

Development of Small and Medium Enterprises Based on Business Canvas Models in The International Market

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Abstract: *Small and Medium Enterprises (SME) is a form of people's business that has existed as the driving force of the economy in Indonesia. This research aims to analyze CV Sahabat Alam Handycraft SME based on the business canvas model and formulate strategies for the sustainability of CV Sahabat Alam Handycraft. This research uses qualitative methods using the business model canvas and SWOT. Data collection techniques use interview and documentation methods. The research results show that CV Sahabat Alam Handycraft has implemented a canvas business model in the growth quadrant, namely growing and developing, thus supporting aggressive growth policies (growth-oriented strategy) (GOS). These SME should implement strategies to improve operational quality, creativity, adaptation, innovation, collaboration, cooperation, and synergy so that SME are sustainable.*

Keywords: *Agribusiness, Canvas Model Business, Entrepreneurship, SWOT, SME*

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I. Introduction

SME contributed to a Gross Domestic Product (GDP) of 61.07%, equivalent to 8,573.89 trillion rupiah from 64.2 million SME units. The contribution of SME to the Indonesian economy includes absorbing 97% of the total workforce and collecting 60.4% of the total investment [1]. One of the SME is CV Sahabat Alam Handycraft. This SME operates in the field of creative industrial agriculture with the concept of social entrepreneurship [2]. The superior products are handicraft bags, mats, plant pots, tissue holders, and so on, which have a high selling value. These products are made from water hyacinth stems obtained from Lake Cipondoh [3].

SME has good growth performance, but SME productivity is still less than optimal due to many obstacles. One of the obstacles to SME productivity is limited production, and it is quite difficult to find consumers because they have many competitors all over the world [4, 5]. Therefore, it is the duty of the government, interested parties, and academics to help develop SME so that they can compete with SME throughout the world [6].

Seeing this, one can carry out a Business Model Canvas (BMC) analysis and a SWOT analysis of SME. BMC analysis is a business model that carries out business mapping using nine components, which are divided into nine main parts: customer segments, value propositions, channels, customer relationships, revenue streams, main resources, key activities, main partnerships, and cost structure. Furthermore, these parts are divided into two sides, namely the left side (logic) and the right side (creativity) [7].

SWOT analysis is an analysis of the company's internal factors, namely strengths and weaknesses, as well as the company's external factors, namely opportunities and threats, so that it can formulate competitive strategies [8]. These two activities are mutually sustainable to be able to develop business development strategies for business actors by looking at the strengths that need to be maximized, weaknesses that need to be minimized, opportunities that need to be exploited, and competitor threats that need to be circumvented [9].

This adds to the existing literature regarding the development of SME. This research aims to analyze CV Sahabat Alam Handycraft based on the canvas business model and formulate strategies for the sustainability of CV Sahabat Alam Handycraft.

II. Materials and methods

The research was conducted at CV Sahabat Alam Handycraft during the research period from October to November 2022. The type of data is the latest qualitative descriptive data and time series. The data analyzed is data from January 2020 to January 2022, which comes from primary data and secondary data. Primary data sources include the owner of CV Sahabat Alam Handycraft, the Head of Pinang District and staff, and the Chair of the Indonesian Start-Up Association, while secondary data sources are journal papers and books. The data collection techniques used were interviews and documentation.

To analyze the CV Sahabat Alam Handicraft business, a Canvas Model Business analysis was carried out by integrating nine elements in the Canvas Model Business. Business Model Canvas to find out customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships (main partnerships), and cost structure (cost structure), then analyze and enter into the Business Model Canvas.

After all the data has been successfully entered into the nine blocks of the Business Model Canvas, the final step is to formulate a strategy using Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis [10], which begins with identifying internal strategy factors (IFAS) and external strategy factors (EFAS). Internal strategic factors include strengths and weaknesses, while external strategic factors include opportunities and threats. After getting the total score, an IFAS and EFAS diagram is created to determine the company's position, and then a strategy is created in the form of policy recommendations for running SME sustainably.

