

THE ANALYSIS OF BUSINESS MODEL CANVAS AND ITS EFFECTIVENESS: THE CASE OF EZZY ACADEMY

Gabriel Vera Ovilia¹⁾, Henky Lisan Suwarno²⁾

^{1,2)}Digital Business and Law, Maranatha Christian University, Indonesia

Corresponding author: oviliagaby@yahoo.com

Abstract

This study explores the application of Business Model Canvas (BMC) and its effectiveness on Ezzy Academy, a small-medium education enterprise in Indonesia. Along with the growth of digital transformation in the education sector and the dynamics of the market's demands, small businesses must adapt a business model that can face these challenges. This research adopts a qualitative method supported by interviews and case analysis of Ezzy Academy's internal structure. The study integrates insights from prior literature that includes the success of BMC implementations in small businesses that could pivot from facing challenges toward sustainable growth. Through the mapping of nine elements of BMC: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure, this paper will further analyze Ezzy Academy's current strategic position and outline its potential for innovation and value creation. The findings then reveal that BMC not only provides a comprehensive and structured framework for educational services but also supports alignment between internal resources and external market needs. This study contributes to entrepreneurship research, especially in small-medium businesses, by emphasizing the importance of the Business Model Canvas and further offers practical examples for early-stage educational businesses. The findings of this research highlight the importance of applying the Business Model Canvas (BMC) as an evaluative tool for educational businesses to ensure sustainability and maintain relevance in the modern educational ecosystem.

Keywords: Business Model Canvas, Case Study, Educational Business, Entrepreneurship, SME

Introduction

The evolving dynamics of modern markets and the increasing advancement of technology require every business across all sectors to adopt an adaptive and sustainable business model to remain competitive and relevant in the industry. Thus, entrepreneurs need to be guided along their entrepreneurial journey (Murray & Scuotto, 2015). This applies not only to a conventional enterprise but also to an educational organization with increasingly competitive environments. As the education sector evolves to meet shifting demands and expectations from customers, the ability to design and implement an effective business model becomes a key factor in ensuring the business has long-term sustainability and gaining competitive value. This is further discussed by Pepin et al. that BMC is a user-friendly tool for students and start-up entrepreneurs in developing businesses.

The Business Model Canvas (BMC) gives a framework that provides entrepreneurs and to evaluate and strategize their business models models in a structured manner. BMC comprises nine interrelated elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. These elements are designed to create, deliver, and capture value effectively, ensuring that the value offered by the business aligns with the demands of the market. By analyzing each of these elements, businesses can gain deeper insights into their operations and identify areas for growth and innovation.

This research aims to analyze the business model of Ezzy Academy, a language course institution that provides fun learning experiences for both individuals and corporate clients, using the Business Model Canvas framework. Despite its growth, Ezzy Academy has not yet conducted a thorough evaluation of its business model using BMC, which may limit the optimization of its value delivery to customers. This study collected qualitative data through interviews, observations, and the writer's internal data as the owner of Ezzy Academy to evaluate the effectiveness of Ezzy Academy's current business model. The findings are expected to contribute to the literature on educational business development and serve as a practical model for similar institutions aiming to improve their strategic positioning.

Literature Review

The Business Model Canvas (BMC) is a strategic framework developed by Osterwalder and Pigneur in 2010 to assist organizations in designing, visualizing, organizing, and thoroughly analyzing their business models. The BMC consists of nine core elements: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. These nine elements work together to create, deliver, and capture value offered by an organization to its customers effectively. Through BMC analysis, businesses can better understand their internal strength and how they align with customer needs.

In the context of the education sector, such as Ezzy Academy, the BMC helps identify business potential, strengths, weaknesses, and development opportunities. It facilitates the creation of business models that not only aim for financial profit but also emphasize the delivery of meaningful and relevant value to customers.

The implementation of BMC has proven to be an effective strategic tool for helping businesses develop and improve their models. Previous research has shown that BMC is useful for smaller enterprises navigating competitive environments. Umar et al. (2018), highlight how BMC offers a systematic framework for small enterprises to navigate business challenges, identify value propositions, and enhance operational efficiency to compete with larger companies. As a result, small businesses can improve through the guidance of BMC. Based on Umar et al.'s findings, BMC is not merely a visual representation of a business model, but a comprehensive strategic tool that guides product development, strategic analysis, and customer-oriented value creation. This is particularly relevant for Ezzy Academy, a small-to-medium educational enterprise that requires strategic approaches to compete and grow within the non-formal education sector.

