

Development Strategy at Express Company in PT OSL Prima using Business Model Canvas

Jonathan Anugerah Purba¹, Ono Suparno², Alla Asmara³

¹IPB University, School of Business, Jl Raya Pajajaran Bogor, Indonesia

²Department of Agroindustrial Technology, Faculty of Agricultural Technology, IPB University, Fateta Building Floor 2, IPB Darmaga, Bogor 16680

³Department of Economic, Faculty of Economics and Management, IPB University, Jl. Agatis, IPB Darmaga, Bogor 16680

Corresponding Author: Jonathan Anugerah Purba

ABSTRACT

The E-commerce sector has grown massively in Indonesia, and it attracts PT OSL Prima, an express company, to approach that sector. The grown itself made the management of PT OSL Prima decide to target for the number one company customer/revenue stream from the e-commerce sector. The research aims to (1) analyze the current business model, (2) analyze factors that become strength, weakness, opportunity, and threat of the company, and (3) determine some alternative strategies and propose a new business model for the company. The analysis tool used in this research is BMC, SWOT, and pairwise comparison. The research result is some strategies can be used by the company from each block from BMC. Specific segments in e-commerce like electronics and gold can be used as an additional segment for customer segmentation. A new value proposition like e-fulfillment can be prepared by the company to pull any new customer. A partnership is a vital role due to express companies like this need to have a large network so customers can get to use the product easier (channel) and more efficient from the company side (key activities, key resources, key partner, cost structure). In the end, the company could give services that comply with client requirements.

Keywords: business model canvas, e-commerce, express company

INTRODUCTION

The evolution of information technology nowadays brings transformation

in which business has been done in electronic-based or currently we know as e-commerce. The growth of e-commerce in Indonesia is significantly high. According to Lingga (2019), in the last 4 years, e-commerce was estimated grown by about 500%. Moreover, e-commerce transactions in Indonesia will reach about USD 12 billion in 2020. The main purpose of e-commerce is to give easiness and fastness in delivering goods to all areas in Indonesia. The growth of the e-commerce market is shown with a total revenue of around US\$ 7 billion in 2017. According to McKinsey, Indonesian e-commerce will increase 8 times from total online transactions from USD 55 billion in 2017 to USD 65 billion in 2020. The development of the e-commerce market has a direct impact on the growth of logistics service companies or expeditions as companies that support the delivery of products that have been purchased by consumers.

Business competition in logistics services has felt by PT OSL Prima. It is visible from the decline in the company's gross profit growth. PT OSL Prima experienced a decrease in gross profit in 2017 of 13.69%. This figure does not include the impact of the continued contract between PT OSL Prima and one of the primary partners in which PT OSL Prima holds a license from the American shipping company. The termination of the contract in

early 2019 caused a more significant decline in profits and revenues.

The significant growth of e-commerce business at this time is a big enough opportunity for PT OSL Prima and becomes a management concern to be able to increase company profits. This condition makes the company set a target in 2021, where the e-commerce sector becomes the primary target. PT OSL Prima expected to receive a total revenue from the e-commerce sector nearby 30.6% of the total. Then in other sub-sectors, such as warehouses and freight by 16.6% and 9.9%.

This very high target encourages the need for alternative strategies to achieve these targets appropriately. Tight competition conditions also drive the company, PT OSL Prima, to think of alternative services other than shipping to be the company's excellence and also which are priorities to work. Moreover, e-commerce is currently not only supplied from the domestic base. Bachdar (2018) said that in 2019, online transactions between countries will occur, where local consumers will purchase imported products through e-commerce provided abroad.

The development of business models and strategies needs more fit for the vision and mission and strategic planning in the long run. The concept of a business model that will be determined requires analysis first. According to Wheelen and Hunger (2003), the idea of a business model used to explain the business structure in a comprehensive, simple, and explicit manner makes it easier for organizations to carry out business strategies. One of the business model concepts is the business model concept developed by Osterwalder and Pigneur. The idea of this business model is called the Business Model Canvas (BMC).

