

Formulation Of Business Model Canvas In UMKM Asgar Bee Honey

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ABSTRACT

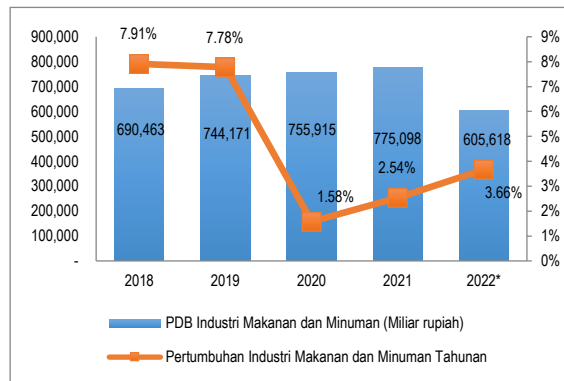
The development of entrepreneurship in Indonesia is currently a trend that cannot be abandoned. The increasing growth of UMKM in Indonesia is quite dominated by the food and beverage industry. Based on data from west Java open data (2021), Garut Regency is the district with the 5th largest number of UMKM in West Java. The role of UMKM in Garut Regency is influenced by the natural resources in Garut Regency. One of them is UMKM in the Asgar Lebah honey business. This research was conducted to find out how to design the right Business Model Canvas strategy for Asgar Lebah honey in business model development. The purpose of this study is to find out the Business Model Canvas of Asgar Lebah honey, to evaluate Asgar Lebah honey by analyzing strengths, weaknesses, opportunities and threats, as well as to find out the right business strategy in developing the Asgar Lebah honey business. The research method used is a descriptive qualitative method. In collecting data, researchers used the method of interviewing the owner of Asgar Lebah honey. The results of this study show that Asgar Lebah honey already has all the elements of the Business Model Canvas which is a reference for running a business, but there is still something that needs to be improved or developed again from the nine elements owned by Asgar Lebah honey. Madu Lebah Asgar needs to add several business aspects in developing its business in the future such as improving more attractive product packaging, adding e-commerce platforms to expand market segmentation, increasing creativity in managing social media, collaborating with new partners to increase product promotion opportunities, and running business management.

keyword: entrepreneurship, Asgar Lebah honey, swot analysis, business model canvas

INTRODUCTION

There are many exciting opportunities in business. The latest inventive ideas and inventions are produced by several companies. It keeps up with current technological advancements while continuously supporting product innovation, updating managerial methods, and trying to stay in the market. Businesses, both established and start-ups, are constantly striving to be competitive in the global market. (Fatricia & Sultan, 2019)

The progress of the entrepreneurial world in Indonesia has a very positive trend. Because it has proven successful in helping to raise an Indonesian economy. Currently, the Indonesian government continues to support business actors to continue to increase. Nowadays, entrepreneurs are required to provide creative ideas for goods or services (Falih et al, 2019). Based on information from industry research data, it is stated that the growth of MSMEs in Indonesia is currently the majority of the food and beverage industry. In the past few years, the growth of the industry in the food and beverage sector has shown very significant growth.



picture 1. F&B trends in 2019-2022

Based on the data above, for the last three years, from 2020 to 2022, the growth of the beverage and food industry (mamin) has experienced positive developments, 2020 to 2021 increased by 2.54%, and from 2021 to 2022 increased by 3.66%. This shows that the food and beverage industry in Indonesia has good and great business opportunities so that it can provide broad employment opportunities for entrepreneurs. Business actors are required to be creative and innovative in order to be able to compete in the world of the food and beverage industry.

Based on data from Open Data Jabar (2021), Garut Regency is a district with the 5th largest number of MSMEs in West Java. The role of MSMEs in Garut Regency is influenced by the natural resources in Garut Regency. One of them is MSMEs in the honey business. Honey is a food product resulting from insect activity. Honey is also referred to as a food or drink blessing from God Almighty that has many benefits. Honey comes from the liquid in flowers that usually has a sweet taste that is collected by bees. The liquid is the raw material for honey and is stored in the hive as food (Dewi et al, 2022). Honey is good for health because it is anti-bacterial (Kamilah, 2019). Honey has a sweet taste, thick texture, with varying colours. The type of flowers and

plants where bees suck nectar can affect the taste and aroma of the honey produced (Yulina, 2017).

