



Marketing strategy formulation using the business model canvas at gerai multiekspres

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ABSTRACT

This study formulates a marketing strategy for Gerai Multiekspres using the Business Model Canvas (BMC) as a diagnostic and strategy-formulation framework. The case is important because the outlet offers a multi-operator courier concept but experienced weakening shipment performance, indicating that service variety alone does not create sustainable differentiation. A qualitative descriptive case-study design was applied, supported by descriptive summaries of internal shipment records, customer-profile mapping, customer-need indicators, observation notes, and BMC documents. The analysis followed the Miles and Huberman model through data reduction, coding into BMC and service-quality categories, data display, triangulation across documents and observations, and conclusion drawing. The findings show that UMKM/online sellers are the priority segment because they generate repeated shipment potential and require operational convenience, tariff clarity, courier matching, pickup support, and digital information. The existing business model remains dominated by a one-stop multi-courier value proposition, broad customer segmentation, transactional relationships, and limited digital acquisition. The proposed model repositions Gerai Multiekspres as a shipment specialist supported by local ASPERINDO partnerships, consultative shipment advisory, omnichannel communication, merchant membership, proactive tracking, and measurable service indicators. The study contributes by showing how BMC can be used not only to describe business elements, but also to connect partner capability, customer-value diagnosis, service-quality improvement, and loyalty-oriented logistics strategy.

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1. INTRODUCTION

The logistics and express delivery sector has become an important support system for Indonesia's economic activities. The rapid growth of e-commerce and digital transactions has changed customer behavior and increased demand for delivery services. This condition encourages logistics providers to improve service reach, delivery reliability, and customer convenience while facing increasingly intense competition among courier and logistics companies. The rapid expansion of e-commerce has made logistics services increasingly strategic because delivery reliability, service accessibility, and customer convenience now influence customer experience and repeat transactions (Budiyanto et al., 2024; Harlan et al., 2024; Lin et al., 2023). In this competitive setting,

logistics service providers can no longer rely only on price, courier-brand availability, or basic service variation. The most relevant form of differentiation is a value-and-convenience strategy in which the outlet provides consultative shipment solutions, objective courier matching, pickup support, and reliable information before and after the transaction.

Gerai Multiekspres was established as a joint express-delivery counter in the ASPERINDO ecosystem. Its core concept is to provide several courier operators in a single service point so that customers can select services based on destination, price, delivery speed, and personal preference. This concept differs from conventional courier agents that commonly represent only one brand. Through the multi-operator concept, Gerai Multiekspres offers convenience, efficiency, service options, and access to courier networks.

However, the research report indicates that Gerai Multiekspres experienced a weakening shipment trend during the last four years. Shipment growth was positive in 2019, decreased in 2020, improved again in 2021, and then declined continuously from 2022 to 2025. This condition shows that the multi-operator concept alone is not sufficient to sustain business growth unless it is supported by a sharper marketing strategy and a more adaptive business model.

Business Model Canvas provides a practical framework to map how an organization creates, delivers, and captures value (Joyce & Paquin, 2016; Osterwalder & Pigneur, 2010; Richardson, 2008; Teece, 2010). In logistics-service businesses, the Business Model Canvas is useful for mapping the relationship between customer segments, value propositions, channels, key partners, and revenue mechanisms, so that strategic weaknesses can be identified more systematically (Bani & Santoso, 2024; Prasetya & Maria, 2023).

Previous studies also indicate that BMC helps managers evaluate customer segments, value propositions, channels, revenue streams, resources, activities, partners, and costs in an integrated manner (Maddinsyah et al., 2020; Susanto, 2024; Zott et al., 2011). For Gerai Multiekspres, BMC functions as an integrated diagnostic tool because it can reveal whether the shipment decline is caused by weak customer targeting, an imitable value proposition, underused digital channels, limited customer relationship management, or insufficient partner activation.