A study by Ilmah et al. (2024) further analyzed how the adoption of the Business Model Canvas (BMC) can support the design of effective and efficient business strategies, particularly in the restructuring of MSME (Micro, Small, and Medium Enterprises) business directions. This research implemented BMC in the case of Majestic Ria, a small business that experienced bankruptcy due to a lack of data-driven planning and a clear business strategy. Originally operating in the decoration sector, Majestic Ria transitioned into providing photography and videography services to cover operational costs. Redesigning the business model using BMC proved to be a solution for Majestic Ria's business alignment with customer needs and enhancing service delivery (Ilmah et al., 2024).

This serves as a valuable lesson for Ezzy Academy, which has yet to formally apply BMC analysis. Through this approach, Ezzy Academy can design a business model that is responsive to student needs, map internal strengths, assess the added value offered to learners, and build strategic partnerships to support service sustainability.

Methodology

This study examines Ezzy Academy using the BMC framework to analyze the effectiveness and its strategic structure along with its alignment to market demands. The research focuses on the BMC's nine key components: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure and further analyzes how these elements are represented in the academy's current positions and business practices. In gathering the data, the writer conducted semi-structured interviews with Ezzy Academy's teacher, students, and parents to see how each BMC element is implemented in the daily business operation of the institution..

Moreover, as the writer is also the founder and owner of Ezzy Academy, the data is also supported by direct classroom observations and a review of internal documents, including financial summaries and internal communications. This approach then provided a thorough perspective on how the business model affects the decision making of Ezzy Academy.

To enhance the reliability of the analysis, the study also includes a comparative literature review of similar educational institutions that have implemented BMC strategies, including a case study from Ilmah et al. (2024) that discusses small business dynamics in the creative service sector. From this comparison, it would be easier to see patterns, success factors, and potential areas for improvement within Ezzy Academy's model.

The collected data were then mapped onto the BMC framework to identify gaps, strengths, and opportunities for strategic development. This structured analysis evaluates Ezzy Academy's business model effectiveness in meeting customer needs and accommodating the dynamic education market.

Results and Discussions

This section presents the results of the Business Model Canvas (BMC) analysis of Ezzy Academy. In gathering these results, qualitative data was gathered through interviews and observations. The BMC framework elements are discussed in light of both internal insights (from the writer as the founder and owner of Ezzy Academy) and external perspectives (from students, teachers, parents, and informal observations in the class). The initial BMC model was developed based on the founder's strategic planning, prior business

experiences, and preliminary assumptions about the market. This model served as a foundation for comparison to identify alignment, gaps, and areas for refinement.

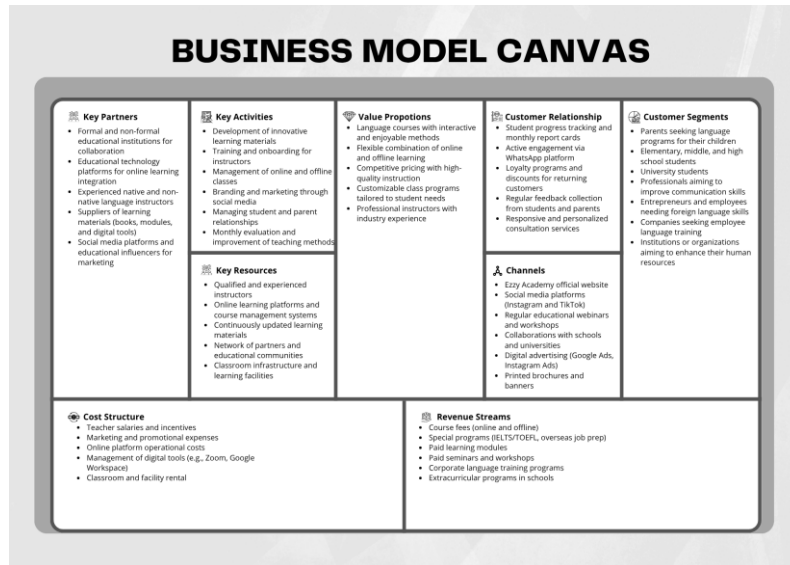


Figure 1
Initial Business Model Canvas of Ezzy Academy (Founder's Perspective)

1. Customer Segments

The main target of Ezzy Academy's market includes parents who are looking for a language course for their children, students, scholars, professionals, and individuals who want to improve their English skills. Moreover, the customer segments also include company and institutions that needs an English training program for their employees.

