


## STRATEGY FOR DEVELOPING SMALL AND MEDIUM ENTERPRISES WITH THE CANVAS METHOD IN SEAWEEDS PROCESSING (STUDY OF ARAR VILLAGE SMEs, SORONG REGENCY)

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Article Info	ABSTRACT
<p>Article history: Received May 3, 2023 Revised June 14, 2023 Accepted June 30, 2023</p> <hr/> <p>Keywords: Business Model Canvas, Strategy, SMEs</p>	<p><i>UKM Arar Berdikari is a business that operates in the culinary sector using seaweed as its basic ingredient. This research aims to determine the development of the Arar Berdikari UKM business and to determine the Arar Berdikari UKM model strategy using the Business Model Canvas. This research uses descriptive qualitative methods, the data used in this research is from interviews with informants and field observations. The research results show that 9 BMC blocks in Arar Berdikari UKM are Customer Segment, maintaining and strengthening relationships with existing customers. Value Proposition, offering value through the quality and authenticity of the seaweed taste. Channels, has quite good and effective channels with a distribution system. Customer Relationship, providing customer service and prioritizing a friendly and loyal attitude towards customers. Revenue Streams, has a revenue stream originating from the sale of processed seaweed products. Key Resources, has employees, production sites and production equipment. Key Activities, has two main activities, namely production activities and marketing activities. Key Partnership, has supply partners consisting of local seaweed farmers in Arar village. Cost Structure, UKM Arar Berdikari can optimize all costs to keep them under control. Word key; work placement, workload, employee performance.</i></p> <p><i>This is an open access article under the <a href="#">CC BY-SA</a> license.</i></p> 
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### INTRODUCTION

Arar Village is one of the coastal areas in Sorong Regency, one of the natural resources is seaweed which is used by local residents to make processed foods. In this seaweed processing SME, they process seaweed into food products such as ice cream, chistik, crackers and meatballs. By utilizing this seaweed, housewives in Arar Village have additional income that can help the family economy. Currently, Arar Berdikari Arar SME has 15 members.

UKM Arar Berdikari currently only has one market container, namely the Petrogas Company. The desire to expand the target market by collaborating with supermarkets in Sorong City, but currently UKM also does not have a promotional media to carry out promotional activities for the products produced. From the results of previous interviews and observations with the head of UKM Arar Berdikari, Mrs. Raqiba, said that she did not have the right business



model in developing the business. So far, the marketing strategy used by UKM Arar Berdikari is the Word of Mouth (WOM) strategy or called a word of mouth promotion strategy. While on the other hand, competitors have already worked on the market in Sorong City. Of course this is a challenge for UKM players today, where the use of technology needs to be studied and developed.

Based on the phenomena that have been explained above, UKM Arar Berdikari in running a business does not yet have the right business model in developing its business, even though the business model is very important for business actors to compete by creating new strategies. The right business model in developing a business is the Business Model Canvas which is able to describe simply but also comprehensively the condition of the business or company.

According to (Osterwalder.A and Pigneur.Y, 2014) Business Model Canvas is a business model that describes the basic thinking about how a company creates, delivers, and captures value. In the Business Model Canvas there are 9 elements consisting of Customer Segments, Value Proposition, Channels, Customer Relationship, Revenue Streams, Key Resources, Key Activities, Key Partnership, and Cost Structure. Business Model Canvas (BMC) has advantages in business model analysis, namely being able to describe simply and comprehensively the current condition of a company based on consumer segments, value offered, value offering channels, relationships with customers, revenue streams, vital assets, partners, and cost structures owned. In addition, the advantage of BMC is its ease of changing business models quickly and seeing the implications of changes in an element on other business elements.

BMC can increase focus and clarity on what an entrepreneur's business wants to achieve. In addition, BMC can be a medium to identify the strengths and weaknesses of a business model, find new ideas, and develop a business for the long term. This study creates a solution that can be used by business actors to compete with similar business actors by implementing the 9 elements contained in the Business Model Canvas (BMC). With the Business Model Canvas (BMC), it can make it easier for MSMEs to design a business model in detail and easy to understand.

Previously, this research was conducted by (Adia V. et al., 2017) with the results of the research showing that the description of the Green Laundry business model using the Business Model Canvas approach is generally said to be quite good because the business model is already running and is able to fulfill the nine elements in the Business Model Canvas.

Research from (Hambali and Andarini, 2021) with the results of their research, namely in mapping the business conditions of Piring Seng Coffee & Co, it was found that it had covered all elements in the BMC. The results of the study through the BMC approach and SWOT analysis provide recommendations for improvements to all key elements of the BMC to increase the company's competitiveness.

