

Digital Business Model Innovation for Sustainable Competitiveness: Integrating Business Model Canvas and SWOT in CV Genethics

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ABSTRACT

This study aims to integrate the Business Model Canvas (BMC) and SWOT analysis to develop a digital business model strategy that enhances competitiveness and sustainability for CV Genethics, a garment enterprise located in Bandung. The research adopts a descriptive qualitative method with purposive sampling, involving the owner and managerial staff as key informants. Data were collected through interviews and observations, then analyzed using BMC to map the existing business model and SWOT to identify internal and external factors. The findings reveal that digital transformation, product innovation, and the strengthening of strategic partnerships can enhance competitiveness, expand market reach, and create sustainable value in the garment industry, particularly for CV Genethics. Future research is recommended to quantitatively evaluate the impact of implementing these strategies.

Key words: Business Model Canvas; SWOT Analysis; Digital Strategy; Competitiveness; Sustainability

INTRODUCTION

The garment industry in Indonesia faces significant challenges due to changing consumer behavior, pressure from the fast-fashion sector, and increasing demands for digitalization and sustainability. The advancement of digital technology and Artificial Intelligence (AI) encourages businesses to innovate by creating more efficient, responsive, and value-oriented business models (Salwin et al., 2022; Encino-Muñoz, 2025). In this context, CV Genethics is a local garment enterprise in Bandung, needs to adapt its business strategy to remain competitive in a dynamic textile market (Jovanović et al., 2023).

Conventional business models often struggle to adapt to digital transformation. Therefore, the Business Model Canvas (BMC) serves as an effective analytical tool to describe and develop comprehensive business strategies through nine interconnected components that collectively form a company's competitive advantage (Osterwalder & Pigneur, 2010; Pertiwi, 2022; Rahmah, 2023). Meanwhile, SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) enables firms to assess internal and external factors strategically, thereby formulating appropriate business strategies (Oliveira et al., 2023; Budhi Dharma Tim, 2024).

The combination of both approaches has proven effective in improving performance and ensuring business sustainability, particularly among MSMEs in the garment sector (Aulawi et al., 2022; Wisnubroto & Yulianto, 2025). Prior studies support similar findings. For instance, Isgiyarta et al. (2025) demonstrated that optimizing BMC and SWOT enhances the performance and sustainability of Islamic cooperatives, while Putri, (2025) emphasized the improvement of MSME fashion competitiveness through BMC-based strategies. Additionally, Pollard (2023) and Encino-Muñoz (2025) highlighted the importance of integrating circular economy principles into business models to achieve sustainability in the textile industry.

Research integrating BMC and SWOT within small to medium-scale local garment enterprises remains limited, particularly in the Bandung area. This gap provides an opportunity to explore how both methods can be applied simultaneously to design digital and sustainable business strategies for CV Genethics. Therefore, this study aims to map the business model of CV Genethics using the BMC and formulate its development strategy through SWOT analysis. The findings are expected to contribute theoretically to the literature on digital-based MSME business model development and practically to garment entrepreneurs in designing competitive and sustainable business transformation strategies.

METHOD

This study employs a descriptive qualitative approach to map and develop the business model of CV Genethics through the integration of the Business Model Canvas (BMC) and SWOT analysis. This approach was chosen for its ability to describe business phenomena contextually using empirical data from business practitioners (Creswell & Poth, 2018). The research was conducted in Bandung City, with CV Genethics as the case study representing a local garment enterprise adapting to market dynamics and digital transformation (Isgiyarta et al., 2025).

Data were collected through in-depth interviews using purposive sampling, direct observation, and documentation studies. The participants included the owner and managerial staff of CV Genethics. Semi-structured interviews were conducted to gain a comprehensive understanding of the company’s business model elements and strategies (Kvale, 2008). Secondary data were obtained from internal company reports and relevant academic references (Jovanović et al., 2023; Oliveira, 2023).

Data analysis followed the steps proposed by Miles et al. (2018), including data reduction, presentation, and conclusion drawing. The information obtained was mapped into the nine components of the BMC (Osterwalder & Pigneur, 2010), and subsequently analyzed using SWOT to identify internal and external factors influencing business performance. The combination of these two methods was utilized to formulate adaptive and sustainable business development strategies for CV Genethics. Data validity was ensured through source and method triangulation as well as member checking to confirm the accuracy of interpretations (Lincoln & Guba, 1985).

RESULTS AND DISCUSSION

Based on interviews with informants regarding the current business model of CV Genethics, the Business BMC analysis indicates that CV Genethics has a main strength in its unique value proposition and high customer orientation. The company’s strategy of offering custom jersey products with no minimum order requirement serves as an effective differentiation approach in a highly competitive garment market. This innovation aligns with the findings of Salwin et al. (2022), which emphasize that product flexibility and personalization enhance perceived customer value and expand market segments. In addition, the use of digital channels such as *Instagram* and *TikTok Shop* demonstrates Genethics’ adaptability to local business digitalization trends. Customer relationships are maintained through responsive service and two-way communication, which are essential for fostering consumer loyalty, although the Customer Relationship Management (CRM) system has not yet been fully integrated.

However, further interpretation reveals that there remains substantial potential for strengthening the business model, particularly in digital transformation, operational efficiency, and environmental sustainability. Limited production capacity and the lack of data-driven innovation present challenges to long-term expansion. This is consistent with Oliveira et al. (2023), who highlight the importance of integrating technology and eco-friendly practices into modern business models to enhance adaptability to market and regulatory changes. Thus, the implementation of BMC not only helps CV Genethics understand its existing business components but also provides a strategic direction for transforming into a more digital, collaborative, and sustainable business model. The BMC mapping, presented in Figure 1.