III. Results and discussion

3.1. CV Sahabat Alam Handicraft with Canvas Business Model Business Analysis

Based on the results of interviews with the owner of CV Sahabat Alam Handicraft, the CV Sahabat Alam Handicraft canvas business model was identified as having the following nine elements: 1) Customer Segments, including the application of mass market type, segmented type, target consumers in the Indonesian region, namely Tangerang City, Jogja, Bandung, Bali, and abroad, all lower to upper economic groups, women and teenagers aged between 20-40 years, consumers who care about appearance and the environment, consumers who buy are traders or craft souvenir sellers who will resell [11]. 2) customer relationships include short message service (SMS) communication, telephone, website, marketplace, social media, direct visits by buyers, and opening tenants [12]. 3) channels include exhibitions held by partners, private and government agencies, websites, social media (Instagram, Facebook), marketplaces (Shopee, Tokopedia, and blibli.com), word of mouth (WOM), collaboration with companies from industry and services trade (exporter), and complaints can be made via the owner's WhatsApp [13]. 4) value proposition includes raw materials rarely used for making woven material, environmentally friendly products, the sensation of a new experience using water hyacinth bags, designs that can be ordered according to your wishes, good service during buying and selling transactions, products that can be purchased online on the website linked to WhatsApp, marketplace accounts (shopee, tokopedia, and blibli.com), social media accounts (Instagram and facebook) as well as directly at hotels (Hotel Ibis Tangerang, Hotel One Hundred One Tangerang, Hotel Antara Tangerang), at Gramedia (Gramedia Aeon Teko, Gramedia BSD, Gramedia Bintaro), consumers usually buy products to complement their appearance. 5) key resources include employees, trademarks, business logos, soft skills of owners and employees, physical resources (buildings, land, vehicles), production tools (sewing machines, tools or equipment), raw materials (water hyacinth), supporting materials (iron frame, fabric, thread), a website, marketplace accounts (shopee, tokopedia, and blibli.com), social media accounts (Instagram and facebook), knowledge of sewing and weaving skills [14]. 6) key activities include the process of searching for raw materials for water hyacinth in Lake Cipondoh, drying the water hyacinth and separating the stems, product design, weaving process, sewing process, finding buyers via exporters, sending samples to buyers, marketing, training, making iron frames [15]. 7) key partnerships include the regional government of Tangerang City, BRI, Bank Indonesia, CSR for financing and training, exporters, online motorcycle taxi partners, hotel souvenir shops (Ibis Tangerang, Hotel One Hundred One Tangerang, Hotel Antara Tangerang), Gramedia (Gramedia Aeon Teko, Gramedia BSD, Gramedia Bintaro) [16]. 8) cost structure includes fixed costs, namely employee salaries, environmental fees, equipment depreciation costs, vehicle taxes, building taxes, company taxes, insurance, and variable costs, namely raw materials, product distribution costs, overhead costs (costs of buying stationery, printing documents, daily consumption, buying air freshener), delivery operations, internet costs, holiday allowances, electricity costs, water costs, and promotional costs [17]. 9) revenue stream(s), including sales of craft products, craft-making training, and government assistance funds. Business identification results The canvas model for the CV Sahabat Alam Handicraft business was developed using a SWOT matrix to formulate strategies such as Strengths Opportunities (SO) strategy, Strengths Threats (ST) strategy, Weaknesses Opportunities (WO) strategy, and Weaknesses Threats (WT) strategy [7].

3.2. SWOT Analysis of CV Sahabat Alam Handicraft

The results of identifying the company's internal and external strategic factors consist of strengths, weaknesses, opportunities, and threats to CV Sahabat Alam Handicraft as follows:

Strengths (S) [18]

1. Affordable product prices
2. Raw materials are easy to obtain
3. Have a marketplace, social media and website

4. Unique product and neatly woven quality
5. Availability of product services online and directly
6. The product design can be customized

Weaknesses (W) [19]

1. Product promotion is not optimal
2. The financial system is still bad
3. There are still not many product variations and there is no product design IPR
4. Does not yet have organic certification and products suitable for export
5. Don't have adequate equipment in the office
6. Mastery of foreign languages and technology is still low
7. Not yet optimizing partner potential to develop market share
8. Weaver productivity is not targeted
9. The availability of goods to wait for orders is quite long
10. The workforce is still minimal, and its performance has not been optimized

