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Designing a Business Model Canvas for a Low-Sugar Bubble Tea Business by Using VPC and Kano Model
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ABSTRAK

Industri bubble tea di Indonesia terus mengalami pertumbuhan, namun mayoritas produk yang beredar masih memiliki kandungan gula tinggi. Di sisi lain, konsumen generasi Z dan milenial semakin menyadari risiko kesehatan yang timbul akibat konsumsi gula berlebih. Kesenjangan ini menciptakan peluang pasar bagi produk bubble tea rendah gula, yang direpresentasikan melalui konsep bisnis Bubble Healthy. *Business Model Canvas* (BMC) bagi Bubble Healthy dirancang dengan mengintegrasikan *Value Proposition Canvas* (VPC) dan Model Kano. Pendekatan yang digunakan bersifat deskriptif kuantitatif, didukung data kualitatif sebagai pelengkap. Survei daring dilakukan terhadap 100 responden generasi Z dan milenial yang telah mengonsumsi bubble tea, menggunakan Skala Likert untuk mengukur dimensi *Customer Profile* dan kuesioner Kano untuk mengklasifikasikan dua belas fitur produk. Data tersebut dilengkapi dengan wawancara semi-terstruktur terhadap lima praktisi bisnis makanan dan minuman di Daerah Istimewa Yogyakarta, yang dianalisis menggunakan pengkodean deduktif berdasarkan sembilan blok BMC. Hasil analisis Skala Likert menunjukkan dimensi *Customer Jobs* (rata-rata 4,59) dan *Customer Gains* (rata-rata 4,54) berada pada kategori Sangat Tinggi, lebih tinggi dibandingkan *Customer Pains* (rata-rata 4,02) yang berkategori Tinggi. Analisis Kano mengklasifikasikan dua belas fitur menjadi dua fitur *One-dimensional*, sembilan fitur *Attractive*, dan satu fitur *Indifferent*, tanpa satu pun fitur *Must-be* atau *Reverse*. Berdasarkan Koefisien Timko, PS5 (konsistensi rasa dan kualitas) dan PS2 (tingkat kemanisan yang dapat disesuaikan) teridentifikasi sebagai prioritas tertinggi. Ketujuh fitur prioritas tersebut, dikombinasikan dengan temuan wawancara, digunakan untuk menyusun BMC Bubble Healthy hingga mencapai *Problem-Solution Fit*. Temuan ini berkontribusi untuk mengisi kesenjangan literatur akademik Indonesia mengenai segmen bubble tea rendah gula, serta memberikan pedoman prioritas pengembangan produk berbasis data bagi Bubble Healthy dan pelaku usaha sejenis.

Kata kunci: Business Model Canvas, Value Proposition Canvas, Model Kano, bubble tea rendah gula, kewirausahaan

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ABSTRACT

The growing popularity of bubble tea comes with increasing concerns about sugar content within health-conscious Generation Z and Millennials. They are becoming aware of the health impacts of sugar. This problem is also only slightly addressed by current stakeholders. There has also been no study to draw a consumer needs map for low-sugar bubble tea in the literature. This study aims to develop a Business Model Canvas (BMC) for a Low-sugar Bubble Tea business concept called Bubble Healthy by combining the Value Proposition Canvas (VPC) and Kano Model. In terms of methodology, employment of quantitative descriptive research was used using a questionnaire in order to measure Customer Profile (Customer Jobs, Pains, and Gains) using the Likert Scale and ranking 12 features of bubble tea drinks based on the results of the analysis using the Kano Model amongst 100 Generation Zs and Millennials. Moreover, there were semi-structured interviews involving 5 practitioners of the F&B industry in Yogyakarta. According to the analysis conducted, the Customer Jobs and Customer Gains categories achieved Very High scores, exceeding Customer Pains, which shows that respondents need products or services providing more value apart from solving problems. Furthermore, the Kano Analysis revealed that there were no Must-be or Reverse characteristics, but two One-dimensional, nine Attractive, and one Indifferent characteristics. Prioritisation of the features by using the Timko Coefficient method was conducted. The Kano analysis was used to fill the Value Proposition and Customer Relationships block, Customer Profile for the Customer Segments block, while the remaining BMC blocks were formed from the interview results to complete the BMC creation. The Problem-Solution Fit was achieved at the Value Proposition level. In theory, this research represents the combined use of VPC, Kano Model and BMC in a single research design. Meanwhile, for the practical implication, this research is able to provide a low-sugar bubble tea business model blueprint based on empirical research.

Keywords: Business Model Canvas, Value Proposition Canvas, Kano Model, low-sugar bubble tea, consumer preference