ZAMZAM MART MINI MARKET BUSINESS STRATEGIES WITH CUSTOMER SURVEY AND BMC ANALYSIS

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Abstract

A mini market is a small store that sells various goods and food, similar to a supermarket but on a smaller scale. The presence of Zamzam Mart as a mini market run by self-employed entrepreneurs in the Ciampea Udik region of Bogor is crucial and provides convenience for rural residents who are not accustomed to online shopping. However, the competition with franchise businesses is intense. The research aims to develop strategies to enhance Zamzam Mart's competitiveness through customer surveys. The research method involves creating a survey questionnaire with 7 questions rated on a 5-point scale, conducting surveys and data analysis, with the respondents being local consumers. The Business Model Canvas (BMC) is then analyzed. The response rate was 71% (71 out of 100 questionnaires). The respondents included children (7%), adolescents (34%), young adults (14%), male adults (11%), and female adults (34%), with the highest frequency of visits being twice a week (48.3%). The survey results revealed that 47.8% of respondents rated the product prices as "good," while 39.4% rated the product variety as "good." Additionally, 45% were satisfied with the variety of goods, 49.2% with the service, and 40.8% rated the hygiene as "very good." Products that were not available but needed by consumers included items for specific uses such as baby products, cosmetics, and office supplies, with 47.9% of respondents expressing the need for these product categories to be stocked. The BMC analysis identified the need to improve relationships with suppliers, customers, and major activities.

1.   INTRODUCTION

The global business landscape faces challenges, driven by technological advances that change consumer spending behavior, the emergence of paradigm-changing e-commerce actors, and dynamic changes in consumer preferences. The mini market, currently considered a rapidly growing form of modern retail since the 2000s, faces a decline forecast by 2020. This decline was triggered by the evolution of the era and technological advances, with consumers switching to the concept of online shopping through e-commerce. Retail business in Indonesia shows that markets in the 1970s were dominated by traditional markets, only in the 1980s the concept of supermarkets emerged,

and in the 1990s, hypermarkets began to appear with a larger and more complete supply of goods (Heriawan, 2018).

However, mini markets face similar challenges to convenience stores, where consumers tend to switch to online shopping. It shows the need for the hard work of mini-markets like Alfamart and Indomaret to maintain their existence (Heriawan, 2018). While the potential for mini-market business is still promising, especially in food and beverage sales, technological developments and online shopping are threats that must be addressed. Therefore, creative marketing strategies are the key to overcoming competition in retail business, both national and modern management-based.

Zamzam Mart as a retail business model located in the village of Ciampea Udik, Bogor district, considers the strategy to be a very important thing because the strategy reflects the direction chosen by Zamzam mart to its goals and goals (Andriani, 2020). Therefore, the communication and marketing pattern developed by zamzam Mart with the integration of technology becomes a necessity, creating a common sense or perception that managers not only give instructions for business operations but also understand mini market designs that reflect openness and understanding to the vision and mission of retail business by businessmen in running a business (Andriani, 2020)

From a macroeconomic perspective, variables such as inflation, interest rates, money supply, and exchange rates have a significant influence on the value of net assets (NAVs) of Sharia mutual funds in Indonesia (Hakim, 2023) It demonstrates the importance of understanding the macroeconomic conditions in developing a business strategy for Mini Market Zamzam Mart. The role of higher education in the development of entrepreneurial character education shows the significance of innovation and strategic approaches in education to produce graduates who have entrepreneurship capabilities (Diana, 2024). The Shariah Maqashid Concept and Blue Shukuk Opportunities for Sustainable Development Goals (SDGs) in Indonesia emphasize the importance of sustainability and environmental conservation in economic activity (Diana, 2023). Mini Market can integrate sustainability principles into its business operations to improve its image and competitiveness. The Shariah Maqashid perspective on environmental protection and business investment potential shows the importance of considering environmental impact in economic activities (Diana, 2024).

In order to an in-depth understanding of market needs and look further into the mini market business model, this research will integrate two key aspects, namely customer surveys and BMC (Business Model Canvas) analysis. According to data quoted from the latest research by Porter and Osterwalder (Parry, 2014), BMC analysis has proved effective in helping companies redesign their business models, while client surveys form an important foundation in developing a more targeted marketing strategy. Customer surveys are regarded as a direct approach to understanding consumer preferences, needs, and expectations of mini markets. Meanwhile, BMC analytics will help to delineate the critical elements of mini-market business models holistically, ranging from proposals to key resource values, with external views from customer survey can provide a richer and more relevant insight in designing a successful business strategy. By combining both approaches, this study is expected to provide a more comprehensive and detailed insight into the creative marketing strategy that mini market strategy can implement. Through this deeper understanding, it is expected that mini markets can face the challenges of the age with more intelligent and targeted solutions, ensuring their business survival and success in an ever-changing environment.

The primary motivation for this study is to address the intense competition faced by small-scale retail businesses like Zamzam Mart from large franchise stores and the growing trend of online shopping. In recent years, the retail landscape has undergone significant changes, with the proliferation of large retail chains and the rapid rise of e-commerce platforms. Small-scale retailers, especially those in rural or semi-urban areas, often struggle to compete due to limited resources, lack of technological integration, and the inability to offer a wide range of products at competitive prices.

This research aims to develop effective business strategies that can enhance the competitiveness and sustainability of Zamzam Mart. By applying the Business Model Canvas (BMC) framework, this study not only provides a structured approach to analyzing the current business model but also identifies areas for improvement and innovation. The BMC framework, known for its comprehensive and integrative approach, allows for a detailed examination of various business components and their interrelationships.

The study contributes to the existing literature by applying the BMC framework to a real-world retail business scenario and integrating customer survey insights. This dual approach ensures that the analysis is both theoretically grounded and empirically validated. Additionally, the study provides practical recommendations that can be readily implemented by small-scale retailers facing similar challenges. This contribution is particularly valuable in the context of developing economies where small businesses play a crucial role in local economies and employment.

The research gap identified in this study is the limited application of the Business Model Canvas (BMC) framework in the context of small-scale retail businesses in rural areas, particularly in Indonesia. Most existing studies on the BMC framework have focused on large enterprises or startups in urban settings, often overlooking the unique challenges faced by small retailers in less urbanized areas. These businesses often operate under different market dynamics, with distinct customer preferences and operational constraints.

While the BMC has been widely used in various industries, its application in small retail businesses facing competition from large franchises and online shopping is underexplored. This study aims to fill this gap by providing actionable insights and strategies tailored to the unique challenges and opportunities faced by Zamzam Mart. By focusing on a small-scale retail business in a rural area, this research highlights the adaptability of the BMC framework to different business contexts and scales. Moreover, it underscores the importance of customizing business strategies to local market conditions and consumer behaviors.

2. LITERATURE REVIEW
2.1. Background Theory

Business model is about communication and by using ontology one can "create a common and general understanding of the domain and facilitate communication between people and widely distributed application systems" (Parry, 2014) To describe a business model canvas, it can be seen that this tool provides a systematic way to describe and disaggregate the core elements of the business model in one picture. With nine main elements such as customer segmentation, value proposition, distribution channel, customer relationship, revenue source, key resource activity, key partner, and cost structure, the Business Model Canvas provides a comprehensive view of how a business operates. To be capable of describing a canvas business model, one can see that it provides a system-based way to depict and disaggregate core elements from the business Model in one image.