Previous research (Rahmatang, 2020) with the results of its research shows that UKM Toko Pelawan has fulfilled the nine elements of BMC. However, the business model in UKM Toko Pelawan still has weaknesses so that it creates strategies resulting from improvements to the Business Model Canvas such as adding agents, adding honey bee hive houses, creating attractive and comfortable outlets, adding business capital and conducting research for employee members.

Research from (Azis Elvira and Pascalis Prihastho, 2017) with the results of their research shows that the description of Aikori's business model is good when viewed from the Business Model Canvas and Aikori has maximized its strengths with very high opportunities, but Aikori's threats are an important concern because they are in the very high category.

In addition, research from (Susilowati, IH, 2021) with the results of her research, namely the design of BMC improvements as a company's business development strategy needs to be



carried out by adding the elements of Key Partnership, Key Activities, Key Resources, Value Proposition, Customer Relationship and Channel.

From the results of previous research, it was concluded that the BMC method can be used as a method to develop new business model strategies and face existing business competition. Therefore, this study aims to describe the Business Model Canvas and create a business transformation design with a Business Model Canvas approach at SMEs Berdikari Kampung Arar Sorong Regency, seaweed processing in Kampung Arar to overcome existing problems and face business competition, allowing businesses to remain competitive by offering new products and services that meet customer needs.

Based on the description above, the author is interested in conducting research on "Small and Medium Enterprise Development Strategy Using the Canvas Method in Seaweed Processing (Study on Independent SMEs in Arar Village, Sorong Regency)".

**A. Formulation of the problem**

Based on the background description above, the formulation of the problem in this study is. What is the development strategy for Seaweed Processing SMEs in Arar Village, Sorong Regency using the Business Model Canvas Method?

**B. Research purposes**

Based on the formulation of the problem explained above, it can be explained that this study aims to determine the business development of Arar Berdikari UKM using the Business Model Canvas method.

**RESEARCH METHODS**

This research involved five participants who were members of a Small and Medium Enterprise (UKM) as informants or sources. They provided relevant information to support the study. The research employed a descriptive qualitative approach, in which the researcher described and explained the situations and conditions observed during the study. This method allowed for an in-depth understanding of the subject matter through observations and interviews. The data analysis process consisted of three main stages: data reduction, data presentation, and drawing conclusions. Data reduction involved selecting, focusing, and simplifying the collected data to ensure relevance to the research objectives. The next step, data presentation, involved organizing the data systematically so that it could be easily interpreted. Finally, conclusions were drawn based on the analyzed data, allowing the researcher to understand patterns, relationships, and key findings that emerged from the study. This approach ensured that the research findings were comprehensive and well-structured.

**RESEARCH RESULTS AND DISCUSSION**

**1. Descriptive Analysis**

The interview conducted with informants was in principle to explore information about how UKM Arar Berdikari can find new strategies for business development with the Canvas method through 9 elements that include, Customer segment, Value proposition, Channels, Customer relationship, Revenue stream, Key activity, Key resources, Key partnership, and Cost structure. The interview was conducted at UKM Arar Berdikari on May 03, 2023, the interview was conducted with 2 informants from UKM Arar Berdikari and 2 supporting informants.

<b>Customer Segment Elements</b>	
1	The question I asked was, "Who are the Customer Segments of UKM Arar Berdikari?"
Information 1: The answer from the first informant, which was obtained from Mrs. Raqiba as the head of UKM Arar Berdikari, "The customer segmentation of UKM Arar Berdikari is from children to adults."	

**Information 2:**

The answer from the second informant, which was obtained from Kak Ika Suage as a member of UKM Arar Berdikari, "Our UKM is a snack UKM so that all groups can enjoy it, from children, teenagers, to adults."

**Conclusion:**

Based on the interview results above, it can be concluded that UKM Arar Berdikari has a target market, namely the general public. Because their products can be consumed by children and adults.

**Value Proposition Elements**

2

The question I asked was "Which is the most prominent Value Proposition in UKM Arar Berdikari?"

**Informant 3:**

The answer from the third informant, which was obtained from Putri as the Treasurer of UKM Arar Berdikari, "The most prominent thing in UKM Arar Berdikari is that we use quality and healthy raw materials without using preservatives so that it is safe for consumption by various groups.

