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A COMPARATIVE ANALYSIS OF EYANG KOPI AND CALA COFFEE THROUGH AN ISLAMIC BUSINESS MODEL CANVAS: INTEGRATING AL-MAṢLAḤAH IN BUSINESS DEVELOPMENT

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Abstract

This study examines and compares the business models of Eyang Kopi and Cala Coffee in Talawi District, Batu Bara Regency, using the nine elements of the Business Model Canvas (BMC) and the principle of al-maṣlaḥah. Employing a qualitative comparative case study design, data were collected in February 2026 through semi-structured interviews, direct observation, and business documentation. The informants comprised 23 participants: two business owners, eleven employees, and ten customers, with each coffee shop represented by its owner, employees, and five customers. The findings indicate that the two coffee shops share several business-model characteristics, including their target market, product variety, promotional channels, and supplier relationships, but differ in staffing levels, customer-service experiences, and reported turnover trajectories. Eyang Kopi employs four employees and has experienced a decline in estimated monthly turnover from IDR 16 million in its first year to IDR 9 million in its third year. Cala Coffee employs seven employees and reported an increase from IDR 14 million to IDR 17 million over the same period. These figures describe different business trajectories but do not, by themselves, establish the causes of those differences. The study contributes an empirical approach to evaluating BMC elements through al-maṣlaḥah by considering benefits and potential harms for relevant stakeholders in light of the five objectives of maqāṣid al-sharīʿah. The findings support targeted recommendations concerning service procedures, employee capability development, customer feedback, operational control, and responsible financial management. The study does not assume that the research team's initial face-to-face and online training for Cala Coffee caused its business performance; this activity is treated as a researcher-supported intervention and must be distinguished from the shop's pre-existing practices.

Keywords: *Islamic Business Model Canvas, al-maṣlaḥah, coffee shop, business development, human resource development*

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1. Introduction

Coffee shops have become part of Indonesia's contemporary food-and-beverage sector, serving not only as places to purchase drinks but also as spaces for social interaction, study, work, and leisure. The expansion of this market creates opportunities for small businesses, while also exposing them to competition and operational pressures. Sustaining a coffee shop therefore requires more than an attractive product. Business owners must coordinate customer needs, value creation, service delivery, resources, partnerships, revenue, and costs. The Business Model Canvas (BMC) provides an analytical framework for examining these interrelated dimensions through nine elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Barus, 2020; Sihombing et al., 2024). In Indonesia, domestic coffee consumption is projected to reach 4.8 million bags for the 2025/2026 coffee year, according to a report by the USDA Foreign Agricultural Service (2025). This substantial demand creates opportunities for the development of coffee shop businesses. As of November 2025, the Point of Interest (POI) database records 461,991 coffee shop locations in Indonesia—encompassing both modern cafés and traditional coffee stalls—placing Indonesia at the top of the list, ahead of China and the United States (Nurhanisah, 2026). These data illustrate the scale of the coffee market in Indonesia while highlighting that coffee shop businesses operate within an increasingly competitive environment.

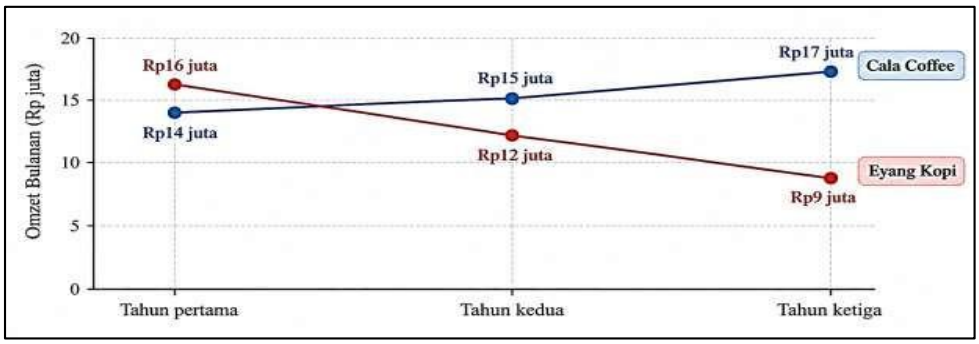
Capitalizing on these opportunities requires effective management and development strategies, enabling business owners to navigate competition and ensure long-term sustainability (Firestu, 2024; Rasyidi et al., 2024)—a necessity particularly for those just starting out. One effective approach is the use of the nine elements of the Business Model Canvas (BMC): customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Athallah & Sutjipto, 2026; Musfar et al., 2023). These nine elements serve as a foundation for formulating an integrated business development strategy. Nevertheless, business planning is not solely concerned with generating profit and maintaining competitiveness; it also encompasses the broader objectives that an enterprise aims to achieve through its economic activities. From the perspective of Islamic economics, this objective relates to the principle of al-maṣlaḥah (public interest/well-being) (Ibrahim & Mawardi, 2025; Yanti, 2022). Consequently, business development requires an Islamic Business Model Canvas approach grounded in al-maṣlaḥah,