With the nine key elements like customer segmentations, values propositions, distribution channels, customer relationships, income resource, key resources, key activity partners, cost model, and business structure, it gives a holistic view about how an enterprise is operating.
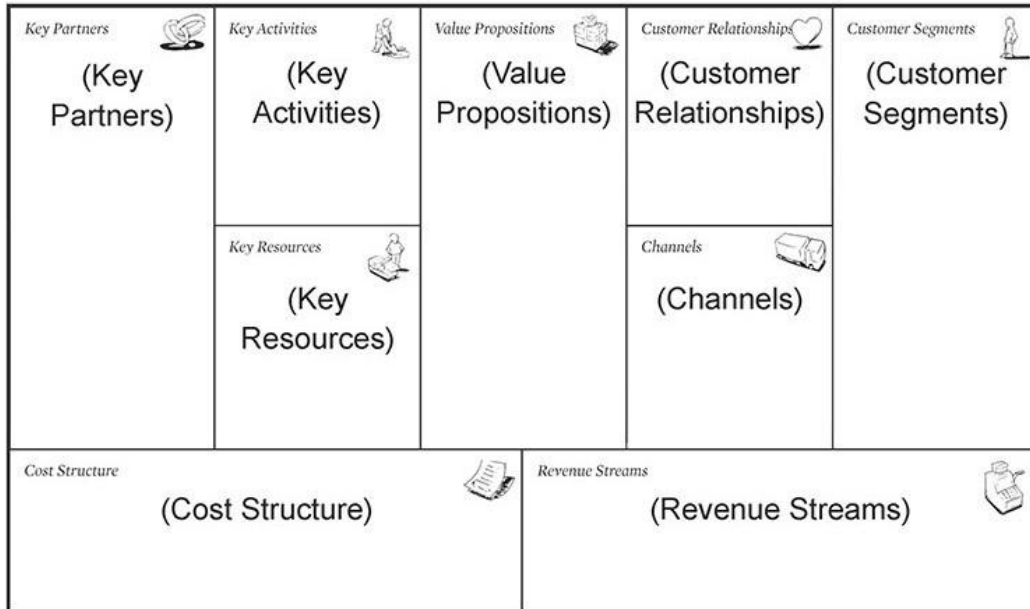

Figure 1. Business Model Canvas with Nine Key Elements

Figure 1 shows a business visualization of a canvas model, a systematic tool used to describe and differentiate the core elements of a business in a single picture. This tool plays an important role in helping business understanding and planning by providing a clear and structured framework.

2.2.   Previous Studies

BMC canvas consists of nine key elements that include: • Customer segmentation: This section identifies the targeted customer groups, as well as business characteristics and needs (Rafika, 2015) • Value proposition: It explains the type of relationship that is offered to customers and its benefits, and why customers should choose it (Nurisusilawati & Subagyo, 2016) • Distribution channel: Focuses on the way a business delivers products or services to customers, such as through direct sales, e-commerce, or partners (Rafika, 2015) • Client relations: Explains the kind of relationship built with customers, whether it is personal interaction, customer service, or automation (PMI, 2021) • Revenue source: Describes how a business generates revenue, like the sale of products, subscriptions, advertising or customers (Rafika, 2015) • Key resources: Identify the physical and intellectual assets needed to run a business, like technicians, employees, infrastructure heads, or infrastructure (PMI, 2021). • Key Activity: Mention the critical actions that need to be taken to generate value for customers, such as production, marketing, or research and development (PMI, 2021) • Key Partners: Identifying other entities or that play a vital role in the business ecosystem, like suppliers or strategic partners (PMI, 2021). • Cost structure: Explain the cost components associated with business operations, including production costs, marketing costs, and overhead costs (PMI, 2021).

Based on the above BMC elements, Zamzam mart business model innovation is carried out based on four objectives, namely: (1) Meeting market needs that are not met; (2) Bringing new technologies, products or services to the market; (3) Enhancing, building or changing existing markets with a better business model, or (4) Creating a completely new market.

Highly competitive conditions, we have to build innovative and creative business models. There are nine boxes that represent the key elements that will generally exist in all business models, through those nine boxes shows how to think about how a company makes a profit.

2.3.   Conceptual Framework

Zamzam Mart is a retail company that adopts a mini-market system that has attracted significant attention in recent years. Founded in 2021, the company has experienced rapid growth and continues to pursue various business strategies to stay competitive in the ever-changing retail industry. With a wide range of services and products offered, Zamzam Mart is an exciting example of business model analysis.

The conceptual framework for this study is based on the Business Model Canvas (BMC), which includes nine key components: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. The framework is used to analyze and understand the business model of Zamzam Mart, focusing on how it can improve its competitiveness and sustainability.
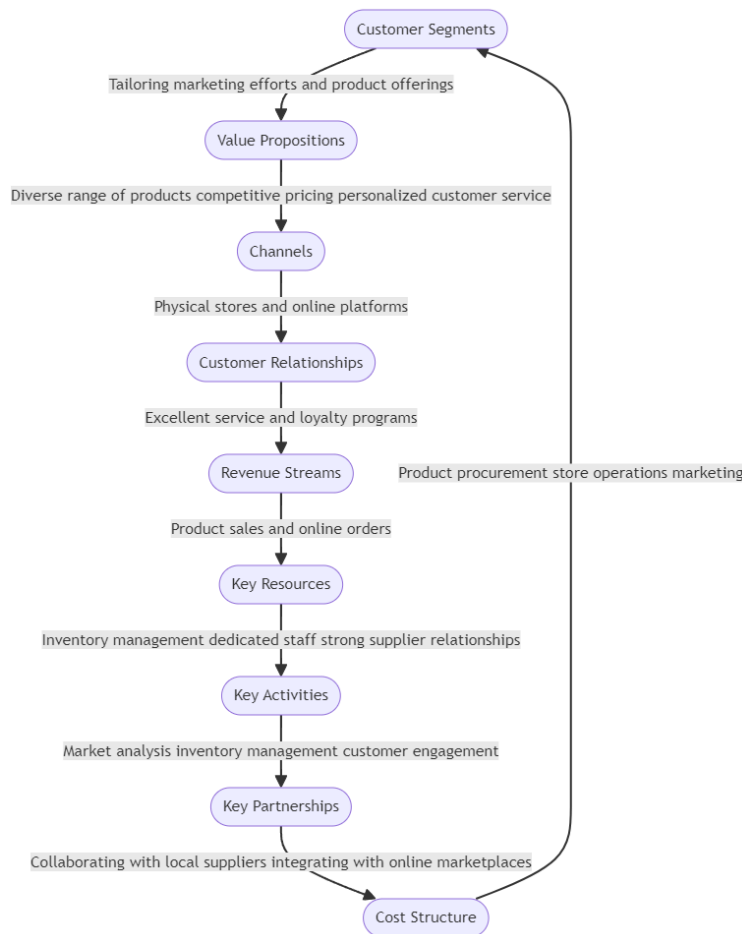

Figure 2. Business Model Canvas for Zamzam Mart Conceptual Framework

This framework illustrates a comprehensive approach to Zamzam Mart's business, highlighting how each element contributes to the overall operation. It shows a cyclical process where customer insights feed back into refining the business model, suggesting an adaptive and customer-centric approach. The model emphasizes both traditional retail elements (physical stores, inventory management) and modern business practices (online platforms, personalized service), indicating Zamzam Mart aims to balance conventional retail strengths with e-commerce capabilities.

