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Integrating Competitive Strategy and Sustainable Business Model Design for Retail Business Development

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ABSTRACT

Retail MSMEs are increasingly challenged by competition from modern minimarkets, changing consumer shopping behavior, and growing sustainability expectations. Despite the widespread use of strategic analysis tools, studies integrating competitive strategy formulation with sustainable business model design remain limited, particularly for retail MSMEs. This study proposes an integrative framework for developing competitive and sustainable business strategies using evidence from Ridho Retail Store, a retail MSME in Indonesia. A mixed-method case study approach was employed, combining interviews, field observations, and business performance data. The findings indicate that Ridho Retail Store achieved an Internal Factor Evaluation (IFE) score of 2.70 and an External Factor Evaluation (EFE) score of 2.90, placing the business in Cell V of the IE Matrix, which suggests a hold and maintain strategy through gradual improvement. The proposed strategy emphasizes service differentiation through delivery services, stronger community engagement, and sustainability-oriented initiatives supported by a phased implementation roadmap. This study demonstrates how competitive strategy formulation can be systematically integrated with sustainable business model design to strengthen long-term competitiveness and sustainability in a retail MSME, providing a practical framework that can be adapted by similar small retail businesses.

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1. Introduction

MSMEs play a critical role in employment and economic resilience in Indonesia and the ASEAN region, where informality remains substantial and digitalization is increasingly important for small firm's competitiveness (Abbas, 2026; April et al., 2024; Manalo & Depante, 2025; Subasinghe et al., 2026; Ven, 2025). However, the dynamics of retail competition, including the expansion of modern retail, changes in consumer preferences, and shifts in shopping behavior towards increasingly digital, are pushing retail MSMEs to increase efficiency and adapt strategies to remain competitive (Chen et al., 2026; Fronda, 2025; Ghofar & Zawawi, 2024; Ospina-Pinillos et al., 2025; Putri et al., 2025; Rahman & Paul, 2025). Consequently, developing a competitive business model that integrates digital adaptation and sustainability has become increasingly important for improving long-term competitiveness, as digital capabilities enable business model innovation that

simultaneously enhances competitiveness and sustainable retail performance (A. F. Abbas & Al-Lawati, 2026; Arora et al., 2025; Bingcheng et al., 2024; Mubarok et al., 2026; Patabang, Sanistasya, Arsyad, Hikmah, et al., 2025; Zhenbin et al., 2026). These challenges highlight the need for a systematic approach to retail business development that connects competitive strategy formulation with sustainable business model design.

Previous studies have shown that Business Model Canvas (BMC) and SWOT analysis are widely used to support strategic planning for MSMEs by identifying business conditions and formulating competitive strategies (Akbari et al., 2025; Branchi et al., 2017; Brunner et al., 2025; Kamalipour & Friedrichsen, 2017; Salwin et al., 2022). To improve the objectivity of SWOT based analysis, researchers have incorporated quantitative strategic tools such as Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), IE Matrix, and TOWS Matrix to prioritize strategic alternatives (Amirshenava & Osanloo, 2022; Fuertes et al., 2020; Mallick et al., 2020). Collectively, these strategic tools support the systematic formulation of competitive strategies; however, they do not explicitly explain how the resulting strategies can be translated into a sustainable business model or evaluated from a sustainability perspective. Recent retail studies further emphasize that retailers need business model innovation that simultaneously creates economic, environmental, and social value rather than focusing solely on operational efficiency and contributes directly to retailers' long-term performance (Do Vale et al., 2025; Walker & Hokkanen, 2024). This indicates the need for an integrated analytical approach that connects strategic diagnosis and competitive strategy formulation with sustainable business model design and sustainability evaluation.

An integrative approach to sustainability also has emerged through the Triple Layered Business Model Canvas (TLBMC), which extends the original Business Model Canvas by adding environmental (life cycle) and social (stakeholder) layers to business model design (Basile, 2021; Joyce & Paquin, 2016). The Triple Bottom Line (TBL) framework has been widely adopted to evaluate business sustainability by assessing economic, environmental, and social performance. Its comprehensive perspective enables organizations to examine whether strategic initiatives create balanced value across these three sustainability dimensions (Edeigba & Arasanmi, 2022). However, these approaches have generally been applied separately, with limited attention to how competitive strategy formulation can be systematically translated into a sustainable business model and subsequently evaluated from economic, environmental, and social perspectives. Consequently, an integrated framework that connects competitive strategy development with sustainable business model design and sustainability evaluation remains underexplored, particularly in the context of retail MSMEs.

To address this research gap, this study develops an integrated framework that combines competitive strategy formulation with sustainable business model design and Triple Bottom Line evaluation. The framework connects business model and customer value analysis using BMC and Value Proposition Canvas (VPC), strategic assessment using SWOT, IFE, EFE, and the IE Matrix, and competitive strategy formulation using TOWS and Blue Ocean Strategy. The resulting strategies are translated into a Sustainable Business Model Canvas (SBMC) based on the Triple Layered Business Model Canvas and subsequently evaluated using the Triple Bottom Line framework. Ridho Retail Store, a retail MSME located in the Permata Biru Housing Complex, Kediri, East Java, is used as the empirical context for applying the proposed framework. The case provides an opportunity to demonstrate how the analytical stages are connected in practice, while the framework itself constitutes the primary focus of the study. The methodological contribution lies in establishing a structured process that links competitive strategy formulation with sustainable business model design and evaluation across economic, environmental, and social dimensions. Practically, the framework may inform retail business development in MSMEs with similar characteristics, although its applicability across different business contexts requires further examination. Accordingly, the objective of this study is to develop and apply an integrated framework for competitive strategy formulation and sustainable business model design for retail business development.

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2. Method

2.1. Research Stages

This research is a case study of the Ridho Shop MSME located in Permata Biru Housing Complex, Kediri, East Java. A convergent mixed-methods design was adopted to integrate qualitative and quantitative evidence throughout the research process. Qualitative data obtained from interviews and field observations were used to identify business conditions, customer needs, and strategic issues, while quantitative data from sales records and visitor statistics were used to validate and strengthen these findings. The integration of both data types occurred during the strategic analysis stage, where qualitative insights were interpreted alongside quantitative business performance indicators to support objective strategy formulation and sustainable business model development.

