

IMPLEMENTATION OF BUSINESS MODEL CANVAS AS A BUSINESS DEVELOPMENT STRATEGY IN MICRO, SMALL AND MEDIUM ENTERPRISES NYEMILINYUKS.ID IN MAKASSAR CITY

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Abstract

A high number of MSMEs should absorb a lot of labor. However, the reality is that some MSMEs are still unable to absorb labor. This happens because many MSMEs do not experience development in their business operations. The development of a business is determined by the ability to plan and implement strategies, as strategies require business owners to think long-term and improve all implementations in a more orderly manner. This research aims to implement the right strategy for the business Nyemilinyuks.id, with the hope of developing the operational aspects of the business being run. The strategic method that will be applied is the Business Model Canvas, which consists of 9 elements: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. This research is a descriptive (exploratory) qualitative study. Where the object of the study is the Business Model Canvas. This research uses the unit of analysis, which consists of several individuals from the Nyemilinyuks.id business. The type of data examined is qualitative data, which is primary data obtained thru direct observation and direct question-and-answer interviews with the relevant parties, namely the business owner, employees, and consumers of Nyemilinyuks.id. This research employs the purposive sampling method, which deliberately determines or selects the respondents to be studied. The total number of samples is 7 people. The result of this research is to improve and add several elements of the Business Model Canvas (BMC) applied by Nyemilnyuks after analysis, where there are several elements that need to be improved to enhance business operations, help

increase product sales, and achieve sales targets, including customer segments, value propositions, customer relationships, channels, key activities, and key partners.

Keywords Business Development Strategy, Model, Business Model Canvas (BMC), MSMEs

INTRODUCTION

UMKM, or micro, small, and medium enterprises, refers to the business sector that operates on a small and medium scale. In Indonesia, the role of MSMEs (Micro, Small, and Medium Enterprises) is very important in the economy because they make a significant contribution to job creation and economic growth. Imagine if MSMEs didn't exist, what would the economic condition of our country be like? SMEs help distribute income within society because they are often owned by individuals or small groups.

Micro, small, and medium enterprises (MSMEs) play a very significant role in the Indonesian economy. UMKM are one of the most important pillars in the Indonesian economy. Based on data from the Ministry of Cooperatives and SMEs, the number of SMEs currently reaches 66 million with a contribution to GDP of 61.07 percent or worth 8,573 trillion rupiah in 2023. The contribution of SMEs to the Indonesian economy includes the ability to absorb approximately 117 million workers or 97 percent of the total workforce, and they can gather up to 60.4 percent of total investment (Junaidi 2023).

Thus, economic wealth is not only displayed by a small number of large companies. In addition, MSMEs also support economic poverty at the local level, helping the local community to grow and develop. Overall, MSMEs in Indonesia play a strategic role in creating economic resilience and reducing the level poverty. They create job opportunities, encourage innovation, and contribute to inclusive economic development (Gunawan and Nuzula 2020).

SMEs play a very important role in a country's economy, one of which is to support the economy of the community in a particular region. SMEs play an important role in reducing poverty levels and providing job opportunities to a large number of people. By creating jobs, SMEs can help reduce poverty levels on a micro and small scale. This obviously has a positive impact on workers with lower skill levels who may struggle to find employment in large companies (Srijani, Kadeni 2020).

With their significant role, MSMEs are certainly expected to fulfill that role. The large number of SMEs does not guarantee an increase in the economy of a region. However, this can be seen from the development of the owned MSMEs. From the data of the Cooperative and MSME Office of Makassar City, there are currently approximately 19,000 MSMEs recorded in the database. Most of them are dominated by the culinary sector, reaching 5,000. The high number of MSMEs needs to be supported with good stimuli (Eka, Agung 2023).

It should be noted that the relatively high number of MSMEs should have absorbed a lot of labor. However, the reality is that some MSMEs have not been able to

absorb labor. This happens due to the large number of UMKM that do not experience development in the business they run. The development of a business is determined by the ability to plan and implement strategies, because strategies require business owners to think long-term and improve all implementations more systematically. Strategies in a business can certainly enhance entrepreneurs' awareness of the goals to be achieved in an endeavor.