The use of BMC in logistics research is not limited to describing existing business elements, but also supports the formulation of alternative strategies when the firm faces competition, service inefficiency, or declining market performance (Bani & Santoso, 2024; Erisa et al., 2023). However, previous logistics-related BMC studies have generally emphasized business mapping and strategic alternatives, while fewer studies explain how a multi-operator courier outlet can transform its value proposition into a consultative shipment-specialist model based on local association partnerships.

This creates a research gap concerning how customer-need mapping, local partner capability, and logistics service quality can be synthesized into a renewed BMC for small logistics outlets. The novelty of this article is therefore not merely the formulation of a business strategy, but the conceptual integration of BMC blocks, logistics service-quality needs, and ASPERINDO-based local partnerships to reposition Gerai Multiekspres from a one-stop multi-courier counter into a shipment specialist. Accordingly, this study aims to formulate a marketing strategy and a renewed Business Model Canvas for Gerai Multiekspres.

2. RESEARCH METHOD

This research used a qualitative descriptive case-study approach with descriptive quantitative summaries as supporting evidence. The qualitative case-study design was selected because the study aims to understand business conditions, managerial practices, customer needs, partner roles, and strategic formulation within the specific organizational context of Gerai Multiekspres (Bani & Santoso, 2024; Prasetya & Maria, 2023). The numerical data presented in the results, such as customer percentages, satisfaction scores, shipment volume, revenue, and KPI baselines, were not treated as inferential statistical findings, but as descriptive case evidence used to support qualitative interpretation.

The data sources consisted of the Gerai Multiekspres research report, internal shipment and sales summaries, customer-profile mapping, customer-need indicators, BMC materials, observation notes on the business concept, and operational information from the outlet context.

The unit of analysis was Gerai Multiekspress as a multi-operator logistics service outlet, while the supporting data units included the outlet manager/owner context, frontline service activities, partner-related operational information, and 150 customer records or responses used for customer-profile and need mapping. Purposive sampling was used because the selected data had to be directly related to shipment transactions, customer needs, service delivery, partner coordination, and marketing strategy formulation.

The analysis followed the Miles and Huberman framework through data reduction, data display, and conclusion drawing/verification (Miles et al., 2014). In the data-reduction stage, information was coded into several categories, namely customer segment, shipment frequency, service need, shipment characteristic, channel use, customer relationship, partner role, revenue source, operational weakness, and strategic opportunity. These codes were then categorized into BMC blocks and marketing-strategy themes, including segmentation-targeting-positioning, 7P service marketing, service-quality improvement, partner activation, and KPI development.

In the data-display stage, the categorized data were presented through customer-profile tables, customer-need indicators, shipment and sales summaries, existing and proposed BMC maps, strategic alternatives, and KPI targets. Data validity was strengthened through source triangulation between internal records, customer mapping, observation notes, and BMC documents, as well as method triangulation between document review, observation, descriptive data interpretation, and theoretical comparison with BMC and logistics service-quality literature.

3. RESULTS AND DISCUSSIONS

Customer Profile and Market Needs

The processed customer profile showed that UMKM/online sellers were the largest customer segment. Customer mapping was conducted using several criteria: customer type, shipment frequency, transaction potential, shipment characteristics, service-support needs, and the likelihood of repeat orders.

This segment is strategically important because it tends to generate repeated shipment transactions and requires operational convenience, price clarity, and appropriate courier choices. Personal customers, local corporations, and institutions/communities also remain relevant because they can contribute daily volume and stable recurring demand. For logistics outlets serving online sellers and local business customers, customer segmentation should be based not only on customer type but also on shipment frequency, service needs, and potential for repeat transactions (Hidayat et al., 2026; Prasetya & Maria, 2023).

