According to Brockhaus (2004), the distinguishing feature of the family business concept compared to other enterprises is the ownership or control of the company, with direct involvement from several family members. In family businesses, the culture often prioritizes family relationships over professional qualifications (Dahl et al., 2014), and these familial dynamics shape the organizational culture. Therefore, Ramadani and Hoy (2015) assert that family businesses represent a unique dual-complex system, integrating both family and business aspects. Additionally, family businesses exhibit distinctive characteristics in terms of ownership, governance, and succession management, significantly influencing the objectives, strategies, structures, and operational methods (Chua et al., 1999; Mandl, 2008).

Family businesses play a crucial role in the economy and represent the predominant and most enduring form of business organization globally (Comi & Eppler, 2014; Zahra et al., 2004). According to O'Hara (2004), family businesses have existed since long before the rise of multinational corporations and the industrial revolution. Across many nations, family businesses contribute significantly to economic development, through employment opportunities and the enhancement of community well-being (Mansfield & Fourie, 2004; Ramadani & Hoy, 2015).

In the Indonesian context, family businesses play a significant role in the economy. According to PwC (2014), approximately 95% of businesses in Indonesia are family-owned and operated, contributing 25% to the national income. Historically, many large companies in Indonesia originated as small family businesses, which were later managed professionally, enabling them to expand and scale up (Purba & Tan, 2018; Rahadi, 2017). Bracci and Vagnoni (2011) asserted that small businesses are essential for economic development and social welfare.

2.3 *Business model canvas and competitive strategy*

A business model is defined as an abstract representation of an organization, whether conceptual, textual, graphic, or architectural, all of which are interrelated (Al-Debi et al., 2008). Furthermore, the business model also encompasses financial arrangements designed and developed by an organization for both present and future purposes, along with all core products or services the organization offers based on the conditions necessary to achieve its strategic goals and objectives (Übelhör, 2019).

Business models describe the process of how an organization creates, delivers, and captures value (Osterwalder et al., 2010). This approach is employed to assess a business's potential (Anggraini & Apriyani, 2019) and serves as a tool for entrepreneurs to formulate the appropriate business strategy (Hudiya, 2018). Shafer et al. (2005) asserted that business models can play a positive and influential role in corporate management.

One of the business model approaches commonly utilized by entrepreneurs is the business model canvas (BMC). According to Osterwalder et al. (2010), BMC is an abstract conceptual design of a business model that represents the strategy and business processes within an organization. The application of this concept can facilitate entrepreneurs in describing and designing business models, generating new strategic alternatives, and fostering innovation. This methodology has been widely adopted by various companies and organizations, both profit-oriented and non-profit-oriented (Leschke, 2013; Osterwalder et al., 2010). Osterwalder et al. (2010) divide the BMC into nine essential elements that require analysis: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partners, and cost structure. Each element is further categorized into two parts: the right side (creative side) and the left side (logical side).

Becker and Bröcker (2021) reveal that consistent application of the BMC can yield several advantages, including simple, quick, and clear documentation of business models, reduced time required for creation, intuitive understanding (Becker & Daube, 2018), easy readability and customization, facilitation of flexible and creative work, and iteration loops enabling step-by-step modeling of business models. This provides a solid basis for business plan preparation, emphasizing strong customer orientation and value proposition, focusing on central building blocks and essential aspects of the business model such as offering, customer, infrastructural, and financial structure, and providing a clear representation of mutual dependencies between individual business model components. However, the business model canvas is also perceived to have some drawbacks. For instance, the simplified BMC model may lead to differences in information compared to the classic business plan (Becker & Daub 2018). Enforcing demarcation between individual perspectives can sometimes be challenging (Becker & Daube, 2018), representing very complex networks may be difficult due to its intended simplicity (Ring, 2018), and framework conditions can only be indirectly depicted via the customer dimension (Übelhör, 2019). Therefore, Übelhör (2019) asserts that BMC alone is insufficient as the sole instrument for implementing business model operations.

