Business Strategy Formulation for Trans Metro Pekanbaru Using Business Model Canvas and Strategic Environment Analysis

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Abstract: This study aims to formulate sustainable and competitive business strategies for Trans Metro Pekanbaru (TMP), a public transportation system managed by UPTD under the regional government. Using the Business Model Canvas (BMC) as the primary framework, supported by SWOT, Porter's Five Forces, and PESTLE analyses, this research identifies the internal and external factors influencing TMP's performance. The study found major challenges such as decreased ridership, lack of digital integration, and growing dependence on private vehicles. However, the flexibility offered through BLUD-based governance provides opportunities to improve innovation and service performance. Strategic recommendations include enhancing the value proposition, diversifying customer segments, and digitalizing distribution channels. These strategies are expected to strengthen TMP's competitive advantage and support the development of an inclusive and efficient urban mass transportation system in Indonesia.

Keywords: Business-Model Canvas; Digital Innovation; PESTLE; Porter's-Five Forces; SWOT.

1. Introduction

Transportation plays a vital role in national development, serving as the backbone of economic growth, social progress, and regional integration. In Indonesia, the transport and logistics sector contributed 5.37% to the national GDP in 2018, underlining its strategic importance. As urbanization accelerates, especially in growing cities like Pekanbaru, the demand for efficient, safe, and affordable public transportation becomes increasingly critical.

To address these urban mobility needs, the City Government of Pekanbaru launched Trans Metro Pekanbaru (TMP) in 2009 as part of a national pilot project for bus rapid transit (BRT) systems. However, TMP has encountered persistent challenges including declining passenger numbers, limited route coverage, aging fleets, and rising competition from app-based ride-hailing services. From 2020 to 2024, both ridership and revenue have shown a downward trend, with actual figures falling short of projections outlined in TMP's original feasibility studies. These setbacks indicate a lack of public interest in TMP, attributed to limited accessibility, inconsistent schedules, and underdeveloped infrastructure.

Moreover, TMP's heavy reliance on regional government subsidies further exacerbates its financial vulnerability, especially given competing budget priorities such as health, education, and infrastructure. Although TMP has transitioned to a Local Public Service Agency (BLUD) model to gain operational and financial flexibility, this potential has not yet been fully leveraged. Innovations like cashless payment systems have not significantly increased ridership, due to poor digital outreach and low service frequency.

Based on its own capabilities and external environment, TMP needs a clear and strategic direction in order to improve performance. Consequently, the Business Model Canvas (BMC), SWOT, Porter's Five Forces, and PESTLE analysis are used in this study's integrative

framework. Evaluating TMP's current business model, spotting possibilities and weaknesses, and developing workable plans to improve service quality, competitiveness, and long-term viability in the public transportation industry are the objectives.

This study aids in strategic planning for public transportation by: (1) assessing TMP's current business model, (2) identifying important opportunities, threats, weaknesses, and strengths, and (3) suggesting a revised strategic model that is suited to TMP's requirements. This is how the remainder of the paper is organized: The research technique is described in Section 3, the results and discussion are presented in Section 4, comparisons are provided in Section 5, the findings are concluded in Section 6, and related works and theories are discussed in Section 2.

2. Literature Review

2.1. Strategic Management

The continuous process of assessing both internal and external surroundings, creating long-term goals, and putting plans into action in order to obtain a competitive edge is referred to as strategic management (Dzwigol, 2020; Budiman, 2023). By coordinating resources with business objectives, this method assists businesses in adapting to changing market situations (Weston & Nnadi, 2023). The three main stages of strategic management are formulation, execution, and assessment, claim David & David (2017). Businesses establish their vision and mission, evaluate opportunities and threats, and create workable strategic plans during the formulation phase.

The Business Model Canvas (BMC) is used in this study as a framework to aid in the strategic management formulation stage. In order to identify strategic gaps and suggest workable business strategies that enhance competitiveness and service delivery in the public transportation industry, this research will map TMP's current business components, including customer categories, value propositions, and income sources.