Madu Lebah Asgar is an individual business established in 2011 by Roma Suryana, located in Ciening Village, Sirnagalih Village, Cisurupan District, Garut Regency, West Java Province. Asgar Honey Bee is 15 kilometers from Garut City Centre. The company cooperates with honey breeders or bee handlers to obtain raw materials for the product. The company offers pure honey products, currently the company has successfully offered 9 flavours of honey produced by the company such as Strawberry Nectar Honey, Longan Nectar Honey, Kaliandra Honey, Forest Honey (Odeng), Black Honey (Bitter), White Honey (Klanceng), Rubber Honey, Clove Honey, and Coffee Honey. Each of these honey flavours has different properties. It is hoped that it can fulfil the demand from consumers, which over time continues to experience changes and developments.

As an MSME business actor, of course, the company still experiences several company conditions that still need improvement and development, one of which is in determining the business model that needs to be carried out as a form of business development so that the company continues towards self-improvement and improvement so that it can survive and compete in the honey product business world. the application of the right business model in an MSME can provide benefits to increase profits and competitiveness of MSMEs, by developing themselves through improvements and changes in the right business model through new business elements and innovations that can increase revenue for MSMEs (Wijaya & Sultan, 2019).

The current business model innovation is the Canvas Business Model. Its implementation is used as an effort to improve the current business model. The concept of this model has practical capabilities and can be considered by business actors as decision making (Fatricia & Sultan, 2019). In the formulation of this canvas business model combined with swot analysis as a consideration of the company's internal and external environment.

THEORETICAL STUDIES

Entrepreneur

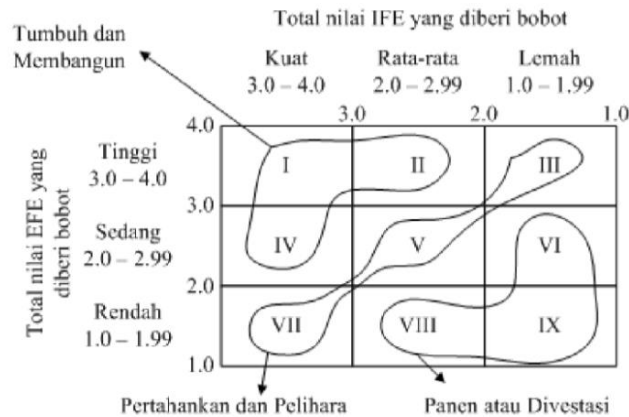
Entrepreneurship, according to Suryana (2013), is the creative and innovative capacity to produce new and distinctive things that are utilised as foundations, resources, driving forces, goals, strategies, procedures, processes, and struggles in overcoming life's challenges. Although not necessarily new, the products and services produced by entrepreneurs have unique and valuable qualities (Suryana et al, 2011).

SWOT Analysis

SWOT analysis, often known as SWOT estimation or analysis, is the process of identifying strengths, weaknesses, opportunities, and threats in an organisation or business environment, according to Boseman in Vishnubroto & Freitas, 2013. An analytical tool to evaluate an organisation's operational state and its strategic position is the IE (internal-external) matrix. Rangkuti (2015) claims that the dimensions of this matrix also take into account the company's internal strengths and the external influences it must face. Businesses can identify nine corporate strategy cells, but these

nine cells can be divided into three basic strategies in theory. The 3 strategies according to Rangkuti are:

1. The conditions for divisions in cells I, II or IV can be described as grow and build. Intensive (market penetration, market development and product development) or integration (backward integration, forward integration and horizontal integration) strategies may be most appropriate for these divisions.
2. Divisions that fall into cells III, IV or VII can be best handled through a hold and maintain strategy, market penetration and product development are two strategies that are widely used in these divisions.
3. The basic requirement for divisions in cells VI, VIII or IX is harvest or divest.