which integrates business strategy with an orientation toward the common good—ensuring that the enterprise is not solely focused on economic profit, but also remains aligned with sharia principles.

The application of this approach requires examination through empirical research to ensure that the integration of business strategy and the principle of public benefit (maslahah) does not remain merely at a conceptual level. This is crucial because the development needs of any enterprise may vary, depending on its business characteristics, market conditions, and stage of growth (Sari et al., 2026). For relatively new ventures, decisions regarding target customers, product offerings, marketing, cost management, and revenue streams are vital in determining the direction of business development. Therefore, research on the "Islamic Business Model Canvas" must be situated within the context of real-world enterprises to illustrate how this approach can be utilized to assess business conditions and formulate a development trajectory.

Eyang Kopi and Cala Coffee, located in Talawi District, Batu Bara Regency, were selected as the subjects for this study. Both have been in operation for approximately three years, yet they exhibit divergent trends in their turnover. Preliminary data indicate that Eyang Kopi's monthly turnover declined from approximately IDR 16 million in the first year to IDR 12 million in the second year, and further to IDR 9 million in the third year. Conversely, Cala Coffee's monthly turnover increased from approximately IDR 14 million in the first year to IDR 15 million in the second year, and to IDR 17 million in the third year. This disparity highlights business dynamics that warrant further investigation. Although both enterprises have been operating for a similar duration, these initial data do not yet explain the factors driving the difference in their turnover trends. Consequently, the business models of each enterprise require further analysis. The monthly turnover trends for both coffee shops over their three years of operation are presented in Figure 1.

Figure 1. Monthly Turnover of Coffee Shops in Talawi District, Batubara Regency



Source: This data was obtained from preliminary research, 2026

Figure 1 shows that the monthly turnover of Eyang Kopi declined by 43.75%—from IDR 16 million in its first year to IDR 9 million by its third year of operation. Conversely, Cala Coffee experienced a 21.43% increase in monthly turnover, rising from IDR 14 million to IDR 17 million over the same period. This discrepancy highlights contrasting trends in turnover development between the two businesses during their three years of operation. However, these data do not account for the factors driving such differences, necessitating further analysis into the conditions and management of each business model.

Existing research on the development of coffee shop businesses using the Business Model Canvas (BMC) framework has primarily focused on mapping business models and formulating strategies to enhance competitiveness. In a study of Coffee Scape & Co, Pratama et al. (2023) identified several development strategies, including differentiation, collaboration, the adoption of technology, market segmentation, and operational improvements. Sumara (2024), in a study of Kedai Kopi Semangat, emphasized the importance of enhancing customer experience, operational efficiency, and marketing innovation. Meanwhile, Farista et al. (2025) combined the BMC with a SWOT analysis to formulate strategies for navigating competition at WF Coffee in Medan. Furthermore, research on the BMC from an Islamic economic perspective has begun to link business planning with Sharia values. For instance, Pangestu and Jaharuddin (2022) analyzed the application of the BMC and Islamic values at Kopi Kinant, which includes practices such as sedekah (charitable giving), offering free coffee on Fridays, and providing a space for worship. Falach et al. (2024) examine the Business Model Canvas (BMC) framework within the halal industry through the perspective of maqāṣid al-syarīʻah (the objectives of Islamic law), while Rinawati and Khusnudin (2025) analyze the nine elements of the BMC from the viewpoint of Islamic economics. These studies demonstrate that the BMC has been utilized to

formulate business development strategies, and its integration with Islamic values has also garnered attention in both empirical and conceptual research.