3. Method

To comprehend the business model of an artisan tea family business, this study employs a phenomenological approach. In this scenario, the researcher assumes the role of a collaborator with the startup and is actively involved in its operations. The researcher's role involves providing support to this startup, as CV BMB is one of the entities nurtured by the Start-Up Business Development and Incubation Agency of Airlangga University and the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia. Through this approach, researchers can obtain access to information, both through direct interaction with key stakeholders and through observational methods, thereby gaining a comprehensive understanding of the context (Smith et al., 2022).

This research was conducted from July to October 2022. The selection of CV BMB as the research location was purposive, as this startup possesses unique characteristics, both in the commodities it produces and its management. Furthermore, the progressive performance of CV BMB during the pandemic also motivated further investigation.

The data used in this study comprise both primary and secondary sources. Primary data were gathered through direct observation and in-depth interviews with the Chief Executive Officer (CEO) and employees of CV BMB, who served as respondents. The study involved five (5) key respondents. Secondary data were obtained from company documents, publications, and relevant literature. After obtaining comprehensive data, Porter's Five Forces analysis was conducted to determine CV BMB's competitive strategy. These results then served as additional input for the analysis of the business model canvas, which consists of nine elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures (Osterwalder et al., 2010).

4. Results

4.1 Indonesian tea industry

Indonesia ranks as one of the primary tea producers globally (Muflihah et al., 2023). According to data from the Indonesian Bureau of Statistics, national tea production has exhibited fluctuations in recent years. In 2022, Indonesia's total tea production amounted to 136,800 tons (Indonesian Bureau of Statistics, 2023). This figure reflects a decrease of 5.72% compared to the production value of the preceding year. Several factors are believed to have contributed to the decline in Indonesian tea production, including the conversion of tea plantation land for alternative uses (Suprihatini et al., 2021), low productivity of tea plants due to the prevalence of smallholder tea plantations utilizing non-superior seeds, limited adoption of advanced product processing technology, and inadequate implementation of

good agricultural practices and good manufacturing processes by farmers (Ministry of Agriculture, 2014).

When considering tea-producing regions, West Java Province emerges as the largest tea-producing region in Indonesia. In 2022, West Java recorded a total tea production of 91,600 tons. Following closely is Central Java Province with a total production of 17,600 tons. North Sumatra Province ranks third with 9,700 tons, while West Sumatra and Jambi Provinces follow with 5,800 tons and 4,400 tons, respectively. The primary types of tea cultivated by Indonesian producers are black tea (CTC, orthodox) and green tea (Sita & Rohdiana, 2021).

The majority of domestically produced tea is intended for export. From 2016 to 2020, over 80% of Indonesia's tea exports consisted of black tea. In 2020, the volume of black tea exported from Indonesia reached 37,339 tons, accounting for 82.49% of the total tea export volume, with a total export value of US\$ 79.1 million (Indonesian Bureau of Statistics, 2021). Conversely, the export growth of green tea from Indonesia between 2016 and 2020 displayed fluctuations. In 2020, Indonesia exported 7,926 tons of green tea, representing 17.51% of the total national tea export volume, with a value of US\$ 17.2 million. For a more detailed overview of Indonesian tea export performance, please refer to Table 1.

Table 1. Performance of Indonesian tea exports in 2016-2020

Year	Green Tea		Black Tea		Total		Growth (%)
	Volume (Ton)	Value (000 US\$)	Volume (Ton)	Value (000 US\$)	Volume (Ton)	Value (000 US\$)	
2016	12832	42582	38487	70526	51319	113108	-
2017	10852	33102	43335	81109	54187	11421	5,59
2018	11583	35181	37455	73270	49038	108451	-9,50
2019	6443	15254	36368	77094	42811	92347	-12,7
2020	7926	17181	37339	79142	45265	96323	5,73

Source: Indonesian Bureau of Statistics (2021).

The decline in Indonesia's tea exports was triggered by a reduction in planted area, leading to decreased production (Sita & Rohdiana, 2021). Additionally, the decline was also influenced by the low quality and competitiveness of Indonesian tea (Jannati et al., 2020), the imposition of non-tariff barriers such as Maximum Residue Limits (MRL) in the European Union market, and the application of import duties in destination countries (Sita & Rohdiana, 2021). This decline in export performance contrasted with the performance of tea imports, which increased by 4.31% (Indonesian Bureau of Statistics, 2021).

