

**Business Model Canvas for Bananania MSMEs
(Innovative Food Products Made from Bananas)**

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ABSTRACT

Since Covid 19 hit in 2020 – 2022, the growth of MSMEs has increased rapidly, with full support from the government, MSMEs have also grown, and competition in the food and beverage business is currently very competitive, for this reason Bananania feels that it must have a good business model canvas so that Bananania's business can grow rapidly. The current problem is that there are many products produced by Bananania (banana chips, banana granola, banana flour, banana cookies, frozen fried bananas and also banana rambak) so with a good canvas business model you will be able to sort out the problems, especially in the target segment. and also key activities so that the business can run smoothly. This research uses the Business Model Canvas (BMC) as a measuring tool to see how the business model is currently running, namely by using the 9 elements contained in the Business Model Canvas, and this business model can quickly describe how this business runs.

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INTRODUCTION

Indonesia is the world's No. 3 producer of bananas, after India and China, because bananas are very easy to breed, and in the DIY and Central Java areas it is very easy to find bananas because many farmers grow bananas on the edges of their rice fields or in their yards.

Banana producing countries in the world are shown in the table below (data taken in 2018)

Country	Production capacity
India	30,477,000 tons
China	11,162,685 tons
Indonesia	7,162,685 tons
Brazil	6,584,967 tons
Philippines	6,041,369 tons
Angola (Central Africa)	4,093,281 tons
Guatemala	4,082,703 tons
Colombia	3,724,951 tons
Tanzania	3,439,372 tons

Table 1 Graph of world banana producing countries
Source L Good statistics from Indonesia

And bananas are a fruit that is rich in health benefits. Its high content of vitamins A, C, B6, and fiber, makes it have a positive effect on the immune system, and bananas also contain potassium which is needed by the body.

Bananania itself is located in Sleman Yogyakarta, and based on data, East Java is the No. 1 producer of bananas in Indonesia and Central Java is also the No. 4 producer of bananas in Indonesia, and this is convenient because Yogyakarta's position is close to East Java and Central Java and it is easy to get bananas. from abundant sources.

The following is a graph of banana production in Indonesia (based on 2021)

City	Production capacity
East Java	2.6 million
West Java	1.6 million
Lampung	1.1 million
Central Java	804 thousand
Bali	382 thousand

Table 2: Banana producers in Indonesia

Source: Okezone infographics

And a popular snack both in Indonesia and abroad such as Malaysia, Singapore, Thailand, Australia etc., which is made from bananas is Banana Chips, and Bananania's first product was banana chips, as time went by it turned out that banana raw materials could be made into products. various types of food innovation, for this reason Bananania is committed to always making food innovations from bananas.

Since 2019, Bananania products include:

1. Banana crackers
2. Banana granola
3. Banana flour
4. Banana cookies
5. Banana rambak
6. Frozen fried bananas

With so many products from Bananania, business owners need to implement strategies so that their business can run smoothly and can evaluate their business model to suit developments.

Using the Business Model Canvas can provide a general overview of the company's business model and the relationships that occur between blocks in a more attractive way. Bananania itself has many kinds of products, with the Business Model Canvas it can help companies to recognize what the value proposition of Bananania products is and how to build and run key activities and key resources in creating a value proposition and getting revenue streams, understanding how the products and services are what the company offers can be communicated well to consumers until it reaches the consumer's hands properly. AndThe application of the business model canvas helps entrepreneurs to adopt a dynamic approach to business model development that will reflect the reality of their competitive business environment (Borseman et al., 2016). The aim of this research is for the company to be able to create a business strategy that suits Bananania MSMEs, and then provide evaluation recommendations in running its business, to be able to develop its market and increase the company's production capacity.

Apart from that, this research is intended to design a strategy so that Bananania can excel when facing competition and competitors, because it cannot be denied that since the Covid 19 pandemic, MSMEs have grown rapidly, currently the marketing of Bananania products has dominated the DIY and Central Java markets (Solo, Semarang, Jogja, Klaten), Bandung and parts of Bali, and Riau (Sumatra), and still wants to expand to East Java, Jabodetabek and outside Java. Apart from that, Bananania has also collaborated with resellers spread across big cities in Java, Sumatra and Bali, as well as with several agents.