**Informant 2:**

The second informant's answer, obtained from Mrs. Ika Suage as Secretary of UKM Arar Berdikari "Our UKM has 4 products, namely Chistik, ice cream, crackers, and meatballs, and the price of products from our UKM is quite affordable, starting from Rp. 2,000, - 70,000. In addition, we also have to provide services according to consumer needs. "

**Conclusion:**

Based on the interview results above, it can be concluded that by looking at customer needs and being selective in choosing raw materials, as well as setting the right price, the value proposition and business model will be more effective and profitable for Arar Berdikari UKM.

**Channel Elements**

3

The question I asked was, "How does UKM Arar Berdikari reach its customers?"

**Informant 1:**

The answer from the first informant, which was obtained from Mrs. Raqiba as the head of UKM Arar Berdikari, "In our UKM, to reach our regular customers, we collaborate with Bumdes for the delivery process to the hands of regular customers, namely the Petrogas Company."

**Supporting Informants:**

The answer from the supporting informant, which was obtained from Septi as a member of the Arar Berdikari UKM, "In addition, our UKM uses offline distribution channels, which are carried out by selling directly from the production house and utilizing word of mouth promotion only.

**Conclusion:**

Based on the interview results above, it can be concluded that UKM Arar collaborates with BUMDES for smooth distribution to customers and promotions by utilizing word of mouth (WOM) recommendations."

**Customer Relationship Elements**



4	How does UKM Arar Berdikari maintain and improve Customer Relationships?
<p>Informant 3: The answer of the third informant, obtained from Putri as the Treasurer of UKM Arar Berdikari "we always maintain relationships or establish good ties with customers so that our customers feel comfortable and close, what we do here is we open space for our customers to provide criticism and suggestions regarding the shortcomings of our products."</p>	
<p>Informant 1: The first informant's answer, which was obtained from Mrs. Raqiba as the head of UKM Arar Berdikari "In addition, we also provide rewards (provide special price promotions to loyal customers every 3 months of purchase). We use this strategy to strengthen relationships with customers."</p> <p>Conclusion: Based on the interview results above, it can be concluded that UKM Arar Berdikari makes friendliness and loyalty its main focus to increase customer satisfaction and can retain customers.</p>	
<p><b>Revenue Streams Elements</b></p>	
5	The question I asked, "Where do the Revenue Streams that UKM Arar Berdikari get from?"
<p>Informant 3: The answer of the third informant, which was obtained from Putri as the Treasurer of UKM Arar Berdikari, "Talking about income streams, UKM Arar Berdikari gets income from its customers by selling the products it makes."</p>	
<p>Informant 2: The second informant's answer, which was obtained from Mrs. Ika Suage as Secretary of UKM Arar Berdikari "However, at this time we have begun to realize that in the current digital era, the flow of income does not only come from product sales, but also innovations such as the use of assets/property used when attracting customers which will ultimately increase the business value proposition, but now our UKM only gets income from product sales to customers,"</p> <p>Conclusion: Based on the interview results above, it can be concluded that UKM Arar Berdikari only gets income from one stream, namely income from product sales to customers.</p>	
<p><b>Key Resources Elements</b></p>	
6	The question I ask is, "What are the key or primary resources needed to create added value for this business?"
<p>Informant 2: The answer from the second informant, which was obtained from Mrs. Samiun as a member of UKM Arar Berdikari, "What we need to pay attention to here is the selection of quality raw materials and we have a production house along with supporting production equipment."</p>	
<p>Supporting Informants: The answer from the supporting informant, obtained from Septi as a member of UKM Arar Berdikari, "We have production equipment that is used according to production needs, such as cracker cutters, mixers, stoves and pans."</p>	