Nevertheless, existing research still leaves room for a more focused examination of how the principle of al-maṣlaḥah (public interest/well-being) can be utilized as an analytical foundation for formulating business model development. In this context, al-maṣlaḥah should not merely be treated as a value accompanying business activities; rather, it must be integrated with the actual state of each element within the Business Model Canvas (BMC) and considered when determining development strategies. Accordingly, this study focuses on the business development of Eyang Kopi and Cala Coffee in Talawi District, Batu Bara Regency, using an Islamic Business Model Canvas approach. This approach links the mapping of the nine business model elements with an assessment based on the principle of al-maṣlaḥah, ensuring that development recommendations account for both strategic business requirements and alignment with Sharia principles. Thus, the study's contribution lies in applying the principle of al-maṣlaḥah as an analytical framework to evaluate business models and formulate development strategies, grounded in empirical findings from two local-scale coffee shops.

The research gap lies in the need for an empirical, comparative application of al-maṣlaḥah across the nine BMC elements. Existing BMC-oriented coffee-shop studies primarily map business components and formulate development strategies; studies integrating BMC with Islamic values have identified ethical practices or discussed sharia-oriented business planning. The present study advances this discussion by using al-maṣlaḥah to evaluate the benefits, risks, and stakeholder implications associated with the mapped business elements in two comparable local coffee-shop cases. Its contribution is an operational analytical procedure: map each BMC element, identify evidence-based issues, assess relevant benefits and harms through maqāṣid al-sharī'ah, and formulate case specific recommendations.

Based on this, the study aims to analyze the business development of Eyang Kopi Bangun Sari and Cala Coffee in Batu Bara Regency through an Islamic Business Model Canvas approach. Specifically, it seeks to identify the current state of the nine BMC elements within these businesses, analyze aspects requiring development based on the principle of al-maṣlaḥah, and formulate strategic recommendations for business growth. This research is expected to provide empirical insight into the application of the principle of al-maṣlaḥah in

the analysis and development of coffee shop business models, while offering practical considerations for business owners in determining the direction of their business development.

1.1 Business Model Canvas (BMC)

The BMC describes how an organization creates, delivers, and captures value through nine interrelated elements (Osterwalder & Pigneur, 2010). In this study, the nine elements function as the coding and comparison structure rather than as concepts requiring lengthy separate definitions. Customer segments and value propositions identify whom the business serves and what value it offers. Channels and customer relationships describe how the value is communicated, delivered, and maintained. Revenue streams and cost structure describe the financial logic. Key resources, key activities, and key partnerships describe the operational capacity required to implement the business model

1.2 Al-Maṣlaḥah and Maqāṣid Al-sharī'ah

Al-maṣlaḥah refers to benefit consistent with the objectives of sharia and the prevention of harm. In the account attributed to al-Ghazali, the protection of religion, life, intellect, lineage, and property forms the principal objectives of sharia (Al-Ghazali, 1997). These objectives provide an ethical and evaluative lens for examining business practices beyond immediate financial returns.

For this study, ḥifẓ al-dīn concerns the observance of religious obligations and the avoidance of prohibited transactions; ḥifẓ al-nafs concerns product safety, hygiene, occupational safety, and customer well-being; ḥifẓ al-'aql concerns learning, employee capability, and responsible innovation; ḥifẓ al-nasl concerns family and social welfare where supported by evidence; and ḥifẓ al-māl concerns fair transactions, responsible financial management, protection of assets, and avoidance of waste or exploitation. These are analytical dimensions, not assumptions that every dimension must be evidenced in every BMC element.

1.3 Integrating BMC and al-Maṣlaḥah

The integrated framework proceeds in four steps. First, the current practice associated with each BMC element is mapped using interview, observation, and documentary evidence. Second, the researcher identifies the stakeholders affected and the operational issue or strength associated with that element. Third, the practice is evaluated by asking whether it generates a

legitimate benefit, creates or increases a foreseeable harm, and how it relates to one or more maqāṣid objectives. Fourth, recommendations are formulated only where the empirical evidence identifies a need or a defensible opportunity.

The evaluation uses three practical criteria: (1) benefit: whether the practice supports customer needs, employee welfare, operational continuity, or fair economic exchange; (2) harm: whether the practice creates avoidable risks such as unsafe products, misleading information, unfair treatment, service failures, or financial mismanagement; and (3) sharia alignment: whether the practice is consistent with the relevant maqāṣid objective and avoids prohibited conduct. A practice may relate to more than one objective, but the analysis should identify only relationships supported by the data.