2.2 Business Model Canvas (BMC)

Osterwalder and Pigneur (in Pasaribu, 2023; Warnaningtyas, 2020) claim that the Business Model Canvas (BMC) is a strategic tool created to graphically depict important aspects of a company, including financial elements, resources, value propositions, and customer segments, in an easy-to-understand manner. This model makes it easier to comprehend and discuss how a company generates, provides, and acquires value.
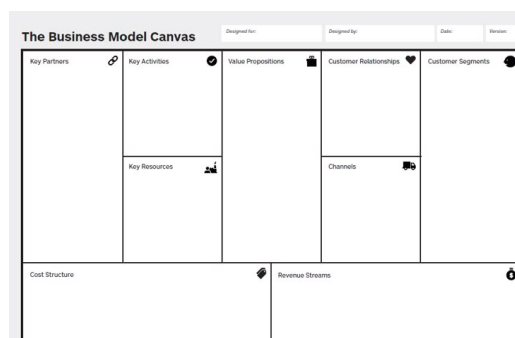

Fig 1. Business Model Canvas

There are nine interrelated components that make up the BMC framework:

    a.   Customer segments: the particular demographics or groups that a company caters to

    b.   Value Propositions: the special value provided to satisfy client demands or address issues

    c.   Channels: the tools used to provide customers with value;

    d.   Customer relationships: methods for drawing in, keeping, and interacting with clients;

    e.   Revenue Streams: the methods by which a business generates income from its clientele;

    f.   Key Resources: essential resources needed to provide value;

    g.   Key Activities: necessary steps to run and complete the business plan

    h.   Important Partnerships: joint ventures that promote effectiveness, risk mitigation, or capacity growth

    i.   Cost Structure: all expenses related to running the business plan.

According to Teece (2010), BMC also serves as a visual management technique that makes it possible to communicate intricate business concepts in an understandable and methodical manner.

2.3 SWOT Analysis

To support strategic business formulation, this study employs several widely recognized analytical tools that assess internal capabilities and external challenges faced by organizations.

A strategic planning tool called a SWOT analysis is used to determine both external opportunities and threats as well as internal strengths and weaknesses (Rangkuti, 2014; Novianto, 2019). It enables organizations to evaluate their competitive position and determine strategic priorities. According to Siagian (1995), strengths refer to resources or capabilities that offer a market advantage, while weaknesses are internal limitations. Opportunities are favorable external conditions, whereas threats pose risks to business sustainability (Rachmat, 2014).

The TOWS matrix is used to convert SWOT analysis into workable plans. This paradigm creates four strategy kinds by balancing internal and external factors:
1. SO (Strengths–Opportunities): Making the most of opportunities by utilizing strengths.
2. Opportunities–Weaknesses (WO): Taking use of outside opportunities while minimizing weaknesses.
3. Using strengths to overcome external threats is known as ST (Strengths–Threats).
4. WT (Weaknesses–Threats): Mitigating vulnerabilities and averting dangers.

Porter's Five Forces framework (Bhaskar et al., 2019) offers an industry-level perspective by analyzing competitive forces that affect profitability:

- Threat of New Entrants: The possibility that fresh rivals will upset the balance of the market.

- Supplier Bargaining Power: The power of suppliers to affect resource availability and pricing.

- Buyers' Bargaining Power: The capacity of consumers to insist on improved costs or services.

- Threat of Substitutes: The impact of alternative products or services that can fulfill the same needs.

- Industry Rivalry: The level of rivalry amongst current industry participants.

To complement these, PESTEL analysis evaluates macro-environmental factors that affect strategic decisions (Koesharijadi, 2022; Alanzi, 2018). It includes:
- Political: political stability, laws, and policies of the government

- Economic: purchasing power, exchange rates, and inflation

- Social: changes in consumer behavior, cultural trends, and demographics

- Technical: Operations are impacted by innovation and technology advancements

- Environmental: Sustainability regulations and ecological considerations

- Legal: Laws and regulations governing business practices.

Together, these tools provide a comprehensive understanding of strategic positioning and inform the development of effective and sustainable business strategies, particularly when integrated with the Business Model Canvas (BMC) framework.

3. Proposed Method

A qualitative descriptive methodology is used in this study to investigate business development strategies for Trans Metro Pekanbaru (TMP), particularly through the integration of SWOT analysis and the Business Model Canvas (BMC). This approach is suitable when researchers possess an initial understanding of relevant variables but require deeper exploration to uncover their interrelationships (Indrawati, 2015).The research design is structured as a case study, focusing on the strategic development of TMP's business model. Data were collected through in-depth interviews with key informants, including company management and stakeholders familiar with TMP's operations. This method enables the capture of specific, detailed insights into the company's strategic practices.

SWOT analysis was used to assess TMP's internal strengths and weaknesses, as well as external opportunities and threats. BMC served as a framework to structure and redesign TMP's business components in a more strategic and targeted manner. The study aims to generate practical recommendations to enhance TMP's competitiveness and operational effectiveness. The research is cross-sectional in nature, meaning that data were gathered at a single point in time. Thus, the findings reflect TMP's conditions during the specified study period without longitudinal tracking.