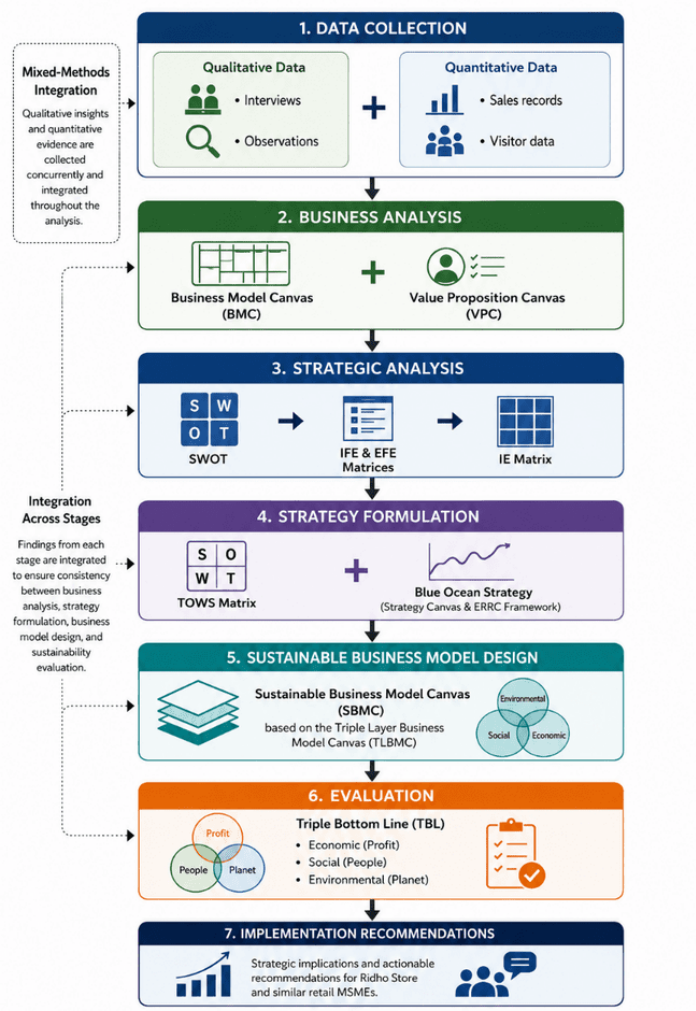


Fig. 1. Research Framework

The overall research framework is presented in Fig. 1. Following data collection, the analysis was conducted through five integrated phases. The first phase involved business analysis using the BMC and VPC to understand the existing business model and customer value. The second phase focused on strategic analysis by identifying internal and external factors using SWOT, followed by the IFE, EFE, and IE Matrix to assess the business's strategic position. The third phase formulated strategic alternatives using the TOWS Matrix and BOS. These strategic recommendations were subsequently translated into a Sustainable Business Model Canvas (SBMC) based on the Triple Layered Business Model Canvas (TLBMC). Finally, the proposed business model was evaluated using the TBL framework to assess its economic, environmental, and social implications before formulating implementation recommendations and research conclusions.

2.2. Data Collection

The data collection phase aimed to obtain accurate and relevant information regarding the internal and external conditions of Ridho Store as a basis for formulating a sustainable business development strategy. The data used consisted of qualitative (primary) and quantitative (internal secondary) data. Qualitative data were obtained through in-depth interviews with the business owner, four employees, and ten customers (active customers and customers who have become less frequent visitors). Customer respondents were selected purposely, with the criteria being those who had shopped at least twice in the past month (active) or those who had previously been customers but had decreased in frequency (less frequent visitors), allowing for a variety of perspectives to be captured. The interviews elicited information related to operations, implemented strategies, challenges, and customer perceptions regarding price, service, convenience, and product quality. In addition, direct observations were conducted over seven days of operation to observe daily activities, service interactions, product layout, and promotional practices.

Quantitative data were obtained from internal reports, including sales data and visitor numbers for the past year (12 months) as indicators of business performance, as well as sales documentation from the past six months to support the findings of the observations and interviews. Data credibility was ensured through methodological and source triangulation. Source triangulation involved comparing information obtained from the business owner, employees, and customers to identify consistent patterns. Method triangulation compared findings derived from interviews, field observations, and internal business documents. Finally, the consistency between qualitative findings and quantitative business performance data (sales and visitor records) was examined during the analytical stage to strengthen the validity of strategic conclusions.

2.3. Instruments dan Procedures

The research instruments included a semi-structured interview guide, observation sheets, document extraction formats (sales and visitor numbers), and strategic factor assessment sheets for the development of the IFE/EFE and BOS canvas strategies. The data were processed in stages as follows. First, BMC is designed to map the existing business model into nine elements: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. The details of each element are derived from interviews, observations, and documentation. Second, VPC is used to deepen the alignment between value propositions and customer needs. Customer jobs, pains, and gains are identified through interviews and observations, then aligned with products and services, pain relievers, and gain creators. Third, SWOT factors are compiled from a synthesis of interviews, observations, and documents, then the factors most relevant to business performance and competitiveness are selected.

Internal factors (Strength-Weakness) are quantified using the IFE, while external factors (Opportunity-Threat) are quantified using the EFE. Weight is given to each factor in the range 0-1 with a total weight = 1. Rating using a scale of 1-4 (1 = very weak condition/response, 2 = weak, 3 = strong, 4 = very strong). The unbalanced score is calculated using the formula Unbalanced score = Weight x Rating, then added to obtain the IFE and EFE scores. Determination of weights and ratings is carried out based on a summary of the results of interviews with owners and employees and confirmed with customer findings (triangulation) to reduce subjectivity. The last is Matrix IE, the total IFE (X-axis) and EFE (Y-axis) scores are mapped onto the IE Matrix to determine the company's position (e.g., grow and build, hold and maintain, or harvest/divest), which forms the basis for the overall strategic direction.

2.4. Data Analysis

Data analysis was conducted in an integrative manner by examining the relationship between BMC-VPC results, internal-external factors, and strategic positioning based on the IE Matrix. The analytical techniques used include TOWS matrix and Blue Ocean Strategy (BOS). The TOWS matrix is an alternative strategy formulated through a combination of internal and external factors into four groups: SO, WO, ST, and WT.

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The strategy development takes into account dominant (highly weighted) factors and their suitability to Ridho Store's operational conditions. The output of this stage is a list of applicable strategies as input for designing the proposed business model. Meanwhile, the Blue Ocean Strategy (BOS) is used to establish differentiation so that businesses do not get caught up in direct competition. The BOS analysis stage includes; first, identifying key relevant retail competition factors from customer observations and interviews, then organizing these into a strategy canvas to compare Ridho Store's relative value position against key competitors; second, assessment of each factor uses a comparative scale of 1-6 (1 = very low, 6 = very high) based on observational evidence and customer perceptions; then consistency is checked through source triangulation (owners, employees, and customers); and the last application of the Eliminate-Reduce-Raise-Create (ERRC) framework to determine which factors are eliminated, reduced, increased, or created to form a new value curve.

2.5. Proposed Improvements

Improvement proposals are compiled based on the synthesis of TOWS and BOS results, then translated into a sustainable business model design using SBMC based on TLBMC. TLBMC includes three integrated layers: the first is the economic layer containing elements of customer value, core activities, resources, partnerships, cost structure, and revenue. Second, the environmental layer contains aspects of resource use, potential waste, and opportunities for efficiency or reduction of environmental impact. Third, the social layer contains impacts on employees, customers, and the surrounding community (e.g., aspects of service, comfort, accessibility, and social contribution).

Next, the proposed business model design was evaluated using the TBL framework that encompasses profit-people-planet. The evaluation was conducted by: (1) mapping each proposed SBMC strategy/element to the relevant TBL dimensions; and (2) assessing its contribution based on operational indicators sourced from field data, namely profit (indicators of identified sales/visitor performance and operational efficiency), people (indicators of service quality and customer perception), and planet (indicators of plastic reduction practices, resource efficiency, and waste management). The results of the TBL evaluation were used to refine the business model design before being formulated into conclusions and recommendations. Participation in this study was voluntary, and informed consent was obtained from all interview participants prior to data collection. Participants were informed about the purpose of the research, and their responses were anonymized to protect confidentiality. All collected data were used exclusively for academic purposes and reported in aggregate form without revealing participants' identities.

3. Results and Discussion

The development strategy was formulated through mapping the business model and customer needs (BMC–VPC) and internal–external analysis (SWOT, IFE/EFE, IE, TOWS, and BOS). The selected strategy was then transformed into a proposed sustainable business model using SBMC and evaluated using the TBL (profit–people–planet) framework.

3.1. Initial Business Model Analysis (Business Model Canvas)

Based on interviews with the owner, Ridho Store's business model was mapped using the BMC approach to illustrate the current operational conditions of the business, as shown in Fig. 2. This analysis aims to identify how the store creates value, reaches customers, and manages its resources and core activities. The mapping results indicate that all nine BMC elements are in place, but most remain conventional and have not been strategically documented. In terms of customer segments, Ridho Store targets residents of surrounding residential areas as regular customers and families of patients from nearby hospitals.