According to Osterwalder and Pigneur (2017), BMC is a business model that considered powerful in company analysis because the used analysis is explained thoroughly both in terms of marketing, human resources, finance up to the value or offered product so that

companies can determine future strategies and determine competitive advantage in the business that is running. BMC can be used to develop new business models (Hartatik 2017). Through its business concept, the concept of a complex business model has successfully transformed into a simple one. By using the canvas approach, the business model is displayed on one sheet of canvas, containing nine map elements (boxes). Due to its simplicity, the canvas method can encourage as many employees as possible to be involved in developing the organization's business model (Osterwalder and Pigneur 2017). Several previous studies have also carried out using this business model like the one that has been done by Azhar et al. (2017), Nurhakim et al. (2018), and Viali et al. (2018).

Several studies are used as a reference in this research. Viali et al. (2018) in their study entitled "Development Strategy of Cargo Business PT Garuda Indonesia, Tbk With The Business Model Canvas Approach" found that there are three priority block elements that need to be improved, namely customer segment, channel, and revenue stream. Five forces porter analysis and industry foresight in the Cargo industry become input for the improvement of 3 block elements. Hartatik and Baroto (2017) conducted a study with the title Business Development Strategy with the Business Model Canvas method. Their research uses several methods, such as the IFE & EFE Matrix, SWOT Analysis, AHP, and BMC. The obtained results are the strategy with BMC can be effectively and efficiently in determining the company's strategy. Azhar et al. (2017) researched with the title Business Model Analysis of Lokawisata Baturaden With The Business Model Canvas. The methods used include BMC, SWOT analysis, and Blue Ocean Strategy analysis. Azhar et al. (2017) proposed a strategy of creating new value propositions in the design of future business models in the form of educational entertainment programs for children and families in Lokawisata Baturaden that will

affect every element of the canvas business model.

Some other researchers are also using the SWOT analysis method in their research. Amin et al. (2018) in his research entitled *The Strategy Of Business Model Planning for Architecture Consultant and Contractor's Services Company PT Architectaria Media Cipta* uses several methods namely Business Model Canvas (BMC), SWOT Analysis, and Blue Ocean Strategy (BOS). The result is that seven elements must be repaired majorly and two elements that are repaired minorly. Innovative products are made by utilizing residual materials with the concept of re-use and re-cycle so that the selling price of the product can be maintained as low as possible. Nurhakim et al. (2018) conducted a study using BMC and SWOT analysis with the title *Business Models Development and Care Service Strategy Development Of XYZ*. In this study, it was concluded that four elements from the nine BMC elements were chosen as XYZ company's top priorities to improve its business strategy, namely key activities, customer relationships, customer segments, and revenue streams.

There are also several studies relating to similar industries, which are shipping or logistics services that have been done before. Charles et al. (2019) in his research entitled *Formulation of Business Strategies for Air Exports using the CPM matrix method, IE Matrix and SWOT Analysis* to obtain research results in the form of strategies that are doing market penetration and product development. Elyarni (2016) in her research entitled *SWOT Analysis For Marketing Strategies of SAP Express Services at PT SAP* concluded that marketing strategies that must be implemented in companies are utilizing strategic locations of the company, owning their buildings to get potential customers, and providing appropriate prices. Whereas Pahrudin et al. (2015) in his research about competitive strategy of freight transportation business at PT Kereta

Logistik propose that the best strategy that can be carried out by PT KALOG is Growth-Oriented Strategy or SO Strategy. Subramanian et al. (2016) conducted a study entitled *4th Party Logistics Service Providers and Industrial Cluster Competitiveness*. The results of his research show that there are six elements, that are logistical synergy, industrial chain development, financial capability, creativity and innovation ability, corporate cooperation, and flexible supply chain, which includes the ability to collaborate operationally in its use by 4PL.

This research aims is to identify the current business model in the shipping service company PT OSL Prima based on the Business Model Canvas (BMC) approach, to identify factors that become strengths, weaknesses, opportunities, and threats for PT OSL Prima as a shipping service business, to formulate and determine a priority strategy for PT OSL Prima in developing a shipping service business, and to formulate a new business model that can be used as a strategy for developing a shipping service business of PT OSL Prima.