This conceptual framework provides a holistic view of how Zamzam Mart creates value for its customers while managing its operations and partnerships to sustain and grow its business.

Customer Segments: Identifying the primary customer groups such as adolescents, young adults, and female adults. This segmentation is crucial for tailoring marketing efforts and product offerings to meet the specific needs and preferences of different demographic groups.

Value Propositions: Offering a diverse range of products, competitive pricing, and personalized customer service. The value proposition should highlight what sets Zamzam Mart apart from competitors, such as unique product selections or superior customer service.

Channels: Utilizing both physical stores and potential online platforms to reach customers. This includes exploring social media marketing, local advertising, and partnerships with delivery services to expand the reach and convenience for customers.

Customer Relationships: Building strong relationships through excellent service and loyalty programs. Establishing trust and a positive shopping experience can lead to repeat business and word-of-mouth referrals.

Revenue Streams: Generating revenue through product sales and potential online orders. Diversifying revenue streams by introducing new product lines or services can enhance financial stability.

Key Resources: Efficient inventory management, dedicated staff, and strong supplier relationships. Investing in technology and training can optimize these resources and improve operational efficiency.

Key Activities: Regular market analysis, inventory management, and customer engagement. These activities ensure that Zamzam Mart stays responsive to market changes and customer needs.

Key Partnerships: Collaborating with local suppliers and possibly integrating with online marketplaces. Partnerships can provide access to a broader range of products and shared marketing efforts.

Cost Structure: Managing costs related to product procurement, store operations, and marketing. Cost-effective strategies and budgeting are essential for maintaining profitability.

Measured from a company's performance estimates, a company performance activity measurement is designed to assess how the performance of the activity and the end result is achieved. This non-financial information can be customer satisfaction with the services provided by the company, but generally the performance of the company is measured by the financial ratio in a given period. Thus, the company performance is a result of a company's business process that shows the value of the success of an enterprise that can be measured with financial and non-financial information.

Performance is an overview of the level of achievement of the implementation of an activity, program, wisdom in realizing the goals, goals, missions, and visions of the

organization that are intended in the formulation of the strategic planning of an organization. Based on this, it can be assumed that the business strategy will influence the performance measurement model, then each one will affect the performance of the company, whereas the model of performance measuring will influence the company's performance. Thus, it may be assured that the performance-measurement model becomes an intervening variable in the relationship between business strategy and company performance, and the company performance becomes a variable interfering in the relation between business strategies and company value, as well as becomes the interactive variable between the performance measured model and corporate value (Hariyanto, 2019).

By using BMC, an in-depth evaluation of the key aspects of Zamzam Mart's business. This will help understand how companies generate revenue, manage costs, and deliver value to customers. To evaluate the value of a company in greater depth, and be able to consider financial performance, growth projections, and competitive analysis in the retail sector (PMI, 2021). As far as business influence is concerned, as part of an evaluation strategy, traditional small-scale retailers can leverage the analysis of competitive models (Parry, 2014).

3.   METHODOLOGY

The study comprehensively deals with the Zamzam Mart business model through the correlation analysis between variables and the application of the canvas model. The study uses a quantitative approach with survey questionnaires (Abdullah et al., 2021) as a data collection tool. Through correlation analysis between variables and application of canvas models, the study aims to measure customer perception of the Zamzam Mart business aspect. The population of this study is Zamzam Mart customers who shop regularly. Samples were randomly selected from different age groups, genders, and demographic backgrounds, from children, adolescents, youths, and adults. The samples are expected to include a wide range of customer views and experiences.

The data collection technique used is the survey questionnaire becoming the main instrument of data collection. The questionnaire is designed with structured questions to measure customer perception of variables relevant to the Zamzam Mart business model. The survey instrument is developed based on literature reviews and theoretical considerations. Questions in questionnaires are associated with business model variables, such as supplier relations, inventory management, product diversification, and service quality.

Data analysis techniques based on survey results used correlation analysis techniques to determine the extent to which relationships between variables, especially the correlations between supplier relationships and inventory management. The application of the Canvas Model to the qualitative data from the survey will be used to detail and implement the Business Model Canvas. This involves identifying and describing the more detailed business components of the Zamzam Mart model.

Customer segmentation is obtained through data analysis and then identified customer segmentation opportunities that match the Zamzam Mart target profile. Based on the results of correlation analysis and application of the canvas model, the study compiles strategic recommendations to improve the business aspects of the identified model.

Expectations Results This research is expected to provide a deep understanding of customer perception of the Zamzam Mart business model based on the results of the Business Model Canvas on customer perceptions. Identify positive relationships between

specific variables, especially relationships with suppliers and inventory management, identify opportunities and challenges in business models, such as product diversification and integration of physical and online stores, compile strategic recommendations based on analysis findings to improve the quality of services and physical store management at Zamzam Mart.

4.   RESULT AND ANALYSIS
4.1.   Result

From the results of the descriptive analysis of the disseminated questionnaire data, it can be seen that out of a total of 71 questionnaires dispersed, all (100%) were successfully returned and processed. No unqualified questionnaire, showing full participation from respondents. As an initial step, the respondent's characteristics are focused to give a clearer picture.
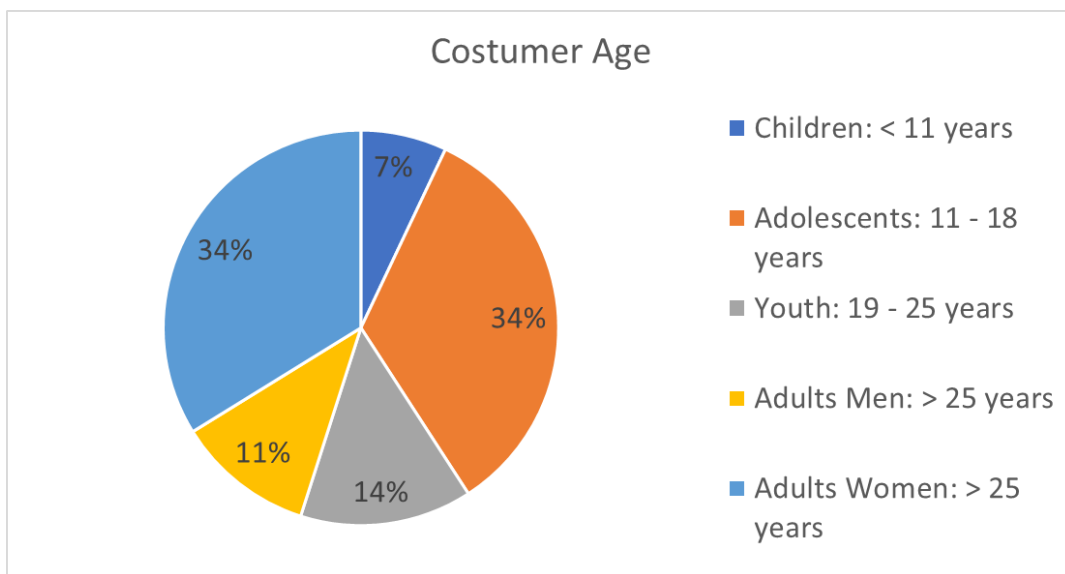