Opportunities (O) [20]

1. Indonesia's economic conditions are starting to improve
2. Indonesia's trade agreements with countries around the world are starting to be established
3. The development of technological advances for searching for information is getting better
4. Community needs are growing and are never satisfied
5. Access to payments and funding for businesses is getting easier
6. Potential to improve service for customers
7. Potential to increase quality, value, margin and quantity of production
8. Cooperation, collaboration, and synergy with partners are easy to reach
9. International commitment to environmentally friendly products is increasing

Threats (T) [21]

1. Plant pests and diseases
2. Price games from competitors
3. Many new competitors have emerged
4. Products and designs are easy to imitate
5. Foreign currencies are difficult to predict

Based on these factors, an Internal Factor Matrix Strategy (IFAS) and an External Factor Matrix Strategy (EFAS) are then prepared as in Table 1. Below.

Table 1. IFAS and EFAS Matrix CV Sahabat Alam Handicraft

No	Internal Factor	Weight	Rating	Score
Strenghts				
1	Affordable product prices	0,09	4	0,36
2	Raw materials are easy to obtain	0,09	4	0,36
3	Has a marketplace, social media and website	0,06	3	0,18
4	Unique product and neatly woven quality	0,06	3	0,18
5	Product services available online and directly	0,09	4	0,36
6	Product designs can be custom	0,07	3	0,21
	Subtotal	0,46		1,65
Weaknesses				
1	Product promotion is not optimal yet	0,05	2	0,10
2	The financial system is still bad	0,08	1	0,08
3	There are still not many product variations and there is no product design IPR	0,08	2	0,16
4	Does not yet have organic certification and products suitable for export	0,02	2	0,04
5	Do not have adequate equipment in the office	0,02	2	0,04
6	Mastery of foreign languages and technology is still low	0,07	1	0,07
7	Not yet optimizing partner potential to develop market share	0,05	2	0,10
8	Weaver productivity is not targeted	0,04	2	0,08
9	Availability of goods to wait for orders is quite long	0,04	2	0,08
10	The workforce is still minimal and its performance has not been optimized	0,07	2	0,14
	Subtotal	0,54		0,89
	Total	1		2,58
Opportunity				
1	Indonesia's economic conditions are starting to improve	0,07	4	0,28
2	Indonesia's trade agreements with countries around the world are starting to be	0,06	3	0,18

	established			
3	Perkembangan kemajuan teknologi untuk mencari informasi semakin bagus	0,06	3	0,18
4	The development of technological advances to find information is getting better	0,06	3	0,18
5	Cooperation, collaboration and synergy with partners are easy to reach	0,08	3	0,24
6	International commitment to environmentally friendly products is increasing	0,05	3	0,15
7	Access to payments and funding for businesses is getting easier	0,05	3	0,15
8	Potential to improve service for customers	0,05	4	0,20
9	Potential to increase quality, value, margin and quantity of production	0,08	3	0,24
	Subtotal	0,56		1,8
Threats				
1	Plant pests and diseases	0,07	3	0,21
2	Price games from competitors	0,08	3	0,24
3	Many new competitors have emerged	0,09	2	0,18
4	Products and designs are easy to imitate	0,10	2	0,20
5	Foreign currencies are difficult to predict	0,10	2	0,20
	Subtotal	0,44	10	1,03
	Total	1		2,83

Source: Primary data processed, 2022

The next step is to compile a SWOT matrix. In the SWOT Matrix four types of strategies can be developed, namely SO (strengths-opportunities), WO (weakness-opportunities), ST (strengths-threats), and WT (weakness-threats).