METHODS

This research was carried out for six months, starting from November 2019 to June 2020, at the headquarters of PT OSL Prima in South Jakarta. The type of data used in this study is qualitative and quantitative data consisting of primary data and secondary data. The first primary data obtained is the current condition of the company. The data was obtained through the results of analysis of the nine blocks of the canvas business model, and SWOT analysis. Secondary data used include the number of deliveries per month and the percentage of costs incurred by the company per month. The research data were obtained in several ways that are interviews conducted with several respondents. Some of the respondents interviewed included Operations Manager, Business Solution Express Manager, Finance and Budget Manager, General Manager of Ecommerce

Sales, and General Manager of Strategic Corporate Strategic. Data and information collection techniques that are used in this research consisted of (1) respondent interviews related to company conditions using the help of nine elements of the canvas business model, (2) documentation study that conducted by studying existing data related to conditions that are happening in the company, both internal and external. Through this documentation information also can be obtained about what needs to be developed so that it will facilitate the process of identifying new business models that will be recommended for companies. (3) Survey technique at PT OSL Prima collected through interviews using a questionnaire against predetermined respondents. Whereas secondary data including data in the form of company annual reports and other data related to this research needs is obtained directly from the management of PT OSL Prima.

The data obtained will be processed and analyzed using descriptive analysis. Data processing and analysis techniques include 1) Business Model Canvas analysis with PT OSL Prima company observation, 2) identifying SWOT (Strength, Weakness, Opportunity, Threat) to all 9 parts of BMC, so that it can be known what are the strengths / weaknesses, how are the opportunities and challenges of each BMC section, 3) formulate alternative strategies based on the results of the SWOT analysis in the form of new business strategy alternatives, and 4) determine the priorities

of the company's alternative business strategies using the pairwise comparison method. This method is carried out by giving questionnaires to the respondents of the company's internal parties that contain criteria / alternative strategies to be compared. Determining the priority of alternative strategies is done by pairwise comparisons of the vertical and horizontal elements between each other. The alternative strategies will be compared with other strategies in terms of the level of importance to the above objectives (Marimin and Maghfiroh 2010). The last step of the analysis process is forming a new business model design by adding additional elements to the BMC, especially on elements that are prioritized according to the strategic issues of the company. The addition strategy also uses the results of the SWOT analysis, especially in the opportunities and challenges section as a reference for BMC changes.

RESULT

Business Model Identification of PT OSL Prima

This study begins by observing the business structure currently used by PT OSL Prima using the identification of 9 components of the BMC (Business Model Canvas) in sequence. Data is collected by interviewing each person in charge of each division according to the suitability of each BMC component. Following are the results of the analysis of each of the current BMC components (Figure 1):

Key Partners Airline company Local agents Outsource Courier Outlet	Key Activities Shipment delivery AWB procurement Marketing activity	Value Proposition Pickup Delivery Tracking System Dedicated Courier	Customer Relationships Personal Service	Customer Segment Ecommerce Manufacture Banking FMCG company Retail Other Business to business company
	Key Resources Infrastructure Human Resource System		Channels Drop off shipment Pickup to shipper address Email, phone	
Cost Structure Operational Cost Wages		Revenue Stream Pickup delivery service (<i>pickup/delivery, drop off, pick up to point</i>) Customs Clearance Service		

Figure 1 Business Model Canvas of PT OSL Prima

SWOT Analysis of Business Model Canvas Component

The results of the analysis in the form of 9 BMC components of PT OSL Prima then proceed with SWOT identification. SWOT identification describes the strengths, weaknesses,

opportunities, and threats that will be faced by the company from each component of BMC. SWOT identification used as a reference for the formulation of new BMC then the results of SWOT identification can also show strategic issues in each component of BMC that can be the basis for formulating the company's business development strategy ideas. Following are the SWOT identification results from PT OSL Prima (Table 1):