Table 1. Customer profile of gerai multiekspress

Customer Segment	Number	Percentage
UMKM/online sellers	84	56%
Household/personal customers	33	22%
Local companies/corporations	21	14%
Institutions/communities	12	8%
Total	150	100%

Source: Processed research data, 2026

Customer-need indicators further show that customers do not only require many courier options. The indicators used to identify logistics customer needs were the reason for choosing a one-stop multi-courier outlet, the need for shipment-type recommendations, preference for pickup facilities, perceived adequacy of digital information, willingness to join loyalty or volume-pricing programs, and overall satisfaction score. These indicators reflect the service-quality dimensions of reliability, information quality, personal contact, convenience, customization, and post-transaction support. Customers therefore expect assistance in selecting the most appropriate service, pickup support for repeated use, stronger digital information, and loyalty or volume-pricing programs. Customer satisfaction in logistics is shaped by operational quality, information quality, personal contact quality, resource availability, and service customization; therefore, advisory support and accurate delivery information can become important sources of service value (Azzikra, 2025; Lin et al., 2023).

Table 2. Summary of customer-need indicators

Main Indicator	Processed Result
Choosing the outlet because of the one-stop multi-courier concept	71%
Needing recommendations based on shipment type	68%
Prioritizing pickup facilities for repeated use	62%
Perceiving digital information as still not strong enough	57%
Willing to join loyalty/volume-pricing programs	52%
Overall satisfaction score	3.73/5

Source: Processed research data, 2026

Sales and Shipment Trend

The twelve-month processed sales data indicate that Gerai Multiekspres achieved 25,450 shipments, Rp995.2 million in gross sales, and Rp159.9 million in fees/commissions. The average monthly shipment volume was 2,121 shipments. Demand increased during the final quarter, especially from October to December, which implies that seasonal campaigns, marketplace events, UMKM activities, and year-end delivery needs can become important marketing moments. Nevertheless, long-term growth should not depend only on seasonal demand; therefore, repeat-order development, merchant packages, scheduled pickup, and local corporate cooperation are required. Digital information, delivery transparency, and timely communication are increasingly relevant in logistics services because customers evaluate not only the physical delivery outcome but also the information and interaction provided during the delivery process (Hidayat et al., 2026; Lin et al., 2023; Purnomo, 2026).

Table 3. Twelve-month shipment and sales summary

Month	Shipments	Gross Sales (Rp million)	Fee/Commission (Rp million)
January	1,920	72.5	11.6
February	1,840	69.2	11.1
March	2,030	76.8	12.3
April	2,110	80.5	12.9
May	2,180	84.3	13.5
June	1,760	68.4	11.0
July	2,090	81.2	13.1
August	2,260	88.7	14.3
September	1,980	77.1	12.4
October	2,240	90.4	14.6
November	2,430	98.9	15.9
December	2,610	107.2	17.2
Total	25,450	995.2	159.9

Source: Processed research data, 2026

Existing Business Model Canvas

The existing BMC shows that Gerai Multiekspres has a clear advantage in the one-stop multi-courier concept. However, the BMC diagnosis indicates structural weaknesses across several blocks: customer segmentation remains broad, the value proposition is still easy to imitate, digital channels are not yet used as an acquisition and education engine, customer relationships are mostly transactional, and revenue still depends on daily shipment volume. A business model that depends mainly on walk-in transactions and generic service offerings tends to be vulnerable to imitation, especially in courier markets where customers can compare tariffs, delivery speed, and service alternatives easily (Kesuma & Sutjipto, 2024; Prasetya & Maria, 2023). These weaknesses suggest that the outlet needs a stronger differentiation mechanism that connects the value proposition with customer relationship management, partner coordination, and measurable service quality.

Table 4. Existing business model canvas analysis

BMC Element	Existing Condition	Problem Note
Customer Segments	General customers, UMKM/online sellers, retail, companies, and communities.	Segmentation is still broad and not sharply prioritized.
Value Proposition	One counter with multiple courier operators.	The differentiation is understandable but not strong enough to create loyalty.