Despite its loyal customer base, new customer growth remains relatively limited. In terms of value propositions, the store offers competitive prices, fast and friendly service, and a delivery service to enhance customer convenience. Customer relationships are maintained through personal communication, quick responses to complaints, and the delivery of promotional information via WhatsApp. In terms of channels, direct sales (offline) are the primary channel, supported by

promotions through local banners and WhatsApp orders. This indicates that the utilization of digital channels is still not optimal. Meanwhile, the main revenue stream comes from cigarette and rice sales, with daily revenue ranging from IDR 3.5–5 million and monthly revenue of around IDR 120 million. This revenue structure indicates a dependence on certain products that have high turnover.

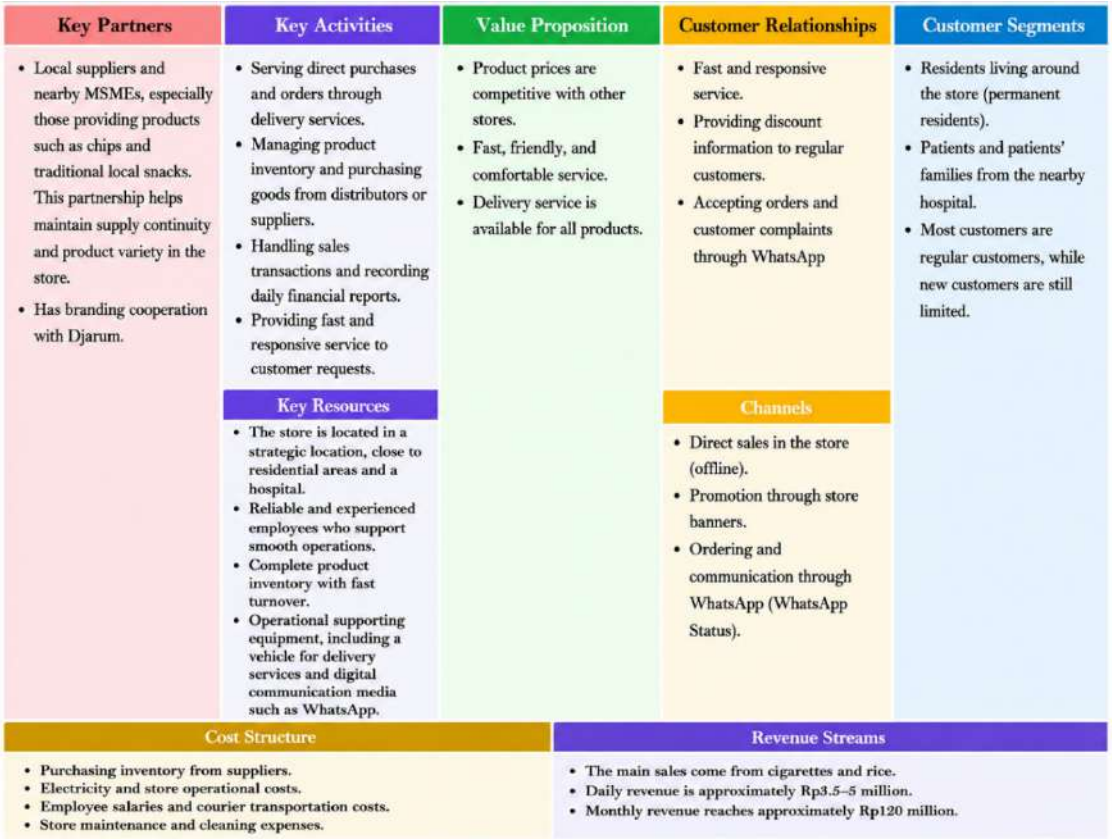


Fig. 2. Business Model Canvas of Ridho Store

From an operational perspective, key resources include a strategic location, experienced staff, a complete inventory of goods, courier vehicles, and digital communication media. Key activities include direct sales and delivery services, stock management, and maintaining store cleanliness and comfort. In running its business, Ridho Store collaborates with local suppliers and surrounding MSMEs as key partners, including a branding collaboration with Djarum to maintain cigarette supplies. The cost structure consists of stock purchasing costs, electricity and operational costs, employee salaries, courier transportation costs, and store maintenance costs.

3.2. Value Proposition Canvas

The Value Proposition Canvas (VPC) is used to assess the fit between customer needs and the value offered by Ridho Store. The VPC consists of a Customer Profile (customer jobs, pains, gains) and a Value Map (products & services, pain relievers, gain creators). Based on customer interviews, VPC findings indicate that Ridho shop's value proposition meets key customer needs in terms of speed, proximity, and ease of transactions. However, there are still gaps in the convenience of the in-store shopping experience. The customer profile, customer jobs, indicates that customers visit quickly to purchase daily necessities due to the proximity to housing and hospitals. The store is also used for urgent needs such as drinking water, snacks, and medication. In addition to convenient access, customers expect friendly and responsive service. The main pain points are limited space due to the store's size, narrow shelf space, and inconsistent merchandise arrangement, making it difficult to find products. Meanwhile, expected gains include a more organized layout, comfortable shopping despite limited space, and consistent, responsive service.

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On the Value Map, Ridho Store's products and services include daily necessities, free delivery to the surrounding area, local MSME products, and WhatsApp ordering. Pain relievers include a delivery service to save time, convenient store locations, flexible payment options (cash, QRIS, and bank transfer), education on the use of personal shopping bags, and improvements to the store's layout to make it neater and cleaner. Gain creators include friendly personal service, quick responses via WhatsApp, simple banner promotions, a brighter and cooler store environment, and strengthening the store's eco-friendly image. Overall, the VPC results indicate that the most valued values by customers are ease of access and speed of service, while priority improvements are layout and display layout to enhance the in-store shopping experience.

These findings serve as the basis for formulating improvement strategies in the SWOT-TOWS stage and service differentiation in the Blue Ocean Strategy stage. These findings are consistent with studies highlighting that proximity, responsiveness, and customer experience are key competitive advantages for neighborhood retail MSMEs operating alongside modern minimarkets (Bezes, 2024; Mostaghel et al., 2022). Consequently, improving store layout and strengthening service responsiveness were identified as strategic priorities because they directly address the most critical customer pain points while reinforcing Ridho Store's service differentiation.

3.3. SWOT Analysis

After the BMC and VPC evaluation, the analysis was continued with SWOT to identify the internal-external factors of Ridho Store as in Fig. 3. Key strengths include a strategic location (near residential areas and hospitals), competitive pricing, delivery services, and fast and friendly service that fosters customer loyalty. Weaknesses include limited digital promotions, manual inventory/financial records, an underdeveloped brand identity, and limited operational and administrative staff capacity.

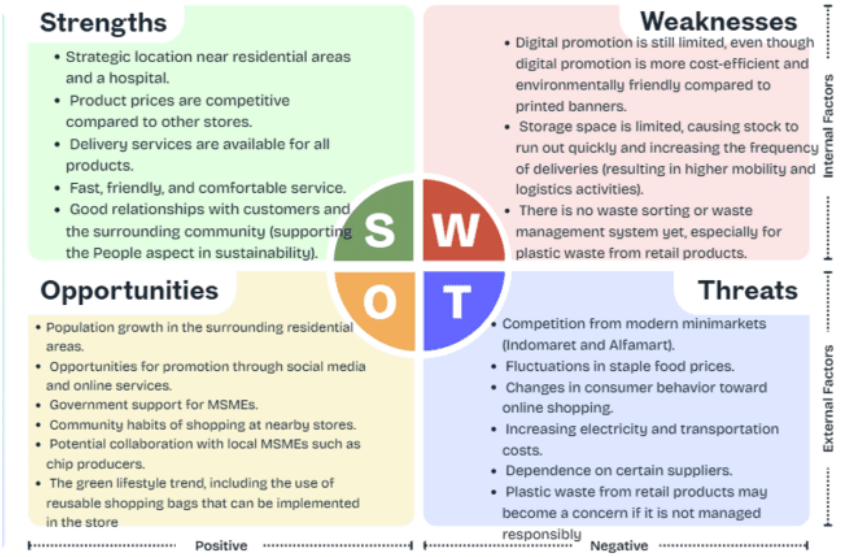


Fig. 3. SWOT Analysis of Ridho Store

Externally, opportunities include residential population growth, potential hospital markets, collaboration with local MSMEs, government support for MSMEs, and promotional opportunities through social media. Threats include competition from modern minimarkets, fluctuating staple food prices, a shift in online shopping behavior, rising operational costs, and dependence on certain suppliers. The SWOT analysis shows that Ridho Store possesses service-based differentiation strengths and community engagement, but requires strengthening its digital marketing capabilities and improving internal processes to address the pressures of modern retail and changing consumer behavior.