Table 1 SWOT Analysis Result Of PT OSL Prima

Element	Strengths	Weaknesses	Opportunities	Threats
<i>Customer Segments</i>	Good Customer Segmentation	Less Specific Customer Segmentation	Ecommerce specific customer segment is available	Competitors threaten the company's market share
<i>Value Proposition</i>	Proportion of values is in line with customer needs	Price offered is still higher than the price on the market	Customer needs for delivery services are still high	Competitors can offer better prices / value to customers
<i>Channels</i>	Customers can already use the company's delivery service	Lack of Product knowledge	Appropriate sales channels can reach customers better	Competitors have more channels
<i>Customer Relationships</i>	Customer satisfaction is maintained	Lack of promotion to customers	High customer volume shipment estimates	Customers have a high probability of moving to a competitor
<i>Revenue Stream</i>	Company's revenue can be predicted	Profit received by the company is relatively small	There are other elements that customers are willing to pay	Company depend on one income stream
<i>Key Resources</i>	Appropriate use of operational resources	Company's main resources are outnumbered by competitors	The availability of other more economical resources	Competitor technology is better
<i>Key Activities</i>	Goods shipping activities are going well	The activities carried out by partners are still not focused adequately	The company has the opportunity to increase efficiency	Partner companies can interfere with the company's operational processes
<i>Key Partner</i>	Cooperation with partners has been going well	The number of partners needed is insufficient	Availability of partner options with better resources	Partner performance is not in line with company expectations
<i>Cost Structure</i>	Operational costs can be predicted	Current cost structure is not suitable	Other alternative transportation modes are available at a more economical cost	The price of AWB can increase without predictions

Priority Business Strategy Determination at PT OSL Prima

The next step after SWOT identification is SWOT analysis to get alternative strategies. This alternative strategy was obtained through interviews with selected interviewees. This alternative strategy was built based on the results of the SWOT analysis of the nine elements in the canvas business model. The following are some strategies from each element of the canvas business model that has been processed to become the main priority:

- a) *Customer segment (Weaknesses – Opportunities)*, weight: 0.43
Limited sales for electronic and gold customers.
- b) *Value Proposition (Weaknesses – Threats)*, weight: 0.33
Add additional features to products that are not owned by competing companies.
- c) *Channels (Strengths – Opportunities)*, weight: 0.39

Development of corporate networks in cities other than cities.

- d) *Customer relationship (Strengths – Opportunities)*, weight: 0.32
Maintaining relations with customers (regular sales calls, customer gatherings).
- e) *Revenue Stream (Strengths – Opportunities)*, weight: 0.40
Maintaining the company's performance to continue to receive revenue on target.
- f) *Key Resources (Strengths – Opportunities)*, weight: 0.30
Implements a policy of 30% permanent employees, 30% outsourced, and 30% partners.
- g) *Key Activities (Strengths – Opportunities)*, weight: 0.24
Utilization of the system (from IT companies) to support the activities of shipping goods.
- h) *Key Partner (Weaknesses – Opportunities)*, weight: 0.29

Looking for new partners with several massive scale outlets.

- i) *Cost Structure (Strengths – Opportunities)*, weight: 0.22
Use line haul with company-owned units.

DISCUSSION

Business Model Identification of PT OSL Prima

The following is an explanation of the business model that previously was mapped into 9 BMC components according to the results of discussions with internal company respondents. The respondents are the designers of business development ideas which will then be conveyed to the company's management as the decision-maker.

Customer Segment shows a group of companies, both individuals and organizations that are served by the company. PT OSL Prima has a general customer segment. The customers currently served by PT OSL Prima include e-commerce companies, manufacturing, banking, FMCG, Retail (both individuals and companies), and other B2B companies. The customer segment, especially e-commerce, is still quite general because each segment still has its division. In the e-commerce segment, PT OSL Prima is currently still trying to get customers as a whole or in other words, there is no specialization. Presently, the e-commerce company segment is diverse because the development of e-commerce has encouraged several companies to turn their previously offline businesses to online businesses (Erlyana and Hartono 2017).

Value Proposition shows the product or service created by the company for the intended customer segment. This section shows what products or services are sold or owned by PT OSL Prima. PT OSL Prima offers domestic goods shipping services to its customers. Delivery of goods carried out by this company can also be tailored to customer needs. Another facility that can be enjoyed by customers is a dedicated courier

which is focused on serving that one customer alone. This special courier is useful if the customer wants certainty and security during the process of shipping goods.