The Islamic Business Model Canvas in this study is constructed by integrating the nine elements of the Business Model Canvas (BMC) with the principle of al-maṣlaḥah (public interest/welfare) within Islamic economics. The nine BMC elements are used to map the state of and the relationships between business components, while the principle of al-maṣlaḥah serves as a foundational criterion for evaluating benefits, potential harms, and the alignment of business activities with the objectives of Sharia (Falach et al., 2024). This integration incorporates maṣlaḥah into the business development process, ensuring that business decisions are not solely focused on profit maximization and sustainability, but also account for the benefits generated for customers and other stakeholders (Sari et al., 2026).

The application of this approach involves four steps. First, the current state of each BMC element is mapped based on data gathered through interviews, observations, and documentation. Second, challenges and development opportunities are identified based on field findings. Third, potential development alternatives are evaluated by considering their benefits, potential harms, the parties affected, and their alignment with Sharia principles. Fourth, recommendations are formulated based on these evaluations. The consideration of maṣlaḥah is tailored to the specific characteristics of each element, meaning that not all elements necessarily utilize the same indicators. This approach relates to the research by Sari, Yanti, and Nasution (2026), which integrated the BMC with the principle of maṣlaḥah to analyze the development of culinary MSMEs (micro, small, and medium-sized enterprises) in Medan.

In this study, the integration of the BMC and al-maṣlaḥah is employed to analyze the business conditions of "Eyang Kopi" and to formulate a direction for its future development. The analysis begins by mapping the nine BMC elements, followed by an assessment of which aspects should be maintained, improved, or further developed, based on both empirical findings and the principle of maṣlaḥah. The results of this analysis serve as the basis for developing business recommendations that take into account the needs and sustainability of the enterprise, the benefits to the parties involved, and alignment with Sharia principles.

2. Research Method

This study employs a qualitative research design—specifically a case study—conducted in Talawi District, Batu Bara Regency, North Sumatra. This location was selected because it hosts two coffee shops, Eyang Kopi and Cala Coffee, which have exhibited divergent revenue trends over the past three years. Eyang Kopi's monthly revenue declined from IDR 16 million in the first year to IDR 9 million by the third year, whereas Cala Coffee's revenue increased from IDR 14 million to IDR 17 million during the same period. These contrasting trajectories serve as the basis for examining the current state of both businesses and identifying their development needs through the lens of an Islamic Business Model Canvas (BMC). The research focuses on the nine elements of the BMC—ranging from customer segments and value propositions to partnerships, revenue streams, and cost structures. These elements are then analyzed in conjunction with the principle of al-maṣlaḥah (public interest/welfare) within Islamic economics to formulate business development recommendations that are both contextually appropriate and aligned with sharia principles.

Data were collected through semi-structured interviews, direct observation, and documentation. Informants were selected purposively based on their knowledge of and involvement in the business operations—primarily owners or managers—as well as other individuals relevant to the study's data requirements (Palinkas et al., 2015). Interviews were used to gather information regarding business management and development strategies, while direct observation allowed for the examination of actual business practices. Documentation, including available business records, served as supplementary data. The use of multiple data collection techniques enables the researcher to cross-reference information from various sources and verify the consistency of the findings (Busetto et al., 2020).

Data analysis was conducted in stages, involving data organization, the filtering of relevant information, the presentation of findings, and the drawing of conclusions. The data were first categorized according to the nine BMC elements to illustrate the business conditions of Eyang Kopi and Cala Coffee. Next, the researcher identifies development issues and opportunities based on field findings, then evaluates potential development alternatives by considering their benefits, potential harms, the parties affected, and their alignment with the principle of al-maṣlaḥah. The results of this analysis are used to formulate business development recommendations based on empirical conditions and sharia considerations. The credibility of the findings is ensured by triangulating information gathered from interviews, observations, and documentation.

3. Result and Discussion

3.1 The Development of Coffee Shops in Talawi District, Batubara Regency

Eyang Kopi is a coffee shop located in Bangun Sari Village, Talawi District, Batu Bara Regency, which began operations in 2023. The business operates daily from 11:00 AM to 11:30 PM (WIB) and is supported by four employees. Eyang Kopi targets coffee enthusiasts ranging from teenagers to adults, with a primary focus on young people and millennials who have an interest in coffee products. According to the owner, Eyang Kopi's sales revenue has shown a decline over its three years of operation. In the first year, monthly revenue reached approximately IDR 16 million, then fell to IDR 12 million in the second year, and to around IDR 9 million in the third year. Consequently, monthly revenue in the third year decreased by approximately 43.75% compared to the first year. This trend provides an initial insight into the challenges the business faces in maintaining its sales performance. In terms of the market, Eyang Kopi's customers exhibit inconsistent visitation patterns. According to the owner, the number of transactions typically ranges between 24 and 36 per period. Customer visits tend to increase during specific times, particularly on weekend evenings and Thursday nights. This situation indicates a variation in demand that must be taken into account when managing operations and customer service.