The food and beverage industry has proven to be one of the industries with a relatively high growth rate in Indonesia. The increase in the growth of the food and beverage business indicates that doing business in the food and beverage sector is quite promising (Emi Suwarni, 2020). Business growth is a goal desired by many companies and is a measure of entrepreneurial success as well as being important for economic development. However, not all businesses experience significant growth. Referring to the book Business Psychology, some reasons why businesses do not grow are: (1) lack of thorough planning, (2) poor financial management, (3) not following market trends, (4) lack of innovation, (5) inadequate product or service quality.;(6) Ineffective marketing strategy,;(7) incompetent team,; and (8) Less strategic location (Dr. Silverius Soeharso, S.Psi, SE 2020).

The development of a business is one of the factors underlying the creation of business success to maintain its productivity in the long term. In relation With that in mind, business actors, including MSMEs, also need to prioritize the implementation of well-formulated business strategies with a blend of sustainable innovation so that MSME products become more competitive and can support the success of the business. This is related to the current condition of MSMEs, which play an important role in contributing to the Indonesian economy (Shobaah and Irianto 2023).

Regarding the efforts to develop this business, it can be done thru the application of business model strategies such as BMC (Business Model Canvas) to improve the organization and management of the business. In addition, this model illustrates the ways in which a company can create added value for its products. Based on research by Eius, 2014, the Business Model Canvas has nine important factors that help understand business models in the future. These factors are considered to facilitate the focus of efforts on key points of a business and reduce risks in business, making this important tool capable of creating an effective and efficient MSME business (Natallia et al. 2022).

The process of creating a business model is one of the tools in determining business strategy to forecast what needs to be done and anticipate the future. Business Model Canvas is a business model for understanding customer segments and value proposition. The Business Model Canvas has nine important interrelated factors, including Customer Segment (customer needs), Value Proposition (value for customers), Channel (target reach), Customer Relationship (customer relationship), Revenue Streams (payment receipts), Key Resources (resources), Key Activities

(distribution channels), Key Partnership (buyer and supplier relationships), and Cost Structure (operational costs) (Natallia et al. 2022).

This BMC strategy explains in detail the hot process of a company in its efforts to create product excellence and generate profits, where this has been outlined from business elements within the nine blocks, each of which is interconnected with one another (Osterwalder, 2010).

Based on the observation results, here are the 9 blocks of the BMC model applied to the Nyemilinyuks.id business.

Figure, BMC Nyemilin Model



Source: Data from the observation of the business owner (Faridah Maharani) This research was conducted on one of the MSMEs in the city of Makassar, namely Nyemilinyuks.id. Nyemilinyuks has been established since 2021, operating for approximately 3 years. In this 3-year period, Nyemilinyuks.id has made developments in product, packaging, and production location, but these efforts have not yet enabled Nyemilinyuks.id to achieve high profits or create job opportunities.

Referring to the results of the conducted observations, Nyemilinyuks.id has a vision to become an F&B outlet of choice for the community with the best service. Unfortunately, Nyemilinyuks.id does not have strategic tools to develop their business/market. Becoming the preferred F&B outlet for the community certainly requires a workforce to collaborate in creating strategies and innovating to realize that vision. Nyemilinyuks has several types of menus available, one of which is Egg Spring Rolls. Most of their consumers prefer this menu over some of the other options provided, such as Rice Bowls and various beverages. However, the non-strategic location of Nyemilinyuks and the limited marketing efforts have resulted in Nyemilinyuks.id's consumers being mainly acquaintances of the owner. The unclear strategy being implemented also causes Nyemilinyuks.id to operate inconsistently.

The ineffective marketing strategy also hinders Nyemilinyuks.id's efforts to achieve daily sales targets. As a result, the marketing conducted is not well-directed, both online and offline. Nyemilinyuks.id has also not been able to recruit workers, so the operational processes of the business are only carried out by the owner and a few family relatives who help with the operational processes.

This has affected the decrease in production volume, revenue, and profit generated by the company. The fluctuations in sales are caused by several factors that have been explained above in accordance with the business conditions. Data on the average sales of Nyemilinyuks.id for egg spring rolls, rice bowls, and various beverages from June-December 2021, January-December 2022, January-December 2023, and January-October 2024 can be found in Table 1.

Table, Sales data at Nyemilinyuks MSME from 2021-2024

Year	Average/month	Lumpia Egg / (Serving)	Ricebowl (Serving)	Drink /Cup
2021	June – December	3150	-	2100
2022	January – December	5220	-	5800
2023	January – December	4872	1749	5320
2024	January – October	4359	1450	4200

Source: Processed Data of Nyemilinyuks Business 2021-2024 In 2021, Lumpia Telur's sales did not meet the sales target due to the business being newly opened and still in the product promotion introduction stage. Sales in 2022 increased significantly due to the varied sales strategies implemented, such as offline and online sales, and active participation in MSME events. However, in 2023, sales slightly declined due to the increasing number of competitors with similar products. The rising market trend also contributed to the sales decline because Nyemilin has not yet adapted to the changing market trends. Therefore, a strategy is needed to address this issue.