Channels show how companies interact with their customers and reach customers so that the product or value owned by the company can be felt by customers. Customers who have been registered as PT OSL Prima's clients can have pickup services from the shipper's location. Clients simply contact the company using email or through a system that is connected between the company's operations department with the customer. The channel is used by PT OSL Prima to support all customer segments. In addition to the channels that have been mentioned, customers, especially individual customers (retail) can also enjoy PT OSL Prima's delivery service by dropping off the nearest branch office in several cities in Indonesia.

Customer Relationship describes how relationships are built between the company and certain customer segments. Personal approach service is used by PT OSL Prima to build relationships with customers. This personal approach service is carried out by the company by conduct a visit to customer and ask what is needed by the customer and the obstacles encountered in sending their goods. This activity is done to build deeper relationships so that customers get a sense of comfort and satisfaction when sending their goods through PT OSL Prima.

Revenue Stream describes the income received by the company from each customer segment. Sources of company revenue are derived from the sale of several products, such as regular shipping services, and customs clearance handling services. The biggest revenue comes from delivery service products which are the core business of PT OSL Prima, and this type of revenue is continuous. Also, there are revenue streams that occur repeatedly but within a certain period (project-based).

Key Resources shows what resources are used by the company to run their business

processes. PT OSL Prima, which is engaged in delivery services, has several main types of resources. The main resources possessed are several assets to carry out the process of shipping goods, such as vans, motorcycles, warehouses (storage and sorting of goods). In addition to these resources, human resources that scattered in the head office and branch offices of the company also become one of the main resources of the company. One of the main resources that owned by PT OSL Prima but not yet owned by all other companies in similar fields is the system. PT OSL Prima has its system to run the company's operational processes.

One of the key activities of the company is the activity of shipping operations. The main activity of shipping goods is divided into two main processes, which are the process of pickup and delivery. From these two processes, there are other processes so that the shipping process can run perfectly. Furthermore, there are also other activities such as 1) recording financial transaction activities, 2) employee training, and 3) marketing activities. Marketing is the main activity that is inseparable from the running of PT OSL Prima's business. Marketing is continuously carried out to increase brand awareness from customers and other companies that have not used yet the delivery service from PT OSL Prima.

Key Partnerships are options that companies can choose to run their business rather than using their assets in this very modern era. A partnership is considered not only to benefit one company, but both companies benefit from each other. PT OSL Prima has already done this and has several partners to run the business. One of the main partners owned by PT OSL Prima is an airline that also serves cargo transportation in addition to passenger transportation. In addition to airlines, PT OSL Prima also has partnerships with several local agents in certain regions. Hence, the company can save costs to build infrastructure in each region.

Cost Structure shows the list of costs incurred by the company so that operational and business processes can run. The cost structure that used is a direct cost structure incurred when the process of delivering goods takes place. The types of costs incurred consist of Employee Salary, Infrastructure (Warehouse, van, motorbike), AWB (Air Waybill), Day Courier, Agent / vendor fees, General expense.

SWOT Analysis of Business Model Canvas Component

The results of the SWOT identification in Table 1 illustrate the company's current condition. There are several strengths, weaknesses, opportunities, and threats that the company has. Some opportunities can be used by PT OSL Prima to define some alternative strategies. A specific customer segment can be an opportunity for the company. Cho J et al. (2008) found in their research that companies that have weak internal logistics capabilities (especially companies engaged in the e-commerce sector) must be assisted by logistics companies (third parties) so that PT OSL Prima can provide solutions to these problems. Lin et al. (2014) stated that working with a logistics company by sharing logistics costs is one of the effective strategies that can be carried out by a company. Thus, companies gain efficiency not only in terms of operational expenses but also efficient in terms of work focus. It could be one opportunity that can be used by PT OSL Prima to determine the strategy.

Moreover, a threat can come from the customer side if PT OSL Prima can not fulfill their needs. The level of customer satisfaction and the relationship between the customer and the company is very influential on customer loyalty using a shipping service from a shipping service company for the long term (Alizadeh and Lahiji 2018). Therefore, customers have a high possibility of moving to a competitor if the company does not maintain customer satisfaction well. It will be a threat because the company requires efforts to maintain the

level of customer satisfaction so that customer loyalty can be maintained in the long run.