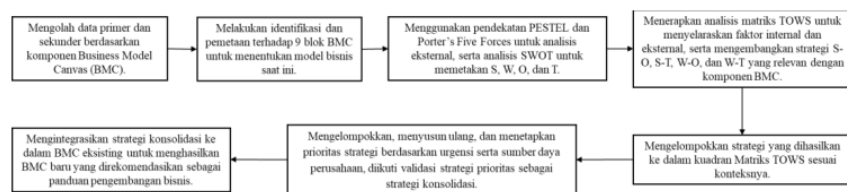### 3.1. Research Process

Fig 2. Research Process

The data analysis followed a structured sequence of steps, as illustrated in Figure 4:
a) Primary and secondary data were processed based on the nine elements of the Business Model Canvas (BMC).
b) The current business model was identified by mapping and analyzing the BMC components.
c) External factors were assessed using PESTEL and Porter's Five Forces frameworks, while internal and external elements were further explored using SWOT analysis.
d) The TOWS matrix was applied to align internal strengths and weaknesses with external opportunities and threats, generating four alternative strategies: SO, ST, WO, and WT.
e) These strategies were categorized into strategic quadrants based on contextual relevance.
f) Strategy priorities were determined by evaluating urgency and resource availability, followed by validation of consolidated strategies.
g) The validated strategies were then integrated into the existing BMC to develop a revised business model as a strategic guide for TMP's development.

3.2. Data Collection

Interviews

According to Sugiyono (2017), interviews are a data collection technique involving direct questioning of respondents to gather in-depth insights. This method allows researchers to explore participants' views, experiences, and perceptions related to the research topic. In this study, key informants were selected to provide relevant perspectives, as presented in the following table.

Tabel 1. Interviewers

No	Narasumber	Criteria

1	Internal Stakeholders	- Directly involved in TMP management - Holds a managerial or strategic role - Has operational knowledge of fleet, finance, infrastructure, or policy
2	Industry Expert	- Member of a professional organization in transportation (In This Case Using Masyarakat Transportasi Indonesia (MTI)) - Experienced in public transport planning or policy - Familiar with urban mobility issues in Indonesia
3	Public Transport Users	- Actively uses Trans Metro Pekanbaru as primary transportation - Represents daily commuters (students, workers) - Able to provide feedback on service quality and user experience

Supporting Documents

In qualitative research, documentation serves as a complementary method to observation and interviews during the data collection process. It involves gathering and analyzing written records or documents relevant to the research problem to enhance credibility, support findings, and provide contextual evidence (Satori & Komariah, 2020).

Through this technique, researchers can access information from various written sources. In this study, documentation included internal company materials such as service reports, financial records, and other relevant documents to strengthen the analysis and align with the study's focus.

4. Results and Discussion

This study employed purposive sampling to choose persons who have particular expertise and experience related to the research focus. As stated by Sugiyono (2018), purposive sampling is a non-random sampling technique in which respondents are deliberately chosen based on predetermined criteria set by the researcher. This method ensures that data are obtained from competent sources who can provide in-depth, contextually rich information.The rationale behind this approach is to enhance the validity and comprehensiveness of the findings by involving stakeholders with direct involvement or strategic insight into the operations of Trans Metro Pekanbaru (TMP). Selected informants include both internal and external stakeholders.

Internal informants consisted of the head of the TMP management unit and four departmental managers: Finance, Infrastructure, Fleet (Sarana), and Operations. External participants included three regular TMP passengers, two supplier or partner representatives, and one expert in the public transportation sector.

Analisis BMC Eksisting

This study produces a Business Model Canvas (BMC) framework consisting of the following nine core elements:

1) Customer Segments: Serves middle-income residents, workers, students, housewives, and budget-conscious tourists.

2) Value Proposition: Offers safe, affordable, and punctual transport with eco-friendly buses and periodic promotions.

3) Channels: Uses BRIZZI, QRIS, and social media (Instagram, Facebook) for payments and communication.

4) Customer Relationships: Builds loyalty through social media interaction, feedback handling, and reliable service updates.

5) Revenue Streams: Income comes from government subsidies and ticket sales.

6) Key Resources: Relies on human resources, depots, bus stops, and operational fleet.

7) Key Activities: Operates bus services, maintains fleets, improves service quality, and runs awareness campaigns.

8) Key Partnerships: Works with local government, GIZ, private ticketing providers, and urban mobility stakeholders.