THEORETICAL BASIS

The business model canvas, according to (Osterwalder & Pigneur, 2010), is a simple framework consisting of 9 blocks of parts that are useful for describing, analyzing and designing a business model in a company, the 9 blocks include: the benefits offered (value proposition), building customers (customer relationships), channels (channels), consumer segments (customer segments),

partnerships (key partners), main activities (key activities), and resources (key resources), from the financial side consists of costs (cost structure) and income streams (revenue streams).

Business model Canvas (BMS) is also called Business Model Generation which can be used as a strategy to see the business being run better (Maftahah et al, 2022)

According to (Ersyura Liandhini, Maria Dellarosawati, Rosad Ma Ali El Hadi, 2021), business model design aims to develop and improve the current business model. The improvements or improvements are made by paying attention to the business environment and proposing new strategies.

And based on the explanation (Hartirini Warnaningtyas, 2020), company business model innovation can improve service quality, human resource competency, and support the company's long-term achievements in a more measurable manner.

The 9 block framework in the Business Model Canvas is:



Figure 1: BMC framework
Source: <https://www.strategyzer.com>

These 9 elements can be described as shown in the picture above, including:

1. Key Partners
Key Partners are parties who can be invited to collaborate with the aim of supporting and optimizing resource allocation, reducing competitive risks and uncertainties, and improving performance.
2. Key Activities
Key Activities are activities that support the company's success in carrying out its business activities.
3. Key Resources
Key Resources are assets owned by a company in achieving competitive goals, these elements can be categorized into four, namely physical, intellectual, human and financial.
4. Value Proposition
Value Proposition is the value promised by the company so that its products can be accepted by consumers, and how to make our products superior to similar products.
5. Customer Relationships
Customer Relationships is a strategy to build and maintain strong relationships with customers which aims to maintain good relationships with customers so that good closeness is established and customers become loyal.

6. Customer Segments

Customer Segments is the activity of dividing customers according to certain categories, for example behavior, hobbies, interests, demographics, psychographics, with the aim that the marketing strategy that will be implemented will be in accordance with the target market

7. Channels: Channels is the media or means used to convey/sell our products to consumers,
8. Cost Structure: Cost Structure is the total costs used by the Company in carrying out all its business activities,
9. Revenue Streams: Revenue Streams is a source of income in a company, it can be a product/service produced by the company.

METHOD

This research was conducted at Bananania, which is located on Jl. Jetis, Candi Indah Housing Block H no 14D Wedomartani Ngemplak Sleman, this research uses qualitative research methods, Moleong (2005) revealed that the qualitative approach is intended to facilitate understanding of phenomena related to things experienced by research subjects, for example: behavior, perceptions, motivations, actions holistically, and by means of descriptions in the form of words and language, in a special natural context by utilizing various natural methods. And in this research, researchers did this by means of observation, document study, and interviews with the owner and several employees. (head of production and finance).

RESULTS AND DISCUSSION

Bananania is a Yogyakarta Special Region MSME which operates in the banana-based snack business. Bananania's location on the side of a major road makes it easier for consumers to find Bananania's location.

Bananania was founded in 2019 and uses several types of bananas for its production, depending on the product to be produced, for banana chips using Raja Nangka bananas (*Musa paradisiaca*), for banana flour and banana rambak using Uter/Raja Bandung bananas (*Musa acuminata*) and for production frozen fried bananas using yellow kapok bananas (*Musa acuminata balbisiana* Colla)

In daily production activities, Bananania is assisted by 9 employees who work from 08.00-16.00 WIB in 1 shift. And to ensure that its products are safe for consumption, Bananania has permits including: BPOM MD, PIRT, Halal, HACCP, Haki, CoBranding and NIB.

Bananania has several price levels, including: retail prices, reseller prices, agent prices and distributor prices, and these prices are determined based on the number of orders.

The results of the business model canvas at MSME Bananania are as follows:

Table 2: Business Model Canvas Results

Key Activities	Value Propositions	Customer Relationships	Customer Segments
Production	Main ingredient is healthy tropical fruits	Free shipping for minimum purchase	Women, men
Marketing distribution	No preservatives	Giveaways	Aged 18 - 50 years
Online marketing	No artificial coloring Attractive packaging (food grade)	Free samples Fast response customer service	Middle class Modern, healthy food enthusiasts Snack lovers, hangout lovers
Key Resources	Complete sales (ready for export)	Channels Online applications (gofood, grabfood) Convenience stores (Indomart, Alfamart, etc.)	Practicality seekers
Adequate equipment	Complete variety		
Competent employees	Innovative		
Adequate machinery	Competitive price		