3.4. Internal and External Factor Evaluation (IFE and EFE)

The IFE and EFE analyses were conducted to assess Ridho Store's strategic position based on internal and external factors. Strategic factors were obtained from interviews with the owner, employees, and customers, and were further supported by the results of the BMC and SWOT analysis. Each factor was weighted according to its importance and rated based on actual conditions; the weighted score was calculated as the box multiplied by the rating and summed.

The IFE results in Table 1 show a total score of 2.70, indicating a moderate/fairly strong internal condition. The largest contributors to the score were strategic location (0.60), followed by competitive pricing, delivery, and friendly service. Weaknesses holding back score improvement were limited digital promotions, low new customer acquisition, limited storage space, and suboptimal product layout. Consequently, managerial and operational improvements (layout, inventory) and digital marketing are priorities to enhance internal strengths.

Table 1. Matrix IFE

No	Strengths / Weaknesses	Weight	Rating	Score
	Strengths			
1	Strategic location near residential areas and a hospital.	0.15	4	0.60
2	Competitive and affordable product prices.	0.10	3	0.30
3	Delivery service available for all products.	0.10	3	0.30
4	Fast and friendly service.	0.10	3	0.30
5	Good relationships with customers and the surrounding community.	0.10	3	0.30
	Weaknesses			
1	Digital promotion is still limited to WhatsApp.	0.15	2	0.30
2	The number of new customers is still limited.	0.10	2	0.20
3	Storage space is limited.	0.10	2	0.20
4	Product layout has not been arranged optimally.	0.10	2	0.20
Total		**1.00**		**2.70**

Table 2. Matrix EFE

No	Opportunities / Threats	Weight	Rating	Score
	Opportunities			
1	Population growth in residential areas.	0.15	4	0.60
2	Opportunities for digital promotion through social media.	0.10	3	0.30
3	Government support for MSMEs.	0.10	3	0.30
4	Community habits of shopping at nearby stores.	0.15	4	0.60
5	Collaboration with local MSMEs	0.10	3	0.30
	Threats			
1	Competition with modern minimarkets.	0.15	2	0.30
2	Fluctuations in staple food prices.	0.10	2	0.20
3	Changes in consumer behavior toward online shopping.	0.10	2	0.20
4	Increasing operational costs	0.05	2	0.10
Total		**1.00**		**2.90**

The EFE results in Table 2 show a total score of 2.90, indicating that Ridho Store is quite responsive in capitalizing on opportunities and addressing external threats. The greatest opportunities come from residential population growth and shopping habits at nearby stores (each with a score of 0.6). Threats that need to be anticipated include competition from modern minimarkets and the shift to online shopping, as well as price fluctuations and rising operational costs.

An IFE score of 2.70 and an EFE score of 2.90 (both > 2.5) confirms that Ridho Store is in a relatively stable position for development through marketing strengthening strategies and internal process improvements. An IFE score of 2.70 and an EFE score of 2.90 indicate that Ridho Store possesses sufficient internal capabilities to respond to external opportunities while remaining vulnerable to increasing competition from modern retail. According to Evans et al. (2019),

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organizations positioned within this range should prioritize incremental improvements rather than aggressive expansion by strengthening existing competitive advantages (Campbell et al., 2003). Similar findings were reported by Sumiarti et al. (2023), who found that MSMEs with comparable strategic positions improved competitiveness through gradual operational improvements and customer-oriented innovation. Therefore, improving operational efficiency, strengthening digital promotion, and enhancing customer experience represent more appropriate strategic priorities than pursuing rapid business expansion.

3.5. Internal-External (IE) Matrix

The IE Matrix consists of nine cells that group strategies into three categories: Grow and Build, Hold and Maintain, and Harvest or Divest. The horizontal axis represents internal strengths (IFE), while the vertical axis represents external conditions (EFE). Based on an IFE score of 2.70 and an EFE score of 2.90, Ridho Store is in Cell/Quadrant V (Hold and Maintain category) as shown in Fig. 4. This position indicates that internal and external conditions are at a medium level and relatively stable. Consequently, the recommended strategy is to maintain existing strengths while undertaking selective development, for example, improving service, operational efficiency, and differentiating customer value. These results are consistent with the findings of (Veranita & Gunardi, 2023) who placed MSMEs in cell/quadrant V and recommended a gradual strengthening strategy through innovation and market development. For retail MSMEs, a hold-and-maintain strategy emphasizes continuous improvement rather than aggressive market expansion. Success should therefore be reflected through gradual improvements in customer retention, repeat purchase behavior, digital customer acquisition, inventory management efficiency, and service quality. This strategic orientation is particularly suitable for Ridho Store because its existing competitive strengths are service quality and community relationships rather than large-scale operational capacity.

		Total IFE Matrix Score		
		High	Medium	Low
		3,0-4,0	2,0-2,99	1,0-1,99
Total IFE Matrix Score	High 3,0-4,0	I	II	III
	Medium 2,0-2,99	IV	V	VI
	Low 1,0-1,99	VII	VIII	IX

Fig. 4. Matrix IE

In the context of retail MSMEs, successful implementation of a hold-and-maintain strategy may be reflected by gradual increases in repeat customers, stronger customer retention, wider digital promotional reach, improved inventory management, and higher operational efficiency rather than aggressive business expansion.

3.6. TOWS Matrix

The TOWS results in Fig. 5 demonstrate the potential for implementing a phased and targeted development strategy. In the SO strategy, strengths such as strategic location, community-based delivery services, and friendly service can be optimized to capitalize on population growth and close-to-home shopping habits. Relevant operational strategies include strengthening digital promotions and collaborating with local MSMEs to increase product variety. In the ST (Strengths–Threats) strategy, store strengths can be leveraged to address threats from modern minimarkets and fluctuating staple food prices. Fast and personalized service is a key differentiating factor in maintaining customer loyalty amidst increasingly competitive retail competition. Furthermore, competitive pricing and building long-term partnerships with suppliers can be adaptive strategies for maintaining supply stability and profit margins. Strategies in the WO (Weaknesses–Opportunities) quadrant focus on

addressing internal weaknesses by capitalizing on available opportunities. Limited digital promotions, suboptimal store layouts, and low new customer base can be addressed through the use of social media and support from MSME development programs. Optimizing storage space, rearranging products, and diversifying products through collaboration with local MSMEs have the potential to improve operational efficiency while attracting new customer segments.

Meanwhile, the WT (Weaknesses-Threats) strategy is defensive and aims to minimize risks arising from a combination of weaknesses and threats. Improvements to the layout and storage system are necessary to increase efficiency and customer convenience. Strengthening personal relationships with customers through intensive communication, particularly through WhatsApp as the primary means of interaction, is also a strategic step in maintaining loyalty amidst competitive pressures and changing consumer behavior. The TOWS analysis indicates that Ridho Store should prioritize strategies requiring relatively low investment but capable of generating sustainable competitive advantages. Rather than pursuing aggressive expansion, the recommended strategies emphasize improving customer experience, strengthening digital engagement, and reinforcing community-based services. This strategic orientation is consistent with previous MSME studies, which argue that incremental innovation and customer-oriented improvements are more feasible and sustainable for resource-constrained businesses than capital-intensive expansion strategies (Aqil et al., 2024; Fuertes et al., 2020).