BMC Element	Existing Condition	Problem Note
Channels	Physical counter, direct communication, WhatsApp, and limited promotion.	Digital channels have not become a strong acquisition and education engine.
Customer Relationships	Relationships are mostly based on daily transactions.	Membership, database, and active follow-up are not optimal.
Revenue Streams	Fee/commission from shipment transactions and supporting services.	Revenue remains dependent on daily transaction volume.
Key Resources	Outlet location, frontliners, partner brands, input system, and ASPERINDO network.	Staff need to be upgraded from transaction officers to shipment advisors.
Key Activities	Shipment acceptance, data input, handover, recapitulation, and customer service.	Marketing and customer education are not yet core activities.
Key Partners	Courier companies cooperating with the outlet.	Partnerships are not yet focused as a local ASPERINDO-member advantage.
Cost Structure	Staff, rent, operations, utilities, promotion, and administration.	Promotion cost should be directed to digital, community, and partner activation.

Source: Processed by the author based on the Gerai Multiekspress research report

Existing Business Model Canvas
Gerai Multiekspress

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> Courier companies cooperating with the counter ASPERINDO network support Partnership not yet focused on local-member advantage 	<ul style="list-style-type: none"> Shipment acceptance and data input Handover, recap, and customer service Marketing and customer education are still limited 	<ul style="list-style-type: none"> One-stop counter with multiple courier choices Convenience and choice for customers Differentiation is still easy to imitate 	<ul style="list-style-type: none"> Mostly transactional walk-in relationships Limited membership, active follow-up, and customer database 	<ul style="list-style-type: none"> General customers, UMKM/online sellers, retail users, companies, communities Segmentation is still broad and not sharply prioritized
	<p style="text-align: center;">Key Resources</p> <ul style="list-style-type: none"> Physical outlet and frontliners Partner brands and input system ASPERINDO network reputation 		<p style="text-align: center;">Channels</p> <ul style="list-style-type: none"> Physical counter Direct communication and WhatsApp Limited digital acquisition channels 	
<p style="text-align: center;">Cost Structure</p> <ul style="list-style-type: none"> Staff, rent, operations, utilities, promotion, administration Promotion budget not yet strongly linked to digital/community activation 			<p style="text-align: center;">Revenue Streams</p> <ul style="list-style-type: none"> Commission/fee from shipment transactions Supporting services Revenue still depends on daily walk-in volume 	

Figure 1. Existing business model canvas of gerai multiekspress
Source: Processed by the author, 2026

Proposed Business Model Canvas

The proposed BMC changes the orientation of Gerai Multiekspress from a place that simply provides many courier choices into a shipment-solution partner. The strategic emphasis is placed on two main blocks. First, Key Partners should be strengthened through local ASPERINDO-member companies because local partners can provide proximity to customers, faster coordination, pickup support, complaint handling, and joint promotion. Second, Value Proposition should be strengthened by positioning the outlet as a shipment specialist that helps customers select the most appropriate service based on item type, destination, time, risk, tariff, packaging need, and after-sales tracking. Shipment advisory increases customer value by reducing customer uncertainty, matching shipment characteristics with suitable courier services, preventing service-choice errors, and improving perceived reliability before and after shipment. The proposed positioning as a shipment specialist is consistent with the service-quality perspective because customers require reliable operations, clear information, personal assistance, and service matching that fits shipment characteristics (Harlan et al., 2024; Lin et al., 2023).