9) Cost Structure: Main expenses include maintenance, salaries, fuel, taxes, and promotional events.
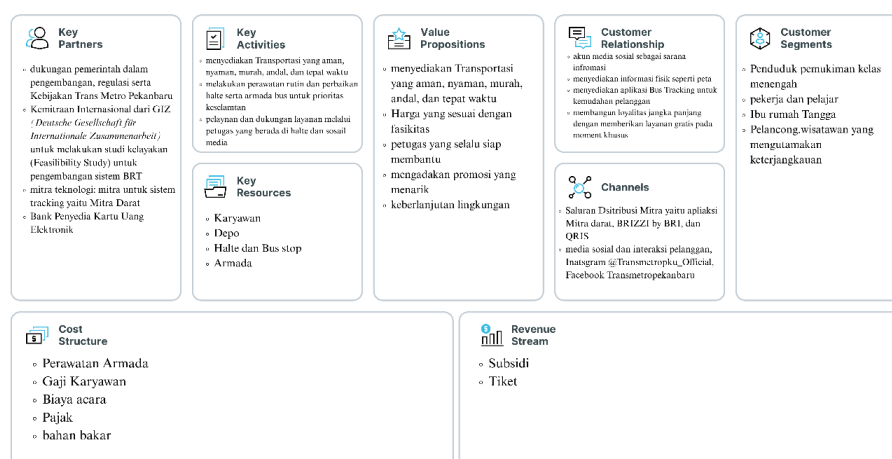
Business Model Canvas

Fig 2. Business Model Canvas existing

A number of internal strengths are highlighted by the strategic position study of Trans Metro Pekanbaru (TMP). The most important of these is the funding from local government subsidies, which enables TMP to keep fares cheap and accessible to a variety of passengers. This is consistent with research by Kusuma et al. (2022), who highlighted that one of the most important success factors for public transportation in cities is fare affordability backed by government subsidies. Additionally, the study of BRT services in Indonesia by Iskandar & Sugiarto (2019) noted that service reliability is demonstrated by on-time departures, a large passenger capacity, and passenger amenities like air conditioning and dedicated bus stops, which add value, particularly for students and daily commuters.

There are still a few internal restrictions, though. Long-term viability is questioned due to TMP's excessive reliance on government finances, particularly in light of changing fiscal policies. This problem is in line with Putra & Hadi's (2021) warning that public transportation systems become less resilient when they rely too heavily on subsidies without financial diversification. Additionally, TMP's lack of digital infrastructure—such as integrated ticketing systems and real-time tracking apps—decreases consumer convenience. In their study on urban transit systems, Nugroho et al. (2020) also identified this digital divide, noting that user happiness was greatly impacted by technology lag. Similar to issues found in other municipal bus

systems around Southeast Asia, route restrictions in suburban areas and an aged fleet also impede service development and operational consistency (Handayani & Fitrani, 2022).

Externally, structural changes and policy trends present TMP with a plethora of opportunities. Strategic paths are opened by growing national and local government support for eco-friendly and sustainable urban transportation. This trend is mirrored in the study of Weston & Nnadi (2023), which emphasizes the growing importance of green mobility. Adoption of electric cars and feeder system integration can improve TMP's environmental impact and operational efficiency. Moreover, as noted by Kusuma et al. (2022), diversifying revenue streams such as advertising and commercial partnerships—can bolster financial sustainability, reducing sole dependence on farebox income. The rapid evolution of mobile technology also provides a platform for TMP to enhance service delivery through digital transformation.

However, TMP also faces serious external dangers. Due to their on-demand, door-to-door convenience, ride-hailing services such as online motorbike and vehicle taxis are becoming more and more competitive. Such services directly undermine fixed-route networks by appealing to urban populations wanting tailored mobility, claims Budiman (2023). Furthermore, TMP's financial stability may be hampered by macroeconomic factors including inflation, fuel price instability, and erratic public funding distributions. These pressures are not unique to TMP; they reflect broader sectoral vulnerabilities in Indonesian public transit, as analyzed by Dzwigol (2020). Furthermore, evolving consumer preferences toward flexible, tech-driven transport options reduce the attractiveness of traditional BRT systems.

Porter's Five Forces approach indicates that there is a significant risk of substitutes because it is simple for passengers to move to private or ride-hailing vehicles. This dynamic bolsters the conclusions of Iskandar & Sugiarto (2019), who observed that reduced switching costs provide consumers more negotiating leverage in the public transportation market. Due to the wide range of transportation options, TMP also faces considerable buyer power, which results in low levels of customer loyalty. Similar levels of supplier influence exist, especially for critical components like fleet parts and ticketing technologies, when TMP depends on a small number of important suppliers. Meanwhile, although entry barriers remain due to regulatory constraints, app-based transport services are emerging as viable challengers, as emphasized in the study by Handayani & Fitrani (2022).