On the other hand, what should happen is that MSMEs in the culinary field have a very large opportunity to become successful businesses, because in this era, culinary businesses have become one of the popular businesses. Beside being easy and practical, culinary businesses also do not require large capital, so owners only need to formulate a good strategy to start and sustain the operation of Nyemilinyuks.id. Culinary businesses that can be easily accepted by the community present a significant opportunity for Nyemilinyuks.id to compete with other culinary businesses. Nyemilinyuks.id should also be responsive in understanding exactly what type of product is actually needed by the market, how large or small the market is, when the product is needed, and how to deliver the product.

Regarding the issues that have arisen, research is being conducted to provide development proposals for the business in addressing the decline in sales. The problem must be addressed immediately so that the company can compete with other industries to maintain customer loyalty, acquire new customers, and generate good profits.

SMEs need good tools to address the "grow or die" business situation; many of them have been experiencing this condition for several years. The Business Model Canvas is suitable for the purpose of mapping current activities using a pattern toward success (Frick, 2013).

The application of the BMC method can be used to address the issues present in the Nyemilinyuks business. The way to do this is by identifying and evaluating the company's conditions, which will later receive strategies to be able to compete in the market. The Business Model Canvas is a strategic management and entrepreneurial tool that allows for the description, design, challenge, creation, and stimulation of business models (Planellas, 2019).

Research on business development thru BMC indicates that the results of this study explain that the BMC applied to Achiella Cake's business needs improvement in several building blocks based on the analysis of the IFAS-EFAS Matrix and SWAT cartesian, thereby obtaining new strategies to develop the Achiella Cake home business. Based on the analysis results, the alternative SO (strength-opportunities) strategies for Achiella Cake's business are (1) Maintaining the quality and safety of products, packaging, and the variety of existing product types, (2) Maintaining good relationships with both old and new customers and preserving the trust of loyal consumers, and (3) Enhancing marketing across various available media (Ramadhani, Rizal, and - 2023).

Research on business strategy using the Business Model Canvas method indicates that the results show that strategies with the Business Model Canvas can be effective and efficient in determining company strategies (Made Refa Kusumawati and Saragih 2019). Research on business development using the Business Model Canvas (BMC) reveals that the mapping of the business condition of Piring Seng Coffee & Co found that the BMC approach provides recommendations for improvements on all key BMC elements to enhance the company's competitiveness (Hambali, A., & Andarini 2021). Based on previous research, the BMC method can be used as a method to develop new business model strategies and face existing business competition. Therefore, the purpose of this research is to understand how the application of the business model canvas concept is implemented in the micro, small, and medium enterprise Nyemilinyuks.id. The usefulness of this research is to apply the Business Model Canvas strategy, which is considered effective for Nyemilinyuks.id based on previous studies. With this research, it is expected to increase product sales turnover, expand the market, and provide job opportunities for the micro, small, and medium enterprise Nyemilinyuks.id.

RESEARCH METHOD

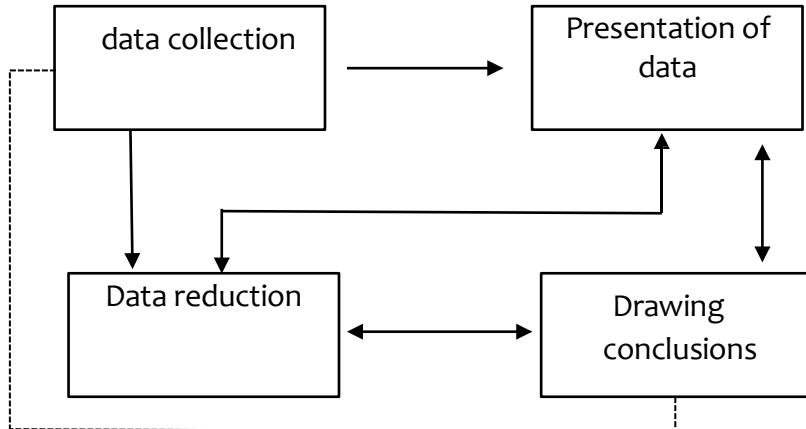
The research model used by the author is a qualitative approach. Qualitative research emphasizes that reality is multi-dimensional, interactive, and a social experience exchange interpreted by individuals. Qualitative research aims to understand social phenomena from the perspective or viewpoint of participants. Participants are individuals who are interviewed, observed, asked to provide data, opinions, thoughts, and perceptions. Qualitative research examines participants' perspectives using various interactive strategies such as direct observation, participatory observation, in-depth interviews, documents, and complementary techniques.