Fig. 5. TOWS Matrix Analysis of Ridho Store

3.7. Blue Ocean Strategy

Blue Ocean Strategy analysis is used to design differentiation so that Ridho Store competes not only on conventional factors (price/variety), but also creates new value propositions that are relevant to customers. The strategy canvas is compiled using nine competitive factors considered most relevant in the context of retail MSMEs, namely product price, product variety and completeness, store size and layout, service speed, personal service, delivery/order delivery services, environmental friendliness (sustainability), digital access, and proximity to the surrounding community. The determination of these factors is based on the results of direct observation, interviews with owners and employees, and customer perceptions of the shopping experience. The assessment is carried out using a comparative scale of 1–6, where a score of 1–2 indicates very low performance compared to competitors, 3–4 indicates an average or equivalent level, and 5–6 indicates a relative advantage

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compared to competing stores. The assessment was developed from respondents' comparative perceptions of Ridho Store and two nearby competitors, supported by direct field observations and source triangulation. The 1–6 scale was adopted as a structured comparative assessment commonly used in Blue Ocean Strategy to visualize relative strategic positioning rather than as a statistical measurement instrument.; the final scores represent the aggregated respondent-based comparison of the three stores and are visualized in Fig. 6.

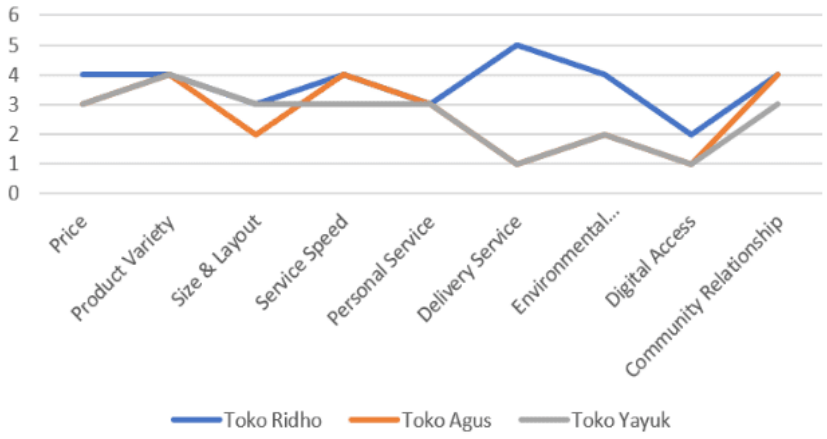


Fig. 6. Retail Store Strategy Curve

The Strategy Canvas was used to visualize Ridho Store's competitive position compared to two major competitors, Agus Shop and Yayuk Shop, based on nine competitive factors and compiled from respondents' comparative perceptions of the three stores, supported by field observations. The graph in Fig. 6 shows a comparison of each shop's performance levels using a rating scale of 1 to 6, where 1 indicates very low performance and 6 indicates very high performance. This scale is comparative and is used as a visual tool to illustrate differences in strategy curves between businesses, not as a quantitative statistical measurement instrument.

Ridho Store demonstrates relative advantages in terms of service speed, delivery, environmentally friendly orientation, and connectedness to the surrounding community. Meanwhile, Agus Store and Yayuk Store exhibit similar curve patterns and focus on conventional competition, particularly on price and product variety. This difference in curve patterns indicates that Ridho Store does not compete solely on industry-wide factors but rather develops added value through service differentiation and a community-based approach. Conceptually, Ridho Store's strategy curve pattern reflects the Blue Ocean Strategy approach, which seeks to create new market space through value differentiation, rather than competing solely on price. The emphasis on fast service, personal relationships with customers, and a sustainability orientation demonstrates Ridho Store's efforts to build a unique value proposition. This approach has the potential to increase customer loyalty and strengthen the business's long-term competitive position. At Ridho Store, the 4-Step Blue Ocean Strategy (ERRC) Framework is implemented as follows.

a. Eliminate

   Eliminate the passive promotional pattern of just waiting for customers to come and the perception that small shops are only an emergency alternative.

b. Reduce

   Reduce single-use plastic usage and customer waiting time when shopping in stores.

c. Raise

   Improve service speed, personal service, and store comfort through tidier space arrangement and more spacious aisles between shelves.

d. Create

Creating a free delivery service for the surrounding area, the concept of an “online neighborhood shop” via WhatsApp and Instagram, an environmentally friendly shop image, and curating local MSME products. The implementation of ERRC creates a new position for Ridho Store as a "fast, personal, and environmentally friendly neighborhood shop", thus escaping conventional competition with other retailers.

Based on the integration of the BMC–VPC–SWOT results and quantitative strengthening through IFE (2.70) and EFE (2.90) scores, which place Ridho Store in IE Matrix Cell V (Hold and Maintain), the recommended strategy is selective improvement in the factors most influential on customer experience and operational efficiency. VPC findings indicate a strong fit in the aspects of proximity, service speed, and ease of transactions, while the main gap lies in in-store shopping convenience (narrow layout and neat displays). Accordingly, TOWS and BOS direct the focus on service differentiation (delivery, personal service, and community) and enhancing digital promotion capabilities.

Therefore, the implementation priorities are formulated as follows: (1) improving layout and stock management to enhance convenience and speed of product search (addressing dominant VPC pain points and internal weaknesses); (2) strengthening simple digital marketing (WhatsApp Business, Instagram) to increase new customer acquisition (addressing digital promotion weaknesses and social media promotion opportunities); and (3) strengthening service-based differentiation and sustainability (targeted delivery, plastic reduction, environmentally friendly image) to strengthen customer loyalty and positioning towards modern minimarkets.

3.8. Sustainable Business Model Canvas (SBMC)

This section describes the sustainable business model design for Ridho Store using the Triple Layer Business Model Canvas (TLBMC) approach. This model is a development of the Business Model Canvas (BMC), which previously described the existing business conditions, and then expanded to integrate social and environmental dimensions. The TLBMC was designed to produce a business model that is not solely oriented towards financial profit but also aligns with the TBL principle, namely the balance between economic, social, and environmental aspects. The design of this model is based on the results of a SWOT analysis, the IFE-EFE analysis, the IE Matrix, and strategies formulated through the TOWS Matrix, which were then transformed into a sustainable business model framework. The implementation of the TLBMC is expected to strengthen Ridho Store's competitiveness as a provider of daily necessities for housing residents and hospital visitors, while also making social and environmental contributions to the surrounding community.

The TLBMC structure in this study consists of three main layers: the Economic Layer, the Environmental Layer, and the Social Layer. These three layers are interconnected and form a comprehensive business model framework. Each layer contains elements that describe how economic value is created, how environmental impacts are managed, and how social contributions are realized. With this approach, business models are viewed not only as profit-making mechanisms but also as instruments for sustainable development at the micro and small business level.

The Economic Layer in TLBMC retains the nine main blocks as outlined in the Business Model Canvas. However, the design of this layer has been adjusted based on the results of the strategic analysis to be more adaptive to competitive dynamics and customer needs. Based on Fig. 7, Ridho Store has partnered with a major distributor as its primary supplier, local MSMEs as consignment partners, and residents and neighborhood association (RT/RW) officials to support neighborhood communication. This partnership not only ensures product availability but also strengthens the store's social standing within the community. In the Key Activities aspect, key activities include daily inventory management, reorganizing the store's layout for greater efficiency, collaborating with local MSMEs, and providing a delivery service. These activities aim to increase operational efficiency while enhancing the customer experience. In the Value Proposition section, Ridho Store offers competitive prices, fast and personalized service, delivery services for hospital patients and local

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residents, and the provision of local MSME products as an added value. Customer segments include housing residents, families of hospital patients, the elderly or customers requiring delivery services, and MSMEs partnering with the shop. Distribution channels include direct sales in-store, WhatsApp orders, and banner promotions. Customer relationships are built through friendly service, providing discount information, and responding quickly to orders and complaints.