Figure 3. Age Distribution of Respondents of Zamzam Mart Customers

Based on respondent age data, the majority of respondents are adolescents and female adults (>25 years old) as much as 34%, followed by adolescents (11-18 years of age) as many as 34%. This shows variations in the age group of zamzam Mart customers, which can be the basis for more segmented marketing strategies.
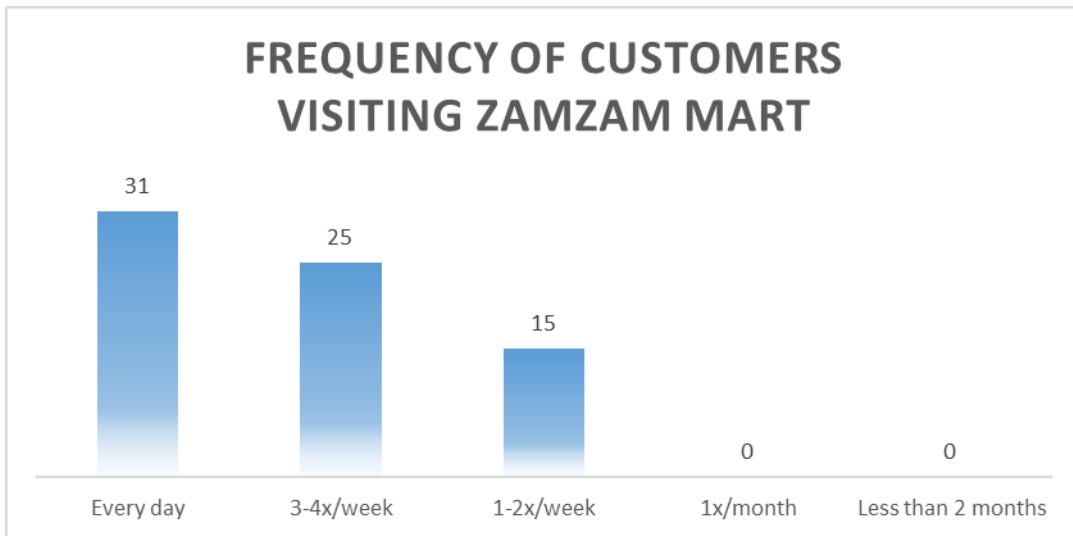
Figure 4. Frequency of Customers Visiting Zamzam Mart

From the age group above then in the variation of Zamzam mart customer visits seen frequency visiting customers, the majority of respondents (44%) visit Zamzam Mart daily, and 35% visit 3-4 times a week. This indicates a high attraction and customer satisfaction to the Zamzam mart service. The results show that the majority of customers have a high frequency of visits, especially in the "Everyday" and "3-4x/week" categories. Zamzam Mart managed to keep customers coming on a regular basis, reflecting the success of a customer retention strategy.

Figure 5. Price comparison with other stores

Although there was a slight decrease in the "Less" category, customers gave a positive assessment of the price comparisons with other shops. This marks the success of Zamzam Mart in offering competitive prices and dining customer satisfaction.
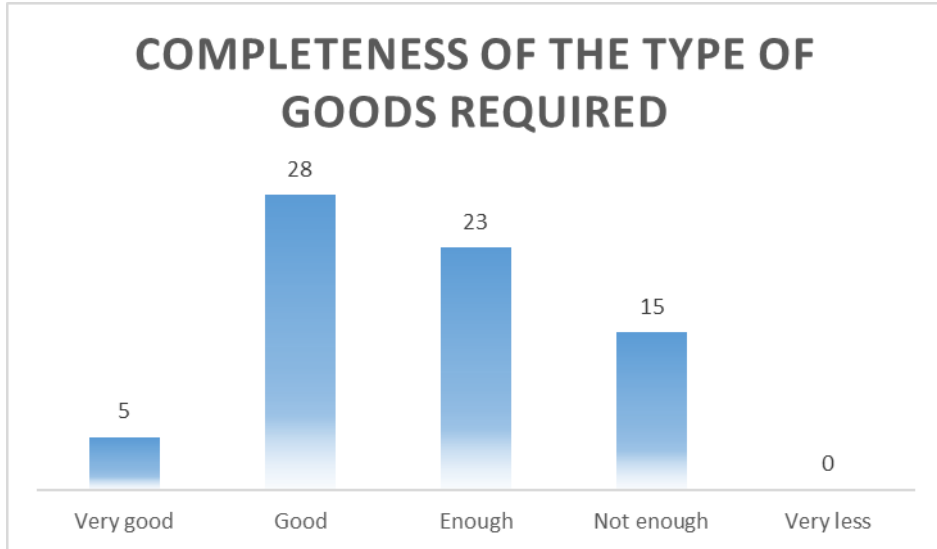

Figure 6. Equipment Type of Items Required

This distribution suggests that while the majority (56 out of 71 total responses) consider the supply of goods to be at least adequate (combining Very good, Good, and Enough), there's still room for improvement. The presence of 15 "Not enough" responses indicates that supply issues exist and need addressing. The data points to a generally positive but not optimal situation in terms of goods supply, with potential areas for enhancement in completeness and variety of goods offered or available.

Figure 7. Variation of Available Goods

Data shows variation in customer perception of supplies and variation of type. The majority of respondents gave high ratings, but some felt less satisfied. It shows there is room for improvement in this aspect.

Figure 8. Customer Service Satisfaction

Research results show customer satisfaction with Zamzam Mart's service, with a majority giving positive ratings in the categories "Very Good" and "Good." This reflects the good quality of service in the eyes of the customer.
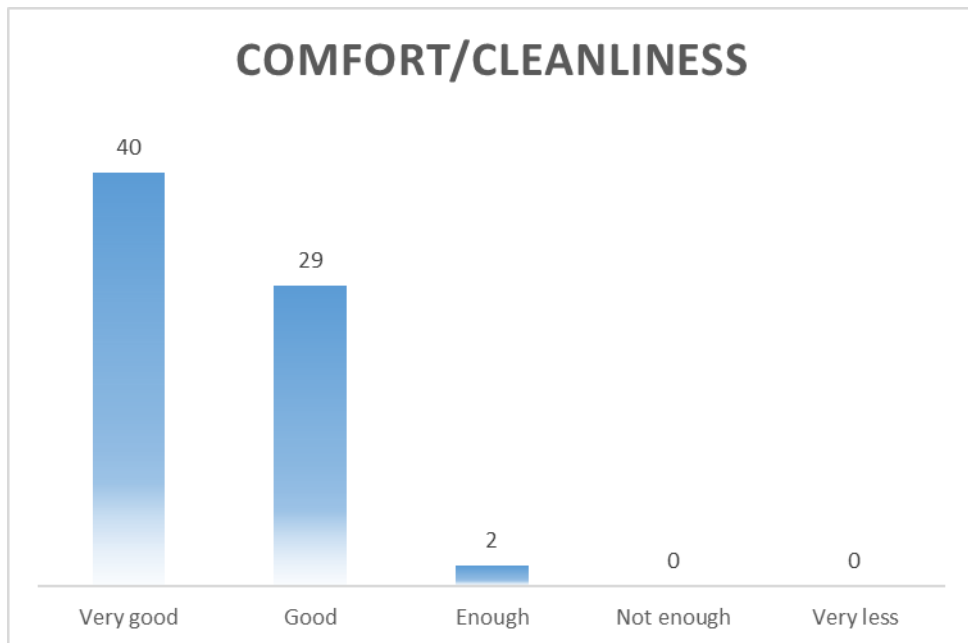