Table 5. Proposed business model canvas formulation

BMC Element	Strategic Formulation	Marketing Implication
Customer Segments	Primary focus on UMKM/online sellers and local corporations with repeated shipment needs; secondary focus on personal users with special shipments.	Marketing messages become more specific for merchants, sellers, and customers needing shipment solutions.
Value Proposition	Gerai Multiekspress is positioned as a shipment specialist, not merely a multi-operator counter.	Promotion emphasizes assistance in choosing the right, safe, fast, and cost-

BMC Element	Strategic Formulation	Marketing Implication
Channels	Physical counter, WhatsApp Business, Google Business Profile, social media, UMKM communities, corporate canvassing, and referrals.	efficient service. Marketing becomes omnichannel and educational.
Customer Relationships	Consultative shipment advisory, tracking follow-up, active notification, merchant membership, and measurable complaint service.	Customers feel assisted before and after transactions.
Revenue Streams	Shipping commission, pickup service, packing/handling, special-shipment administration, and corporate accounts.	Revenue is not dependent only on walk-in transactions.
Key Resources	Shipment advisors, customer database, service-matching SOP, partner dashboard, and ASPERINDO network reputation.	People and data become the main marketing assets.
Key Activities	Service matching, pickup, data validation, customer education, follow-up tracking, complaint handling, digital promotion, and partner review.	Marketing activities are integrated with operational service quality.
Key Partners	Local ASPERINDO-member companies, UMKM communities, marketplace sellers, packaging suppliers, and pickup/drop-point networks.	Local partnerships become a source of differentiation and trust.
Cost Structure	Staff, operations, training, CRM, digital promotion, partner activation, quality control, and pickup.	Cost allocation supports customer experience and retention.

Source: Processed by the author based on the Gerai Multiekspress research report

Proposed Business Model Canvas
Gerai Multiekspress as a Shipment Specialist

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> Local ASPERINDO courier members UMKM communities and marketplace sellers Packaging suppliers Pickup/drop-point local network Partner SLA and scorecard 	<ul style="list-style-type: none"> Service matching and shipment advisory Pickup, drop-off, and data validation Customer education and digital promotion Follow-up tracking and complaint handling Partner review 	<ul style="list-style-type: none"> Objective shipment specialist One-stop multi-courier comparison Right service by item, destination, time, risk, and cost Reliable pickup and proactive tracking 	<ul style="list-style-type: none"> Consultative assistance before transaction WhatsApp notification and tracking follow-up Merchant membership and loyalty program Measured complaint-handling standards 	<ul style="list-style-type: none"> Primary: UMKM/online sellers with routine shipment needs Primary: local corporations requiring consistent service Secondary: personal users with special shipments Communities and institutions
	Key Resources		Channels	
	<ul style="list-style-type: none"> Trained frontliners as shipment advisors Customer database and CRM SOP for service matching ASPERINDO network reputation 		<ul style="list-style-type: none"> Physical counter WhatsApp Business and Google Business Profile Social media education UMKM communities and referrals Corporate canvassing 	
Cost Structure		Revenue Streams		
<ul style="list-style-type: none"> Staff and operational costs Training, CRM, and digital promotion Pickup, quality control, and partner activation 		<ul style="list-style-type: none"> Shipping commission/fee Pickup services Packing/handling services Special shipment administration Corporate accounts 		

Figure 2. Proposed business model canvas of gerai multiekspress

Source: Processed by the author, 2026

Marketing Strategy Formulation

The recommended segmentation is based on customer type, shipment frequency, shipment characteristics, and repeat-order potential. The primary targets are UMKM/online sellers and local corporations because they have repeated shipment potential and require consistent service, tariff clarity, pickup support, and reliable information. For online sellers, courier selection is closely related to delivery reliability, service convenience, cost consideration, and the ability of logistics providers to support smooth transactions with end customers (Hidayat et al., 2026; Rachmawati et al., 2025). Personal customers are maintained as a secondary market, especially for important documents, valuable goods, family goods, and urgent shipments. The proposed positioning is: Gerai Multiekspress is a shipment specialist based on the local ASPERINDO partner network that helps customers choose the most appropriate delivery service objectively, quickly, safely, and efficiently.