Meanwhile, the condition of the domestic tea market has shown interesting developments. In 2020, there was a 2.92% increase in tea consumption in the domestic market, which accounted for 73% of the total national tea production (Sita & Rohdiana, 2021). The positive movement in the domestic tea market presents a potential alternative market for local tea. The rising demand for tea in the domestic market is attributed to changes in lifestyle trends, particularly among middle to upper-class consumers, who prioritize urban living while emphasizing health awareness and natural products (Putri, 2021). The characteristics and potential health benefits of tea, particularly in boosting immunity (Chen et al., 2020; Habtemariam, 2019; Naveed et al., 2018), are believed to have contributed to the increased demand for tea in the domestic market.

In recent years, the popularity of artisan tea has been increasing, in line with changes in lifestyle, especially in urban areas. However, on a macro scale, the performance of artisan tea in Indonesia has not had a significant impact. This is because artisan tea production is generally carried out by small-scale producers with limited capital and production capacity. As one of the small-scale family businesses, the artisan tea produced by CV BMB shows positive growth. This family-owned microenterprise, established during the Covid-19 pandemic, aims to counteract market trends that indicated stagnation during the pandemic. Despite having only two permanent employees, who also serve as owners, and being assisted by 2-3 employees with an output-based work system, the artisan tea sales of CV BMB demonstrate an upward trajectory. Even in the fourth quarter of 2022, sales managed to double compared to the previous period. A detailed overview of the sales performance of CV BMB's artisan tea from 2020 to 2022 can be observed in Figure 2.

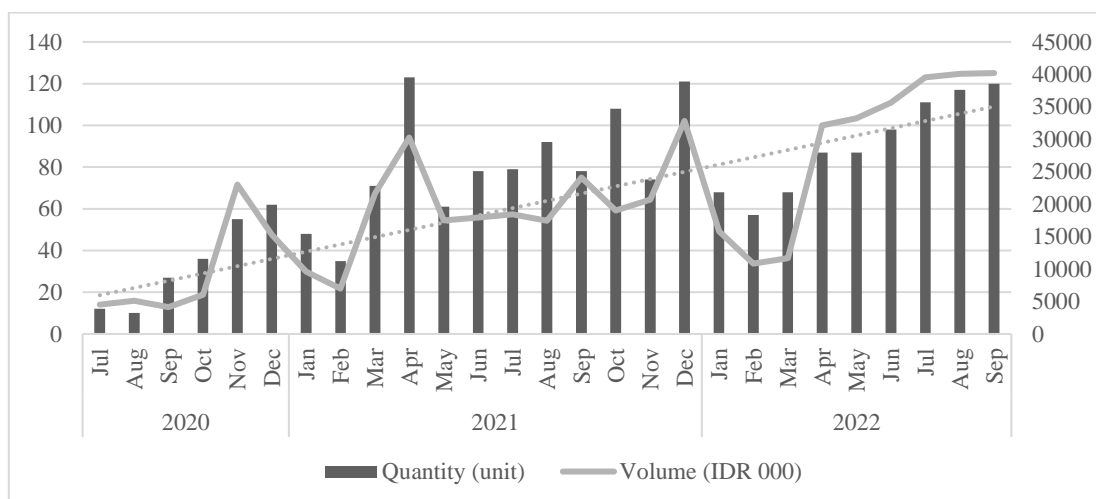


Figure 2. The performance of CV BMB (July 2020 – September 2022)

4.2 Porter's Five Forces analysis

The effort to identify the external conditions of CV BMB as part of formulating competitive strategies is conducted through the utilization of Porter's Five Forces analysis (Figure 3). The results of the analysis are as follows:

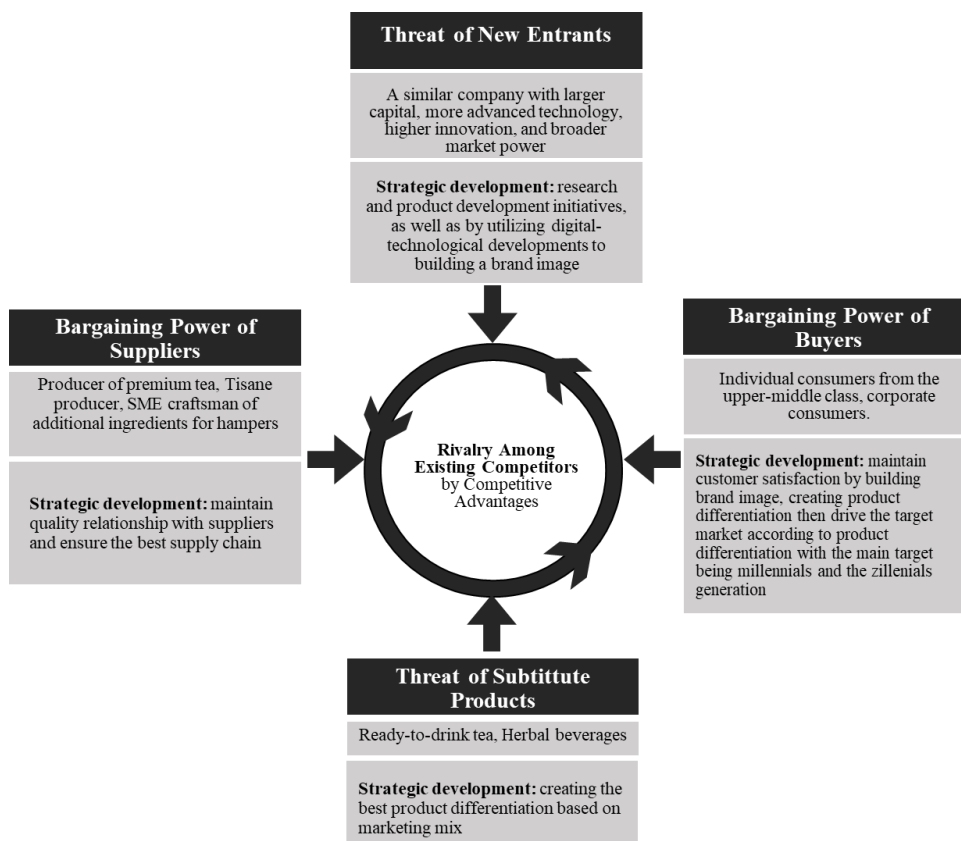


Figure 3. Porter's Five Forces model in small-scale artisan tea family business

a. Threat of new entrants

The potential for the entry of new competitors into the artisan tea market is notably high, considering the market's openness and the relatively limited number of producers (Raynolds & Ngcwangu, 2010; Zohora & Arefin, 2022). Globally the artisan tea industry is predicted to record an annual growth rate of 4.8% CAGR during the forecast per 2023-2031 (InsightAce Analytic, 2023). From the perspective of economic scale and capital, the barriers to entering the artisan tea market for new entrants are relatively low. This condition could pose a threat to CV BMB in maintaining its existence. However, in terms of product characteristics, CV BMB has an advantage in the form of barriers created through product differentiation. Products from CV BMB have distinctive characteristics, both in terms of tea variants and packaging. This advantage needs to be further developed through various research and product development initiatives, as well as by utilizing digital-technological developments to build a brand image (Kim et al., 2020).

b. Bargaining power of suppliers

The bargaining power of suppliers exhibits considerable flexibility. The array of suppliers for raw materials, encompassing both tea products and herbs, along with supplementary items such as tea packaging and hamper boxes, is quite substantial. These suppliers can be categorized into three groups: large-scale tea suppliers, herbal farmers, and hamper box craftsmen. The bargaining power of large-scale tea suppliers appears relatively robust due to the consistent quality of their offerings. Conversely, the quality of herbal products from farmers tends to fluctuate, owing to the absence of specific contracts between CV BMB and herbal farmers. Similarly, products from hamper box craftsmen may also vary. Hence, stringent quality control measures are imperative to uphold the standards of raw materials and boxes used. Farag et al. (2023) underscore the necessity of this process to maintain product quality.