The qualitative approach referred to is a research procedure that produces descriptive data in the form of words from people and everything observed from their behavior. This qualitative approach aims to gain a deep understanding of certain phenomena thru inductive reasoning.

The type of data used in this research is primary data and secondary data. Primary data is information collected directly from the owner, employes, and customers obtained thru direct interviews with consumers and in the form of input suggestions regarding products/packaging/sales. Primary data is obtained from research subjects that are closely related to or have a case relationship with the research being conducted.

The method of collecting primary data is done by recording and documenting direct interviews with the owner and employes of Nyemilinyuks.id. Secondary data, which includes documents or literature from the Central Statistics Agency (BPS), the internet, newspapers, and so on. The collection of secondary data is carried out by taking or using part or all of a set of data that has been recorded or reported.

The data analysis techniques used are qualitative and narrative descriptive. Stating that activities in qualitative data analysis are conducted interactively and continuously until completion, so that the data becomes saturated. The stages carried out to analyze the data in this research use the interactive model data analysis according to Miles and Huberman, which consists of four stages that must be conducted in data analysis. This data analysis technique consists of four stages: the data collection process, the data reduction process, the data presentation process, and finally, the conclusion drawing or verification:



Figure, Qualitative Analysis Model Flow

Source: Miles, Huberman, & Sadana (2014)

- a. The data collection process is carried out before the research, during the research, and even at the end of the research. Ideally, the data collection process should be conducted when the research is still in the conceptual stage. There is no specific and designated time allocated for the data collection process in qualitative research, because as long as the research is ongoing, the data collection process is also carried out.
- b. At the data reduction stage, reducing data means summarizing, selecting the main points, focusing on important aspects, identifying themes and patterns, and discarding the unnecessary. Thus, the reduced data will provide a clearer picture and facilitate the researcher in further data collection, as well as in retrieving it if needed. The data summarized in this research is done meticulously and carefully so that the resulting data is dense and clear.
- c. At the data presentation stage, Miles and Huberman state that data presentation refers to presenting a collection of organized information that allows for the possibility of drawing conclusions and taking actions. In data presentation, it is presented in the form of narrative text and brief descriptions, charts, relationships between categories, flowcharts, and the like. The most commonly used method for presenting data in qualitative research is narrative text, which takes the form of notes and descriptions of interview results with informants. Verification and Conclusion, According to Miles and Huberman, the final step in qualitative data analysis is drawing conclusions or verification. Conclusions in qualitative research are new findings that have not existed before. Findings can be in the form of a description or depiction of an object that was previously unclear.

RESULTS AND DISCUSSION

This research aims to analyze the application of the Business Model Canvas (BMC) innovation strategy in business development and to evaluate the impact of its implementation on business growth. The research results show that the application of the BMC strategy has an impact on directing business management in a more structured and measurable manner.

Out of the 9 BMC elements, there are 5 BMC elements that have developed in the Nyemilin business. The researcher first identified all the BMC elements, namely Customer Segments, Value Propositions, Customer Relationships, Channels, Revenue Streams, Key Activities, Key Resources, Key Partners, and Cost Structure. Mapping several key elements in the BMC—namely customer segments, customer relationship, channels, value propositions, key activities, and key resources—helps the business owner understand the overall business position.

In the aspect of Customer Segments, Nyemilin's business made improvements, including adding a target customer segment by targeting community or organization members, where communities often gather to discuss or carry out activities such as fundraising, and during these activities, they obviously need snacks or products to resell. This is in line with the research findings by Awaluddin (2022), which concluded that the addition of consumer targets can occur in accordance with the era of business development.

Furthermore, after the implementation of the BMC "Value Proposition" innovation, Nyemilin has become more focused on offering value that is more efficient and targeted. This is also in line with the research findings by Tri Yuli (2023), which concluded that an alternative strategy in offering product value is by processing and utilizing the product according to market needs and demands, enhancing marketing strategy effectiveness, and assisting small businesses in reaching a wider market. The development carried out involves providing a menu that can be used as a gift or present for someone. Thus, the menu offered is modified not only to be a daily snack but also to be presented in the form of a gift or present. The modification referred to involves providing packaging and altering the appearance of the menu by adding greeting messages or toppings that can be customized according to customer requests.