2. Value Proposition

Ezzy Academy provides a better educational experience than traditional classes. The learning is communication-based and focus on conversation practice. Students can get better English and a higher level of confidence in speaking English. The flexibility in learning method: online, offline, hybrid enable individuals to learn at their own pace

3. Channels

Ezzy Academy is available on a variety of digital channels, including social media, website, and educational marketplaces. In addition, offline promotion through events, seminars, and partnerships with educational institutions also forms a crucial part of the marketing strategy.

4. Customer Relationships

Ezzy Academy builds and maintains relationships with customers through educational consultations, trial classes, and post-course support. Social media is a key strategy in fostering long-term relationships and sustaining customer engagement.

5. Revenue Streams

Ezzy Academy earns revenues from payments for course registration, online and local class fees, and sales of modules, as well as tailor-made training programs for companies or institutions. Additional revenues also come from post-course study options as well as certification fees for exams such as TOEFL/IELTS.

6. Key Resources

Ezzy Academy key resources include qualified and experienced teachers. Online learning platforms and course system management, along with updated learning files that are updated periodically, are also key resources of Ezzy. Class infrastructure and learning facility and education networking community also the highlight of Ezzy's Key Resources.

7. Key Activities

Activities will include designing an engaging curriculum and teaching classes, both offline and online. Teacher training, marketing, and promotions on digital platforms are also key activities. Ezzy Academy is committed to extensive market research to keep its service in sync with market trends and customer requirements.

8. Key Partners

In operating its business, Ezzy Academy collaborates with various partners, including professional educators, technology platforms for online classes, and vendors providing learning materials and books. Furthermore, partnerships with educational institutions and learning communities significantly expand the network and enhance the academy's credibility.

9. Cost Structure

The main operational costs include salaries for teachers and administrative staff, subscription fees for online class platforms, marketing expenses, administrative costs, and other operational expenses. Through thorough financial management, Ezzy Academy ensures that expenses remain balanced with revenue.

After the creation of the original BMC, a set of qualitative interviews and class observations was conducted to confirm and sharpen every component of the model. The personal observations of students, parents, and teachers provided support for the initial assumptions and other perspectives that had not originally been taken into account. By doing so, these results contribute to a modified version of the Business Model Canvas that is more aligned with the practical requirements, experiences, and expectations of Ezzy's customers. The revised BMC is shown in Figure 2:

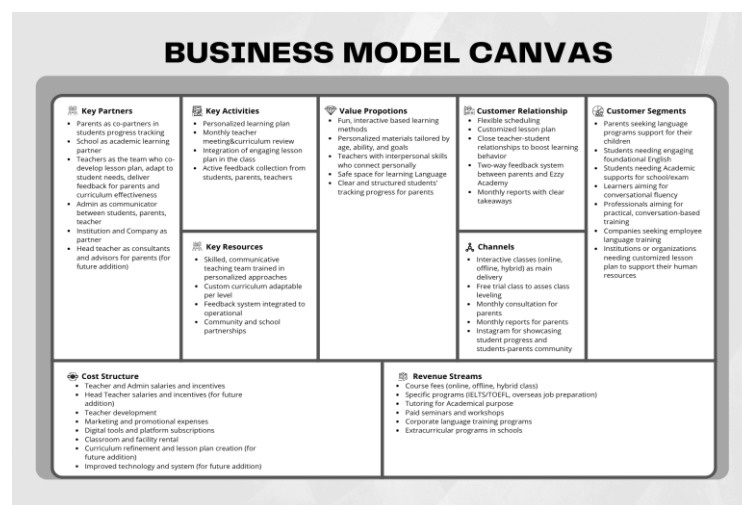


Figure 2
Refined Business Model Canvas of Ezzy Academy

1. Customer Segments

The interview data collected affirms that Ezzy Academy's target segmentation:

- Students include elementary, middle, and high school students who require engaging learning environments. Several students (Russel & Lionel, personal communication, 2025) noted that they enjoy the learning activities and seek improvement in vocabulary and fluency; therefore, the refined BMC categorizes the customers by needs and behaviors, not only demographics
- Parents like Mom Russel and Dad Lionel in the interview highlight the expectations for conversational English improvement due to the lack of school exposure in those areas.
- Teachers who were interviewed also highlighted that Ezzy has varied students by age and level, therefore it led to the importance of differentiated customer segments

This confirms the relevance of Ezzy Academy's segment focus: parents and students. Professional and institutions, though not explicitly mentioned in the interview, are also included in the customer segments from the founder's perspective, yet it need more exposure in the future since the interview does not support this.