<p><b>Conclusion :</b> Based on the interview results above, it can be concluded that UKM Arar Berdikari has the main or key resources in the form of quality raw materials and complete production support equipment so that it can increase efficiency and maintain the quality of the products produced.</p>	
<p><b>Key Activities Elements</b></p>	
7	<p>The question I asked was, “Has the production process at UKM Arar Berdikari been carried out well?”</p>
<p><b>Informant 1:</b> The answer from the first informant, which was obtained from Mrs. Raqiba as the head of UKM Arar Berdikari, "For the production process in terms of selecting raw materials, I think it has been done well, because we use the best raw materials and hygienic workmanship."</p>	
<p><b>Supporting informants:</b> The answer from the supporting informant, obtained from Septi as a member of UKM Arar Berdikari, "For the main raw material, namely seaweed, we buy it from seaweed farmers directly in Arar village, so we can see directly how they cultivate seaweed."</p>	
<p><b>Conclusion:</b> Based on the interview results above, it can be concluded that UKM Arar Berdikari is said to be good for the production sector.</p>	
<p><b>Key Partnership Elements</b></p>	
8	<p>The question I asked was, “Who are the potential partners of UKM Arar Berdikari and how is the relationship between this UKM and its partners established?”</p>
<p><b>Informant 2:</b> The second informant's answer, which was obtained from Mrs. Ika Suage as Secretary of UKM Arar Berdikari, "For our partnership, we have specifically established a partnership with BUMDES to supply our products to regular customers (Petrogas)."</p>	
<p><b>Informant 3:</b> The answer from the third informant, which was obtained from Putri as the Treasurer of UKM Arar Berdikari, "In addition, the partnership of UKM Arar Berdikari is carried out with the main raw material supplier, namely the residents of Arar village who cultivate seaweed."</p>	
<p><b>Conclusion:</b> Based on the interview results above, it can be concluded that UKM Arar Berdikari collaborates with two partners for the smooth running of the business. The first is with BUMDES as a channel to supply products to the petrogas company, the second UKM collaborates with one of the seaweed farmer suppliers in Kampung Arar.</p>	
<p><b>Cost Structure Elements</b></p>	
9	<p>The question I asked was, “What type of Cost Structure has the company implemented?”</p>
<p><b>Informant 3:</b> The answer of the third informant, obtained from Putri as the Treasurer of UKM Arar Berdikari "Cost structure refers to all costs incurred by the company. The entire expenditure structure describes the components needed to run a business. The costs applied in UKM Arar</p>	



Berdikari are fixed costs and variable costs. Where the fixed costs incurred by UKM routinely without being affected by the amount of production are: Distribution of UKM Arar Berdikari's profits evenly according to the profits obtained. While variable costs include the purchase of raw materials and packaging.

Supporting Informants:

By implementing these two costs, the expenditure of SMEs is more focused so that with fixed costs, the expenditure in our business does not occur every day but maybe every month, once a year or once every few years. While the variable costs of SMEs, maybe once a week so the time period is shorter. "

Conclusion :

Based on the interview results above, it can be concluded that UKM Arar Berdikari has two costs that they incur, namely Fixed Costs and Variable Costs.

## DISCUSSION OF RESEARCH RESULTS

### 1. Small and Medium Enterprise Development Strategy Using the Canvas Method in Seaweed Processing

Business Model Canvas (BMC) is a business model concept displayed on a single canvas sheet. This business model can also be used as a tool to describe, analyze and design a business in a company. This model is a picture to describe the basic thinking about how an organization can create, deliver and capture value. BMC contains a map of nine elements that include customer segments, value propositions, channels, customer relationships, revenue streams, key activities, key resources, key partnerships and cost structures.

#### a. Customer Segment

*Customer segment*(Market segmentation) is the process of grouping heterogeneous markets into segments that have similar needs, desires, and behaviors towards marketing programs. Market segmentation is done to identify consumer needs specifically and can follow market changes. With market segmentation, companies can create marketing strategies in each consumer group appropriately.

Findings in the field regarding customer segment elements contained in UKM Arar Berdikari are:

#### 1). Diversified Market Segments

Diversified with B2B through sales to Petrogas companies, as well as B2C through local communities who buy directly from the production house.

#### 2). Geographic Segments

Segmentation based on location, UKM Arar Berdikari still sells around Kampung Arar so that the sales reach is not that wide in the geographical segment.

#### 3). Demographic Segmentation

The target market for UKM Arar Berdikari ranges from children to adults from various social statuses so that all groups can enjoy the seaweed products produced by UKM Arar Berdikari.

#### b. Value Proposition

*Value Proposition*(Value offered) is the overall picture of the product offered by UKM Arar Berdikari to consumers, and the benefits offered to the market segment served. The findings on UKM Arar Berdikari proposition lie in product quality, where the products produced are made from the main raw material, namely quality seaweed and the products sold without using preservatives, as well as affordable product prices so that they can be an opportunity for business. By determining the right price, demand will be optimal from both business partners and consumers.

In addition, UKM Arar Berdikari provides services according to consumer needs. With the value proposition, UKM needs to see what consumer tastes are further. This is in line with



the expert statement (Osterwalder.A and Pigneur.Y, 2014) which explains that consumers are dynamic elements and companies need to see customer needs. The findings are strengthened by the opinion that also explains that by seeing customer needs, value propositions and business models will be more effective and profitable for the company.

#### **c. Channel**

With the existence of channels, it becomes a means for UKM Arar Berdikari to convey value proposition to the customer segment served. Channels in this case are also very necessary for UKM Arar Berdikari to make it easier to introduce its products, establish communication with customers and get value propositions for the business.