Cala Coffee is a coffee shop located in Talawi District, Batu Bara Regency, which began operations in 2023. The business operates daily from 5:00 PM to

11:30 PM (WIB). Like Eyang Kopi, Cala Coffee targets coffee enthusiasts ranging from teenagers to adults, specifically young people and millennials with an interest in coffee products. According to the owner, Cala Coffee's sales revenue has shown an increase over its three years of operation. In the first year, monthly turnover reached approximately IDR 14 million, subsequently increasing to IDR 15 million in the second year and to around IDR 17 million in the third year. Thus, the monthly turnover in the third year represents an increase of approximately 21.43% compared to the first year. This progression indicates an upward trend in turnover throughout the observation period. Regarding the market, information from the owner reveals that the number of transactions at Cala Coffee typically ranges between 36 and 40 per period. Similar to Eyang Kopi, customer visits tend to increase during specific times—most notably on weekend evenings and Thursday nights. This pattern of customer visits is a factor that should be taken into account when managing operations and service.

3.2 The State of the Nine Elements of the Business Model Canvas

The mapping of the nine elements of the Business Model Canvas (BMC) for Eyang Kopi and Cala Coffee was conducted to identify the status of each business based on these nine components: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. This mapping serves as a foundation for illustrating how both businesses operate, drawing on data gathered through interviews, observations, and documentation.

a. Customer Segments

Eyang Kopi and Cala Coffee target coffee enthusiasts ranging from adolescents to adults, with a primary focus on young people and millennials who have an interest in coffee. The customer segments for both businesses encompass not only those who purchase beverage products but also individuals who use the coffee shops as spaces to relax, gather with friends, work on laptops, or hold meetings and engage in social interactions. Consequently, both coffee shops cater to customers who are looking for coffee products as well as a venue that supports social activities and work-related tasks.

b. Value Proposition

Eyang Kopi and Cala Coffee offer a blend of modern style with a touch of traditional nuance, reflected in both their product offerings and the design of their establishments. Their menus feature a variety of coffee options, with "Kopi Eyang" serving as the signature drink for Eyang Kopi, and "Kopi Cala" for Cala Coffee. In addition to coffee, both shops provide a selection of non-coffee beverages and light snacks. Regarding facilities, both Eyang Kopi and Cala Coffee offer a prayer room (musala), complimentary parking, restrooms, and options for both dine-in and takeaway service. According to customer feedback, the interior design and atmosphere of both locations are highly photogenic—ideal for capturing images to share on Instagram. This visual appeal adds significant value, ensuring that the customer experience extends beyond the products themselves to encompass the ambiance and aesthetic of the space. Consequently, the value proposition of Eyang Kopi and Cala Coffee lies in the combination of diverse product offerings, supportive facilities, and an engaging, attractive environment.

c. Channels

Eyang Kopi and Cala Coffee facilitate direct sales through their physical locations, while leveraging Instagram to introduce their products and atmosphere to potential customers. Through Instagram, customers can explore the menu and get a feel for the setting before deciding to visit. Furthermore, orders can be placed online via WhatsApp, sparing customers the need to visit in person to make a purchase. In this model, the physical shops serve as hubs for direct transactions and service, while Instagram and WhatsApp help the businesses reach a wider audience and streamline the ordering process.

d. Customer Relationships

Eyang Kopi and Cala Coffee strive to maintain strong customer relationships by offering discounts and providing attentive, direct service from their staff. Staff engage with customers by welcoming them, soliciting feedback on their experience, and remaining open to any suggestions or complaints. The inviting atmosphere of the shops also plays a key role in fostering comfort, encouraging customers to return. However, direct interviews with customers and an examination of Google reviews reveal differences in customer experience between the two coffee shops. At Eyang Kopi, delays in order fulfillment remain

a point of complaint; some customers reported waiting up to two hours before receiving their orders—an issue that has reportedly been raised repeatedly. According to the owner, a limited number of staff is one of the primary obstacles to service, yet the owner has not felt confident enough to hire additional personnel.