c. Bargaining power of buyers

Consumers of CV BMB's artisan tea products wield significant bargaining power. Price, product quality, and service speed are aspects that CV BMB continuously strives to enhance to influence consumer preferences. These three aspects constitute CV BMB's strategies for addressing buyer bargaining power. CV BMB maintains product quality by implementing raw material quality control, differentiation, and product customization. The product prices set by CV BMB are tailored to the high-end artisan tea market. In terms of service, the company provides customers with fast and accurate service, while also offering detailed and comprehensive product information. Additionally, it offers a direct sales system or purchasing order (PO) to meet customer expectations (Thirumalai & Sinha, 2005). The implemented strategies are expected to maintain customer satisfaction by building brand image and creating product differentiation, then dividing the target market according to product differentiation with the main target being the Millennial (Gen-Y) and Zillennial Generation (Gen-Z), which are seen as digital savvy generations and aware about brand image (Kim et al., 2020).

d. Threat of substitute products

The threat of substitute products is one of the aspects that need to be addressed by CV BMB. Various artisan tea producers with a variety of products have been emerging on a massive scale in recent years. Thus, CV BMB needs to implement product differentiation strategies to address the threat from substitute products (Porter, 1980; Thushara, 2015). So far, CV BMB does not view its business solely as an artisan tea producer but also as a craftsman of hampers and souvenirs based on artisan tea. CV BMB can use a marketing mix method for arranging product differentiation strategies (Kotler & Keller, 2010). This strategy is something beneficial that needs to be continuously developed through product innovation and development. However, needs to identify and highlight its strengths, particularly regarding product variety and customized product services highly preferred by customers. Strategies can be implemented while still considering the set prices.

e. Rivalry among existing competitors

CV BMB faces significant competition within the industry, including both large manufacturers and small-scale businesses. This intense competitive landscape poses a strong threat to the artisan tea business (Baral, 2008; Dasanayaka & Sardana, 2015). In dealing with similar competitors, CV BMB continuously strives to maintain competitive advantage by product differentiation and cost leadership as well as enhanced product quality and services. Continuous product improvement is achieved through

regular quality control of inputs and innovation in new products for uncharted niche markets. As for services, the use of purchase order services for both large and small orders, as well as customized products tailored to customer needs, remains a key strategy to withstand the onslaught of similar competitors. As an artisan tea producer with a handmade production process, CV BMB needs to enhance production standards for consistency. Additionally, diversifying customers, not only focusing on individual customers but also shifting focus to corporate customers, should also be a strategy considered by CV BMB.

4.3 CV BMB artisan tea business model

The mapping of the nine elements of the business model canvas is used to analyze the business model implemented by CV BMB. The mapping of interconnected BMC elements is based on interviews conducted with CV BMB's CEO and their team. Furthermore, the exploration of these nine BMC elements has also integrated the results of Porter's Five Forces analysis. The business model canvas of CV BMB can be seen in Figure 4.