A clearer strategy route for TMP is shown by combining the information from Porter's Five Forces, SWOT, and PESTEL assessments. The company's priorities should include route extension, digital service integration, operational optimization, and bolstering public-private collaborations. The recommendations of David & David (2017), who support an all-encompassing, flexible approach to strategic management in dynamic situations, are consistent with these strategic goals. By putting such concepts into practice, TMP may become more competitive and contribute significantly to the development of an inclusive, sustainable, and service-oriented urban transportation system.

Through the simplification of similar strategies derived from the TOWS matrix in the simplified strategy table, a total of 19 key strategies were identified, which are as follows:

a. Leverage commuter loyalty and implement pricing schemes aligned with purchasing power to buffer against economic volatility and the rising threat of alternative transportation modes.

b. Prioritize market expansion into price-sensitive customer segments to broaden access and market reach.

c. Upgrade fleet and expand service coverage to meet wider mobility demands and reduce service gaps.

d. Enhance digital-based services to meet customer expectations for accurate, modern, and real-time transportation solutions.

e. Expand digital communication channels, such as social media and mobile applications, to improve engagement and information dissemination.

f. Strengthen the integration of tracking systems, payment platforms, and real-time information technologies to stay competitive and responsive to user expectations.

g. Utilize digital platforms and social media to foster customer loyalty and support active, transparent two-way communication.

h. Establish a responsive and integrated digital complaint system as part of a loyalty and retention strategy to ensure customer satisfaction.

i. Diversify revenue streams by optimizing non-farebox sources, including advertising, service bundling, and strategic partnerships, to reduce subsidy dependency.

j. Develop digital and collaborative innovation in non-farebox revenue generation as a pathway toward financial independence and resilience against fiscal constraints.

k. Maximize government support in fleet and infrastructure modernization, including electrification and operational digital transformation.

l. Reduce external dependency by strengthening internal capacity, diversifying suppliers, and adopting alternative technologies to safeguard resource sustainability.

m. Leverage employee expertise and expand training programs to enhance competitiveness, support recruitment, and strengthen human resource development.

n. Identify and resolve infrastructure issues to mitigate operational risks and ensure service reliability.

o. Capitalize on collaborations with the private sector and government to build strategic partnerships, reduce reliance on single entities, and enhance operational support and risk management.

p. Strengthen partnerships with technology providers to improve integration of transportation applications and expand service outreach.

q. Develop supplier and partner diversification plans to minimize risks from overreliance and maintain business continuity.

r. Promote operational cost efficiency and reduce subsidy dependency by investing in smart technologies, digital payment systems, and optimizing fleet scheduling and management for a more sustainable financing structure.

s. Minimize reliance on public subsidies by expanding alternative revenue channels to ensure long-term financial stability.

Fig 3. Business Model Canvas Recomendation

5. Conclusions

This research highlights the importance of an integrated strategic framework in improving the performance and sustainability of public transportation services. By applying a combination of Business Model Canvas (BMC), SWOT, PESTEL, and Porter's Five Forces analyses, the study was able to offer a comprehensive evaluation of the current state of Trans Metro Pekanbaru (TMP). The findings show that TMP holds several internal strengths, such as affordable fares, existing infrastructure, and regulatory backing through its BLUD status.

However, it also faces considerable internal and external challenges, including insufficient digitalization, narrow route coverage, and high dependency on government subsidies. These weaknesses, if left unaddressed, could hinder TMP's ability to adapt to changes in user preferences and transportation trends.

To address these issues, the study used the TOWS matrix to formulate strategic alternatives that align internal strengths and weaknesses with external opportunities and threats. These include strategies to improve digital service integration, expand market reach through route development, enhance customer service quality, and diversify income sources beyond ticket sales and subsidies.A revised Business Model Canvas was developed based on these strategic recommendations, offering a more adaptive and resilient framework for TMP. The proposed model emphasizes customer-centric services, digital transformation, and partnership development as key pillars for future growth.

In conclusion, this research provides valuable insights for public transportation operators and policymakers seeking to redesign service models in medium-sized cities. It presents a practical approach to aligning business strategy with environmental realities and user needs, which can also be replicated in similar transportation systems across Indonesia.Compared to similar studies in urban transport systems in Indonesia, such as Trans Jakarta and Batik Solo Trans, TMP demonstrates slower digital adoption and limited financial independence. While Trans Jakarta has successfully expanded routes and digital services through public-private partnerships, TMP still struggles with route integration and passenger retention. This research contributes to existing literature by offering a multi-framework strategic approach tailored to a medium-sized city with limited resources, providing a scalable model for other regional BRT systems.

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