2. Value Propositions

Interview feedback reinforces Ezzy Academy's promise of interactive and personalized learning. This is shown through:

- Students who appreciate and enjoy interactive learning methods such as games and the kindness of teachers (Dave, Andrew, Priscilla, personal communication, 2025), Russel and Lionel praised teachers for ensuring students understand the materials
- Parents believe the service aligns with their expectations, and it is shown by improved conversation and vocabulary of the students

- Teachers identified that flexibility and approachability are key values perceived by students as the teachers acting not only as tutors, but also as mentors and friends in the class.

Therefore, these insights validate Ezzy Academy's positioning: fun, effective, and flexible learning with personalized materials and guidance from teachers.

3. Channels

The use of WhatsApp, in-person trials, and parent-teacher communications (as described by teachers like Ms. Nicole and Ms. Anna) indicates that direct communication channels are not only operational but essential. Feedback from teachers and parents shows that face-to-face and WhatsApp-based engagement remains a strong communication pathway. Yet, students and parents rarely mention websites and social media as key channels; thus, it should be strengthened in the future.

4. Customer Relationships

Ezzy Academy fosters trust-based, responsive, and personalized relationships:

- Monthly feedback and student reports were appreciated and highly encouraged by parents
- Students agree that the teachers are kind, and this is supported by Ms. Nicole's and Ms. Angel's statements that mentioned they have open sharing beyond academics, forming emotional bonds.
- The emphasis on responsiveness and a nurturing environment matches the BMC components: active communication, feedback, loyalty programs, and consultation.

Thus, teachers of Ezzy are seen as friends and build rapport with both students and parents.

5. Revenue Streams

The interview data indirectly support current offerings, especially courses that emphasize speaking and comprehension.

- Parents like Mom Russel expect value in areas such as conversation-focused programs, supporting the idea of segmenting IELTS prep, TOEFL, and conversation classes as key revenue streams.
- Suggestions like increasing written English (Dave, personal communication, 2025) can also inform new product streams like writing workshops or e-modules, aligning with "module book" and "seminar" in the BMC.

6. Key Resources

Feedback from students and parents confirms that teacher quality is Ezzy Academy's strongest resource:

- "Kind," "helpful," and "always explains until students understand" were consistent themes.
- Teachers also emphasized the need for a flexible curriculum and infrastructure in the future, as Ms. Anna suggested more multimedia use and clearer curriculum guidelines, indicating that teaching resources and digital tools are areas to strengthen.

7. Key Activities

The BMC lists curriculum development, teacher onboarding, class management, and evaluation. Interviews show these are happening in practice:

- Teachers conduct individual assessments, trial classes, and parent consultations (Ms. Nicole, Ms. Angel, personal communication, 2025)
- Continuous improvement is supported by monthly feedback (students) and flexible class adaptations (teachers).
- Integration of an interactive lesson plan in the class needs to be maintained

8. Key Partnerships

Through the interviews and class observations, it is clear that parents act as active partners of Ezzy Academy. This supports the idea of deepening partnerships with parents and improving clear and structured feedback. Additionally, as parents express hope for better outcomes than school learning, it opens up space for future formal school partnerships, reinforcing Ezzy's collaboration goals with formal/non-formal education institutions. In the future, curriculum consultants or advisors are recommended for future partnerships to bridge the gaps between parents' expectations with teachers' actions.

9. Cost Structure

As teachers and refined technology and curriculum are demanded to improve the learning quality, Ezzy could support the development of teachers' skills through training. Moreover, clearer and improved curriculum adjustments and technology needs would be considered as future additions. Additionally, a head teacher who acts as a consultant and advisor for parents will improve learning effectiveness. To further add to this in the future, Ezzy Academy could effectively budget for a head teacher following the business model canvas framework. This aligns with the recommendation of Hutasuht et al. (2020), who emphasize the importance of effective budgeting in BMC. It would enable the sustained growth of Ezzy while forecasting potential gains through satisfying parents and costs required to hire a head teacher (Hutasuht, et. al. 2020)

The initial Business Model Canvas (BMC) of Ezzy Academy, developed based on internal experiences, assumptions, and founder observations, still has some gaps with external perspectives collected through interviews and informal observations. This section evaluates the effectiveness of the current BMC by examining three key components supported by qualitative feedback from students, parents, and teachers.

1. Value Propositions

Students and parents consistently highlighted the friendliness and approachability of Ezzy Academy's teaching team, as well as the simplicity and fun embedded in the learning process. One student shared, *"I really like the teachers at Ezzy Academy because the teachers are really kind and the learning systems are really simple and easy"* (Andrew, personal communication). Another noted that learning was enjoyable because it involved games and interactive methods (Dave, personal communication). Parents also underscored the academy's success in improving their children's confidence in English, particularly in conversational skills. As one parent emphasized, *"I expect my kid to be able to master English, especially conversational English"* (Mom of Russel, personal communication, 2025). These responses support the original value proposition that positions Ezzy Academy as a fun, interactive, and flexible language course.