The 7P marketing mix should integrate marketing with service operations. In service-based logistics marketing, the marketing mix should be integrated with operational processes, people capability, physical evidence, and digital channels so that promotion is supported by consistent service delivery (Harlan et al., 2024; Prasetya & Maria, 2023). Products are developed as

shipment-solution packages such as priority documents, merchant regular packages, fragile goods, cargo/heavy items, and special-shipment assistance. Pricing remains transparent based on partner tariffs but is supported by service recommendations, volume discounts, and merchant packages. Place combines the physical outlet with scheduled pickup areas. Promotion emphasizes educational content, merchant referrals, UMKM activation, local corporate canvassing, and Google Business Profile optimization. People are trained as shipment advisors, process is standardized through service matching and WhatsApp notification, and physical evidence is strengthened through partner display, packing area, uniforms, recommendation forms, and clear shipment receipts.

Table 6. Comparison of strategic alternatives

Strategic Alternative	Advantage	Limitation	Weighted Score
Low price and many courier options	Easy to communicate and useful for quick acquisition.	Easy to imitate, reduces margin, and risks price war.	3.1
Shipment specialization based on local ASPERINDO partners	Strong differentiation, aligned with network strength, increases advisory value and repeat orders.	Requires staff training, SOP, CRM, and periodic partner evaluation.	4.6
Local corporate account and fulfillment focus	Larger and more stable transaction value.	Longer sales cycle and requires stronger billing and operation readiness.	3.6

Source: Qualitative strategy assessment by the author based on differentiation potential, customer-need fit, implementation feasibility, partner-resource alignment, and repeat-order contribution, 2026

The highest score belongs to shipment specialization based on local ASPERINDO partners. The strategic alternatives were assessed using five qualitative criteria: differentiation potential, fit with customer needs, feasibility of implementation, alignment with ASPERINDO partner resources, and contribution to repeat-order growth. Shipment specialization is more appropriate than price-based competition because it builds clearer differentiation, strengthens the cooperative nature of the joint counter, increases advisory value, and supports customer loyalty. A corporate-account strategy can be developed in the next stage after CRM, billing, and operational readiness become more mature.

Implementation Plan and Performance Indicators

The strategy should be implemented gradually. The first stage is service foundation, including the preparation of shipment-specialization SOP and a service-matching matrix. The second stage is partner strengthening through local ASPERINDO partner mapping, SLA agreement, and partner scorecard. The third stage is staff development so that frontliners can act as shipment advisors. The fourth stage is digital marketing and market acquisition through WhatsApp Business, Google Business Profile, social media, merchant referral, UMKM canvassing, and local corporate approaches. The final stage is CRM and scale-up through membership, scheduled pickup, complaint dashboard, tracking notification, KPI review, and joint promotion. The repeat-order KPI is important because it indicates whether the repositioning strategy creates sustainable relationship value rather than only short-term transaction volume. The implementation of the proposed strategy should prioritize tariff clarity, last-mile reliability, and information-technology support because these elements affect supply-chain performance and customer satisfaction in courier services (Rosadi et al., 2025).

Table 7. Key performance indicators for the proposed strategy

Indicator	Baseline	12-Month Target
Monthly shipment volume	2,121 shipments	2,550 shipments
Monthly fee/commission	Rp13.3 million	Rp16.0 million
Repeat order ratio	37%	50%
Digital lead-to-transaction conversion	Not yet structured	Minimum 15%
Partner SLA compliance	Not yet structured	Minimum 90%
Complaint resolution within standard time	Not yet structured	Minimum 85%

Source: Processed by the author based on the Gerai Multiekspress strategy formulation

Customer satisfaction should be treated as a strategic performance indicator because it connects logistics service quality with reuse intention, customer loyalty, and the sustainability of repeated transactions (Harlan et al., 2024; Hidayat et al., 2026; Lin et al., 2023). Therefore, the proposed KPIs should not only measure shipment volume and commission growth, but also repeat orders, digital conversion, partner SLA compliance, complaint resolution performance, and the consistency of advisory service delivery. These indicators make the proposed BMC more operational because they translate strategic repositioning into measurable service, relationship, and partner-performance outcomes.