Figure 9. Comfort/Cleanness

The highest ratings were obtained in terms of comfort and hygiene. The majority of respondents gave the rating "Very Good," indicating that Zamzam Mart managed to create a clean and comfortable environment for customers. Related to the purchasing preferences of Zamzam Mart customers in relation to various types of goods. The results are divided into two main groups, namely, the types of products that are often purchased (Z1) and the types that are not sold and needed. (Z2). Interpreting such data can provide valuable insights into stock management, marketing strategies, and improved customer service.
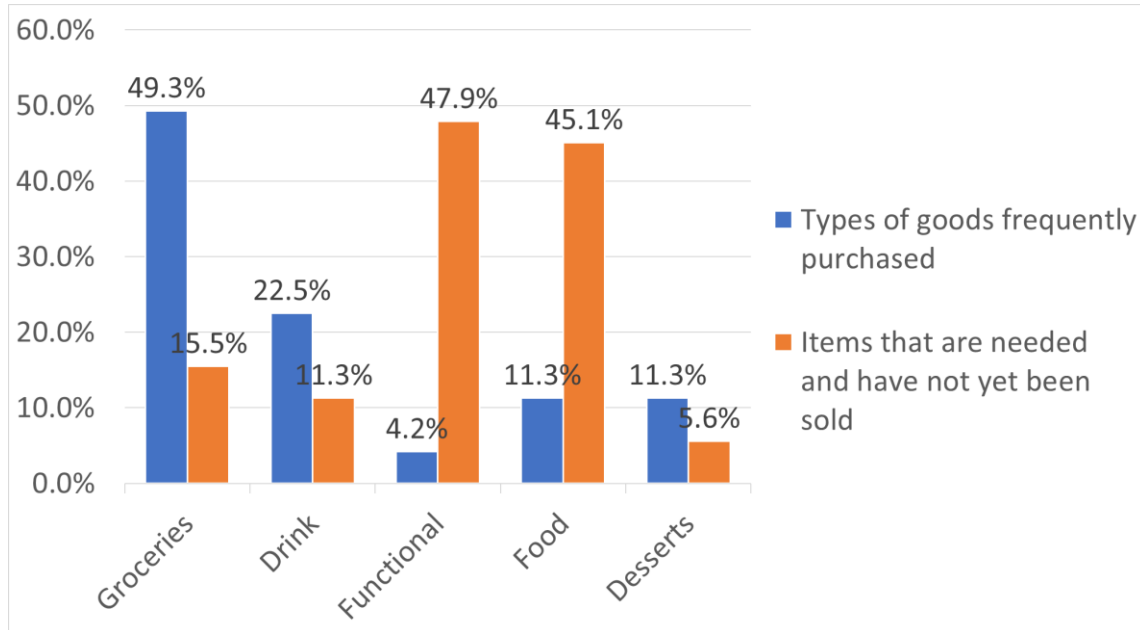

Figure 10. The type of goods that are often purchased and the type of items that are needed are not sold

There are five main categories of goods that are purchased and needed, namely Snacks, Drinks, Functional, Food, and Dessert. In Z1, Sembako purchases dominated with 35 kinds of goods, while Z2 showed that 15.5% of respondents needed more Sembako products.

The most commonly purchased type of goods (Z1) is Shampoo (49.3%): The majority of respondents (49.3%) tend to buy shampoo products, covering basic needs such as oil, sugar, rice, and other shampoos. Drinks (22.5%): 22.5% of respondents in Z1 chose to buy a beverage product, showing significant interest in categories such as UHT milk, chopped tea, and other beverages. Functional (4.2%): Although smaller, functional products have a share of around 4.2%, remaining relevant for customers looking for items with special functions. Food (11.3%): 11.3% of respondents chose snacks as their primary purchase category, indicating an interest in snacks or snacks. Dessert (111.3%): Dessert products have an equivalent contribution to snacks, with 11.3% indicating customer interest in dessert.

Type of Unsold and Needed Goods (Z2) is Sembako (15.5%): 15.5% of respondents need more unsold sembako products, indicating a potential increase in stock or product variation. Drinks (11.3%): Needs for beverages have not been fully met, with

11.3% respondents looking for a beverage product. It's an opportunity to expand the supply of drinks in the store. Functional (47.9%): functional products have a significant share in Z2, reaching 47.9%. This indicates a large demand for functional items such as medicines, soaps, or hygiene products. Food (45.1%): Food category becomes a significant need with 45.1% in Z2, indicating potential sales increase in the snack or snack category. Dessert (5.6%): Dessert products have a smaller contribution, with 5.6% in Z2. This shows opportunities to expand the dessert product offerings according to customer demands.

4.2. Analysis

The business model canvas (BMC) for Zamzam Mart offers a comprehensive analysis of its operational strategies, value propositions, customer segments, and financial structures. This research delves into the intricate relationships between various components of Zamzam Mart's business model, providing insights into how the company creates, delivers, and captures value within the retail market. By examining supplier relationships, product diversification, customer segmentation, and service quality, this study highlights the key factors that contribute to Zamzam Mart's competitive edge. Furthermore, the integration of physical and online retail strategies underscores the importance of adapting to modern retail trends. This analysis serves as a foundation for strategic decision-making, guiding Zamzam Mart towards sustainable growth and enhanced market positioning. On Canvas Model Analysis Visualization, the display is as follows:

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Suppliers for Products	Stocking and managing inventory	Wide variety of products including: Sembako (49.3%) Minuman (22.5%) Fungsional (4.2%) Snack (11.3%) Dessert (11.3%)	Establishing and maintaining relationships with customers based on their expectations. Currently established relationships with: Remaja Dewasa Perempuan Integration with the overall business model. Relationships are moderately costly.	Types of customers based on survey data: Remaja (34%) Dewasa Perempuan (>25 tahun) (34%) Pemuda (14%) Dewasa Laki-Laki (>25 tahun) (11%) Anak (<11 tahun) (7%
	Key Resources Products from Suppliers		**Channels** Physical Store (Brick and Mortar) Opportunities for online presence. Sembako (15.5%) Minuman (11.3%) Fungsional (47.9%) Snack (45.1%) Dessert (5.6%) Integration with existing customer routines.	
Cost Structure Costs inherent in the business model include: Inventory Costs Operational Costs Supplier Costs			**Revenue Streams** Revenue from customers willing to pay for: Sembako Minuman Fungsional Snack Dessert_Contribution from each Revenue Stream to overall revenues is based on survey data	

Figure 11. Zamzam Mart Canvas Model

Analysis results show a positive correlation between Suppliers for Products and inventory management (Stocking and managing inventory). Product diversification, especially in the Food, Beverage, and Functional categories, provides an opportunity to attract a wide range of customer segments, focusing on teenagers and female adults (>25 years). The challenges of integration with physical and online stores were also identified, requiring strategic adjustments in the management of physical stores. The quality of service and hygiene evaluated positively by customers The Zamzam Mart Canvas model

describes the operational foundation and business strategy in a comprehensive manner. The interpretation of the data revealed through this model provides important insights related to partnership, customer engagement, market segmentation, business sustainability, online growth opportunities, challenges faced, and relationships with partners.

Competitive Advantages Zamzam Mart has a clear advantage in providing a wide range of products with a wide variety, involving categories such as Snacks, Drinks, Functional, Snacks and Desserts. This advantage is reinforced by integration with a comprehensive business model, providing a strong competitiveness in the market. The data interpretation highlights Zamzam Mart's efforts to build strong relationships with customers, especially in segments such as Teenagers and Women Adults. Focusing on customer expectations and effective engagement, including through online presence, helps improve customer comfort.