In contrast, the service at Cala Coffee has received appreciation from customers, with no similar complaints regarding order delays. This discrepancy indicates that, although both establishments employ relatively similar approaches to maintaining customer relationships, the actual service experience perceived by customers differs. Consequently, service speed and the handling of complaints are areas that Eyang Kopi should focus on to improve its customer relationships, while Cala Coffee should strive to maintain the quality of service that has already earned customer praise.

e. Revenue Streams

The revenue for both Eyang Kopi and Cala Coffee is derived from the sale of various products, including ready-to-consume coffee beverages, coffee beans, snacks, and other food items. Sales of food and beverages take place at the respective coffee shops, while coffee beans are also supplied to several business partners. Thus, the revenue sources for both coffee shops are not limited to direct sales to visiting customers but also include the sale of coffee beans to partners. The specific contribution of each product category to the total revenue of each business cannot be detailed further based on the available data.

f. Key Resources

Human resources represent a crucial element in the operations of both Eyang Kopi and Cala Coffee, particularly the staff responsible for preparing beverages and serving customers. The ability of baristas to process raw materials and maintain the flavor profile of the coffee is vital to upholding product quality. According to customer feedback, the coffee at both establishments is considered good. However, there is a difference in the quality of service provided. At Eyang Kopi, there have been complaints regarding order delays and the conduct of some staff members. Conversely, the service at Cala Coffee has been well-received by customers.

With a team of four employees at Eyang Kopi, workforce management requires attention to ensure that the processes for fulfilling orders and serving

customers function effectively. This suggests that human resource development involves not only technical proficiency in preparing products but also responsiveness, discipline, and the quality of interactions with customers.

g. Key Activities

The key activities at Eyang Kopi and Cala Coffee include ensuring the availability of raw materials, maintaining product quality, preparing beverages, serving customer orders, and managing sales records and business administration. In practice, each job position plays a mutually supportive role. Baristas are responsible for preparing and serving drinks according to orders while ensuring consistency in flavor. Servers are tasked with welcoming customers, taking and relaying orders, delivering products to tables, and attending to customer needs while they are at the café. Meanwhile, managing raw material inventory, overseeing product quality, and recording transactions support the overall smooth operation of the business. This division of roles ensures an organized workflow, from the moment an order is placed until the product reaches the customer. Consequently, the key activities of both coffee shops extend beyond mere beverage production; they encompass work coordination, quality control, and transaction management—all of which are essential for the sustainability of the business.

h. Key Partnerships

The key partnerships for Eyang Kopi and Cala Coffee involve collaborations with raw material suppliers and other business entities that support the cafés' operations. For the provision of light snacks, both cafés partner with local micro, small, and medium-sized enterprises (MSMEs), taking into account factors such as supplier location, pricing, and product quality. Proximity facilitates the procurement of goods, while considerations regarding price and quality help ensure consistent product availability and support sales. Furthermore, Eyang Kopi and Cala Coffee also supply coffee beans to various business partners. This relationship demonstrates that their partnerships serve not only to secure necessary raw materials but also to create additional sales channels by supplying coffee beans to other businesses. Thus, these collaborations with suppliers and business partners play a vital role in ensuring smooth operations while simultaneously expanding the business reach of both coffee shops.

i. Cost Structure

The cost structure for Eyang Kopi and Cala Coffee encompasses both initial investment requirements and daily operational expenses. Investment costs include the procurement of café equipment and furnishings, such as coffee-making machinery, storage units for raw materials, tables, chairs, and items for serving food and beverages. Additionally, there are costs related to premises rental and other supporting equipment necessary for business operations.

Meanwhile, operational costs cover the purchase of coffee beans, sugar, milk, syrups, beverage additives, snacks, packaging, straws, and napkins, as well as expenditures for electricity, water, cleaning services, and security. Labor costs are also a component that must be factored into the café's operations. All these outlays are essential to ensure that production and service activities can continue on a daily basis.

According to the owners, Eyang Kopi's current revenue is nearly equal to its business expenses, leaving limited room for profit. This contrasts with the situation at Cala Coffee, which is already generating a profit from its operations. Furthermore, Eyang Kopi's monthly turnover has declined from approximately IDR 16 million in its first year to about IDR 9 million by its third year, whereas Cala Coffee's turnover has increased from approximately IDR 14 million to IDR 17 million over the same period. This disparity highlights the differing financial conditions of the two businesses.