Priority Business Strategy Determination at PT OSL Prima

The nine strategies that already mentioned above are a unified attempt that can be done by the company to answer the issues that are happening in the company. A proper strategy is needed by the company to get a large revenue from the e-commerce segment so that potential customers want to use the services of PT OSL Prima. Adding new values like e-fulfillment can be a solution to attract potential customers. Zhang et al. (2019) said that fast fulfillment is the primary key to online retail success. Some retail companies managed to obtain a quick process by adopting new designs to measure their order fulfillment infrastructure. It also becomes an opportunity for logistic companies who want to offer services to online retail companies, where the products provided are not only shipping services but e-fulfillment services that enable online retail customers to run their businesses better. On the other hand, the price of the product which is still quite high is also a weakness of the company which can prevent customers from using the services of PT OSL Prima.

Therefore, it is necessary to review the company's cost structure, taking into account the combination of the use of non-permanent employees (outsourced and partners) and also the use of the company's fleet as a line haul so that the costs incurred by the company are more efficient. Efficiency from the operational side also needs to be done by using a system that is fully functional and ready to use which can be purchased from IT companies. The extensive network will also add to the company's appeal so that potential customers want to use PT OSL Prima's delivery service, and as for that, the addition of new partners will be needed. The company's need for large amounts of revenue is indeed high, but it should be noted also if there are prospective clients who negotiate and potentially harm the company, so monitoring of prospective customers needs to be done to keep the company safe by not accept customers that potentially harm the company.

Based on the explanation of alternative strategies per element of the canvas business model, the following is a summary of the canvas business model that can be a reference for the company (Figure 2).

<p>Key Partners Airline company Local agents Outsource Courier Outlet New partner in <i>massive scale</i>* Filter from marketing team ** Community / outsourcing company* Filter from HRD in day courier recruitment process**</p>	<p>Key Activities Shipment delivery AWB procurement Marketing activity System usage from IT company* Operational innovation* Outsource usage* KPI evaluation* Partner performance improvement*</p>	<p>Value Proposition Pickup Delivery Tracking System Dedicated Courier E-fulfillment* Combined service*</p>	<p>Customer Relationships Personal Service improvement** Regular sales call* Customer Gathering* Social Media*</p>	<p>Customer Segment <i>Ecommerce</i> (electronic and gold segment)** Manufacture Banking FMCG company Retail market Other Company (B2B) UMKM* Ecommerce company via Batam</p>
<p>Cost Structure Operational Cost Wages Use of company unit*</p>	<p>Revenue Stream Pickup delivery service (<i>pickup/delivery, drop off, pickup to point</i>) Customs Clearance Service Profit-sharing scheme* Filter prospective customer* Profit and loss policy*</p>			

Figure 2 Improvement of PT OSL Prima Business Models Canvas

Description: *) addition new component
**) improvement existing component

CONCLUSION

Based on the mapping of business models using the nine elements of the canvas business model at PT OSL Prima, the results of the identification of ongoing business models are obtained. The business model shows that improvements need to be done so several strategies are needed as a form of improvement. The strategy is made based on company conditions where the company has strength in the proportion of values that are in line with customer needs. One weakness that is owned by the company is one of them is the lack of specific customer segments, with opportunities that are available such as specific e-commerce customer segments available. Besides, one of the threats that must be faced by the company is a competitor able to offer a better price / value to customers. Some of the strategies that can be done include more specific customer segmentation such as companies in the electronics and gold segment, added value in the form of e-fulfillment services, partner networks as additional channels, profit-sharing schemes among subsidiaries, and policies of 30% permanent employees, 30 % of outsourced employees and 30% of partner employees.