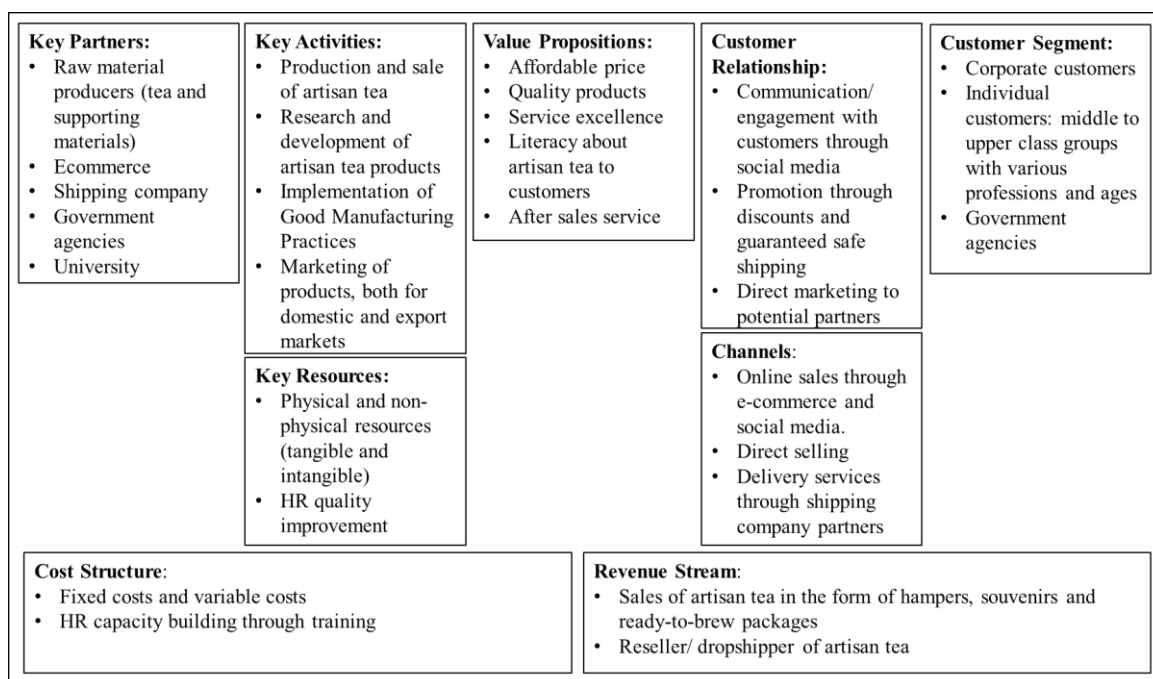


Figure 4. The BMB artisan tea business model canvas

a. Customer Segment

In general, the customer segment for CV BMB artisan tea can be divided into two, namely individual and corporate consumers. The individual customer groups are quite diverse, ranging from employees/workers, students, and housewives, especially from the upper middle class. Meanwhile, existing corporate customers come from companies engaged in health, manufacturing, finance, education, and lifestyle.

b. Value propositions

The value offered by artisan tea from CV BMB can generally be distinguished into two aspects, namely product quality and service. Artisan tea from CV BMB features premium quality, utilizing the finest raw materials. These products are sold in various forms, ranging from ready-to-brew tea bags to various hampers and souvenirs that can be customized according to customer needs. Recently, CV BMB's strategy to sell artisan tea in hampers and souvenirs has been widely adopted by similar startup

companies. Therefore, innovation and product development efforts become a rational strategy to maintain product demand stability and meet customer needs (Fatimah & Tyas, 2020; Visnjic et al., 2016). As an effort to enhance consumer trust, artisan tea products from CV BMB have obtained halal certification from relevant authorities (Deriyansyah, 2022; Mudrikah & Dwp, 2018). The product quality is supported by competitive pricing compared to similar products.

From the service aspect, CV BMB provides literacy about artisan tea to each of its customers. In every tea packaging sold, it is accompanied by information about the origin of the tea, preparation methods, and its health benefits. This literacy aspect is an integral part of the after-sales service provided by CV BMB. Moreover, CV BMB also offers customer service through e-commerce platforms and product warranties in case of damage during delivery. The after-sales service provided by the company has a positive correlation with customer satisfaction and loyalty (Othman et al., 2021; Shokouhyar et al., 2020).

c. Channels

The main channels used by CV BMB to deliver products to customers are online through e-commerce and social media. Currently, CV BMB does not have offline stores and still focuses on marketing products online. CV BMB's strategy to focus on online sales and not open offline stores is a wise choice. Because this family business started during the early stages of the Covid-19 pandemic, this strategy can reduce the company's operational costs (Rohimah, 2019). Not only are product sales conducted online, but CV BMB also purchases raw materials and supporting materials online. The ease of transactions in the digital era allows the company to obtain high-quality raw materials, as well as other supporting materials, from various regions in Indonesia (Redjeki & Affandi, 2021).