Segmentation of Known Customers Zamzam Mart understands the market well through the identification of different customer segments based on survey data. Adapting products to the preferences of each segment becomes a smart strategy to increase target markets and profits. A Sustainable Business Model Cost structures that include inventory, operational, and supplier relations reflect a mature understanding of the financial aspects of a business. Diversification of revenue from various product categories provides a strong foundation for business survival.

Zamzam Mart recognizes growth opportunities through online presence. Flexibility to adapt to e-commerce trends can increase visibility and competitiveness in emerging markets. Despite having advantages, Zamzam Mart also faces challenges such as high costs associated with customer relationships. The challenges of online store competition and adaptation to market trends require efficient management.

A positive relationship with a supplier partner is the key to successful operations. Zamzam Mart's holistic approach in its business model shows a focus on customer satisfaction, business sustainability, and adaptation to market developments. The importance of understanding and applying marketing mixed concepts (4C's: Customer Value, Cost, Convenience, and Communication) in improving customer purchasing decisions. Mini Market Zamzam Mart can enhance its business by focusing on increasing customer value through quality and relevant product offerings. Moreover, competitive pricing, convenience through strategic location or inter-services, and effective marketing communications can improve customer purchasing decisions (Sutopo, 2017). By paying attention to macroeconomic factors in the development of business strategies. Mini Market Zamzam Mart needs to take into account macro-economic conditions such as inflation, interest rates, and currency exchange rates in planning a price and procurement strategy. An understanding of macroeconomics conditions can help Mini Market zamzam Mart to anticipate changes in customer purchasing power and proactively adjust its business strategy.

Zamzam Mart's can be developed by this key areas: Supply Chain Optimization and Inventory Management, Product Diversification and Category Management, Customer Segmentation and Personalized Marketing, Omnichannel Retail Strategy, Service Quality and Customer Experience, Sustainability and Corporate Social Responsibility, Financial Management and Profitability, Technology Integration and Data Analytics, Employee Engagement and Development, Risk Management and Business Continuity (Adhi et al., 2020).

Supply Chain Optimization and Inventory Management. The positive correlation between supplier relationships and inventory management highlights a critical area for Zamzam Mart's continued success. Effective supply chain management is fundamental in the retail sector, particularly for businesses offering a wide variety of products like Zamzam Mart.

To further enhance this aspect, Zamzam Mart could consider implementing advanced inventory management systems that utilize predictive analytics. These systems can forecast demand based on historical sales data, seasonal trends, and external factors such as local events or weather patterns. By accurately predicting demand, Zamzam Mart can optimize its stock levels, reducing both stockouts and excess inventory.

Furthermore, exploring just-in-time (JIT) inventory practices could significantly improve efficiency. While challenging to implement in a retail setting, a modified JIT approach could help reduce carrying costs and improve cash flow. This could involve more frequent, smaller deliveries from suppliers, particularly for fast-moving items.

Developing stronger partnerships with key suppliers could lead to benefits such as priority restocking, better payment terms, and exclusive product lines. Zamzam Mart might consider entering into strategic alliances with suppliers of its most popular products, potentially even co-developing exclusive items that could differentiate the store from competitors.

Product Diversification and Category Management. The survey results indicating a need for wider product variety present both an opportunity and a challenge for Zamzam Mart. Expanding into categories like baby products, cosmetics, and office supplies requires careful planning and execution.

Zamzam Mart should conduct thorough market research to understand the specific needs and preferences of its customer base in these new categories. This could involve focus groups, customer surveys, and analysis of local market trends. The store should also consider the competitive landscape in these categories, identifying gaps in the market that it could fill.

Implementing a category management approach could help Zamzam Mart optimize its product mix. This involves treating each product category as a strategic business unit, with its own targets, marketing strategies, and performance metrics. Category managers could be appointed to oversee the performance and development of each major product group.

In diversifying its product range, Zamzam Mart should also consider the impact on store layout and space allocation. Planogram optimization techniques could be employed to ensure that new product categories are introduced without compromising the visibility and accessibility of existing high-performing items.

Customer Segmentation and Personalized Marketing. The identification of key customer segments, particularly adolescents and female adults, provides a strong foundation for targeted marketing efforts. Zamzam Mart can leverage this information to create more personalized shopping experiences and marketing campaigns.

For the adolescent segment, Zamzam Mart could explore partnerships with local schools or youth organizations, offering student discounts or sponsoring youth events. Social media marketing, particularly on platforms popular among teenagers like TikTok or Instagram, could be effective in engaging this demographic.

For female adults, especially those over 25, Zamzam Mart might consider creating a loyalty program that offers rewards tailored to their preferences. This could include exclusive discounts on beauty products, household items, or healthy food options. Hosting

in-store events such as product demonstrations or health and wellness workshops could also appeal to this demographic.

Implementing a customer relationship management (CRM) system would allow Zamzam Mart to track individual customer preferences and purchase history. This data could be used to send personalized product recommendations and targeted promotions, increasing the relevance of marketing communications and potentially boosting sales.

Omnichannel Retail Strategy. The discussion on integrating physical and online stores reflects a crucial trend in modern retail. Developing an omnichannel strategy could significantly enhance Zamzam Mart's market position and customer reach.

Creating an e-commerce platform would allow Zamzam Mart to reach customers beyond its physical location. This could start with a basic online catalog and gradually evolve into a full-fledged e-commerce site. The online platform should offer a seamless experience that complements the in-store offering, with features such as real-time inventory checks, click-and-collect options, and personalized recommendations based on past purchases.

Implementing a mobile app could further enhance the omnichannel experience. The app could offer features like digital loyalty cards, in-store navigation, personalized offers, and the ability to create shopping lists. This would not only improve customer convenience but also provide valuable data on shopping behaviors and preferences.

Zamzam Mart should also consider how to leverage its physical store in the digital age. Concepts like showrooming (where customers view products in-store but purchase online) and webrooming (researching online before buying in-store) should be embraced rather than feared. The physical store could be reimagined as an experience center, offering product demonstrations, expert advice, and immediate gratification that online shopping can't match.

Service Quality and Customer Experience. The high ratings for service quality and hygiene underscore a key strength of Zamzam Mart. To maintain and enhance this advantage, continuous training and development of staff should be a priority. This could include regular workshops on customer service best practices, product knowledge training, and sessions on handling difficult customer situations.

Zamzam Mart might consider implementing a mystery shopper program to regularly assess and improve service quality. This would provide objective feedback on various aspects of the customer experience, from store cleanliness to staff helpfulness.

Technology could also play a role in enhancing the in-store experience. Self-checkout kiosks could be introduced to reduce waiting times during peak hours. Digital price tags could ensure pricing accuracy and enable dynamic pricing strategies. Interactive kiosks could provide product information and recommendations, supplementing the role of store staff.

Sustainability and Corporate Social Responsibility. While not explicitly mentioned in the current analysis, incorporating sustainability and corporate social responsibility (CSR) initiatives could significantly enhance Zamzam Mart's brand image and appeal to environmentally conscious consumers.

This could involve initiatives such as reducing plastic bag usage, offering eco-friendly product alternatives, implementing energy-efficient store lighting and refrigeration, and sourcing products from local suppliers to reduce transportation emissions. Zamzam Mart could also consider partnering with local environmental organizations or sponsoring community clean-up events.