Clear SOP Buildings / production facilities		Marketplaces (Shopee, Tokopedia, etc.) Hotel, café, restaurant partners Souvenir shops, YIA Airport Resellers Agents	
Cost Structure Raw material purchases Supplementary purchases Packaging purchases Operational costs Employee salaries Marketing bonuses Sales bonuses Marketing costs (content creators, product samples, promos, giveaways) Operational costs (bank fees, electricity, phone) Employee BPJS costs		Revenue Streams Banana chips sales Granola sales Banana flour sales Gluten free cookies sales Banana crackers sales Frozen fried banana sales	

Source: Bananania

1. Key Partners:

The key partners describe Bananania's collaboration with its partners, including: suppliers of raw materials and supporting materials, banana farmers and collectors, resellers, agents, distributors, shop partners, supermarkets, content creators, online motorcycle taxis, JNE couriers, JNT,

2. Key activities;

Activities at Bananania begin with Production, the banana raw materials that arrive are produced according to their intended use, after they are ripe they are packaged, beforehand the packaging department does not forget to put the production code and expiry date (good to use before) on the packaging, after that distribution is carried out, where Bananania has sales in charge of distributing these products to partner shops. Apart from that, if there is an order from the marketplace you own (Shopee, Tokopedia, etc.), the shipping department will package the product according to the order and send it.

3. Key Resources:

The physical resources owned by Bananania are a production site which stands on an area of 185m2 with a building of 350 m2, as well as office administration equipment, and Human Resources. At Bananania there are 9 employees consisting of: Leadership, deputy, finance (1), head production department (1), production department (4), sales marketing (1), apart from that it also has adequate machine equipment so that it can increase production capacity.

4. Value Proposition

The value proposition offered by Bananania includes: raw materials come from tropical fruit, no preservatives, no coloring, attractive packaging, complete licensing, complete variants, innovative and competitive prices.

5. Customer relations

Bananania's customer relationships include: free shipping with a certain minimum purchase, frequently holding giveaways to get closer to consumers, having a free sample program, promotions, and having friendly and fast response customer service.

6. Customer segment

Bananania has a target market with the following characteristics: 1) Geographically: Java, Sumatra and Bali, 2) Male/female, aged 18-50 years 3) Healthy food enthusiasts, 4) Modern lifestyle, 5) From among upper middle class, 6) Likes to hang out and likes practicality.

7. Channels :

As for Bananania, the channels used include: offline shops, online shops (shopee, Tokopedia, blibli, tiktokshop), cafes, hotels, restaurants, websites, souvenir shops, and tourist attractions, apart from that, Bananania also collaborates with resellers and agents spread across several big cities in Indonesia. Currently there is a new phenomenon where TikTok Live is becoming a favorite for sales, and in this case Bananania has not tried to sell using TikTok Live (only TikTok Shop), it is hoped that in the future TikTok Live will also become one of Bananania's sales channels.

For collaboration with hotels, Bananania uses a special design where the packaging has the hotel's logo, so the packaging becomes exclusive



Figure 3: Example of packaging for collaboration with Ibis hotels

Source: Bananania

Bananania also has a website: www.bananania.com where now people can buy directly from the website.

1. Cost structure:

In Bananania the costs incurred for production include: Purchase of raw materials, purchase of supporting materials, purchase of packaging, operational costs, marketing costs, employee salaries, marketing bonuses, turnover bonuses, BPJS employment

2. Revenue streams:

The source of income in Bananania is the sale of the following products: banana chips, banana granola, banana flour, banana cookies, banana rambak, frozen fried bananas



Figure 4: Bananania products

Source: Bananania.

CONCLUSION

The conclusion of this research is, previously Bananania already had a Canvas Business Model but it was still very simple and no longer suited to current business conditions so it was no longer relevant, therefore it is important for Bananania to have the latest Canvas Business Model so that it can create the right strategy for smooth running of his business.

By knowing the market segments (customer segments) in detail, Bananania can determine exactly how to create advertising/content to attract buyers according to the segment.

The value proposition at Bananania itself emphasizes that its products are healthy products, without preservatives or dyes and are gluten free.

The channel for Bananania is quite complete, both online and offline, has resellers in many big cities in Indonesia, agents and distributors and partners with many parties: gift shops, convenience stores, supermarkets, hypermarkets, cafes, restaurants, hotels and also recreational places in Yogyakarta and its surroundings.

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