REFERENCES

1. Alizadeh F, Lahiji M. Suitable delivery system in small e-commerce companies. *Journal of Humanities Insights*. 2018; 2(4): 167-171.
2. Amin AM, Baga LM, Tinaprilla N. Strategi perencanaan model bisnis perusahaan jasa konsultan arsitektur dan jasa kontraktor PT Architectaria Media Cipta. *Jurnal Manajemen IKM*. 2018; 13(1): 55-75.
3. Azhar RM, Suparno O, Djohar S. Pengembangan model bisnis pada lokawisata Baturaden menggunakan business model canvas. *Jurnal Manajemen IKM*. 2017; 12(2): 137-144.
4. Bachdar S. Cross border e-Commerce akan jadi tren 2019 [Internet]. 2018. [Cited 2019 March 13]. Available from: <http://marketeers.com/cross-border-e-commerce-akan-jadi-tren-2019/>
5. Charles AN, Maulana G, Rizaldi W. Formulasi strategi bisnis untuk pengiriman ekspor udara. *Jurnal Manajemen Bisnis Transportasi dan Logistik (JMBTL)*. 2019; 5(3): 339 – 352.
6. Cho JJ, Ozment J, Sink H. Logistics capability, logistics outsourcing and firm performance in an e-commerce market. *International Journal of Physical Distribution & Logistics Management*. 2008; 38(5): 336-359.
7. Elyarni HR. Analisis SWOT terhadap strategi pemasaran layanan SAP Express pada PT SAP. *Jurnal Metris*. 2016; 17: 81 – 88.
8. Erlyana Y, Hartono H. Business model in marketplace industry using business model canvas approach: An e-commerce case study. *IOP Conf. Series: Materials Science and Engineering*. 2017; 277: 1 -8.
9. Hartatik dan Baroto T. Strategi pengembangan bisnis dengan metode Business Model Canvas. *Jurnal Teknik Industri*. 2017; 18(02): 113-120. <https://doi.org/10.22219/JTIUMM>.
10. Lin J, Yong W, Dongmei L. Logistics cost sharing in supply chains involving a third-party logistics provider. *Central European Journal Of Operation Research*. 2014; 24: 207-230.
11. Lingga. Transaksi di E-Commerce diprediksi capai 12 miliar dollar AS [Internet]. 2019. [cited 2019 March 15]. Available from: <https://ekonomi.kompas.com/read/2019/02/19/180700126/2020-transaksi-di-e-commerce-diprediksi-capai-12-miliar-dollar-as>.
12. Marimin, Maghfiroh N. Aplikasi Teknik Pengambilan Keputusan Dalam Manajemen Rantai Pasok. Bogor (ID): PT Penerbit IPB Press; 2010.
13. Nurhakim AS, Suparno O, Nurrochmat DR. Pengembangan Model Bisnis dan strategi pelayanan kesehatan XYZ. *Jurnal Aplikasi Manajemen dan Bisnis*. 2018; 4(2): 251 – 260.
14. Osterwalder A dan Pigneur Y. *Business Model Generation*. Jakarta: PT Elex Media Komputindo; 2017.
15. Pahrudin C, Wibowo FP. Strategi persaingan usaha angkutan barang PT Kereta Logistik. *Jurnal Manajemen Bisnis Transportasi Dan Logistik*. 2015; 1(3): 439 – 458.

16. Subramanian N, Gunasekaran A, Papadopoulos T, Pie N. 4th party logistics service providers and industrial cluster competitiveness. *Industrial Management & Data System*. 2016; 116(7): 1303-1330.
17. Viali AF, Rifin A, Saptono IT. Strategi Pengembangan Bisnis Cargo PT Garuda Indonesia, Tbk dengan Pendekatan Business Model Canvas. *Jurnal Aplikasi Manajemen dan Bisnis*. 2018; 4(3): 474-485. DOI: <http://dx.doi.org/10.17358/jabm.4.3.474>
18. Wheelen TL and Hunger JD. *Manajemen Strategis*. Yogyakarta: Andi; 2003.
19. Zhang J, Onal S, Das R, Helminsky A, Das S. Fulfilment time performance of online retailers – an empirical analysis. *International Journal of Retail & Distribution Management*. 2019; 47(5): 493-510.

How to cite this article: Purba JA, Suparno O, Asmara A. Development strategy at express company in PT OSL prima using business model canvas. *International Journal of Research and Review*. 2020; 7(8): 81-90.