Financial Management and Profitability. To ensure long-term sustainability, Zamzam Mart should focus on optimizing its financial performance. This could involve a detailed analysis of product profitability, identifying high-margin items and loss leaders. Pricing strategies should be reviewed regularly, taking into account competitor pricing, cost changes, and customer price sensitivity.

Implementing a robust financial reporting system would allow for better tracking of key performance indicators (KPIs) such as gross margin, inventory turnover, and customer acquisition cost. Regular financial health checks and scenario planning could help Zamzam Mart prepare for various market conditions and identify areas for cost optimization.

Technology Integration and Data Analytics. Leveraging technology and data analytics could provide Zamzam Mart with valuable insights and operational efficiencies. Implementing a comprehensive point-of-sale (POS) system integrated with inventory management and customer relationship management (CRM) software could streamline operations and improve decision-making.

Data analytics could be used to identify sales trends, optimize pricing, predict demand, and personalize marketing efforts. Machine learning algorithms could be employed to analyze vast amounts of customer data, providing insights that could inform product selection, store layout, and marketing strategies.

Employee Engagement and Development. The success of Zamzam Mart heavily relies on its employees. Implementing robust employee engagement and development programs could lead to improved service quality, reduced turnover, and increased productivity.

This could involve creating clear career progression paths within the organization, offering regular training and skill development opportunities, and implementing an employee recognition program. Zamzam Mart might also consider introducing flexible working arrangements and competitive benefits to attract and retain top talent.

Risk Management and Business Continuity. In an ever-changing retail landscape, Zamzam Mart should have robust risk management and business continuity plans in place. This could involve scenario planning for various risks such as supply chain disruptions, economic downturns, or public health crises.

Diversifying suppliers, maintaining adequate insurance coverage, and having contingency plans for various scenarios could help mitigate potential risks. Regular risk assessments and updates to business continuity plans should be conducted to ensure Zamzam Mart is prepared for potential challenges.

Zamzam Mart's business model analysis and customer survey findings provide a solid foundation for strategic decision-making and future growth. By focusing on supply chain optimization, product diversification, customer segmentation, omnichannel integration, and service quality, Zamzam Mart can enhance its competitive position in the market.

The implementation of advanced technologies, sustainable practices, and robust financial management will be crucial in navigating the evolving retail landscape. Continuous innovation, employee development, and a customer-centric approach will be key to Zamzam Mart's long-term success.

As the retail industry continues to evolve, Zamzam Mart must remain agile and responsive to changing customer needs and market trends. By leveraging its strengths and addressing areas for improvement identified in this analysis, Zamzam Mart can position itself for sustainable growth and success in the competitive retail market.

The relevance of research to enhance Mini Market Zamzam Mart's business through customer surveys and BMC analysis can be enriched by integrating marketing mix concepts that focus on enhancing customer value, competitive pricing, ease of access, and effective marketing communications, as well as by considering macroeconomic factors in business strategy planning. Both these aspects can help Mini Market zamzam Mart in improving customer purchasing decisions and adapting its business strategy in the midst of macroeconomic dynamics (Bichler et al., 2020).

The Business Model Canvas (BMC) is a strategic management tool that provides a comprehensive visual representation of a company's business model. In the case of Zamzam Mart, the BMC diagram offers a holistic view of the company's operations, value proposition, customer relationships, and financial structure. This visual representation allows for a quick and thorough understanding of how Zamzam Mart creates, delivers, and captures value in the retail market.

Before delving into the specific components of the BMC, it's important to note that this diagram represents a snapshot of Zamzam Mart's current business model. It serves as both a diagnostic tool and a blueprint for future strategic planning. The interconnected nature of the BMC elements highlights how changes in one area can have ripple effects throughout the entire business model.

Key aspects to consider when analyzing this BMC: Integrated Approach: The diagram demonstrates how Zamzam Mart's various business elements are interconnected, from key partnerships to customer segments. Customer-Centric Focus: The emphasis on customer relationships and segmentation indicates Zamzam Mart's commitment to understanding and meeting customer needs. Product Diversity: The value proposition centered around a wide variety of products suggests a strategy aimed at catering to diverse customer preferences. Channel Strategy: The inclusion of both physical and potential online channels points to an evolving omnichannel approach. Revenue Model: The breakdown of revenue streams by product category provides insights into the relative importance of different product lines. Operational Efficiency: Key activities and resources focused on inventory management and supplier relationships highlight the importance of efficient operations in Zamzam Mart's business model. Cost Structure: The inclusion of various cost components provides a clear picture of the financial considerations underpinning the business model.

As we examine each component of the BMC in detail, we'll gain deeper insights into Zamzam Mart's strategic positioning, operational strengths, and potential areas for improvement. This analysis will serve as a foundation for identifying competitive advantages, challenges, and opportunities for future growth and innovation.

The BMC diagram for Zamzam Mart is structured as a hierarchical tree, branching out from a central "Starting Node." This structure allows for a detailed breakdown of each BMC component, providing a granular view of the business model while maintaining a clear overview of how these elements interrelate (Bichler et al., 2020).

In the following sections, we'll explore each component of the BMC in depth, analyzing its implications for Zamzam Mart's current operations and future strategies. This comprehensive analysis will provide valuable insights for strategic decision-making and highlight potential areas for optimization and innovation in Zamzam Mart's business model.
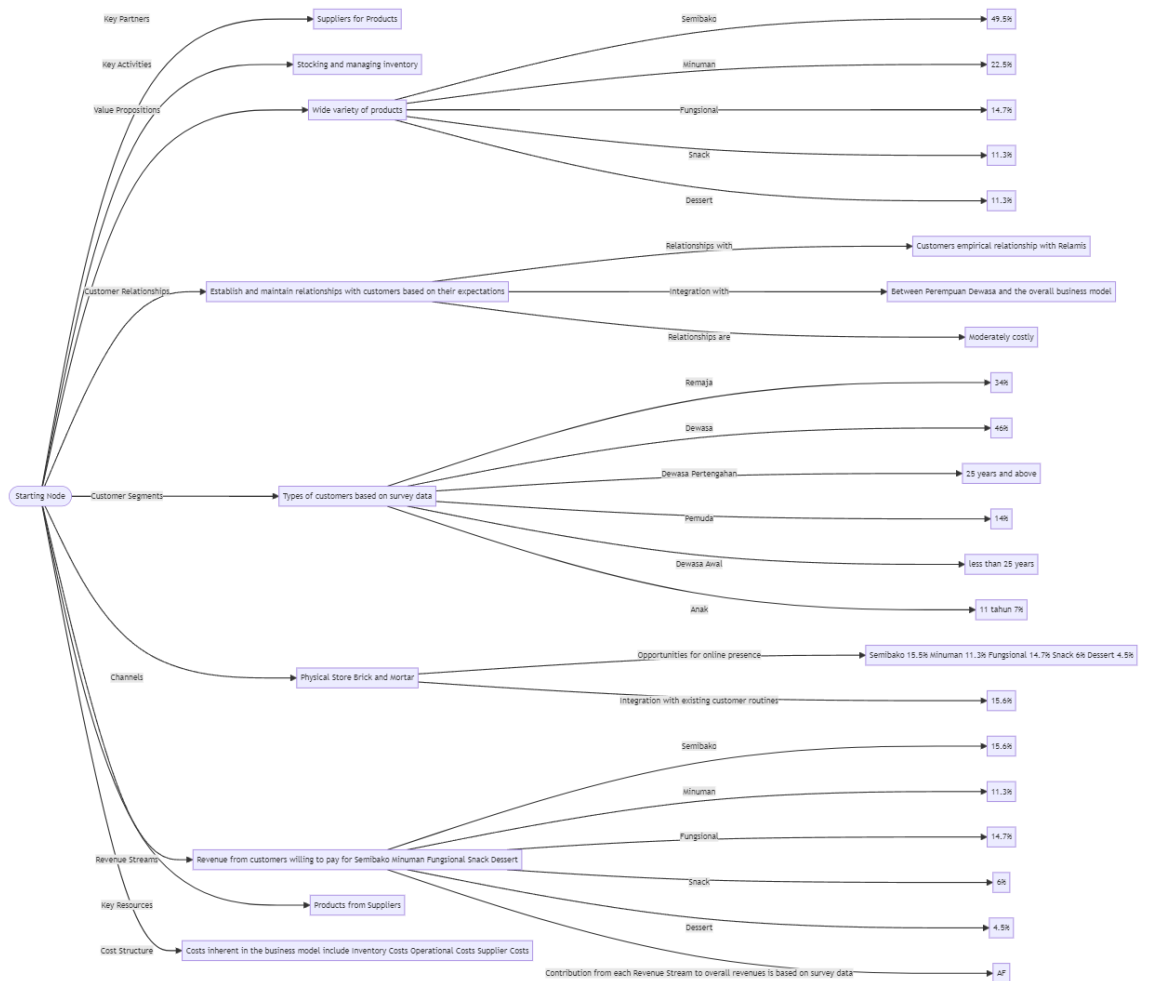
Figure 12. Flowchart Canvas Model of Zamzam Mart Analysis