2. Customer Relationships

Ezzy Academy's strategy to maintain close and caring teacher-student relationships has been well-received. Teachers reported that students frequently confide in them and are comfortable sharing stories beyond academic content. *"Students feel close with the teachers... they don't just study but also share their experiences"* (Ms. Angel, personal communication, 2025). This relationship-focused approach is a core strength in the academy's BMC and reinforces customer retention and loyalty.

3. Key Resources and Key Activities

The current BMC emphasizes the focus on teacher quality and personalized instruction. Teacher interviews revealed that student assessments are often conducted through direct conversations and trial classes, allowing teachers to adjust materials accordingly. *"We ask parents and asses directly through trial class"* (Ms. Nicole, personal communication, 2025). According to Shaikh & Kay (2022), having parents to 'test' the class ahead of financial commitment is an innovative way to help parents decide whether to buy the product or no. Therefore, Ezzy Academy's key activities and resource alignment with customer needs.

Future Development Plans and Adaptation

Despite its strengths, several areas of improvement can be analyzed from the feedback. These insights provide a direction for refining Ezzy Academy's business model moving forward.

1. Curriculum Structuring and Balance

Some teachers raised concerns about the lack of clear curricular guidelines. *"There are materials that don't align with the guideline.. we have to adjust it ourselves"* (Ms. Nicole, personal communication, 2025). Similarly, the need for a more structured curriculum was also mentioned by others (Ms. Anna, personal communication).

Planned response: A curriculum will be refined to standardize lesson flows while still focusing on personalization.

2. Improved Conversation and Academic Skills

Student and parent feedback pointed to a desire for more active conversation and structured writing practice. *"I want more written English"* (Dave, personal communication); *"I prefer more active conversation in the class"* (Mom of Russel, personal communication, 2025).

Planned response: Ezzy Academy will introduce more programs, such as seminars, events, and conversation classes as part of an expanded learning framework.

3. System and Technological Improvements

Infrastructure limitations were noted, particularly in terms of multimedia resources and clarity in learning paths. *"Clearer curriculum and better infrastructure are subject to note"* (Ms. Anna, personal communication, 2025).

Planned response: Investment will be directed towards creating a refined curriculum to include interactive modules, teacher guides, and practice materials. A dedicated cost structure for infrastructure improvement will also be considered.

Conclusions

This study applied the Business Model Canvas (BMC) framework to analyze and refine the strategic design of Ezzy Academy, combining founder-based assumptions with qualitative insights from students, parents, and teachers. The research revealed that the initial model was centered on friendly teaching, flexible scheduling, and a personalized approach, yet it has some gaps after gathering external data. Positive feedback particularly emphasized the value of warm teacher-student relationships, interactive learning, and improved skills in English. However, several critical areas emerged for improvement. These include the need for a clearer and more structured curriculum, particularly for group classes with diverse abilities of students. Enhanced focus

on writing and speaking skills and improved technological and infrastructure support are also important. Lastly, a head teacher might be the biggest change that turns out to be crucial in a language course as it would align expectations from the customers to actions from the teachers. The refined BMC addresses these issues and integrates strategic responses based on the inputs. This combination of internal experience and external qualitative data proved effective in identifying both strengths and blind spots in Ezzy Academy's current business model. Therefore, through this study, BMC is proven to be an effective tool especially for small-medium enterprises as it brings clarity to their business concepts. It is also supported by Kupczyk that entrepreneurs found BMC to be helpful especially during the startup stage as it simplified strategic planning (Kupczyk et al., 2024).

Reccomendations

Future studies could expand this model with quantitative assessments of learning outcomes or explore more about other small-to-medium education startups as a comparison. The adaptive use of the BMC in this context demonstrates its value as a strategic planning tool that goes beyond a static framework and supports iterative, feedback loops development.

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Authors' Bibliography

Gabriel Vera Ovilia was born in Bandung, on January 5th 2000.

The author is currently a master's degree student at Maranatha Christian University, Faculty of Digital Business and Law, Maranatha Christian University. Previously, the author has completed her undergraduate degree at Maranatha Christian University, Bandung, Indonesia.

The author's field of study is business model innovation, entrepreneurship, service design for small and medium-sized enterprises, and business plan making.

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