The logical consequence of online transactions is the need for delivery services to support sales and product delivery. CV BMB utilizes courier services and ride-sharing services as couriers to deliver every product ordered by customers. Furthermore, as an effort to expand the market, CV BMB has also started direct selling through direct offers to potential customers, especially from non-individual/corporate customer segments.

d. Customer relationship

The relationship with customers is predominantly built online through social media and e-commerce platforms. Efforts to cultivate relationships with online customers are carried out by responding to every customer inquiry regarding products and services or by posting customer reviews. Additionally, CV BMB frequently organizes promotions for specific occasions and provides giveaways to customers and followers on social media. These creative strategies through social media can enhance customer engagement and loyalty (Ashley & Tuten, 2015; Nastasoiu & Vandenbosch, 2019). As a market development strategy, CV BMB also initiates direct marketing by participating in various expos/exhibitions or offering services to potential customers.

e. Revenue stream

The main source of revenue for CV BMB comes from the sales of artisan tea. Tea is packaged in three main forms: hampers, souvenirs, and ready-to-brew packages (tea bags or powder). Artisan tea packaged as hampers and souvenirs are the best-selling products. The unique feature of customizable products according to customer preferences is the main attraction of these products. Franke and Schreier (2008) stated that mass customization is a promising strategy for companies, allowing the provided products to align with the aesthetic and functional preferences of individual customers. In addition to direct sales, CV BMB also has several resellers/drop shippers, especially for hamper products. This strategy is favored as it can minimize costs and risks (Li et al., 2020; Miljenović & Beriša, 2022).

f. Key resources

The company's resources can be categorized into two types: physical (tangible) and non-physical (intangible) resources (Thamrin et al., 2016). CV BMB's physical resources include premium tea and tisane raw materials, as well as physical assets such as equipment and machinery. On the other hand, the non-physical resources encompass knowledge related to entrepreneurship, artisan tea production, human resource management, and digital marketing. As a family-owned company, CV BMB benefits from strong kinship, which facilitates coordination and a simple organizational structure that streamlines decision-making. Nonetheless, there remains a necessity to enhance the quality of human resources, particularly at the managerial level, to ensure the company's sustained growth.

g. Key activities

The main activities carried out by CV BMB can be categorized into two, namely artisan tea production and sales. Artisan tea production begins with the purchase of raw materials, preparation of artisan tea, and packaging in the form of hampers, souvenirs, and ready-to-brew tea. The production process is conducted by implementing good manufacturing practices (GMP) to ensure product quality and safety (Ajidarma et al., 2018; He et al., 2015). CV BMB also continually innovates and develops products as one of the strategies to maintain consumer loyalty and expand the market. Sales activities are conducted through various platforms, accompanied by fast and friendly customer service, safe product delivery to customers, and building good relationships with customers. To increase sales volume, CV BMB engages in various promotional and sales activities, both for the domestic and export markets.

h. Key partnership

As a family-managed microenterprise, CV BMB has strategic partners to support its operational activities. Partners related to production activities come from tea and tisane suppliers, hamper box craftsmen (bamboo, wooden, rattan, and hard boxes), souvenir packaging suppliers (bottles, tubes, and glass jars), and other raw material suppliers. Meanwhile, partners closely related to product sales are e-commerce and delivery services. CV BMB also collaborates with various government agencies as part of efforts to improve product quality, such as the Health Authority and The Halal Product Assurance Organizing Body that provides product licensing and halal certification. As a startup company, CV BMB is also under the guidance of Airlangga University through its business incubation center and halal center.

i. Cost structure

The cost structure to support CV BMB's business activities is divided into two categories, namely fixed costs and variable costs. The fixed costs incurred include space rental and equipment depreciation, while variable costs incurred include the purchase of raw materials, supporting materials, marketing expenses, employee salaries, and product development. As an effort to develop the quality of human resources, CV BMB also needs to consider allocating costs for their capacity enhancement. Costs for the development of human resource quality are a form of investment for the company expected to enhance its growth (Chen et al., 2020; Roziq et al., 2021).

5. Discussion

Referring to the analysis of Porter's Five Forces and the business model canvas, CV BMB can develop various strategies to ensure competitive advantage for artisan tea products.

a. Market development

Market development is a rational strategy that CV BMB can pursue, as the market is not yet saturated and the market potential is still wide open. In general, market development strategies can be divided into two categories, namely offline and online. Penetration through the opening of workshops or physical

stores after the Covid-19 pandemic can be an alternative in the near future. Offline market development is also expected to increase the number of customers, especially those in the vicinity of the workshop, both individual and non-individual. Direct offerings to non-individual partners, especially during specific moments such as religious holidays, can begin to be carried out intensively. Furthermore, increasing resellers/drop shippers is also a rational step to develop the market and boost sales. Pratopo and Thoriq (2020) stated that sales agents play a positive role in increasing sales. Online market development can be carried out through the optimization of e-commerce, social media, and websites. This effort can increase existing sales and open up opportunities in foreign markets since the reach of social media and e-commerce is not limited to the domestic market. Engagement in export training, exhibitions, and intensifying online promotions can serve as precursors to this strategy.