The business's cost structure includes purchasing inventory, employee salaries, electricity, transportation, and store maintenance. Meanwhile, revenue comes from the sale of core products such as rice and cigarettes, daily necessities, MSME products, and additional revenue from delivery services. Overall, this economic business model demonstrates that Ridho Store has a relatively efficient, service-oriented operational system and is able to maintain its competitiveness through a combination of affordable prices and customer engagement.



Fig. 7. Economic Business Model Canvas

The environmental layer illustrates ecological impact management through a life cycle perspective. The Environmental Layer encompasses the aspects of Supplies and Outsourcing, Materials, Production/Activities, Functional Value, Distribution, Use Phase, End-of-Life, Environmental Impacts, and Environmental Benefits. This approach aims to ensure that every stage of business activity considers resource efficiency and environmental impact reduction. As shown in Fig. 8 the Supply and Outsourcing aspect, Ridho Store has begun selecting suppliers that use more environmentally friendly packaging and encouraging local MSMEs to reduce plastic use. Selecting easily recyclable materials is a strategy to minimize potential waste. In the Production aspect, the shop implements energy and water conservation through the use of energy-efficient lighting, utilizing ablution water for plant watering, and installing a gravity pipe system and water storage drums. These steps aim to reduce clean water consumption and daily liquid waste.

In the Materials aspect, the shop reduces the use of plastic bags by utilizing recycled cardboard as an alternative packaging. The use of white paint on the shop walls also serves to naturally maintain the room temperature, reducing reliance on air conditioning. The functional value generated from these practices is a cleaner, cooler, and more comfortable shop environment for customers. This value provides an additional differentiation that sets Ridho Store apart from competitors who have not yet implemented similar practices. In the Use Phase, customers are encouraged to use reusable shopping

bags and provided with simple education on waste reduction. In the End-of-Life phase, cardboard is reused, plastic is reduced, and used ablution water is diverted to water plants to prevent waste. Short-distance distribution through delivery services also helps reduce customer mobility, thus reducing potential transportation emissions. Overall, these practices contribute to reducing plastic waste, saving energy and water, and improving the quality of the surrounding environment. Long-term ecological benefits include the formation of environmentally friendly habits in the community and an enhanced image of the business as a retailer concerned with sustainability.

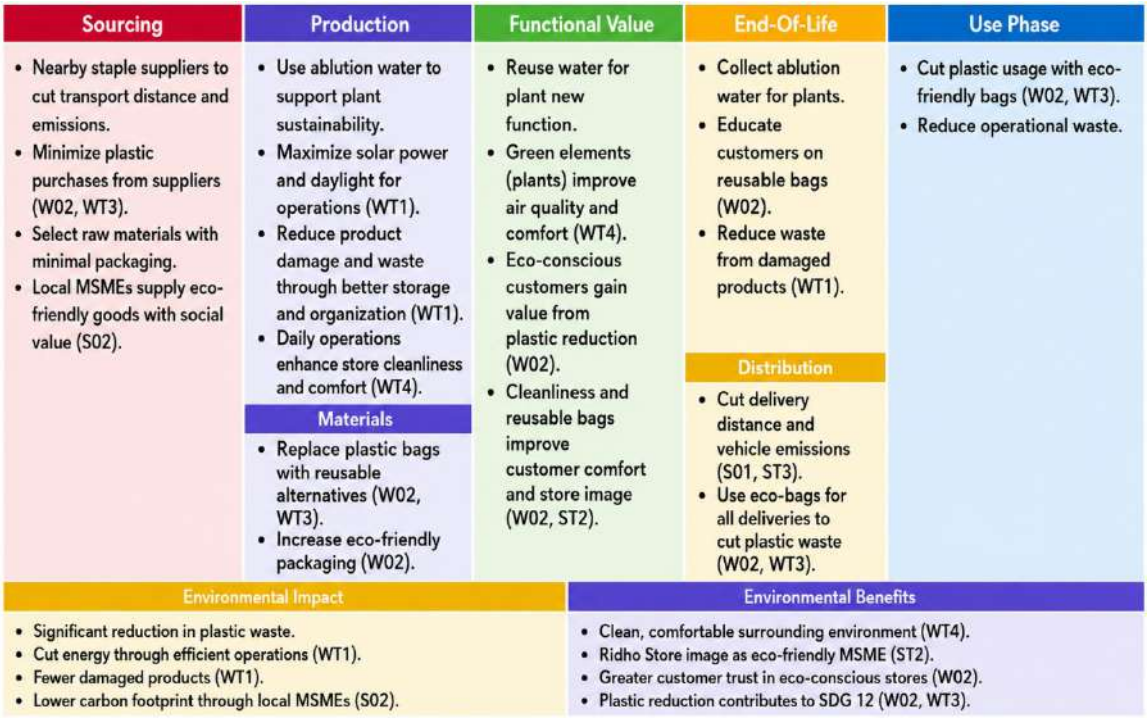


Fig. 8. Environmental Live Cycle Business Model Canvas

The social layer within TLBMC emphasizes Ridho Store's contribution to the surrounding community and stakeholders. The elements analyzed include Local Communities, Governance, Employees, Social Value, Societal Culture, End-Users, Scale of Outreach, Social Impacts, and Social Benefits. This approach positions the business as part of a social system responsible for the community's well-being.

In the Local Communities aspect, Ridho Store builds harmonious relationships with residents of the housing complex through daily interactions and support for neighborhood activities in Fig. 9. The shop provides delivery services for the elderly and families of hospital patients and contributes to social activities such as alms and small donations. In the Governance aspect, business management is carried out transparently by upholding friendly and polite service ethics. Operational decisions consider the comfort of residents as part of the business's social responsibility. In the Employees aspect, the work atmosphere is built on a family basis with a clear division of tasks to maintain operational efficiency. Employees are given trust in interacting with customers, thus creating more personal relationships. Social Value is realized through providing space for local MSMEs to consign products, thus opening up opportunities for additional income for the community. A culture of mutual cooperation and positive interactions between residents are part of the social values maintained by the shop. In terms of Scale of Outreach, Ridho shop's social impact includes residents of the housing complex, hospital customers, local MSMEs, and neighborhood administrators. The resulting Social Impact includes increasing ease of access to daily needs, strengthening the local economy, and creating closer social relationships. In the long term, the expected Social Benefits are the creation of a harmonious environment, improved community welfare, and sustained customer loyalty.