Tabel 1. Current State of the Nine Elements of the Business Model Canvas for a Coffee Shop Talawi District, Batubara Regency

No.	Elemen BMC	Eyang Kopi	Cala Coffee
1	Customer Segments	Teenagers to adults, particularly young people and millennials; customers seeking coffee, a place to relax, socialize, gather, work on laptops, and interact with others.	Teenagers to adults, particularly young people and millennials; customers seeking coffee, a place to relax, socialize, gather, work on laptops, and interact with others.
2	Value Propositions	A blend of modern style and traditional ambience; signature Eyang Kopi menu, a variety of coffee and non-coffee beverages, snacks, a prayer room, free	A blend of modern style and traditional ambience; signature Cala Coffee menu, a variety of coffee and non-coffee beverages, snacks, a prayer room, free parking, restrooms, and dine-in

No.	Elemen BMC	Eyang Kopi	Cala Coffee
		parking, restrooms, and dine-in and takeaway services. The café has an appealing design.	and takeaway services. The café has an appealing design.
3	Channels	Direct sales through the café, promotion of products and ambience via Instagram, and online orders through WhatsApp.	Direct sales through the café, promotion of products and ambience via Instagram, and online orders through WhatsApp.
4	Customer Relationships	Maintains customer relationships through discounts, direct service, customer interaction, and the café's ambience. There are still complaints about order delays of up to approximately two hours, attributed to limited staffing.	Maintains customer relationships through discounts, direct service, customer interaction, and the café's ambience. The service has been appreciated by customers, and no similar complaints regarding order delays have been identified.
5	Revenue Streams	Sales of ready-to-drink coffee beverages, coffee beans, snacks, and other food items, both through the café and by supplying coffee beans to business partners. Monthly revenue declined from IDR 16 million in the first year to IDR 9 million in the third year.	Sales of ready-to-drink coffee beverages, coffee beans, snacks, and other food items, both through the café and by supplying coffee beans to business partners. Monthly revenue increased from IDR 14 million in the first year to IDR 17 million in the third year.
6	Key Resources	Human resources, particularly baristas and service staff. The coffee taste is considered good, but there are complaints about order delays and service provided by some employees. The café is supported by four employees.	Human resources, particularly baristas and service staff. The coffee taste is considered good, and customers have appreciated the service.
7	Key Activities	Procuring raw materials, preparing beverages, maintaining product	Procuring raw materials, preparing beverages, maintaining product quality,

No.	Elemen BMC	Eyang Kopi	Cala Coffee
		quality, serving customers, recording sales, and handling business administration.	serving customers, recording sales, and handling business administration.
8	Key Partnerships	Cooperation with raw-material suppliers and local micro, small, and medium-sized enterprises (MSMEs) to provide snacks, as well as supplying coffee beans to several business partners.	Cooperation with raw-material suppliers and local micro, small, and medium-sized enterprises (MSMEs) to provide snacks, as well as supplying coffee beans to several business partners.
9	Cost Structure	Costs include investment in café equipment and supplies, rent, raw materials, snacks, packaging, electricity, water, cleaning, security, and labor.	Costs include investment in café equipment and supplies, rent, raw materials, snacks, packaging, electricity, water, cleaning, security, and labor.

Source: Processed by the researcher based on interview results with the owner, employees, and customers, as well as field observations.

Based on the mapping of the nine elements of the Business Model Canvas, as presented in Table 1, Eyang Kopi and Cala Coffee share relatively similar business model characteristics—ranging from customer segments, value propositions, and marketing channels to operational activities and business partnerships. However, there are differences in terms of customer relations, human resources, and revenue trends. Eyang Kopi faces service-related challenges, such as order delays, and has experienced a decline in monthly turnover—from IDR 16 million in the first year to IDR 9 million by the third year. In contrast, Cala Coffee has received positive feedback from customers and has seen its monthly turnover grow from IDR 14 million to IDR 17 million over the same period. These differences indicate that, despite sharing several similarities in their business models, the two enterprises have followed different developmental paths.