SO Strategy [22]

1. Optimize goods delivery services (S1, S2, S3, S4, S5, S6, O1, O2, O3, O4, O5, O6, O7, O8, O9)
2. Optimize product sales promotions through social media, websites and marketplaces (S3, O2, O3, O4, O5, O6, O7, O8, O9)
3. Increase production volume (S1, S2, O1, O2, O4, O5, O6, O7, O9)
4. Optimize cooperation with partners both domestic and foreign (S1, S2, S3, S4, O1, O2, O3, O4, O5, O6, O7, O9)
5. Conduct small research through technology (S4, S6, O4, O5, O6)
6. Attend various trainings to support business knowledge (S4, O8, O9)
7. Carry out several experiments creating new designs and motifs (S4, S6, O4, O5, O6)

WO Strategy [23]

1. Patent the product design, certify the product as organic and suitable for export (W3, W5, O1, O2, O4)
2. Study foreign languages and technology (W7, O3, O4, O5, O6, O7, O8, O9)
3. Increase motivation, quantity and quality of human resources (W4, W10, O1, O2, O3, O4, O5, O6)
4. Complete production and operational support facilities (W6, W9, O1, O2, O3, O4, O5, O6)
5. Improve operational standards to increase product quality, quantity, value and quantity (W1, W4, O8, O9)
6. Determine the product distribution schedule (W1, W9, W10, O1, O4, O5, O9)

ST Strategy [24]

1. Optimize product promotion to the wider community (S1 S2, S3, S4, S5, S6, T2, T3, T5,)
2. Study and implement the financial basics so that company finances do not leak (S1, T3, T5)
3. Dare to create new designs using your imagination, creativity and innovation (S4, S6, T2, T3, T5, T6)[39; 38]
4. Improve product quality by sorting raw materials (S4, S5, S6, T1)

WT Strategy [25]

1. Maximize product sales with partner support (W1, W3, T2, T3, T6)
2. Frequently carry out business evaluations and discussions at certain periods with the team to develop the business (W8, T1, T2, T3, T4, T5, T6)

The Strength Opportunity (SO) strategy is a strategy that uses the company's strengths to exploit and seize as many opportunities as possible. The Strength Threat (ST) strategy is a strategy for using the company's strengths to overcome threats. The Weakness Opportunity (WO) strategy is a strategy implemented based on utilizing existing opportunities by minimizing existing weaknesses. Meanwhile, the Weakness Threat (WT) strategy is a defensive strategy that tries to minimize existing weaknesses and avoid threats [22].

The analysis results in Table 1 show that the score values for internal and external factors are as follows. Strength factor score of 1.65; a weakness factor score 0.89; a chance factor score 1.8; and a threat factor score of 1.03. Based on these scores, it can be seen that the difference in the total score of strength factors and weakness factors

is (+) 0.76, while the difference in the total score of opportunity factors and threat factors is (+) 0.77. Figure 1. is a Cartesian Diagram for SWOT Analysis of CV Sahabat Alam Handicraft.

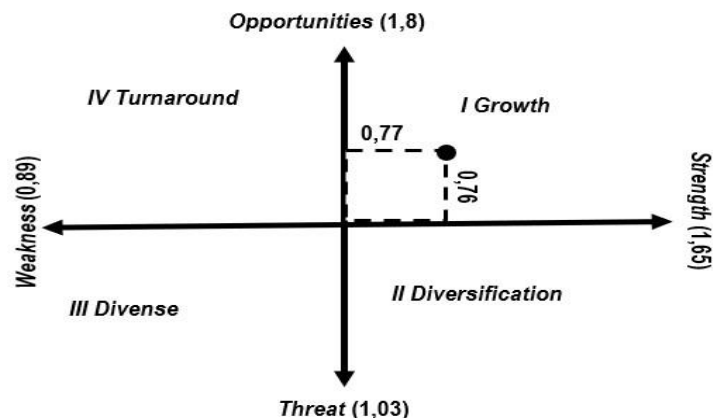


Figure 1. Cartesian Diagram of the SWOT Analysis of CV Sahabat Alam Handicraft
Source: Primary data processed, 2022

In Figure 1, it is very clear that the creative craft industry MSMEs CV Sahabat Alam Handicraft are in quadrant one and are in a developing position. This quadrant is a very profitable situation. This indicates that SME has good opportunities and strengths, so they can take advantage of their existing strengths to seize opportunities [20]. The strategy that should be implemented in developing conditions is to support aggressive growth policies (growth-oriented strategy (GOS). CV Sahabat Alam Handicraft should implement what is recommended in this research, namely optimizing goods delivery services, optimizing product sales promotions via social media [2], a website and marketplace, increasing production volume, optimizing cooperation with partners both at home and abroad, conducting research through technology, attending various business support trainings, carrying out several experiments, and creating new designs and motifs, so that MSMEs can be sustainable in local and international markets [18].