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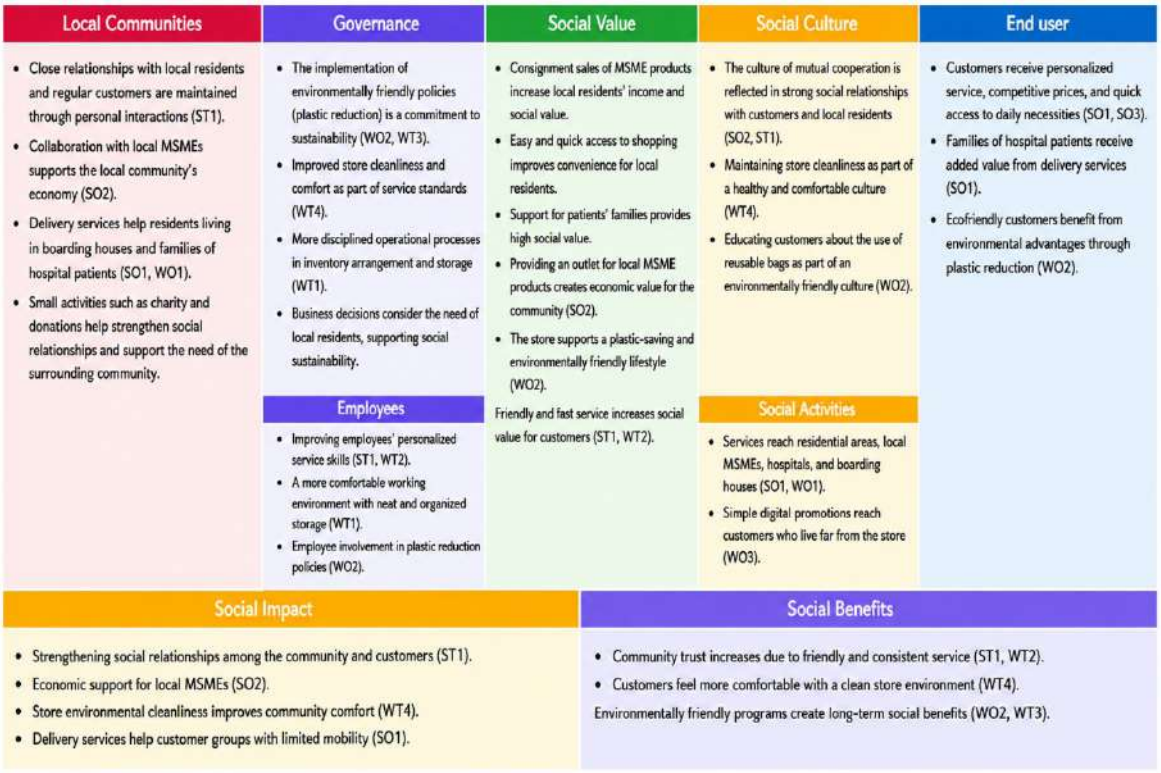


Fig. 9. Social Stakeholder Business Model Canvas

While conventional strategic approaches such as SWOT, TOWS, and Blue Ocean Strategy can generate alternative business development strategies, these approaches generally focus on increasing competitiveness and creating customer value. These approaches do not systematically integrate economic, social, and environmental dimensions within a single framework. Therefore, the application of the Sustainable Business Model Canvas in this study is relevant to ensuring that Ridho shop's business development is not only economically competitive but also socially and environmentally responsible in the long term. Unlike conventional business model development, the proposed SBMC does not simply describe economic, environmental, and social components independently.

Instead, it systematically translates the competitive strategies generated through SWOT, TOWS, and Blue Ocean Strategy into integrated sustainability actions across the three TLBMC layers. For example, service differentiation and digital promotion strengthen the economic layer by improving competitiveness, while simultaneously reinforcing the social layer through stronger customer engagement and community collaboration. Likewise, environmental initiatives such as plastic reduction, water reuse, and energy efficiency contribute not only to environmental performance but also to operational cost efficiency and corporate image. These findings demonstrate that competitive advantages and sustainability are mutually reinforcing rather than separate strategic objectives, thereby providing a more comprehensive strategic framework for retail MSMEs.

3.9. Triple Bottom Line

The Triple Bottom Line approach is used as an evaluation framework to assess the sustainability of the proposed business model designed through the Sustainable Business Model Canvas. The evaluation is conducted by examining the impact of the proposed strategy on economic (profit), social (people), and environmental (planet) aspects, thus determining whether the designed business model meets the principles of sustainability as a whole. This approach emphasizes that business success cannot be measured solely by the amount of profit earned, but must also consider the extent to which the business has a positive impact on society and maintains environmental sustainability. The Profit aspect relates to the business's ability to generate revenue, maintain financial sustainability, and

improve operational efficiency. The People emphasizes the company's social responsibility towards customers, employees, and the surrounding community, such as service quality, comfort, safety, and contributions to social welfare. Meanwhile, the Planet aspect focuses on the business's efforts to limit negative impacts on the environment through waste management, energy and water conservation, and the implementation of environmentally friendly practices.

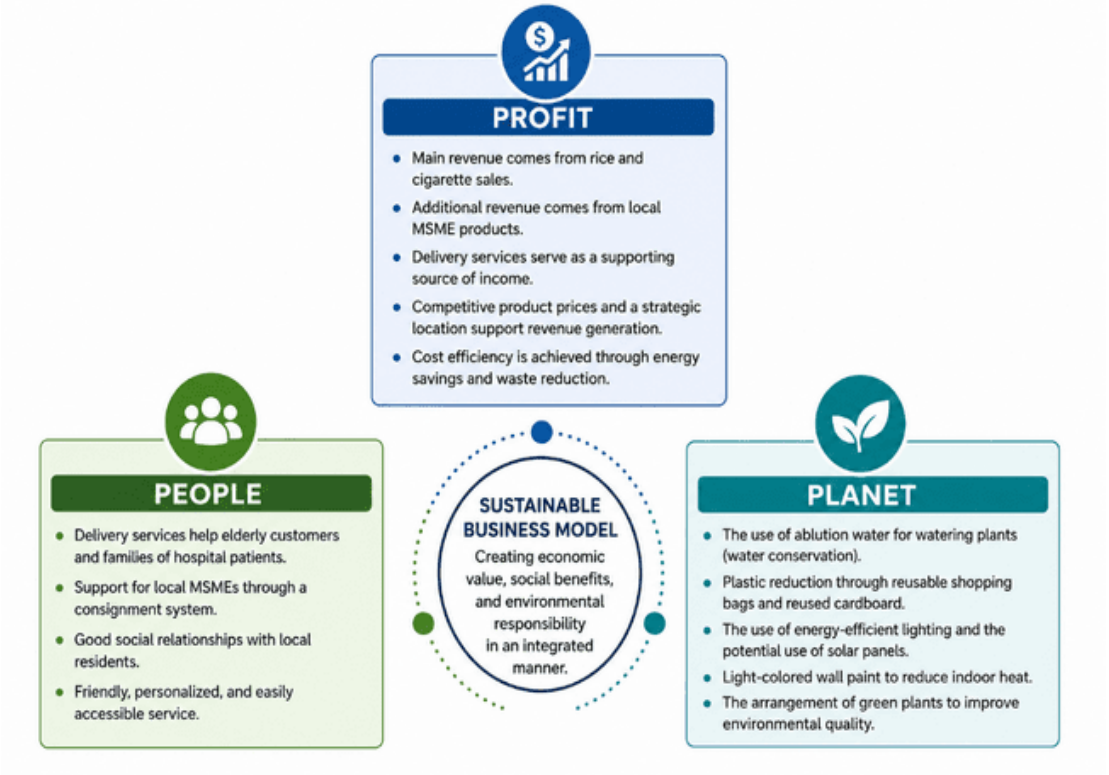


Fig. 10. Triple Bottom Line

Fig. 10 shows the application of the TBL concept at Ridho Store, which illustrates business sustainability from three dimensions: Profit, People, and Planet. In the Profit dimension, Ridho Store earns primary revenue from the sale of rice and cigarettes, additional income from MSME products, and a delivery service that serves as a supporting source of income. Competitive prices, a strategic location, and efficiency efforts through energy savings and waste reduction contribute to the store's economic performance. In the People dimension, the shop provides a social impact through a delivery service that helps the elderly and patients' families, support for local MSMEs, friendly personal service, and good social relations with local residents. Meanwhile, in the Planet dimension, Ridho Store implements various environmentally friendly practices such as utilizing ablution water for watering plants, reducing plastic through reusable shopping bags, using energy-efficient lighting and the potential of solar panels, using brightly colored wall paint to reduce room heat, and arranging green plants to improve environmental quality.

These three dimensions intersect with the core values of a profitable, community-beneficial, and environmentally friendly business model, thus reflecting Ridho Store's commitment to sustainable operations. Since the proposed strategies have not yet been implemented, the indicators presented in Table 3 represent projected implementation targets rather than actual performance outcomes. These indicators are intended to provide a measurable evaluation framework for future implementation of the proposed Sustainable Business Model Canvas and Triple Bottom Line strategy. Future studies may validate these indicators through longitudinal implementation and post-intervention performance assessment.