This Figure of a comprehensive business model canvas (BMC) diagram for what appears to be a retail business, likely a convenience store or small market. The diagram is structured as a hierarchical tree, branching out from a central "Starting Node" to cover various aspects of the business model.

Key components of the BMC are represented, including Key Partners, Key Activities, Value Propositions, Customer Relationships, Customer Segments, Channels, Revenue Streams, Key Resources, and Cost Structure. Each of these branches further into more specific elements, providing a detailed overview of the business operations and strategy.

The Value Proposition centers on offering a wide variety of products, categorized into Sembako (basic necessities), Minuman (beverages), Fungisional (possibly functional foods), Snack, and Dessert. These product categories are consistently referenced throughout the diagram, indicating their importance to the business model.

Customer Segments are broken down based on survey data, revealing a diverse customer base including different age groups (e.g., "25 years and above", "less than 25 years") and genders. This segmentation allows for targeted marketing and product offerings.

The Customer Relationships branch emphasizes establishing and maintaining relationships based on customer expectations, with specific mention of empirical relationships and integration with the overall business model.

Channels focus on a physical store, but also highlight opportunities for online presence, suggesting a potential for omnichannel retail strategy (Menesha & Mwanaumo, 2023).

Revenue Streams are directly tied to customer willingness to pay for the various product categories, with percentage breakdowns for each category's contribution to overall revenue.

Key Resources and Activities revolve around inventory management and supplier relationships, which are crucial for maintaining product availability and variety.

The Cost Structure includes inventory, operational, and supplier costs, reflecting the typical expenses of a retail operation.

An interesting aspect is the inclusion of specific percentages and metrics throughout the diagram, likely derived from market research or historical data. This quantitative approach provides concrete insights into the business's performance and customer preferences.

Overall, this BMC diagram offers a holistic view of the business, emphasizing the interconnectedness of its various components and providing a data-driven foundation for strategic decision-making. It highlights the importance of product diversity, customer segmentation, and efficient operations in the retail sector, while also considering potential for growth through online channels.

The comprehensive evaluation of Zamzam Mart's business model and customer satisfaction survey yields significant insights into strategic opportunities for retail optimization. The positive correlation between robust supplier relationships and effective inventory management underscores the critical nature of supply chain partnerships in ensuring product availability and customer satisfaction. This finding aligns with extant literature on supply chain management in retail environments.

 The identified need for product diversification, particularly in categories such as baby products, cosmetics, and office supplies, suggests potential for market expansion and increased customer base. This observation is consistent with research on product assortment strategies in competitive retail markets.

The segmentation of key customer groups, notably adolescents and female adults, provides a foundation for targeted marketing and service strategies. This approach is supported by contemporary marketing theory emphasizing personalized customer experiences. The high ratings for service quality and hygiene reinforce the importance of maintaining exemplary standards in these areas, aligning with studies on the impact of store atmosphere on consumer behavior (Chandra et al., 2022). The discussion on integrating physical and online retail operations reflects the growing trend of omnichannel retailing, a strategy that has shown significant potential for enhancing customer engagement and sales performance.

Strategic recommendations derived from this analysis include the implementation of advanced inventory management systems, development of an online shopping platform, introduction of customer loyalty programs, expansion of product range, and enhancement of marketing efforts. These recommendations are congruent with current retail management best practices and offer a roadmap for Zamzam Mart's sustainable growth and competitive advantage in the evolving retail landscape.

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5.   CONCLUSION AND RECOMMENDATION

This research provides a comprehensive overview of the Zamzam Mart business model through the application of correlation analysis between variables. Through the canvas model, strategic and business development measures relate to Supplier Relationships: show positive links between Suppliers for Products and inventory management (Stocking and managing inventory). Product Diversification and Customer Segmentation: A wide variety of products, especially in categories such as Snacks, Beverages, and Functional, creates opportunities to attract a wide range of customer segments. Customer segmentation: indicates that adolescents and female adults (>25 years) represent a significant market share. Strategies that focus on the needs and preferences of these segments can increase customer attractiveness and loyalty. Integration challenges with physical and online stores: The negative correlation between physical store presence and some operational elements suggests the potential for strategic adjustments in managing physical stores. Importance of Service Quality and Hygiene: show positive assessment of aspects such as service and hygiene.

Based on the results of in-depth analysis of the canvas model and Zamzam Mart customer data, strategic suggestions to be implemented by the management and development of Zamzam mart later. Considering the findings and challenges identified as: (1) More efficient stock management strategies so that they should be more responsive to changing customer demands. Implementing a system that enables more accurate inventory monitoring and management. (2) E-commerce integration needs to understand customer needs and preferences related to online shopping can open up new business opportunities, and (3) Customer Loyalty Program, implementing a customer loyalty program to improve customer retention. This program may include discounts, points, or other benefits to increase customer loyalty.

Limitations of research results and suggestions for future research on Business Environment Stability: Dynamic market and economic conditions can make some aspects

of a canvas model unstable. Changes in consumer trends or economic policies can affect model interpretation as well as Dependency on Respondent Perceptions: Canvas models require interpretation from business owners or managers. Depends on the customer's perception and understanding.

In conclusion, Zamzam Mart's business model analysis and customer survey findings provide a solid foundation for strategic decision-making and future growth. By focusing on supply chain optimization, product diversification, customer segmentation, omnichannel integration, and service quality, Zamzam Mart can enhance its competitive position in the market. The implementation of advanced technologies, sustainable practices, and robust financial management will be crucial in navigating the evolving retail landscape. Continuous innovation, employee development, and a customer-centric approach will be key to Zamzam Mart's long-term success. As the retail industry continues to evolve, Zamzam Mart must remain agile and responsive to changing customer needs and market trends. By leveraging its strengths and addressing areas for improvement identified in this analysis, Zamzam Mart can position itself for sustainable growth and success in the competitive retail market.

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