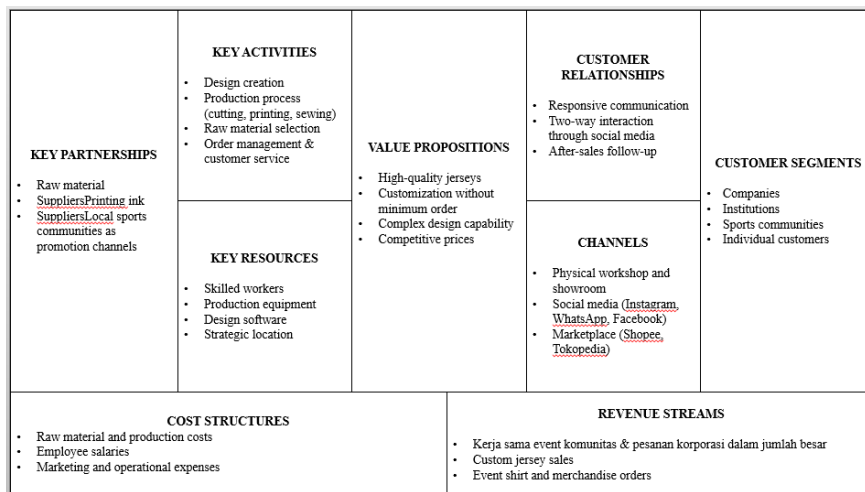


Figure 1. Business Model Canvas of CV Genethics

After obtaining the current BMC overview, the researcher conducted a SWOT analysis based on its nine elements. This process identified the strengths, weaknesses, opportunities, and threats of CV Genethics, which were then analyzed using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) to produce a SWOT diagram.

Table 1. Internal Factor Analysis Summary (IFAS) of CV Genethics

Code	Strengths	Weight	Rating	Score
S1	Good company financial condition	0,09	4	0,36
S2	High quality raw materials and production process	0,12	5	0,60

Strategy Type	Strategies	Related Factor
S-O	Market expansion through e-commerce and digital marketing	S1, S3, O3, O4
	Innovation in new sportswear products	S2, O1, O5
	Optimization of strategically located showrooms	S5, O3, O4
ST	Implementation of environmentally friendly production standards	S2, O2, T2
	Strengthening customer loyalty	S4, T1, T5
	Maintaining raw material stability	S1, S2, T3
WO	Product diversification	W1, O1, O5
	Development of digital research and innovation (R&D)	W2, O3
	Optimization of website and online marketing strategies	W3, W4, O4
WT	Investment in new machinery and equipment	W5, T3
	Production cost efficiency	W1, W3, T3, T4
	Adaptation of marketing strategies	W3, T5

(Source: Data Processed by Researcher)

After formulating the S-O strategy from the SWOT analysis, the strategy was applied to the Business Model Canvas (BMC) to improve each of its elements, thereby supporting the business development of CV Genethics. The improved BMC is presented in Figure 3 below.

KEY PARTNERSHIPS <ul style="list-style-type: none"> Raw material Suppliers/Printing ink Suppliers/Local sports communities as promotion channels E-commerce platforms and sports communities Eco-friendly material suppliers Digital influencers for brand promotion 	KEY ACTIVITIES <ul style="list-style-type: none"> Design creation Production process (cutting, printing, sewing) Raw material selection Order management & customer service Digital marketing (content) Development of interactive online ordering systems 	VALUE PROPOSITIONS <ul style="list-style-type: none"> High-quality jerseys Customization without minimum order Complex design capability Competitive prices Product innovation for sports apparel Fast, flexible & eco-friendly production High-quality designs that follow current sports trends 	CUSTOMER RELATIONSHIPS <ul style="list-style-type: none"> Responsive communication Two-way interaction through social media After-sales follow-up Digital customer service (chatbot, feedback system) Online loyalty and referral programs 	CUSTOMER SEGMENTS <ul style="list-style-type: none"> Companies Institutions Sports communities Individual customers Digital sports communities Young, tech-savvy consumers
	KEY RESOURCES <ul style="list-style-type: none"> Skilled workers Production equipment Design software Strategic location Creative digital workforce Modern design & production technology Showroom as a hybrid promotion & consultation center 		CHANNELS <ul style="list-style-type: none"> Physical workshop and showroom Social media (Instagram, WhatsApp, Facebook) Marketplace (Shopee, Tokopedia) Digital experience showroom Billboard 	
COST STRUCTURES <ul style="list-style-type: none"> Raw material and production costs Employee salaries Marketing and operational expenses Investment in digital marketing & product innovation Technology-based HR & training costs Collaboration & event sponsorship expenses 			REVENUE STREAMS <ul style="list-style-type: none"> Kerjasama event komunitas & pesanan korporasi dalam jumlah besar Custom jersey sales Event shirt and merchandise orders Community event collaboration & large corporate orders Exclusive pre-order products 	

Figure 3. Improved Business Model Canvas of CV Genethics

In the improved future-oriented BMC, CV Genethics focuses on digital transformation and sustainability through collaborations with e-commerce platforms, sports communities, and eco-friendly suppliers. The main strategies include active digital marketing and an interactive online ordering system. The business value emphasizes innovative, fast, and eco-friendly sportswear products, complemented by interactive digital services and market expansion toward sports communities and active online consumers. Revenue is strengthened through online sales and event collaborations, supported by investments in technology and digital human resources.

CONCLUSION

This study concludes that the implementation of the Business Model Canvas (BMC) and SWOT analysis is effective in designing digital and sustainable business strategies for CV Genethics. Through digital transformation, product innovation, and the strengthening of strategic partnerships, the company has enhanced its competitiveness, expanded its market reach, and created sustainable value within the garment industry.

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