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Table 3. Proposed TBL Evaluation Indicators for Strategy Implementation

Dimension	Indicator	Target after Implementation	Measurement Method
Profit	Monthly sales revenue	+5–10% within 6 months	Monthly sales reports
People	Number of new customers	+10% within 6 months	Customer transaction records
	Delivery service transactions	+20% within 6 months	Delivery order log
	Repeat customer rate	≥70% repeat customers	Customer transaction records
	Customer satisfaction	Average ≥4.3/5	Customer satisfaction survey
Planet	Local MSME products sold	Increase by at least 20%	Sales documentation
	Single-use plastic bags distributed	Reduce by 30% within 12 months	Plastic bag usage records
	Electricity consumption	Reduce by 10%	Electricity bills
	Reused ablution water	Daily implementation (100% routine use)	Observation checklist

3.10. Proposed Recommendations and Implementation Roadmap

This section presents recommendations and an implementation roadmap based on a series of BMC–VPC–SWOT–IFE/EFE–IE–TOWS–BOS analyses and mapping them into a TLBMC-based SBMC. Referring to the IE Matrix Cell V (hold and maintain), recommendations focus on gradual strengthening (selective improvement) through realistic interventions for MSMEs. Substantively, recommendations are aimed at closing the customer shopping experience gap (VPC results), strengthening service and community differentiation (BOS results), and improving sustainability performance across the profit–people–planet (TBL) dimension. Based on the implementation priorities in Table 4, six key recommendations are developed to ensure that proposed improvements can be implemented in stages according to MSME capacity, taking into account the TBL focus and cost or effort requirements. Prioritization follows the principle of quick wins (low cost, rapid impact) in the initial phase, followed by more costly initiatives in the medium to long-term phase. This approach aligns with Ridho Store's hold and maintain strategy, which focuses on maintaining performance and selectively strengthening through realistic and measurable improvements.

Level 1 priorities include improving the layout and display neatness, strengthening the store identity, and implementing simple digital promotions (banners + WhatsApp Business/Instagram). Layout and display neatness improvements were prioritized because they directly address key customer pain points identified in the VPC: limited space, narrow shelf space, and untidy product display. The impact is profit-oriented: it can enhance the shopping experience, speed up product discovery, and potentially drive increased purchase frequency. Meanwhile, strengthening the store identity through banners (Fig. 11) and optimizing digital channels (WhatsApp Business/Instagram) were prioritized because they are low-cost yet have the potential to expand promotional reach and increase new customer acquisition, particularly in segments surrounding hospitals and residential areas. These two initiatives are expected to generate relatively rapid performance improvements without requiring significant investment.



Fig. 11. Store Information Banner

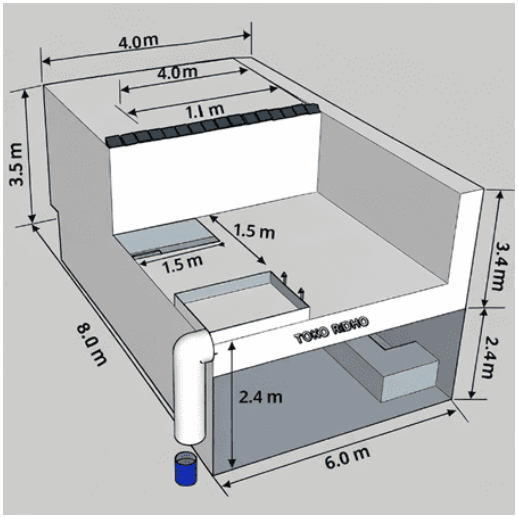


Fig. 12. Ablution Water Reuse, Passive Cooling, And Solar Panel Design



Fig. 13. Flyer Plastic Reduction Program

Level 2 priorities include a plastic reduction program, ablution water reuse, and passive cooling (Fig.12 and Fig. 13). All three stand out in the planet dimension, while also providing additional impacts on people and profits through strengthening the image of eco-friendly stores, efficient use of resources (plastic and water), and improving store thermal comfort that has the potential to reduce energy consumption. Priority Level 3 is solar panels because they require the highest cost/effort, although they have the potential to provide long-term benefits to profit and the planet through reduced electricity consumption and support for renewable energy. Therefore, its implementation is more realistic in the medium to long-term stage after priorities 1-2 are running and financial and infrastructure readiness is met. Overall, this roadmap balances increasing competitiveness (profit), social impact (people), and environmentally friendly practices (planet) to support the transformation of Ridho Store to be more competitive and sustainable.

Table 4. Implementation Roadmap (Quick Wins Vs Medium-Term)

No	Proposed improvement	TBL focus	Cost/ effort	TimeLine	Responsible Person	Estimated Cost (IDR)	Success Indicator	Priority
1	Layout & display improvement	Profit–People	Low–Medium	Month 1	Store Owner & Employees	2.000.000–3.000.000	Customer satisfaction ≥4/5	1
2	Banner + WA Business/IG	Profit	Low	Month 1–2	Store Owner	500.000–1.000.000	New customers +10%	1
3	Plastic reduction program	Planet – People	Low	Month 2–4	Store Owner & Employees	300.000–700.000	Plastic use −30%	2
4	Wudhu water reuse	Planet	Low-Medium	Month 2–4	Store Owner	500.000–1,000,000	Water consumption −10%	2
5	Passive cooling (white paint)	Profit–Planet	Low	Month 3–6	Store Owner	2.000.000–3,500,000	Electricity consumption −5%	2
6	Solar panel	Profit–Planet	High	Month 6–12	Store Owner	15.000.000 – 25.000.000	Electricity cost −15%	3

Overall, the proposed engineering design is designed to be realistic and can be implemented by MSMEs like Ridho Store without requiring disproportionate investment. Each proposal is designed to impact cost efficiency, increase customer convenience, strengthen brand image, and contribute to social and environmental sustainability. With gradual and planned implementation, this design is expected to become the foundation for business transformation towards a more modern, competitive, and sustainable business model in the long term.

4. Conclusion

This study developed and applied an integrated framework for competitive strategy formulation and sustainable business model design by combining the BMC, VPC, SWOT analysis, IFE, EFE, IE Matrix, TOWS Matrix, Blue Ocean Strategy (BOS), Sustainable Business Model Canvas (SBMC), and TBL evaluation. The findings demonstrate how business model and customer value analysis can be connected with strategic assessment and competitive strategy formulation, with the resulting strategies translated into a sustainable business model encompassing economic, environmental, and social dimensions. The proposed framework provides a structured analytical process for identifying strategic priorities and developing business strategies that integrate competitiveness with sustainability considerations.

The main contribution of this study is the integration of competitive strategy formulation, sustainable business model design, and sustainability evaluation into a connected analytical framework. Rather than treating competitive strategy and sustainability as separate activities, the framework provides a systematic process for translating strategic priorities into business model elements and examining their implications across the three dimensions of sustainability. Its application to Ridho Retail Store demonstrates how the proposed analytical process can be implemented in a retail MSMEs context. From a practical perspective, the framework may support retail MSMEs with similar characteristics in prioritizing business development initiatives according to their strategic conditions and available resources while considering economic, environmental, and social sustainability. This study is limited to a single case study and evaluates the proposed business model prior to implementation. Future research should validate the framework across different retail MSMEs, incorporate quantitative sustainability performance indicators (e.g., reductions in plastic use, energy consumption, water use, customer retention, and sales growth) and evaluate the long-term impacts of strategy implementation using longitudinal studies.

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Declaration of AI-Tool Usage: AI-assisted tools were used to support manuscript proofreading, verify the consistency of variables and mathematical notation, and check reference formatting. All outputs were reviewed and verified by the authors, who take full responsibility for the accuracy and integrity of the final manuscript.

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