CV BMB also needs to prepare a marketing mix to strengthen market penetration. The marketing mix is a standard strategy that must be possessed by a company (Umar et al., 2018), and comprises a controllable set of marketing tools used to create the desired response in the target market (Khan, 2014). Identification of product, price, place of distribution, and promotion, or added with personnel, process, and physical evidence, from artisanal tea produced by CV BMB is expected to increase sales and develop target markets. To ensure the effectiveness of the marketing process and optimize marketing costs, the strategy in the marketing mix prepared by CV BMB must be adaptive to developments in internet technology and e-business (Pogorelova et al., 2016). Furthermore, online marketing is CV BMB's main channel for selling its products.

b. Product innovation and development

Continuous product innovation, adapting to technology developments, environment, and lifestyle, is the key to the acceptance of CV BMB's artisan tea products. Innovation in products and business models within a family business can create long-term sustainability (Broccardo & Zicari, 2020). This is relevant considering that CV BMB's artisan tea products are highly segmented and not considered primary needs. Therefore, the innovations carried out must be able to meet consumers' needs for artisan tea, whether packaged in the form of hampers, souvenirs, or ready-to-brew tea.

c. Improvement of company management

As a family-managed startup company, aspects of management improvement need to be a concern for the CEO and management of CV BMB. This effort is needed to ensure business resilience, which includes the ability to adapt to change (Beech et al., 2020) and the utilization of internal and social resources in protecting and overcoming business decline (Yang & Danes, 2015). Additionally, Borshalina (2019) added that family business resilience is indicated by the company's ability to cover its operational costs through the income it earns.

Beech et al. (2020) revealed that family businesses entail a complex interplay between complementary social-ecological systems. The familial bonds among individuals within the company and the necessity to act professionally in business management often result in a trade-off within family enterprises. This intricate relationship between these aspects influences the implementation of corporate decision-making (Beech et al., 2020). Hence, the role of leadership in family business management is crucial (Tjiptono, 2019). Professional business management, strong leadership, as well as the transfer of knowledge and skills to other family members, need to be emphasized to ensure the resilience and sustainability of CV BMB's family business.

The rapid development of internet technology and e-business adds complexity, which must be a concern for increasing the capacity of family businesses. As a family business, CV BMB has indeed adapted its strategy to the digital environment. Choudhury et al. (2022) assert that family businesses need to depart from traditional strategies grounded in familial ties and adjust their approaches to the digital landscape. As such, CV BMB has embraced digitization to digitally sell and market its products. Additionally, CV BMB teams and employees have participated in various capacity-building activities, including training, conducted online.

In addition, enhancing the capacity and quality of CV BMB's human resources should be a priority. This can be achieved through a training process or by recruiting staff with extensive experience in their respective fields. Furthermore, another crucial aspect is enhancing the quality of financial management: enhanced accountability in financial management is essential for professional family business management. According to Filbeck and Lee (2000), family businesses, particularly small-scale ones,

often neglect to implement modern financial management techniques. Therefore, CV BMB needs to gradually enhance the company's management, both in terms of resources and finances, in their decision-making processes. This aspect is vital to ensure the sustainability of business vitality (Filbeck & Lee, 2000; Olson et al., 2003).

6. Conclusions

CV BMB's artisanal tea products exhibit significant growth potential, supported by two key factors: the uniqueness of the product, which serves as CV BMB's added value, and the wide-open market niche. Through analysis, three main strategies have been identified to enhance CV BMB's current BMC. The first involves market development, encompassing both online and offline channels, expanding market segments, and exploring opportunities in overseas markets. The second entails continuous product innovation and development to cater to consumer demands for artisanal tea products. Lastly, the third strategy focuses on enhancing management by increasing human resource capacity and improving financial management quality.

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