IV. Conclusions

SME have enormous potential to improve the economy of the people, nation, and state, but in reality, SME still experience various internal and external obstacles in the fields of production, processing, marketing, capital, and so on. This is proven based on the results of research conducted at CV Sahabat Alam Handicraft. The conclusion of this research are

1. CV Sahabat Alam Handycraft has implemented the canvas model business concept in conducting its business, which is characterized by the existence of nine canvas model business blocks, namely
 - 1) Customer segment: mass market type, applying segmented type; target consumers in three cities in Indonesia and abroad; all groups from lower to upper economic class; women and teenagers aged between 20-40 years; consumers who care about appearance and the environment; consumers who buy are craft souvenir sellers.
 - 2) Value proposition: raw materials are rarely used in making woven material, environmentally friendly products, the sensation of a new experience using water hyacinth bags, designs can be ordered according to your wishes, good service during buying and selling transactions, products can be purchased online on the marketplace website, social media accounts, as well as directly at three hotels in the Tangerang area at three Gramedia areas in Tangerang, consumers usually buy products to complement their appearance.
 - 3) Customer relations: SMS communication, telephone, website, marketplace, social media, direct visits by buyers, opening tenants.
 - 4) Channels: exhibitions held by partners, private and government agencies, websites, social media, marketplaces, word of mouth, collaboration with companies from industry and trade services; complaints can be made via the owner's WhatsApp.
 - 5) Main resources: employees, trademarks, business logos, soft skills of owners and employees, physical resources, tools, materials, supporting materials, websites, marketplace accounts, social media accounts, and knowledge of sewing and weaving skills.
 - 6) Key activities: the process of searching for raw materials for water hyacinth in Lake Cipondoh, drying water hyacinth and separating the stems, product design, weaving process, sewing process, finding buyers via exporters, sending samples to buyers, marketing, training, and making iron frames.
 - 7) Main partnerships: Tangerang City government, BRI, Bank Indonesia, and CSR. for financing and training, exporters, online motorcycle taxi partners, and hotel souvenir shops at several hotels, at

three Gramedia.

8) CV Sahabat Alam Handicraft cost structure: (1) fixed costs include employee salaries, environmental fees, equipment depreciation costs, vehicle tax, building tax, company tax, and insurance. (2) variable costs include raw materials, product distribution costs, overhead costs, delivery operations, internet costs, holiday allowances, electricity costs, water costs, and promotional costs.

9) Income streams: sales of craft products, craft-making training, and government assistance funds.

2. CV Sahabat Alam Handicraft is in the growth quadrant, that is, it is growing and developing, so it supports an aggressive growth policy (growth-oriented strategy (GOS)). The company should implement an SO strategy, namely utilizing strengths to seize opportunities, such as optimizing goods delivery services, optimizing promotions, selling products through social media, websites, and marketplaces, increasing production volumes, optimizing cooperation with partners both at home and abroad, conducting research through technology, attending various business support trainings, carrying out several experiments, and creating new designs and motifs so that companies or SME can be sustainable in the local and international markets.

V. Suggestion

1. For SME

CV Sahabat Alam Handicraft is in a developing position, it is recommended that it further implement the SO strategy, namely optimizing goods delivery services, promoting product sales through social media, websites, and marketplaces, increasing production volume, optimizing cooperation with partners both at home and abroad, conducting research through technology, Participating in various pieces of training to support business knowledge, carrying out several experiments creating new designs and motifs so that MSMEs can be sustainable in local and international markets, as well as maintaining customer satisfaction by providing quality service so that it has a positive impact, namely that consumers will become loyal consumers and will make repeat purchases.

2. For future researchers

Future researchers related to this research should add measuring tools and research variables. On the other hand, it uses more data sources.

Use of AI tools declaration

The author states that he did not use Artificial Intelligence (AI) tools in creating this article.

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Conflict of Interest

There is no conflict of interest among the authors or with other parties

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