Gambar 2. Matriks IE

Business Model Canvas (BMC)

A strategy management tool called "Business Model Canvas" (BMC) is used to express business models and ideas about how companies generate, deliver, and collect value. It makes complex business concepts simple, then displays them on a single sheet of canvas with nine well-integrated core aspects for a business plan that addresses the company's internal and external strategy analysis (Osterwalder & Pigneur, 2017). There are 9 elements of the Business Model Canvas as follows:

1. Customer segments
2. Value Proposition
3. Channels to customers
4. Customer Relationship
5. Revenue streams
6. Key Resources
7. Key activities
8. Key Partnerships
9. Costs (Cost Structure)

RESEARCH METHODS

This research uses a qualitative approach method. Which has an analytical descriptive nature, namely data or information obtained from interviews, observations, documentation, and field notes compiled by researchers by describing the findings obtained. the data relates to the situation under study and is not processed by measuring instruments that will present numbers in a study. primary data in this study is data collected directly from the first source, namely information obtained by means of direct interviews with Asgar Bee Honey business owners. Secondary data is data from documents and data based on Madu Lebah Asgar business owners, as well as journals/articles that have been published.

RESULTS AND DISCUSSION

Interviews conducted by researchers to the owner of Asgar Bee honey, by conducting SWOT analysis, and the recommended bussines model canvas for the Asgar Bee honey company as a consideration for business development.

Swot analysis

In this swot analysis, research is carried out on the company's internal factors and external environment. The following is an analysis based on the internal factor evaluation matrix (IFE), which is as follows:

Tabel 1. Matriks IFE

Internal Faktor				
Code	Strengths	Weight	Rating	Score
S1	Bahan baku relatif mudah	0,05	2	0,10
S2	Mudah mendapatkan perlengkapan penunjang produk	0,07	3	0,21
S3	Semangat kerja dan kedisiplinan owner	0,07	3	0,21
S4	Produk bisa dikonsumsi oleh semua kalangan usia.	0,08	3	0,24
S5	Produk madu murni	0,07	2	0,14
S6	Harga produk standar	0,05	2	0,10
S7	Memiliki 9 varian rasa madu	0,08	3	0,24
S8	Telah memiliki sertifikasi	0,05	1	0,05
S9	Lokasi usaha cukup strategis	0,07	2	0,14
	subtotal	0,59		1,43
Weakness				
Code	Weakness	Weight	Rating	Score
W1	Keterbatasan modal.	0,07	2	0,14
W2	Manajemen yang masih rendah.	0,05	1	0,05
W3	Pemasaran produk yang masih rendah	0,06	2	0,12

W4	Pengelolaan keuangan yang rendah	0,05	1	0,05
W5	Perlengkapan produksi konvensional	0,07	2	0,14
W6	Perencanaan strategi yang masih sangat kurang	0,05	1	0,05
W7	Reseller yang masih sedikit.	0,06	2	0,12
	Sub Total	0,41		0,67
	Total	1,00		2,10

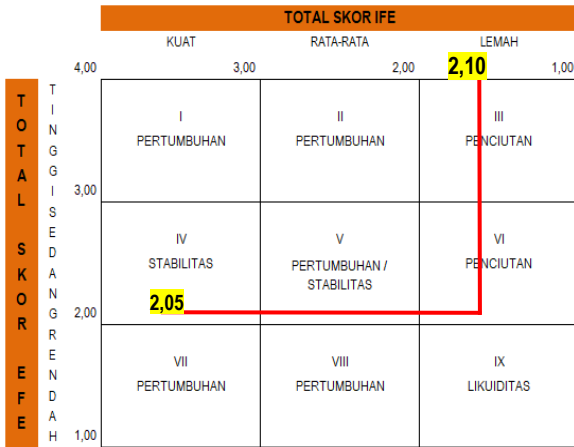
Analysis based on the Internal Factor Evaluation Matrix (IFE) found a value with an IFE matrix score of 2.10. This indicates that the company's internal position is in average condition. Furthermore, the analysis based on the External Factor Evaluation (EFE) matrix is as follows:

Tabel 2. Matriks EFE

Eksternal Faktor				
Code	<i>Opportunities</i>	Weight	Rating	Score
O1	Produk kesehatan	0,10	3	0,30
O2	Produk berkepanjangan	0,15	2	0,30
O3	Dukungan pemerintah bagi pelaku usaha UMKM	0,05	1	0,05
O4	Media sosial yang mudah diakses	0,15	3	0,45
O5	Perkembangan Teknologi Informasi dan Komunikasi.	0,10	2	0,20
	Sub Total	0,55		1,30
Threats				
Code	<i>Threats</i>	Weight	Rating	Score
T1	Tingginya persaingan produk yang sama	0,15	2	0,30
T2	Tuntutan konsumen yang berubah dengan cepat	0,05	1	0,05
T3	Tingginya persaingan penjualan di e-commerce	0,15	2	0,30
T4	Memiliki saingan perusahaan besar.	0,10	1	0,10
	Sub Total	0,45		0,75
	Total	1,00		2,05

Meanwhile, the results of the analysis based on the External Factor Evaluation (EFE) matrix are in Table 2. the EFE matrix score is 2.05. This shows that the company is in a moderate condition or the company is good enough to respond to opportunities and threats that exist outside.

Furthermore, the IFE matrix of Asgar Bee honey has a total score of 2.10, while the EFE matrix of Asgar Bee honey has a total score of 2.05. The position of Asgar Bee honey in the IE Matrix can be described as follows:



picture 3. Matriks IE

From the picture above, it can be seen that the position of Asgar Bee Honey is in the V quadrant position. This means that the Asgar Bee honey company is in a condition of having average internal capabilities and moderate external capabilities. The main strategies that Asgar Bee honey can do are market penetration and product development, the two most widely used strategies in this type of division.

The following results and discussions from interviews conducted by researchers can be mapped in the Business Model Canvas as follows:

1. Customer Segment of Asgar Bee honey is the need to increase market segmentation such as selling products using E-commerce platforms such as Lazada, Blibli, Tokopedia, and the like. Not only in one e-commerce platform (shopee). It is expected that the market segment will be wider.
2. Value Position of Asgar Bee honey is to increase the uniqueness of product packaging to make it more attractive, and has a characteristic compared to other similar products.
3. Channel Asgar Bee Honey is the need to increase resellers and increase partners for product promotion.
4. Customer Relationship Madu Lebah Asgar needs to increase attractive promos for consumers and increase supervision of partners.
5. Revenue Streams Madu Lebah Asgar is that the company needs to increase and focus on developing sales through e-commerce media and social media that are more attractive and convey more creative information in order to attract consumer interest.
6. Key Resources Madu Lebah Asgar is that business actors need to develop packaging models that are used more attractively and can provide differentiation from other products.
7. Key Activities Honey Bee Asgar is to conduct further certification for product development.
8. Key Partnership for Asgar Bee Honey is to find a main partner for Asgar Bee honey, collaborate with partners for product development and increase media partners for product marketing.

9. Cost Structure of Asgar Bee Honey is the need to attend training on proper cost management with limited capital.

CONCLUSIONS

The Asgar Bee honey company has fulfilled the 9 elements of BMC, but it is still not optimal in its application, so Asgar Bee honey needs to improve its business model. It is expected that the company can increase strengths and minimise weaknesses and can take advantage of business opportunities for honey products by overcoming threats that can occur to the company. and the Asgar Bee honey company is expected to develop aspects of the 9 BMC elements in order to provide positive changes in the development of the Asgar Bee honey business.

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