3.3 The Business Condition of Eyang Kopi from the Perspective of an Islamic Business Model Canvas (BMC)

Based on an assessment of the nine elements of the Business Model Canvas (BMC), one finding that warrants attention in the business development of Eyang

Kopi is customer dissatisfaction regarding order wait times. Feedback from customer interviews and social media reviews indicates that some patrons have complained about slow service, with reports of wait times reaching as long as two hours. The business owner attributes this, in part, to an insufficient number of staff, particularly during peak hours. However, customer interviews also reveal that the service issues are not solely a matter of staffing levels. In some instances, when orders were not yet ready, staff members remained silent—offering neither a greeting nor an explanation for the delay. This suggests a deficiency in the employees' customer-facing skills.

This issue requires attention because effective service demands more than just the completion of tasks; it also requires the ability to communicate and respond to customer needs. For example, when an order is delayed, staff should provide an explanation so that the customer is kept informed about the status of their order. Remaining silent without providing any information can further negatively impact the customer experience, even if the delay itself is simply due to a high volume of orders. Consequently, service skills represent an area that must be prioritized in the human resource management of Eyang Kopi.

From the perspective of an Islamic-oriented BMC, this issue pertains to the "Key Resources" element. The research indicates that Eyang Kopi's staff have not received training to enhance their professional skills. This reveals that the development of employee capabilities has not yet been integrated into the business's human resource management practices—despite the fact that proficiency in executing tasks and serving customers is a skill set that can be cultivated through learning and training.

These findings can be analyzed through the principle of ḥifẓ al-'aql (preservation of the intellect) within the framework of maṣlaḥah (public interest/well-being). In this context, ḥifẓ al-'aql pertains to the development of human knowledge and skills (Nasution & Tamami, 2024). The current absence of employee training indicates that the development of their knowledge and skills has not received adequate attention. This contrasts with the approach at Cala Coffee, which provides both in-person and online skills training and encourages staff to utilize AI to seek innovations in customer service. Such practices demonstrate an effort to develop employee capabilities, which aligns with the principle of ḥifẓ al-'aql.

Therefore, from the perspective of an Islamic Business Model Canvas (BMC), Eyang Kopi's business development strategy should prioritize the enhancement of employee skills as a key component of developing its primary resources. Training could focus on technical proficiencies—such as preparing and serving orders—as well as soft skills, including communication, providing information, and responding to customer needs. When compared to Cala Coffee, the development of employee competence emerges as a distinguishing factor in the management practices of the two businesses. Thus, the principle of ḥifẓ al-'aql provides a foundational basis for integrating learning and skill enhancement into the human resource development strategy of Eyang Kopi.

4. Conclusion

This study indicates that Eyang Kopi and Cala Coffee, located in Talawi District, Batu Bara Regency, conduct their business operations based on the nine elements of the Business Model Canvas (BMC)—ranging from defining customer segments, product offerings, and marketing, to managing revenue streams, resources, partnerships, and costs. While they share several similarities in their business models, the two establishments differ in their human resource management and business growth. Eyang Kopi continues to face challenges regarding customer service, specifically complaints about long wait times and a lack of responsiveness from some staff members. In contrast, Cala Coffee implements both in-person and online employee training and encourages the use of AI to explore service innovations. These differences are also reflected in their respective revenue trends: Eyang Kopi has seen a decline from IDR 16 million to IDR 9 million per month, whereas Cala Coffee has experienced an increase from IDR 14 million to IDR 17 million per month over three years of operation.

Through an Islamic BMC framework, these differences in human resource management are analyzed based on the principle of al-maṣlaḥah (public interest), specifically ḥifẓ al-'aql (the preservation of the intellect). In this context, ḥifẓ al-'aql pertains to the development of human knowledge and skills. Cala Coffee's practice of providing employee training demonstrates an effort to enhance competence through learning and the utilization of technology. Conversely, employees at Eyang Kopi have not received training to develop their professional skills—a significant oversight, given that their service-related issues point to a clear need for improved communication and customer responsiveness. Thus, the development of employee competence serves as a key differentiator in how the principle of ḥifẓ al-'aql is applied across the two businesses.

Based on these findings, it is recommended that Eyang Kopi develop an employee training agenda focused on service skills, customer communication, and complaint handling. Such training could be conducted either in-person or online, potentially incorporating AI as a tool to generate ideas for service innovation. Meanwhile, Cala Coffee should maintain and further develop its existing training practices. This recommendation positions the development of employee knowledge and skills as a core component of human resource development within the Islamic Business Model Canvas (BMC), while simultaneously serving as an effort to enhance the quality of service across both businesses.

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