Analytical Discussion and Scientific Contribution

The findings support the view that BMC is useful not only as a descriptive business-mapping tool, but also as a diagnostic framework for identifying structural mismatches between customer needs and business-model elements. In Gerai Multiekspres, the decline in shipment performance cannot be explained only by external competition; it is also related to internal business-model gaps, especially broad segmentation, limited customer relationship management, weak digital acquisition, and an imitable value proposition. This interpretation is consistent with Osterwalder and Pigneur (2010), Teece (2010), and Zott et al. (2011), who emphasize that business-model competitiveness depends on the coherence between value creation, value delivery, and value capture.

The proposed shipment-specialist positioning also extends logistics service-quality literature. Previous studies show that logistics customers evaluate service providers through reliability, information quality, personal contact, responsiveness, and reuse intention (Harlan et al., 2024; Lin et al., 2023). This study adds that, in a multi-operator courier outlet, customer value can be increased through advisory-based service matching because customers often need guidance to choose the courier option that best fits item type, destination, delivery risk, time sensitivity, and budget. Thus, shipment advisory is not merely a promotional feature, but a service-quality mechanism that can reduce uncertainty and strengthen trust.

The strategic implication of repositioning Gerai Multiekspres as a shipment specialist is that the outlet must shift from transaction handling to relationship-based logistics assistance. Frontliners need to become shipment advisors, local ASPERINDO partners need to be managed through SLA and scorecards, digital channels need to function as education and acquisition media, and repeat-order performance needs to become a core KPI. This implication is important because repeat orders indicate sustainable customer value, while shipment volume alone may only reflect temporary seasonal demand.

Academically, this study contributes an integrative model that connects BMC diagnosis, logistics service-quality needs, local partner activation, and loyalty-oriented KPIs in the context of a small multi-operator logistics outlet. Practically, the study provides a roadmap for transforming a courier counter from a price-and-choice provider into a consultative shipment-solution partner. Future empirical research can test this model by comparing customer loyalty before and after implementation, measuring the effect of shipment advisory on perceived service quality, or examining whether partner SLA compliance mediates the relationship between local partnership strength and customer satisfaction.

4. CONCLUSION

This study concluded that the existing business model of Gerai Multiekspres has an initial advantage through the one-stop multi-courier concept, but this advantage is not strong enough if communicated only as a wide choice of courier services. The BMC diagnosis shows broad customer segmentation, an imitable value proposition, transactional customer relationships, limited digital acquisition, and dependence on daily shipment volume. These findings indicate that the outlet needs a strategy that connects customer-value creation, partner capability, service quality, and measurable relationship outcomes.

The proposed BMC recommends repositioning Gerai Multiekspres as a shipment specialist. The strategic core is the strengthening of Value Proposition and Key Partners. Value Proposition is strengthened by objective service-matching, shipment advisory, pickup support, proactive tracking, and complaint handling. Key Partners are strengthened through local

ASPERINDO-member companies, UMKM communities, packaging suppliers, and pickup/drop-point networks.

The recommended marketing strategy is shipment specialization based on local ASPERINDO partnerships. This strategy provides stronger differentiation than price competition and is aligned with the collaborative identity of the joint counter. Its implementation should prioritize service SOP, partner SLA, staff training, digital marketing, merchant membership, scheduled pickup, CRM, and measurable KPI review. The theoretical contribution of this study lies in showing how BMC can be used as a diagnostic and integrative framework that links value proposition renewal, key-partner strengthening, logistics service-quality needs, and customer-loyalty indicators. Future research can empirically test the effectiveness of this shipment-specialist strategy through longitudinal customer surveys, pre- and post-implementation KPI comparison, or structural equation modeling that examines the relationship among shipment advisory, perceived service quality, satisfaction, repeat order, and customer loyalty.

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