Findings in the field in this element, Arar Berdikari UKM has established good relationships with raw material suppliers, namely local seaweed farmers in Arar Village, and collaborates with Bumdes to distribute products to regular customers (Petrogas), and carries out distribution activities directly at the Arar Berdikari production house.

#### **d. Customer Relationship**

*Customer Relationship*(Customer relations) namely maintaining relationships or establishing bonds with customers so that customers feel comfortable and close. Findings in the field, UKM Arar Berdikari establishes good relationships with customers by providing friendly and responsive services and opening communication access through direct meetings to receive input and suggestions from customers. UKM Arar Berdikari also provides price promotions to loyal customers for every purchase every 3 months, but UKM Arar Berdikari has not been able to expand cooperation with customers outside Kampung Arar itself.

#### **e. Revenue Streams**

*Revenue Stream*(Revenue Stream) is an explanation of what things make UKM Arar Berdikari get income from its customers. Revenue stream is the main thing for a company. Findings in the field, the revenue stream of UKM Arar Berdikari only comes from the sale of developed products, the income of UKM can be rotated capital and the profits can be used to pay employees who work at UKM Arar Berdikari.

#### **f. Key Resources**

*Key Resources*(Key resources) are key or main resources needed in creating added value for consumers, owned resources used to realize value proposition. Findings in the field are, HR Classification in UKM Arar Berdikari consists of 15 workers and resources in production are production houses, raw materials, and distribution equipment.

#### **g. Key Partnership**

*Key partnership*explain partnerships so that a business model can be run. Key partnerships are part of the parties or partners who can be invited to cooperate in helping the development of a business or organization. Findings in the field, UKM Arar Berdikari collaborates with local seaweed farmers in Arar village and sales partners through Bumdes to supply products to regular customers.

#### **h. Key Activities**

*Key Activities*(Main activities) are key activities or processes in the business. They are the main activities to be able to run or create a value proposition. Key Activities explain what are the main activities carried out by UKM Arar Berdikari in running its business. Findings in the field of key activities from UKM Arar Berdikari are two activities, namely production activities and marketing activities. For production activities starting from the procurement of raw materials (main raw materials and additional raw materials) then continued with the production process which is divided into 4 parts according to the stages of the product to be produced. The products made are Ice cream, Chistik, Crackers, and meatballs. While their marketing activities are carried out offline from the production house and only do promotions by word of mouth.





### **i. Cost Structure**

*Cost Structure*(Cost structure) is an explanation of the cost structure involved and incurred in a business. Cost Structure is a cost structure that is an important cost and arises when operating an activity in a business.

Findings on UKM Arar Berdikari costs incurred are divided into two parts, for fixed costs include wages of UKM Arar Berdikari employees, where the distribution system is divided equally to all workers according to the number of customer requests. And for variable costs include the cost of purchasing main raw materials, additional raw materials, packaging, and fuel for production facilities.

## **CONCLUSION AND SUGGESTIONS**

- a. UKM Arar Berdikari runs the business has not been running effectively in the promotion of products and development of processed seaweed products managed directly by UKM Arar Berdikari, but the main goal and focus of this UKM is to maintain and strengthen relationships with existing customers with diversified segmentation and ensure satisfaction and loyalty through friendliness to customers, direct criticism and suggestion services.
- b. The SME value offering focuses on the high quality and authentic taste of processed seaweed products that have been processed into several product variants of ice cream, Chistik, Seaweed Crackers, and Meatballs while maintaining the original taste of the raw material, namely seaweed.
- c. Viewed products become a strategy to increase revenue by considering processed seaweed products and product innovation. Until now, product innovation from year to year has experienced good changes so that in the years to come, UKM Arar Bekikari can make the latest innovations. The main resources such as human resources, production sites, equipment, and supporting facilities for smooth business and the main activities in this UKM are production and marketing.

### **Suggestion**

- a. UKM Arar Berdikari needs to expand its market segment, with so much potential, and technological developments need to be utilized in promoting products. Strengthening marketing strategies through social media, e-commerce, and cooperation with business partners, so that it can help UKM Arar Berdikari to achieve business goals, namely expanding the market at an affordable cost and allowing their products to reach a wide range of customers quickly and efficiently.
- b. UKM Arar Berdikari needs to innovate to increase competitiveness. Innovation allows businesses to remain competitive by offering new products and services that meet customer needs. By continuing to innovate, UKM Arar Berdikari can differentiate itself from competitors and attract more customers.
- c. Strategy to increase revenue strengthen customer relationships. Increase customer loyalty, and need to expand the market. Human resource management as the main resource or asset in running business operations so that relevant coaching or training is needed to support and increase business productivity.

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