Not only that, the BMC element "Customer Relationship" has also improved, as seen from the increase in customer satisfaction and loyalty. This is in line with the theory of customer relationship management (CRM), where a good understanding of customer needs directly contributes to long-term business growth. The business development being undertaken involves building good relationships with customers by serving them kindly and providing alternative ways to foster customer relationships, such as creating membership cards as customer engagement for repeat purchases. The second alternative is that Nyemilin can create a WhatsApp channel for receiving

customer feedback and suggestions, and also provide information about promotions, events, or discount coupons to customers.

Next, the "Channels" aspect or distribution channels experienced development after the implementation of the BMC innovation strategy in the Nyemilin business. Previously, the business relied solely on direct sales thru physical stores and one marketplace. However, after mapping and evaluating, Nyemilin's business developed various distribution channels, such as online marketplaces, social media, and delivery services. The expansion of these channels has a direct impact on increasing product accessibility for customers and the growth of sales volume. These findings align with the theory of Osterwalder & Pigneur (2010), which explains that the right channels enable companies to deliver value propositions efficiently to customer segments, whether in the stages of information, evaluation, purchase, delivery, or service. In this context, digital channels such as social media platforms like Instagram, TikTok, and marketplace platforms like ShopeeFood and GrabFood have proven to be more effective in reaching a wider customer segment. Especially the younger generation who have the habit of shopping online. This result is supported by previous research by Fitriani (2020), which stated that the utilization of digital channels can increase the visibility of small and medium enterprises (SMEs) by up to 35% and positively impact revenue growth.

The research results show that the "Key Activities" element of Nyemilin experienced positive changes after the implementation of the BMC innovation strategy. Key activities refer to the main activities, namely delivering value propositions, reaching market segments, maintaining customer relationships, and generating revenue. This was done based on the research activities that had been conducted to determine a strategy. Before the implementation of the BMC innovation, the main business activities were not clearly defined and were still running spontaneously without structured planning. However, after the BMC mapping was conducted, Nyemilin's business established key activities, namely raw material inventory, product production, product promotion, and research activities. This change aligns with the opinion of Osterwalder and Pigneur (2010), who state that key activities are important activities carried out by the company to ensure the business runs effectively and efficiently. These activities must align with the value proposition that the company wants to offer to customers. This result is also supported by research from Muhammad Harsa Wardana (2023), which concludes that strengthening key activities relevant to market demand can increase operational efficiency and accelerate the growth of small and medium enterprises.

The results of the analysis identifying the elements of the Business Model Canvas in the Nyemilin business show that the current BMC strategy lacks thorough planning and is not effective in running the business operations. Therefore, several BMC elements that have been implemented need improvement and innovation in the development of the Nyemilin business. The development strategy obtained in this

research is based on data analysis, interviews, and documents from informants and the conditions observed in the field.

This research is expected to help Nyemilin achieve its sales targets and improve the marketing performance of the products offered thru appropriate strategies to reach business goals. The researchers also hope that thru this BMC analysis, Nyemilin can reach consumer sectors that have not yet been tapped, thereby enhancing the business being run. With the Business Model Canvas (BMC) analysis, Nyemilin can determine the appropriate business development strategies to implement and apply them effectively and efficiently.

CONCLUSION

The results of this study indicate that the application of the Business Model Canvas (BMC) plays a crucial role in business development efforts. By mapping the nine main elements of the BMC, Nyemilin's business can understand the business structure and the right strategies to optimize sales and enhance competitiveness. The implementation of this BMC innovation strategy has also proven to have a positive impact in several aspects, namely in enhancing product and service innovation, optimizing customer segments, and effective marketing strategies. Furthermore, this research also found that the use of BMC aids in more strategic decision-making, allowing Nyemilin to allocate resources more effectively. With a more flexible business structure, Nyemilin's venture certainly has a strong foundation to develop sustainably.

The results of this study indicate that the implementation of the Business Model Canvas (BMC) innovation strategy has a quite positive impact on business development. This is evidenced by the business development indicators that have shown improvement based on the research findings. With a systematic mapping of several key elements of the BMC, Nyemilin's business can better understand the business structure being run, optimize resources more effectively, and enhance competitiveness in the market.

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